

# Welcome to the City of DeLand

Finance Director Position Open - Apply by February 5, 2016



*2014 Estimated Population: 27,872*

If you are an exceptional finance director who is ready to discover your own special place to live, work, and enjoy moments of relaxation and recreation, then DeLand, FL awaits your application!

Situated between lower Ocala National Forest and Interstate 4, DeLand is surrounded by over 150 lakes, the St. Johns River and gorgeous state and local parks. As the seat of Volusia County, DeLand is located about 40 miles north of Orlando and its many attractions. About 20 miles east is Daytona Beach and the Atlantic Ocean. Home to the award-winning Stetson University, DeLand is a lively place with an amazing downtown. In fact, it annually hosts approximately 75 events and fairs including the Volusia County Fair which welcomes 250,000 and the DeLand Fall Festival of the Arts that brings in more than 50,000 visitors to the City.

DeLand was the first community to receive the MainStreet designation in Florida in 1984. Since then the community has been the recipient of the "Great American MainStreet Award"



and voted as the best MainStreet in the state five times. DeLand truly cherishes what is special about the past, while embracing a very bright future!

Envisioned as the “The Athens of Florida” by its pioneers, the City is a special place that entwines both its rich history and a sense of community for all ages. Stetson University is located in the heart of the National Historic District and offers a myriad of events. It also adds the youthful spirit that keeps DeLand energetic. Referred to as the skydiving capital of the world, DeLand is home to both the beginning and seasoned diver. Those who want a safe and thrilling experience in the sky, know the City hosts individuals and teams, the military and sport skydivers, and the young and the old.

For those who wish to keep their feet on the ground, the area offers the Museum of Art, the Hand Art Center, and the Gillespie Mineral Museum. The African American Museum is dedicated to African Americans and Caribbean Americans culture and features the visual, literary and performing arts including concerts in the adjacent amphitheater. For professional and community theater, musicals and concerts, visit the Athens Theatre, a restored historic gem. Stetson’s music department is nationally known for its voice and instrumental instruction and hosts dozens of musical performances each year that are open to the public. Around town, you can stop in at a variety of establishments such as Café da Vinci, the Abbey, and the Grotto that offer an excellent lineup of live music. You’ll also find excellent food offerings, with a variety of cuisine to enjoy including Cress which was rated as Zagat’s 2014 Best Restaurant in Orlando – even though it’s located in DeLand and 40 miles to the north! DeLand’s offering of activities and family-friendly entertainment keep it at the top of the list of best places to live– year after year after year.

As Florida is well-known for its natural beauty and plentiful water supply, Central Florida is one of the best places in America for springs. 15 minutes north of DeLand is De Leon Springs State Park. The spring is the main attraction of the 625-acre park and provides fun activities for anyone who loves the outdoors. Swimming and



snorkeling are favorites where the water is a cool 73-degrees year-round. For those who wish to stay dry, kayaks, canoes, and paddleboats are all available to rent. Fishing and bow fishing are both allowed in the park, and bird-watching is a major activity – in fact, the park is located on the Great Florida Birding Trail.

The famous Blue Spring can be found southwest of DeLand and is the centerpiece of the popular Blue Spring State Park. Here you will find interactive water activities such as fishing, boating and scuba diving through underwater caves. One of Blue Spring's most extraordinary attractions is the manatee population, which is best viewed by visitors from November through March. While no water activities are allowed while the manatees occupy the Spring, the “sea cows” make for a beautiful sight from the water's edge.

But DeLand is not just a great place to visit. Its schools are excellent. Houses are reasonably priced and the community is safe. Best of all though, is the City's small town feel where neighbors know their neighbors and help one another.

For those who like to travel, Orlando International Airport is approximately an hour south and from there, you can travel anywhere in the world. A bit closer is Daytona Beach International Airport and Orlando-Sanford International Airport, the latter offers much more limited service but also some excellent domestic fares for those with flexible travel plans. If you like to cruise, Port Canaveral is an hour and a half southeast and the second busiest multi-day cruise port in the world.

All in all, DeLand has it all – a healthy economy, a variety of employers, nationally acclaimed special events and a neighborly lifestyle. All it needs now is a new Finance Director to succeed the one who is retiring!

## History

The DeLand area's earliest occupants were Native Americans who left little beyond immense mounds full of oyster shells, pieces of pottery, and weapons of war, bones and articles of domestic use, as the only signs of their existence. The first settler in the area was likely Ruben Marsh, who came to Florida during the Seminole Indian War. In 1841 he was in a scouting party and claimed, “If I come out of this war alive, I'm coming back here to settle and raise cattle.” Marsh and other scouts had stopped at a lake in the DeLand area to make camp for the night, where they saw bears, wolves, panthers, deer, turkey and plenty of other wild game. “Everything was there for a man who wanted to build a future for himself,” Marsh wrote.

In 1846, after the war ended, Marsh married and purchased a settlers claim, built a cabin for his family and started raising stock. Indicative of the pioneer work ethic and spirit, Marsh and other settlers were self-sufficient raising their own food, making their own clothes and shaping their homes out of the Florida hammock. After the Civil War, increasing numbers of pioneers came into the area each year. At that time, DeLand was called Persimmon Hollow, due to the wild persimmons that grew in the area in abundance.

In 1876, Henry Addison DeLand's brother-in-law had what was called “Orange Fever.” This “fever” was known as the excitement and furor over investing in Orange Groves in Florida. DeLand was convinced to visit to Central Florida. When he did, he found Orange City, a burgeoning community that reminded him of the West. Going a bit further, DeLand was impressed with the high and rolling land where you could see for great distances, through the tall pine trees. He also met several of the settlers in the area, describing them as a fine group of people to form the nucleus of a town, dedicated to the advancement of education and culture.

DeLand soon purchased a homestead for \$1,000. He had prospered through the years and decided that now was the time to use his profits for the betterment of mankind. This created a very unique beginning for DeLand and the start of a town which did not just spring up haphazardly out of the wilderness – it was carefully planned by the man destined to be its founder. Henry DeLand had one goal in mind – the creation of a town based on culture and education – the “Athens of Florida.” Only 9 months after first seeing it, on December 6, 1876, the settlers met in a cabin, and voted to name their little community “DeLand” in his honor for everything he had done for the community.

The City of DeLand was incorporated on March 11, 1882, and in 1883, Henry DeLand founded the DeLand Academy. In 1885 John B. Stetson took over the endowment and the name of the academy was changed, to the John B. Stetson University. DeLand no longer had the funds to support the Academy after a hard freeze which devastated the community. In 1887, the Volusia County Courthouse was moved from Enterprise to DeLand. The courthouse was rebuilt in the same spot in 1927 and is considered to be one of the most beautiful in the state of Florida.

During WWII, the Navy built a naval airbase to train pilots in DeLand. In 1946, the base was turned over to the City and it is now a general aviation airport serving the area.

Over the succeeding years, DeLand has grown and prospered. It has, in many ways, continued Henry DeLand's vision of a well-planned, well-run community serving the needs of its businesses and residents.

## Climate

The weather is quite beautiful in DeLand with around 232 sunny days per year and an average temperature of 70.2°F. The annual average high temperature falls at 81.2°F and the annual average low temperature is 59.1°F, and the area receives an average of 58.06 inches of rainfall each year.

## Geography

DeLand is located in Volusia County in East Central Florida along the eastern shore of the St. Johns River. It has a total land area of 17.60 square miles. The topography is

Table 1: DeLand Demographics

2014 Estimated Population: 27,872			
Racial Composition		Distribution by Age	
Caucasian	64%	0 to 17	21%
African American	17%	18 to 24	15%
Hispanic	12%	25 to 44	23%
Two or More Races	3%	45 to 64	18%
Asian	3%	Over 64	24%
Other	1%		

Education (over age 25)	
High School or Higher	87.8%
Bachelors Degree or Higher	22.6%
Graduate or Professional Degree	9.4%

Estimated Medians	
Household Income	\$37,417
Value of Owner-Occupied Units	\$142,300
Age	39.1

Source: U.S. Census Bureau

characterized by high pine meadow, accentuated by rolling hills and fringed along the St. Johns River by a narrow strip of very fertile hammock. It sits an average of 55 feet above sea level.

## Demographics

Based on Census data, DeLand has a 2015 population of 30,500. There are 9,950 households, and 4,631 families, with a population density of 1,640 per square mile. See Table 1 for more information.

## Commerce

While DeLand is already a commercial hub with a population that almost triples during the daytime to nearly 80,000, its future is brighter still. Davita Labs, the largest dialysis laboratory in the country, will be undertaking a \$42 million expansion soon. Kingspan Insulated Panels, Inc. has announced that DeLand will be its North American Headquarters, with an expansion that will result in 30 new jobs, the retention of 50 current positions, and \$2.5 million in capital investment over the next three years. More than \$2 million in annual wages will be added to the local economy when all positions are filled. In the meantime, the City's principal employers are displayed in Table 2 on page 5.

## The Government

DeLand utilizes the "commission-manager" form of government. The City Commission is comprised of a Mayor and four other Commissioners. All are elected at large and serve staggered, four year terms. The Mayor and two commissioner seats were up for election in 2014 and the remaining two will face an election in 2016. The Mayor presides over meetings of the Commission and serves as the ceremonial head of the government. The Commission determines policy in the areas of economic development, planning, traffic, law and order, fire prevention and suppression, public works, parks, recreation, finance, utilities, and airport operations. It also adopts a budget, levies taxes, collects revenues and makes appropriations and authorizes the issuance of bonds.

The Commission appoints and removes the City Manager, City Attorney and City Clerk. The body is collegial, does not micromanage and thinks very highly of the city staff. Historically the City government has been very stable. Recent Mayors have served for over 20 years and the City has only had three City Managers in the last 25 years (including the current manager). Department heads also



tend to be long term employees with at least 15 years with the City, and it is not uncommon for staff members to be employed by the City for 35-40 years.

In total, the City Government employs 390 people. It has a \$63.4 million total budget, of which the General Fund budget is \$26.8 million. The City has low debt and strong reserves which in large part is due to being very strong in cost reduction at the beginning of the Great Recession.

### The Finance Department

The Finance Department is responsible for the City’s finances overall as well as Customer Service for the Utility Enterprise Fund. On the General Fund side, the Department has eight positions and a budget of a little over \$839,000. It is responsible for developing, implementing and maintaining a comprehensive financial management system for the City including centralized accounting, financial and budgetary reporting. The department oversees purchasing, accounts payable and payroll processing, budgetary preparation and compliance, cash and debt management, grants and fixed asset administration, and property rentals. It oversees the City’s investments of over \$40 million with the help of Morgan Stanley.

On the Enterprise Fund side, the Finance Director oversees utility customer service (meter reading, billing, and collection of overdue bills) for 22,000 accounts serving

Table 2: Principal Employers

Employer	Function	Employees
Frontier Communications	Support Services	1,200
Florida Hospital Deland	Health Care	936
Stetson University	Education	886
Volusia County Public School	Education	800
Volusia County Government	Government	790
Department of Transportation	Government	745
Walmart	Retail	620
Covidien Medical	Healthcare	525
Boulevard Tire	Retail	420
City of DeLand	Government	350

Source: DeLand 2013-2014 CAFR

an estimated 50,000 people. Needless to say, the utility service area extends beyond the city limits and is in fact twice the size of the City geographically. This function has 18 positions and a budget of almost \$1.1 million.

### Opportunities & Challenges

DeLand is and has been well-run. As noted, it took action early in the Great Recession cutting costs and improving productivity. As a result, it is in a financially strong position. It is not, however, without its challenges. First and foremost, is maintaining the current high level of service in the face of limited revenues. Unfortunately, costs are increasing more quickly than revenues so it is critical that every dollar be spent wisely. The situation is complicated by the fact that at least one third of the property in the City is owned by governmental, educational, and to a lesser degree, religious entities. These properties are tax exempt yet require city services.

The second challenge is the St. Johns Water Management District is requiring the cities within its jurisdiction identify alternative water supplies. That means the next Finance Director will need to oversee and implement a rate study that will address the consequences of this policy and other related items.

A third challenge will be hiring an Assistant Finance Director and, in approximately four years, the senior accountant who is in the DROP program and will retire. Both are key positions and will have a direct impact on the Finance Director’s success.

### The Ideal Candidate

The City is looking for a Finance Director who is both a manager and a leader. While technical skills are critical, the individual will oversee the day-to-day operations of the Department. As such, he/she must have outstanding people skills. The individual will need to establish goals, set expectations and hold the staff accountable for results. At the same time, it will be

important for the next Finance Director to mentor and support the staff. He/she will need to be personable and friendly with a good sense of humor.

The ideal candidate must have outstanding communication skills, both verbal and written. While the individual will be responsible for maintaining the city's financial data, he/she will also need to be able to present information to the elected officials and the public in a way that is readily understandable. The numbers must be accurate every time, and they must be explained. Presentations to the city commission must be clear and concise.

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 Finance Director will also believe in transparency.

Strong analytical skills will be important as will be a questioning attitude. The City is looking forward to a fresh set of eyes and someone who is not afraid to ask, "Why are we doing it this way." "We have always done it this way," will not be a satisfactory answer. It may well be the best way but that should be demonstrated on the merits.

The ideal candidate will have experience in areas a Finance Director typically oversees – governmental accounting, budgeting, asset management, and financial reporting. Additionally, the City wants specific experience in debt management, CAFR preparation, investment management, pensions / retirement funding and utility billing / customer service.

In terms of credentials, the individual will have a Bachelor's Degree from an accredited college or university with a major in finance or accounting. A CPA is expected. Recognition as a Certified Government Financial Officer and experience in the state of Florida are both pluses. The ideal candidate will have at least five years' experience as a Finance Director or Assistant in a governmental setting.

## Compensation

The salary range is \$100,000 to \$125,000 and the salary will depend on qualifications and experience. Benefits are excellent. The Finance Director will be part of the City's 401A Deferred Compensation Plan.

## The Most Recent Finance Director

The current Finance Director is leaving his position to retire.

## Residency

Residency within the City limits is not required.

## How to Apply

E-mail your resume to [Recruit24@cb-asso.com](mailto:Recruit24@cb-asso.com) by February 5, 2016. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

## The Process

Applications will be screened between February 6th and March 15th. Interviews will be held on April 1st with a selection shortly thereafter.

## Other Important Information

The City of DeLand is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. A veteran's preference will apply per Federal and State law.

## Additional Information

The following websites have additional, useful information that you may wish to consider:

<https://mainstreetdeland.org/>

<http://www.deland.org/>

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING