Gainesville.
Citizen centered
People empowered

Welcome to the City of Gainesville

Gainesville is the center of Alachua County and is home to approximately half the county's overall population. It is the hub of North Central Florida—adjacent to 1-75, Gainesville is 90 minutes southwest of Jacksonville, two (2) hours north of Tampa, and two (2) hours northwest of Orlando and its theme parks. Miami and Fort Lauderdale are five (5) hours southeast and Atlanta is five (5) hours north.

Gainesville is a wonderful city and internationally recognized designation for leisure, and as a place to receive world class education and medical treatment. It and its surrounding environments are a dream destination for outdoor enthusiasts. The climate is outstanding, perfect for water activities like world-class fishing, canoeing, diving and kayaking are accessible year-round. Or, stay on the land for birding, hiking, biking, and the unique adventure of climbing trees with a local company that provides fun, safe, year-round tree-climbing events.

The area is blessed with parks like Paynes Prairie State Park, the San Felasco Hammock Preserve State Park, and Sweetwater Wetlands—just three of the many such places
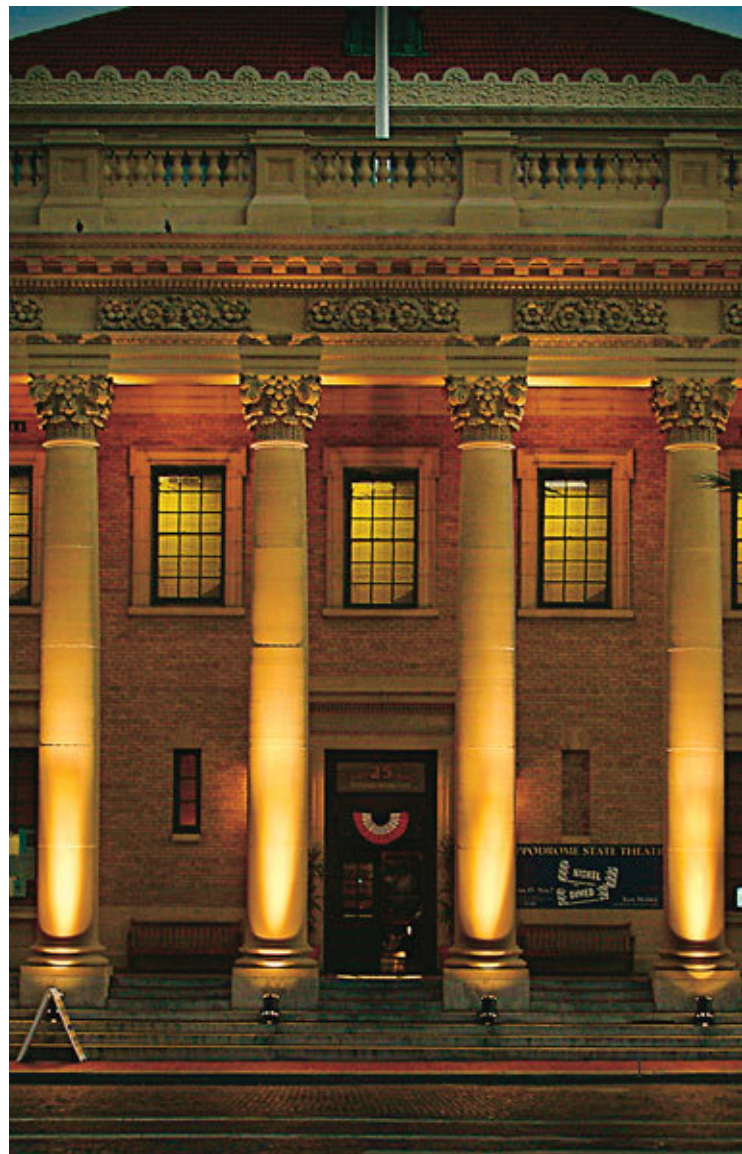
that offer incredible sanctuary to wildlife. Marvel at the unusual Devil's Millhopper Geological State Park, where boardwalks are placed over streams that flow into a limestone sinkhole, and then watch the water disappear underground. Another popular spot is the Kanapaha Botanical Gardens, where giant Victoria lilies grow in the wetlands, with some leaves reaching up to three meters in circumference! The city has numerous active and specialty parks as well. Depot Park located in the downtown is symbolic of the best Gainesville has to offer for family leisure. This onetime contaminated industrial site now includes 32 acres of ponds, trails, a kids' splash pad, picnic tables, pavilions, low green hills, a splash pad, the Pop-A-Top general store, a boxcar beer and wine garden, and the Cade Museum for Creativity and Invention. The Santa Fe College Teaching Zoo allows for an up-close look at the wildlife, during a student led tour that showcases what working with zoo animals is all about.

Gainesville's downtown is the heart of the city, with a quintessentially quaint gathering of shops, restaurants, theatres and parks. This is a city that feels lively, yet personal. During the day, take a stroll down tree-lined streets, where Spanish moss drapes from 100 year old trees, and then stop for live music at the Bo Diddley Community Plaza. Wednesdays on the Plaza offers vendors selling locally grown vegetables and fresh-baked pastries at the Union Street Farmer's Market (an open-air collection of mainstream retailers as well as unique boutiques). As night approaches, browse the one-of-a-kind and fun shops around the Union Street Station. Mouth-watering cuisine will tempt your palate at the area's many restaurants ranging from Cuban pastries to sushi. Then, take in a play or movie at the well-known Hippodrome State Theatre. Or visit a local theater such as the Acrosstown Repertory Theater or the Gainesville Community Playhouse, the latter being the oldest community theater in Florida.

The city boasts many festivals. In April, Santa Fe College hosts the Spring Arts Festival, where you can view and purchase high-quality artwork and enjoy jazz and blues

concerts. In October, Gainesville transforms its downtown into an outdoor arts showcase for the Downtown Festival and Arts Show. The event hosts more than 250 artists annually and adds food, music and a kids' "Imagination Station" to its well-attended attractions.

Another side of Gainesville involves rugged sports centering around the city's beloved University of Florida Gators. The university's teams are consistently nationally ranked and a powerhouse in the Southeastern Conference. Attendance at UF's Ben Hill Griffin Stadium, also known as "The Swamp," regularly exceeds 90,000 football fans. Watching other Gator sports, including women's soccer, gymnastics and volleyball, is popular. Notably, in 2007, the university became the only school in NCAA history to win the men's basketball and football national championships in the same year.

Gainesville hosts a large number of racing competitions. The Gainesville Raceway is one of the fastest tracks on the National Hot Rod Association (NHRA) circuit. Each March, it hosts the Association's Gatornationals, one of the sport's most revered events.

Education thrives in Gainesville. In 2019, U. S. News and World Report ranked the University of Florida number 7 among the top 10 Public Universities. In terms of enrollment, the University of Florida (UF) is the fifth largest public university in the United States with over 50,000 students. By campus land area, it is the third largest. Santa Fe College adds another 17,000 students to the community. As a result, the median age in the city is 26, and young people play an enormous role in the social and commercial aspects of Gainesville. Together, with the educational institutions, they create a vibrancy, curiosity and progressiveness seldom found in a community.

The result is Gainesville is recognized as a great place to live! In 2018, Livability.com ranked Gainesville 38th on its list of the "Top 100 Best Places to Live, while Thrillist.com recognized Gainesville as the best college town in America. In 2007, Gainesville was ranked as one of the

"best places to live and play" in the United States by National Geographic Adventure. Having a strong university presence means the community is diverse, energetic and very welcoming. Newcomers are quickly embraced and valued for what they bring to the community rather than how long they have lived in the city. Housing prices are reasonable—the average home sales price being a little over $180,000. The city is very safe, and the local public schools provide an excellent education.

Technology is important here and start-ups have a helping hand from the Innovation Hub (housed in Innovation Square, in midtown Gainesville). It is part of a national trend where research and development districts are being created near college campuses. Just two blocks away lies UF helping to support the Hub offers access to venture capital, innovative thinking and legal advice. The start-ups have been very successful in creating jobs and attracting residents to the surrounding midtown area. The Hub has helped 61 companies which in turn have created over 750 jobs and attracted over $50 million in private investment. Thanks to their success, the surrounding midtown area is seeing new restaurants and housing, with older buildings being renovated.

The city is well known for its medical facilities. UF Shands Healthcare is a medical network and its hospital facilities have been recognized as among the 50 best hospitals in the nation. Gainesville is also proud of being recognized as the "Healthiest Community in America" by the Wellness Councils of America.

The Gulf of Mexico and the Atlantic Ocean are only 90 minutes away. If you need to go further, the Gainesville Regional Airport is serviced by multiple airlines, and you can easily catch a cruise ship from Port Canaveral (the second largest cruise port by passenger volume in the world), Jacksonville, and Tampa for that dream vacation.

All in all, Gainesville is simply a great place to live, work, play, and raise a family so please dust off your resume and apply to be our next finance director!

HISTORY

Gainesville was founded in 1853 on the proposed route of the Florida Railroad Company which would stretch from Fernandina Beach to Cedar Key (a point on Florida's west coast about halfway between Tallahassee and Tampa). Following the Civil War, the city prospered as an important agricultural hub involving first cotton, and later citrus and vegetables. Two more railroads reached Gainesville by the 1880s. When the great freezes of 1894–95 and 1899 destroyed the citrus crop, the industry moved south. Phosphate mining and lumbering then became important parts of the local economy. A manufacturing area also grew up south of downtown, near the railroads.

Major changes came to Gainesville early in the 20th century. In 1905 the city offered its first bond issue and the money was used to start a sewer system and pave important streets. The University of Florida opened with 136 students in the fall of 1906. When private companies were unable to provide adequate electric service to Gainesville, the city built a generating plant, which became operational in 1914. It was the forerunner to Gainesville Regional Utilities (GRU).

Gainesville participated in the national economic boom that followed the end of World War I. It remained solvent throughout the Great Depression and unemployment was lower than in most of the country. Agriculture continued to be a mainstay and, along with the University of Florida, stabilized the local economy.

Changes in city government occurred in the 1920s. The city revised its charter to add a city manager. The police force was increased from three men to nine, and a desk sergeant was added to answer a telephone 24 hours a day. Increasing demand for electricity led the city commission to consider contracting with Florida Power and Light rather than issuing bonds to expand the city generating capacity. The voters, however, disagreed and passed an amendment to the city charter forbidding it. World War II brought further economic prosperity and population growth to Gainesville. Even before the United States entered the war, the opening of Camp Blanding brought soldiers and their families to the city. The airport, which was built with New Deal money, in the 1930s was improved and became Alachua Army Airbase. Agriculture prospered and local business received contracts to produce military supplies. Building construction increased. The university was used to train enlisted men, air cadets and officers.

After World War II, the G.I. Bill meant a major boom in enrollment at the University of Florida. In fact, the population of Gainesville doubled from 1940 to 1950 and Gainesville Regional Utilities (GRU) had to dramatically expand its water, sewer and electric capacity. By the end of the century, the University of Florida had an enrollment of 44,000 students, was considered a premier university, and had become one of the major research institutions in the South.

The surrounding areas of the county also changed dramatically in the postwar years. By 1970 Alachua County had 104,000 inhabitants with three-fourths of them residing in or around the Gainesville city limits. As the retail stores and merchants moved to large malls around I-75 and outside the city, the population began to shift there as well, and Gainesville's downtown area became a professional and government center.

In the 1980s a number of its neighborhoods became historic districts, preserving their unique residential character and protecting the Victorian homes. The city

Table 1: Principal Employers, Gainesville, FL

Employer	Industry	Employees
University of Florida	Education	28,118
UF Health	Healthcare	12,959
VA Medical Center	Healthcare	6,250
Alachua County School Board	Education	3,943
City of Gainesville	Government	2,120
North Florida Regional Medical Center	Healthcare	2,098
Gator Dining Services	Food Service	1,200
Nationwide Insurance	Insurance	973
Alachua County	Government	812
Publix Supermarkets	Retail	783

Source: Bay County, FL 2018 CAFR

sponsored and supported financially significant restoration projects like the Thomas Center, the Hippodrome, the Seagle, and the American Legion buildings. A new courthouse, new library, and the five-story Union Street Station were built, while older buildings like the Star Garage, the Florida Theater and the Bethel Gas Station were restored.

Today, Gainesville continues to prosper primarily due to the university, health care, and entrepreneurs. See next section.

Commerce

See Table 1 (above) for Gainesville's Principal Employers.

Demographics

Gainesville continues to grow steadily. The Census Bureau estimated its population in 2018 to be 133,857, an 8% increase over the 2010 population of 124,354. As previously noted, the city's demographics are heavily influenced by the large student population. Examining Table II (on page 6) shows that those between the ages of 15 and 25 compose 36.8% of the city's total population.

Overall, Gainesville composes almost exactly 50% of Alachua County's total population.

Climate

Gainesville's climate is defined as humid subtropical. Summers are wet and warm with high temperatures in the 90's. From October through May, however, the Gainesville area has a climate distinct from much of peninsular Florida with occasional freezing temperatures at night and sustained freezes every few years. The all-time record low of 10°F was reached on January 21, 1985, and the city was struck by a substantial snow and ice storm on Christmas Eve, 1989. Snow was also recorded in 1976, 1996, 2010 and most recently in January of 2016. Tropical storms (that is, hurricanes) rarely have any significant impact on the area.

Geography

Gainesville is located in North Central Florida at roughly the same latitude as Houston, TX. It is county seat for
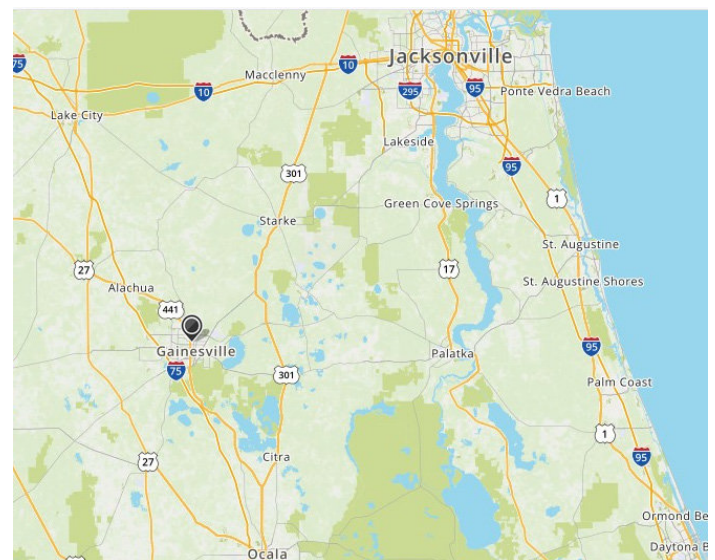
Table 2: Gainesville Demographics

Estimated Population: 133,857			
Distribution by Race		Distribution by Age	
White	66.0%	0 to 15	10.5%
Black	22.0%	15 to 25	36.8%
Asian	6.9%	25 to 45	25.8%
Native American	0.3%	45 to 65	17.1%
Two or More Races	4.8%	65 to 85	8.3%
Total	100%	Over 85	1.5%
Hispanic Ethnicity (all races)	10.7%		

Educational Achievement (Over Age 25)	
High School or Higher	91.5%
Bachelor's Degree or Higher	43.1%

Educational Achievement (Over Age 25)	
Median Age—Gainesville	26.0
Median Age—U.S.	37.8
Median Household Income	$51,019
Poverty Rate	33.6%

Source: U.S. Census Bureau

Alachua County and the hub of North Central Florida—90 minutes southwest of Jacksonville, two hours north of Tampa, and two hours northwest of Orlando. Miami and Fort Lauderdale are five hours southeast. The City has a total area of 49.1 square miles of which 48.2 square miles is land and 0.9 square miles is water. The area is characterized by gently rolling hills and is an average of 170 feet above sea level.

The Government

Gainesville operates under the traditional council-manager plan of government whereby the City Commission makes policy and the City Manager oversees the city's day-to-day operations. The Commission is comprised of a Mayor and six commissioners. All serve three-year terms and are limited to two terms. The Mayor and two commissioners are elected at large while the other four commissioners represent geographic districts.
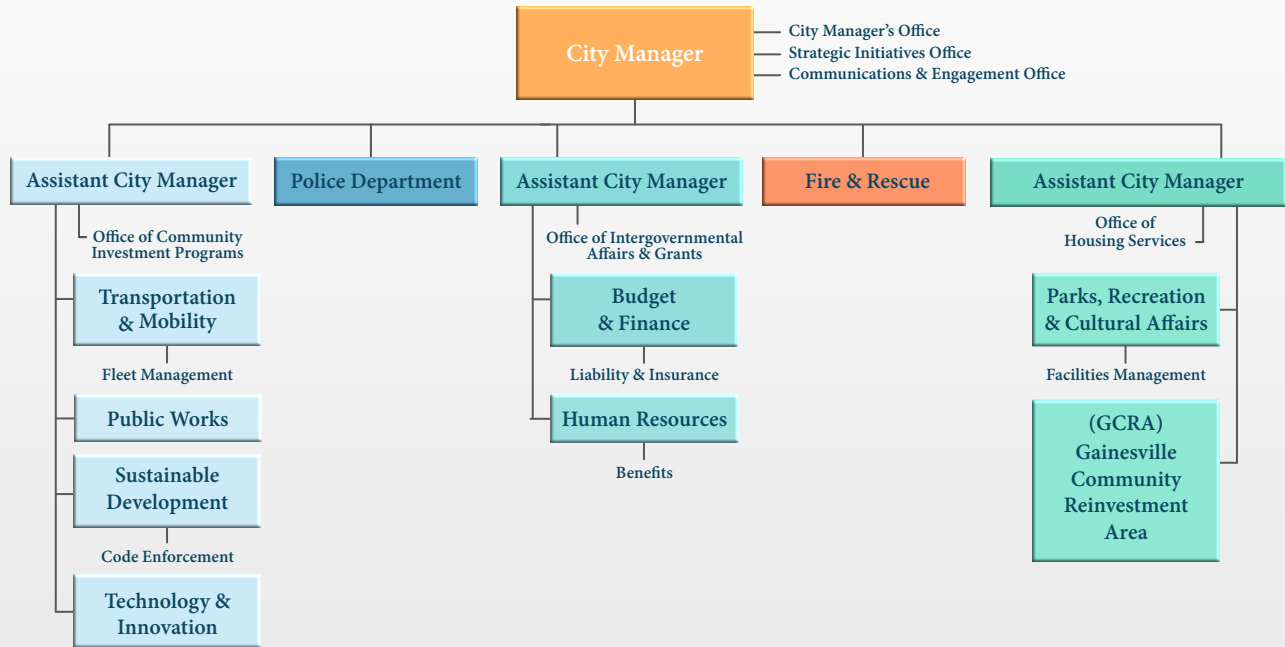
The city government has six charter officers and they include the City Manager, City Attorney, City Auditor, Director of the Office of Equal Opportunity, General Manager of Gainesville Regional Utilities (GRU) and the Clerk to the Commission. See Figure 2 (below) for more detail.

Gainesville provides all the typical city services with water, sewer, gas, electric and communications being provided through GRU (which reports directly to the commission, not through the city manager.) The city has approximately 1,300 employees while GRU adds another 900. As can be seen from the employee counts, GRU is a very large component of the government. It also serves a significant customer base in the unincorporated county. The general government budget is approximately $132 million and the all funds budget for the city is approximately $366 million. See below are the City's Organization Chart.

GRU adds another approximately $410 million. Overall, both the utility and the city are in good financial condition. The city has five (5) unions and must manage seven (7) collective bargaining agreements.

The city's leaders truly want the best for their residents, customers and employees. The elected officials work well together, are collegial, and move on once an issue is voted on. They do not let discussions become personal. All are caring. They think highly of their staff and strongly favor empowering them to do their jobs. The leaders are truly innovative and forward thinkers. Seeking progress and embracing change is the way of life in Gainesville. In 2016, the city formed a Blue Ribbon Citizens Panel to evaluate how the city could become more competitive. While the report was extensive, its basic recommendations were to, " …make the city of Gainesville a helper, not hurdle", "to
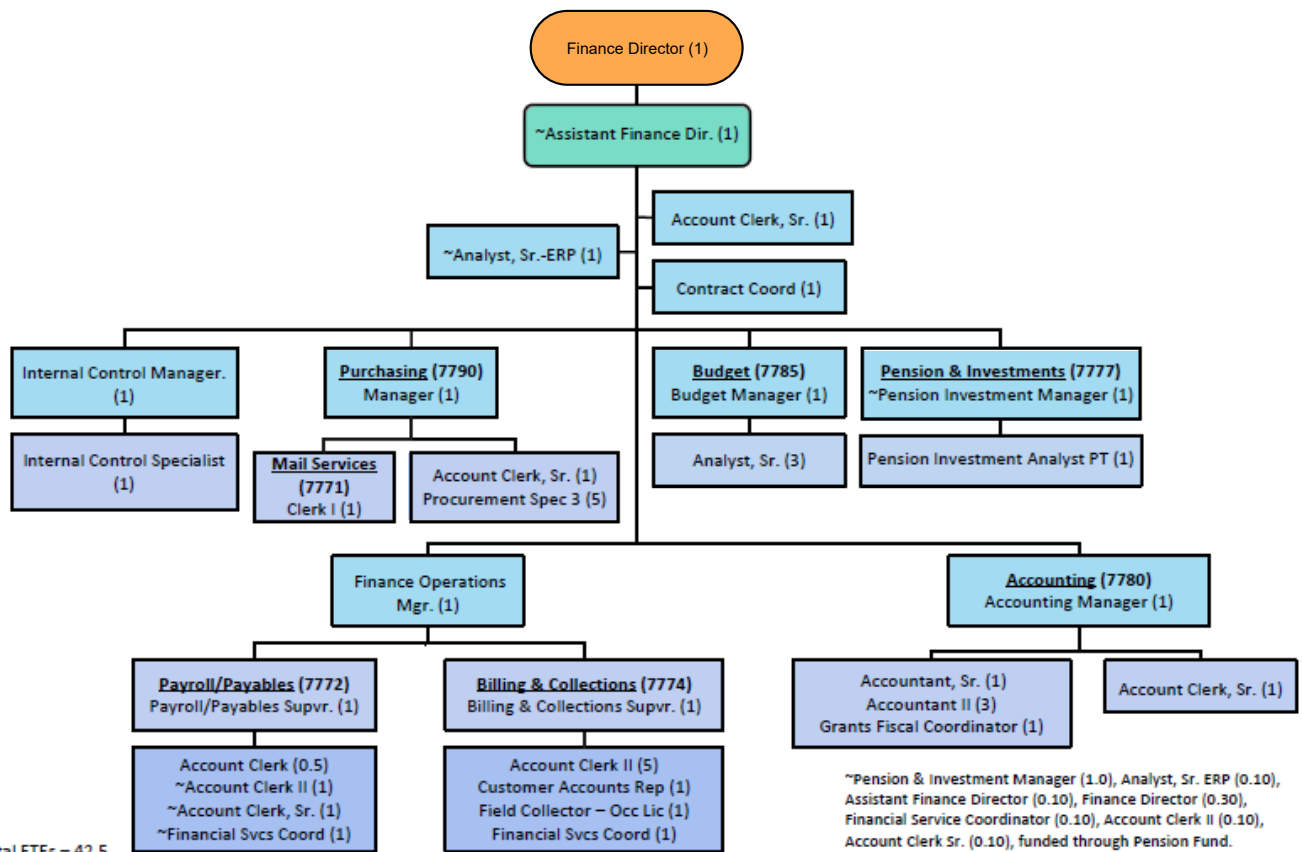
City departments. Its efforts include providing financial analyses upon request, as well as preparing the biennial budget, the annual audited financial statements, the five-year financial forecast, and the five-year Capital Improvement Plan. The Department also oversees the City's cash, investments and debt management, as well as administration of City pension assets.

shift the culture from No to Yes", "from reactive to proactive," "from prescriptive to facilitative", "from policy-oriented to services-oriented", "from siloed to team-based," and "from expert language or jargon to plain spoken." For the past three years, the city has been on a journey to create a responsive, citizen's centered government. Much has been accomplished but much remains to be done in order to make Gainesville it a leader for years to come!

The Budget and Finance Department

The Budget and Finance Department's safeguards the City's assets, ensures cost-effectiveness, provides budgetary and financial support to operating departments and reports accurate and timely information to the City Commission, management, and residents of the community. The Department monitors budgets, accounts for the City's funds and assets, bills and collects for monies owed to the City, pays staff and vendors, provides mail delivery within the City government, coordinates and monitors grants and provides procurement services to

To carry out the described responsibilities, the Department has a budget of almost $5.8 million and 42.5 full time equivalent employees spread over six funcational areas. See the Department's organization chart displayed in Figure 3 above for more details.

The Challenges & Opportunities

Unlike many cities, Gainesville's primary focus is future-oriented. Its elected officials are driven to make it the next great American city and strive to find ways to continually improve the quality of life for all its residents, in both small and large ways. Yes, the trash needs to be picked up on time. Yes, resources are tight. Yes, its infrastructure needs

Budget and Finance
FY 2020 ADOPTED ORGANIZATION CHART

Finance Director (1)

~Assistant Finance Dir. (1)

Account Clerk, Sr. (1)

~Analyst, Sr.-ERP (1)

Contract Coord (1)

Internal Control Manager. (1)

Purchasing (7790)
Manager (1)

Budget (7785)
Budget Manager (1)

Pension & Investments (7777)
~Pension Investment Manager (1)

Internal Control Specialist (1)

Mail Services (7771)
Clerk I (1)

Account Clerk, Sr. (1)
Procurement Spec 3 (5)

Analyst, Sr. (3)

Pension Investment Analyst PT (1)

Finance Operations Mgr. (1)

Accounting (7780)
Accounting Manager (1)

Payroll/Payables (7772)
Payroll/Payables Supvr. (1)

Billing & Collections (7774)
Billing & Collections Supvr. (1)

Accountant, Sr. (1)
Accountant II (3)
Grants Fiscal Coordinator (1)

Account Clerk, Sr. (1)

Account Clerk (0.5)
~Account Clerk II (1)
~Account Clerk, Sr. (1)
~Financial Svcs Coord (1)

Account Clerk II (5)
Customer Accounts Rep (1)
Field Collector – Occ Lic (1)
Financial Svcs Coord (1)

~Pension & Investment Manager (1.0), Analyst, Sr. ERP (0.10),
Assistant Finance Director (0.10), Finance Director (0.30),
Financial Service Coordinator (0.10), Account Clerk II (0.10),
Account Clerk Sr. (0.10), funded through Pension Fund.

Total FTEs – 42.5

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to be maintained, and so on. Those, however, are transactional issues and under control. What really matters to the residents of Gainesville is being strategic and constantly striving to make the City a better place to live, work, play, and raise a family-not just for the few but for every element of the community.

Beginning in early 2019 the City Commission participated in several workshops to identify focus areas, prioritize desired outcomes and establish financial planning guidelines for the FY 2020+ budget cycle.

These workshops reviewed the Commission's 2019 priority projects which included: wages, affordable housing, youth programming, zero waste, broadband, and the UF partnership. The result was a draft strategic roadmap for FY 2020-2025 focusing on:

- Embrace Equity and Partnership,
- Economic Opportunity,
- Community/Environmental Sustainability-Renewable Infrastructure, Mobility, Inclusivity,
- Social Sustainability, and
- Solid Foundation

The efforts to implement this road map all cost money. The Budget and Finance Department will play a critical role in ensuring the resources are available, properly monitored, and accounted for. Being an educational and governmental center brings many blessings, but it also means a large amount of developed land does not pay taxes. Creative ways continue to be required to address the future funding needs.

The Ideal Candidate

The City is looking for a Finance Director who is both an outstanding manager and leader, as well as an outstanding technician. The individual will be highly motivated and achievement oriented—someone who will help build the city's governmental infrastructure (and the Budget and Finance Department in particular) into a world class operation.

He/she will be seen as a trusted advisor and a strategic thinker. The ideal candidate will be able to look over the horizon, to anticipate both threats and opportunities, and will pursue actions to avoid the former while taking advantage of the latter. The individual will keep the city manager (and indirectly, the elected officials) well informed. He/she will believe strongly in transparency and keeping the public informed.

The ideal candidate will be dynamic and bring a fresh perspective to the City. Personally, the individual will be knowledgeable and confident and not afraid to speak truth to power—to tell those he/she reports to what they need to hear as opposed to what they want to hear. He/she will lead by example and always demonstrate honesty, integrity, and diplomacy. The next Director will realize that admitting he/she does not know an answer or when an error has been made is critical to establishing and maintaining credibility. Of course, the correct answer must be obtained quickly, and errors must be corrected and not repeated.

The Director will have a healthy sense of impatience. He/she will expect projects to move forward and issues to be resolved. The ideal candidate will have a "can do" attitude and see challenges as hurdles rather than roadblocks. When assistance is needed, the ideal candidate will present not only the problems, but will also bring solutions and options. The individual will believe strongly in customer service and set the tone. He/she will realize the customers are not always right but deserve to have their problems listened to and addressed.

The Director will be a motivator and not just provide direction but work collaboratively with staff and empower them. Micromanagement will not be a word in the Director's vocabulary. Instead he/she will be respectful, mentor, set priorities, provide resources, have high expectations and expect deadlines to be met. The ideal candidate will encourage teamwork and is comfortable rolling up their sleeves to get the job done. Accountability will be important. At the same time, the Director will realize not every proposed solution will work, and that mistakes will be made in the process of growth.

Strong analytical skills will be important, and the next Director will be constantly seeking ways to improve operations and efficiency. Being inquisitive, and not accepting the system the way it is will be important. The individual will be technologically savvy and seek new processes and systems to improve the daily workflow. Personally, the ideal candidate will be professional, but also friendly and outgoing with a sense of humor.

The ideal candidate must have outstanding communication skills, both verbal and written. As the individual is ultimately responsible for maintaining the City's financial data, he/she will have a strong accounting background and ensure the numbers are accurate every time, all the time. He/she produce reports that are understandable even to those without financial background. The Director will make clear and concise presentations to the City Commission and public.

Since the Department is responsible for issuing debt, experience in that area will be important, as will be investment management. His/her background will include experience in pensions/retirement funding, budget preparation, CAFR preparation, billing, collections, purchasing, and customer service.

The ideal candidate will have a Bachelor's degree from an accredited college or university in Business or Public Administration, Accounting, Public Finance, or related field and a minimum of eight (8) years of progressively responsible management and supervisory experience in Accounting and Financial Management for a governmental agency or other large entity. Credentialing as a Certified Public Accountant or Certified Government Finance Officer is desired.

Compensation

The salary will be commensurate with experience; the starting salary range is $129,000 to $167,700. Benefits are excellent.

Residency

Residency within city limits expected.

How To Apply

Internal and external candidates are encouraged to submit a cover letter and resume to *Recruit45@cb-asso.com* by February 28th. Direct questions to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

Other Important Information

Gainesville is a welcoming community that values diversity. It encourages men and women of all races, ethnicities and beliefs to apply. Under Florida law, all applications are a public record and subject to disclosure. A Veteran's Preference will be awarded if applicable and according to Florida Law.

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING