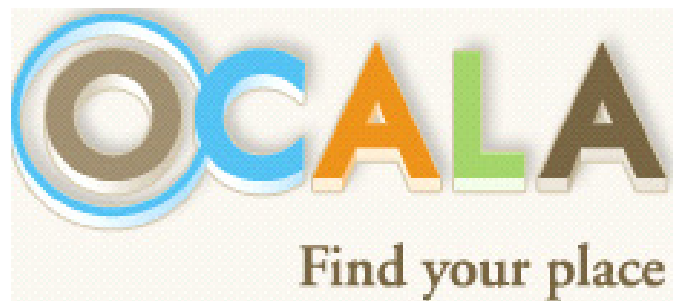




City Manager - Apply by January 23, 2015



Welcome to Ocala! Located in the heart of north central Florida, the City of Ocala is a regional hub and the gateway to the Ocala National Forest. It is the center of activity for Marion County and central to many of Florida's attractions. Tampa is 95 miles south, Orlando is 80 miles southeast, Daytona Beach is 80 miles to the east, Jacksonville is 100 miles northeast and the University of Florida's Gainesville campus is 40 miles to the north. Unlike much of Florida, the area is characterized by rolling hills and attractive scenery. Horse farms are not uncommon.

Ocala is one of Florida's historic and early cities. Some of that history remains today in Ocala's downtown in its charming, tree-lined streets and exquisite Victorian and Tudor homes. It is a city surrounded by scenic countryside. Yet while exuding historic and rural charm, it has the vitality and diversity of a much larger city without the traffic.

It is a city that has progressed. Throughout the city and in nearby suburbs are newer developments of single-family homes, condominiums, townhouses and apartments. The county has become one of the world's major centers for thoroughbred horses. At the same time the city is home to a number of national manufacturers. Retirees have also discovered the city and bring with them lives rich with experience and a diversity of ideas.

Quality of life is a cornerstone in the foundation of this successful and thriving community. Ocala is special in that it is a great place to raise a family. It has a sense of community and is the kind of place where its native sons and daughters return when it is time to raise their children. There is no shortage of quality healthcare and resources in the area with three hospitals commonly ranked nationally in the top 50. Recreational opportunities abound and the unique environment that is Marion County is much of the reason. Newcomers to Ocala will be delighted to find a very friendly and welcoming community with a myriad of nearby cultural options ranging from world class art to theater, museums and the symphony. Marion County supports a strong school system with 30 elementary, 10 middle and 10 high schools. Dozens of private schools are available as well. Finally Ocala is home to the College of Central Florida.

History

Ocala has been called by many names over the centuries. Some of these include Ocali, Brick City, Kingdom of the Sun and Horse Capital of the World. The rich history of the area spans from before recorded civilization to modern milestones, creating a story like no other.

Named the county seat in 1845, Ocala was established near Fort King, a military outpost in the Seminole Wars. It became incorporated as a city in 1885, some four years after rail service reached the city. Ocala was primarily

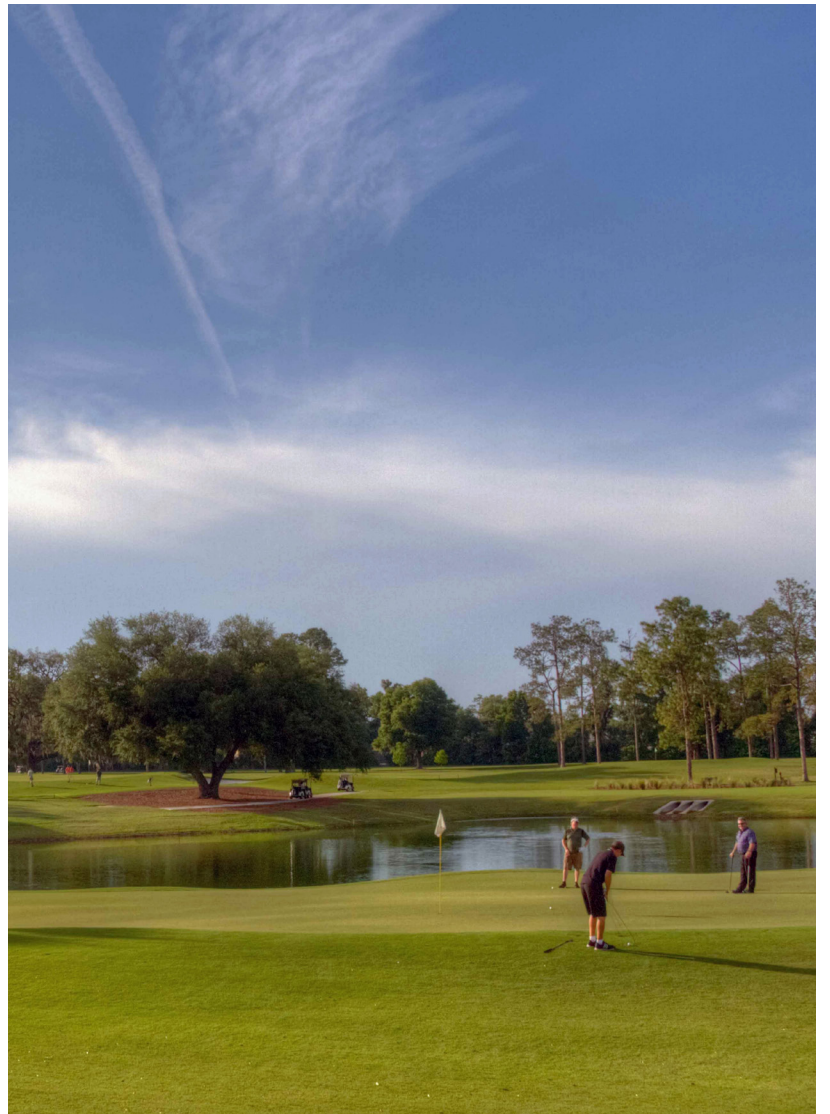


Table I: Ocala Population History

Year	Population
1900	3,380
1950	11,741
1960	13,598
1970	22,583
1980	37,170
1990	42,045
2000	45,943
2010	56,315
2014 est.	57,468

Source: U.S. Census

agricultural and a citrus center in its early days having found its soils to be rich in limestone. The nutritional value of limestone also brought horses to the area and the first thoroughbred farm was founded in 1935. Today the area is proud to claim 39 Florida bred national champions coming out of the hundreds of horse farms of every type employing nearly 29,000 residents.

The Climate

Ocala has two distinct seasons: the dry season (October–May) and the wet season (June–September). During the former, the sunshine is almost uninterrupted and very little rain falls. In January, the morning low temperatures are often in the 30s and

40s, but the cloudless sunny weather typically warms the dry air to near 70 by the afternoon. During the wet season, afternoon thunderstorms are almost a daily occurrence. These storms are often severe (unofficially, Ocala is known to have more cloud-to-ground lightning strikes per square mile than any other city in the world). The typical morning low temperatures during the wet season are in the 70's and typical daytime high temperatures are in the 90s. Due to the city being relatively far away from the moderating influence of the Atlantic Ocean and the Gulf of Mexico, Ocala's summertime temperatures are often among the highest in the state while winter temperatures are often the lowest.

Demographics

In terms of age Ocala's population reflects its status as a family oriented community. Approximately 33% of the population is 24 years old or less, 26% are between 25 and 44, 24% are 45 to 64 and the remaining 17% are over 60. The median age is 38 years and is trending younger. The City's population is approximately 71% White, 21% African American, 3% Asian, and 5% other. Overall, Hispanics (of all races) constitute 12% of the population. 50% of the homes are occupied by their owner. 86% of the City's population over 25 years of age graduated from high school and 22% from college. The median household income is \$36,739. 19% of the population fall below the poverty line.

Commerce

Given its role as a regional center, a large part of the economy of Ocala is oriented to this characteristic. In particular the healthcare industry dominates the list of large employers. It must be noted, however, that horse farming as an industry accounts for a large segment of the economic activity of the area. See top of page 3 for a table of the top employers in Ocala.

The Government

The City follows the Council-Manager form of government with a twist. The Mayor, a non-voting member of the City Council, oversees the Police Department and is the titular head of the City. The Council is composed of five members. They select the Council President who presides over the meetings. The Mayor serves a two year term and is elected at large. All

Table II: Climate data for Ocala, Florida

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	71	76	79	84	90	92	93	93	91	85	77	77	84
Average Low °F	45	46	52	56	63	70	71	72	69	62	54	47	59
Precipitation Inches	3.2	3.3	4.6	2.4	3.0	7.4	6.7	6.3	6.1	3.0	2.1	2.6	50.6

Source: N.O.A.A.

Table III: Principal Employers

Rank	Employer	# of Employees
1	Marion County Schools	6,071
2	Munroe Regional Medical Center	2,648
3	State of Florida	2,600
4	Wal-mart	2,370
5	Ocala Regional Medical Center and West Marion Community Hospital	2,020
6	Publix Supermarkets	1,488
7	Marion County Board of Commissioners	1,462
8	AT&T	1,000
9	City of Ocala	970
10	Lockheed Martin	929

Source: Ocala 2013/2013 CAFR

Council Members serve staggered four year terms. Four represent specific districts while the fifth is elected at-large. The City Council appoints the City Manager who oversees the governmental operations (except the Police Department) and reports to the City Council but not to the Mayor.

The elected officials are progressive and successful community leaders who have the best interests of the city at heart. They tend to be fiscally conservative and serious about their role as elected officials. They operate in a collegial manner, share a common vision and are comfortable with one another. They can agree to disagree.

The City provides all the normal services but a few more. It provides its residents with Police, Fire, Public Works, Parks, Recreation, Planning, Building, Zoning, Water and Sewer. It also operates an electric utility, an airport and two municipal golf courses (18 and 27 holes).

The City employs almost 940 people. Its total budget for FY 2014-2015 is \$682 million after a 4.2% increase over 2013-14. The general fund budget is \$109 million. Overall, the City is in excellent financial condition. Its bond rating for General Government is A+ and AA- for its utilities. The City has no general obligation debt outstanding and has good financial reserves.

The Challenges

As a regional center, Ocala’s daytime population is significantly larger than its permanent population and that presents its own challenges. Others include:

- Finance. While the City is on sound financial footing at the moment, like many other cities, its pension system is costly and unsustainable over the long haul. Actions need to be taken to protect its solvency. The City wants to ensure the employees’ pensions are strong and viable and there when retirement comes.
- FMPA. The City is part of the Florida Municipal Power Agency and with that membership comes responsibility for some of the Agency’s finances. Specifically, bonds were created in 2006/2007 and because of regulatory changes, no projects have been undertaken and funded with those bonds. At some point Ocala’s share (estimated to be between \$25 and \$30 million) will come due and need to be repaid.
- Organization. The City Council expects the next manager to review the structure of the organization and to make changes to make it more efficient and effective.
- Unions. The City has three unions and they can be very strong in representing what they perceive to be their members’ interests.
- Redevelopment. Ocala has had some redevelopment but much remains to be done. Its downtown is undergoing a rebirth. The properties near to City Hall offer a significant opportunity for a high quality mixed-use development and one that will enhance the downtown. In fact, directly across the street from city hall, the old Sprint building is being remodeled into 18 high end loft apartments.
- Intergovernmental. Relations with other local government agencies could be improved. As noted, Ocala is a regional hub



and the City needs to work hard to develop regional solutions that would benefit all.

- Dark Fiber. The City owns an extensive network of dark fiber within the City limits. Historically, its uses have been limited so as not to compete with the private sector. The use and lack thereof needs to be reconsidered.

The Ideal Candidate

The ideal candidate will be a visionary who can communicate a clear and compelling vision that provides employees with a sense of direction and solicits broad support from key stakeholders. He/she will be a professional leader who is high energy, innovative, approachable, upbeat, organized and positive with the ability to establish trust.

The individual will possess a collaborative, team-oriented management style; inspire individual and organizational excellence; and be fair, accountable and ethical. The individual will value transparency, have exceptional interpersonal and communication skills and be a strategic planner and decision maker. In addition, the next City Manager will be outgoing, diplomatic, politically astute, apolitical, and work effectively with the Council, and other officials from other levels of government, as well as other external agencies and partners. The new City Manager must build and maintain alliances with the local business community, including promoting and supporting public/private partnerships.

The best candidate will be someone who will make the Council Members and the public feel comfortable that their views are

being heard and who will help bring them to consensus. He/she will be someone of high integrity and strength, someone who will tell the elected officials what they need to hear, not what they want to hear. The individual will also realize that giving the credit to others is the best way to get things done.

The ideal candidate will be accessible and available, always promoting the City. He/she will delegate and encourage an environment where creativity will flourish. The individual will be recognize talent and mentor that talent. The ideal candidate will foster an environment of employee accountability while developing employees. At the same time, the manager will also realize he/she is in charge and make decisions. Good judgment, common sense, and a sense of humor are essential.

Customer service and integrity are core values that are expected to be continuously exhibited in the next manager. He/She will be someone who works with customers and residents to find creative ways to collaborate and find solutions to obstacles and challenges they may face. The individual will be business friendly, approachable, in the community and part of the community, always listening and always looking for ways to make the government more responsive. He/she will be a change agent but also recognize and value the existing intellectual property. The elected officials want someone who will constantly test the system with an eye towards improving it.

Other important characteristics are experience managing in lean times, the ability to work with the media, and the ability to anticipate/resolve issues before they become problems. In terms of specific skills, the individual will have a demonstrated track record of achievement in management, finance, economic development and redevelopment

The position requires a Bachelor's degree in business administration, public administration, public policy or related field and 7 to 10

years of increasingly responsible experience as a senior government executive or a combination of relevant education and experience. A Master's degree is preferred. Experience with an electric utility is a strong plus.

The selected candidate will be expected to make a commitment to Ocala. This position should not be viewed as a stepping stone but as a gem in its own right. The City hopes and expects the next manager will have a passion for the City and a lengthy tenure.

Residency

The City would prefer the City Manager live within the city limits although the city charter does permit the City Manager to live outside the city limits with City Council approval. Realistically, though, the City is the place to be.

Compensation

The salary range is from \$150,000 to \$195,000. Benefits are generous.

How to Apply

E-mail your resume to Recruit33@cb-asso.com by January 23, 2015. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

The Process

Applicants will be screened between January 23rd and March 3rd. The City Council will conduct interviews on March 13th and 14th with a selection of the next City Manager shortly thereafter.

Other Important Information

Ocala is an Equal Opportunity Employer and encourages minorities to apply. Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. Former members of the military are encouraged to apply and a veteran's preference will be awarded under applicable Florida law.

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING

