City of Delray Beach
Florida

City Manager Position Available - Apply by September 19, 2014

Welcome to Delray Beach! Midway between Palm Beach and Fort Lauderdale lies the vibrant and charming City of Delray Beach. "The Village by the Sea," Delray Beach is a first-class resort destination and a diverse, vibrant community situated on the Atlantic Ocean. In many ways, Delray Beach is a small and intimate town with big city sophistication. It is notable for its cosmopolitan nature and its diversity. A two-time winner of the All-American City award, Delray Beach celebrates its art, culture, and industry. In the words of one elected official, the City is a confluence of unique assets.

Delray's Atlantic Avenue is the longest Main Street in Florida and one of only a few that intersect with an ocean. The downtown is a popular destination for local residents and visitors alike. Atlantic Avenue offers a charming streetscape filled with upscale shops, fine restaurants, and nightly entertainment. The downtown is known nationally for its family-friendly festivals such as the Delray Affair and Delray Beach Garlic Fest. It is also famous for a 100-foot Christmas tree where visitors can walk inside to see animated displays.

Delray Beach's booming art scene is an experience for the eyes and the soul. More than 20 galleries and public art pieces are located downtown and in the Pineapple Grove Arts District. The District is also home to Artists Alley where you will find working artists in their studios. Gallery walks

draw visitors on Friday nights from October to April. Delray Beach's signature event, "On The Ave," held five times a year, always features food, music and an outdoor art gallery.

Delray Beach is an energetic, growing town, and a great place to do business. Originally a seasonal beachside destination, it has transitioned into a diverse year-around community. It is a great community, proximate to many resources including ports, transportation, and universities, with a work-at-the-beach environment.

It is the warmth and friendly atmosphere of the people of Delray Beach that make it such a great place to live, work, and play. The City was recently awarded "Best of the Road – Most Fun Small Town in America" by Rand McNally & USA Today. City leaders are quick to acknowledge that all the accolades given to Delray Beach can be attributed to its residents. They are committed, involved, and supportive of their city. They work together to achieve an even better future.

Delray Beach is served by two major airports. Palm Beach International lies 20 miles to the north, and Fort Lauderdale International 30 miles to the south. A little further away is Miami International – a major gateway to Central and South America. Residents also can access to two major cruise ports – the Port of Miami and Port Everglades in Fort Lauderdale. The Kravis Center in West Palm Beach and the Broward Center for the Performing Arts in Fort Lauderdale offer a wide range of entertainment including Broadway musicals, concerts, and individual performers. Just west of Delray Beach lies The Morikami Museum & Japanese Gardens.

If you enjoy sports, Miami is home to the NFL's Dolphins, the NBA's Heat and MLB's Marlins. The NHL's Panthers are an hour away in Sunrise. If you enjoy the outdoors, the Atlantic Ocean is less than a mile from your office, an easy stroll during your lunch hour. Less than ten miles to the west, lie the Florida Everglades.

The community is relatively safe and ample housing is available. A nice four bedroom, three bath home can be purchased for around $500,000. The same home outside the city limits will cost $350,000. Palm Beach County School District operates the schools in Delray Beach and offers an excellent Public K-12 education. All told there are eight public elementary schools (of which five are magnet schools), three public middle schools (of which two are magnet schools) and five public high schools (including two magnet schools, two charter schools, and one alternative school). Atlantic Community High School is the best known and offers an International Baccalaureate program. It is generally considered one of the best schools in Florida and nationally (ranking 89th by U.S. News and World Report in 2010). Several private elementary and high schools serve the area as well.

All in all, Delray Beach is a true treasure and a great place to be a City Manager. We invite you to apply.

History

Although Native Americans, hunters, trappers, and runaway slaves passed through area, actual settlement did not begin until around 1884. At that time African-Americans purchased land a little inland and began farming. By 1894 the African American community was large enough to establish the first school in the area.

In 1894 William S. Linton, a Republican U.S. Congressman for Saginaw, Michigan, bought a tract of land and began selling plots in what he hoped would become a farming community. In 1896 Florida East Coast Railroad was extended south from West Palm Beach to Miami, with a station at what was then called Linton.

Truck farming was successful with winter vegetables being shipped to northern markets. A hard freeze in 1898 was a setback, and many of the settlers left. Partly in an attempt to change the community's luck and to leave behind a bad reputation, the settlement's name was changed in 1901 to Delray.

In 1911, with a population of 250, the area incorporated as a town. In the same year, pineapple and tomato canning plants were built. In the 1920s, drainage of the Everglades west of Delray lowered the water table and made it harder to grow pineapples. At the same time the extension of the Florida East Coast Railway to Key West resulted in competition from Cuban pineapples for the markets of the northern United States.

The Florida land boom of the 1920s led to tourism and real estate speculation becoming important parts of the local economy. Delray issued bonds to raise money to install water and sewer lines, paved streets, and sidewalks. Several hotels were built. The collapse of the land boom in 1926 left Delray saddled with high bond debts, and greatly reduced income from property taxes.

Delray is separated from the Atlantic Ocean beach by the Florida East Coast Canal (now part of the Intracoastal Waterway). In 1923 the area between the canal and the ocean was incorporated as Delray Beach. In 1927 Delray and Delray Beach merged into one town named Delray Beach.

Over the next 60 years, Delray Beach became known by many as "Dull-ray Beach" and languished. Then, in the late 1980s a group of local business people stepped forward and were elected to the City Commission. They introduced a progressive agenda, rebuilt the City's infrastructure and set the City on a course to prosperity.

Table I: Population Growth

Year	Population
1910	904
1920	1,051
1930	2,333
1940	3,737
1950	6,312
1960	12,230
1970	19,366
1980	34,329
1990	47,789
2000	60,000
2010	60,522

Source: U.S. Census

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Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	75	77	79	82	86	88	90	90	88	85	80	76	75
Average Low °F	57	59	62	66	71	74	76	76	75	72	66	60	68
Precipitation Inches	3.1	2.8	4.6	3.7	4.5	8.3	4.8	8.0	8.4	5.1	4.8	3.4	62.3

Source: Weatherbase

Over the next 25 years, Delray Beach became a true gem, the gathering place and the success previously described.

Climate

Delray's climate is considered to be that of a tropical rainforest. From June through September rainfall is heavy and frequent but typically relatively short in duration. Neither the summer nor the winter is markedly different from the rest of the year. Table II provides additional details. Hurricanes are possible but tend to be relatively mild. The last serious hurricane (a category 5) to strike Palm Beach County was in 1949. Since then several with winds of around 100 miles an hour have struck the area but they tend to damage the foliage and little else as long as you stay indoors.

Table III: Principal Employers

Rank	Employer	# of Employees
1	Delray Medical Center	1,520
2	Palm Beach County School District	990
3	Publix Supermarkets	586
4	Palm Beach County	520
5	JET Flite	425
6	Annco Services	400
7	Target	350
8	Ed Morse Delray Toyota & Scion	350
9	Home Depot	318
10	Delray Motors	300

Source: Delray Beach 2013 CAFR

Demographics

In terms of age, Delray Beach's population skews towards the high end reflecting its attractiveness to retirees. Approximately 19% of the population is 24 years old or less, 25% is between 25 and 44, 22% is between 45 to 64 and 34% over 60. The median age is 48 years (compared to a national median age of 37.1) and is trending older. The City's population is approximately 67% White, 26% African American, 2% Asian, and 5% other. Overall, Hispanics (of all races) constitute 11% of the population. 65% of the homes are occupied by their owner. 78% of the City's population over 25 years of age graduated from high school and 9% from college. The median household income is $50,935. 10% of the population falls below the poverty line.

Commerce

Fueled by tourism and entertainment, the service sector is the largest employer in the area and characterized by many small businesses. Table III lists the City's 10 largest employers.

Government

The City of Delray Beach has a Commission – Manager form of local government. The Mayor and four Commissioners are elected at large. Beginning in March of 2014, terms of the elected officials became three years. The elected officials can serve a maximum of six consecutive years in office in each position. The only exception is a Commissioner who is then elected to be Mayor. The individual can have six years as a Commissioner and another six years as Mayor. The current Mayor and two Commissioners were

elected in 2013 and two in 2014. The Commissioners all truly want what is best for the City. Nonetheless 3 to 2 votes are not uncommon. The Commissioners all have a great deal of respect for the current staff.

The Commission makes policy, passes ordinances and confers with County officials on regional issues. It appoints the City Manager and City Attorney. The City Manager is the Chief Operational Officer and charged with overseeing the business of the City and supervision of the various departments and employees.

The City has approximately 800 employees. The police function accounts for 29% of the employees and 20% are in fire services. The next largest groups are the water and sewer utility (15%) and parks and recreation (13%). The remaining employees are spread over the following functions: general government, community development, planning and zoning, building inspection, code compliance, public works, engineering, sanitation and the stormwater utility. The City has three unions representing police, fire and general employees.

Of the City's total FY 2013-14 budget of approximately $162 million, the General Fund represents almost $98 million (approximately $4 million is debt service). Property taxes provide roughly 30% of total revenue. The millage rate in 2014 was 7.51 down from a high of 8.00 in 2006. The estimated general fund balance at the end of the fiscal year was $21,462,060 (22% of the general fund budget).

The Challenges and Opportunities

Delray Beach is a true gem but it is not without issues. Unfortunately the administrative infrastructure has not kept up with the revival of the City's fortunes. The financial system software was originally introduced in the 1980s and many policies and procedures are outdated, do not exist or have not been routinely followed. The challenge will be to bring the City's internal operations to a level commensurate with its very successful downtown. The good news is the elected officials and staff is fully supportive of making the necessary changes. They also realize making these course corrections will not be quick or easy.

Secondly, the City's resources are limited and have been since the beginning of the Great Recession. The City's current pension system is not sustainable. It is currently funded at 59% which translates into being underfunded by approximately $120,000,000. The police and fire have not had raises for the past seven years. The police contract expired September 30, 2013 and the firefighters' contract expires September 30, 2014. The existing resources will need to be managed carefully and some changes made.

Thirdly, Delray's economy leans heavily toward small business and tourism. It does not have a large commercial base to contribute to the City's revenue stream. As a result, the City's millage is higher than it neighbors. Thus, there is a need to diversify the tax base.

Fourthly, Delray has a number of sober houses in the City. Some feel a correlation exists between that and with increasingly aggressive panhandling and petty crime. The City has also experienced an increase in the number of the homeless and that is becoming an issue that needs attention.

Finally, a debate exists between those who favor development and those who are concerned about retaining the current small town feel. The reality is they can go hand-in-hand but the balancing act can be a bit tricky.

The Ideal Candidate

The ideal candidate will need to be an experienced manager and leader who is straightforward, honest, proactive, creative, energetic, relentlessly positive and capable. The individual will be a doer (as opposed to a talker), lead by example and have a good sense of humor. The Commission is looking for someone who will partner with its members to take the City government to the next level. It expects the manager to treat all of its members equally and that all will receive the same information. Plan to be busy because a great deal needs to be done.

The elected officials and staff are most interested in someone who is achievement oriented, who acknowledges the importance of process but who also makes decisions and gets things done. While government cannot run like a business, the individual will expect it to run more efficiently and effectively than it often does. He/she will

also have the self-confidence to admit when an idea she/he has championed is not working and to change course.

The ideal candidate will be energetic, a change agent and make the tough decisions. A great deal of inertia exists and it will not be easy to overcome it. The individual will be analytical and not afraid to ask why – or better yet, why not. "We have always done it this way," will not be an acceptable answer. That is not to say that everything needs to be changed but rather everything needs to be examined with a critical eye. Vision will also be important. The Commission recognizes its responsibility to set the course for the government but it also wants the manager to be involved. It realizes the day-to-day manager can provide valuable input.

At the same time the next manager will possess strong people skills. The individual will be friendly and outgoing, someone who enjoys people and who knows how to bring out the best in everyone. He/she will recognize that Delray is a complex organization and one that is impossible to micromanage. As such, the manager will delegate but expect results. The individual will also take responsibility for those who work under him/her. When a mistake is made, the individual will accept the blame. In other words, the manager will serve as a buffer between the staff and the Commission but also not accept less than stellar performance. At the same time he/she will be fair and a mentor. Developing staff to its fullest potential will be very important to the next manager. Making good hiring decisions will be critical as will be the ability to recognize talent wherever it is inside (or outside) the organization to push it forward.

The ideal candidate will realize that he/she will be one of the more significant faces of the government and needs to out in all parts of the community. The individual will project an image that the elected officials, staff and community will be proud of. Further, he/she is not just an ambassador to the community but an integral part of it.

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Needless to say, the individual's integrity must be above reproach. In fact the manager will be fiercely independent and not afraid to speak truth to power, diplomatically of course, and in the right setting.

The ideal candidate will have empathy for the human condition and be customer service oriented. He/she will also work hard to be certain it is instilled throughout the organization. The customer is not always right but the individual deserves a fair hearing and to be treated with respect.

The individual will have an understanding of a wide variety of municipal functions. Experience overseeing police and fire as well as dealing with unions and labor relations is very important. Experience in economic development will also be important. The individual will know not just how to attract businesses but also how development happen.

He/she will also have worked with a strategic plan and understand its importance. Experience dealing with diversity is a definite plus. Finally, intergovernmental experience will be very important and not just at the local level.

A Bachelor's degree is required. The ideal candidate will have five to ten years' senior level experience in a large municipal organization.

Residency

The City Manager is not required to live within the City limits but it is preferred.

Compensation

The salary range is from $160,000 to $240,000. Benefits are generous.

Prior City Managers

Since 1990, the City has had two City Managers. The first stayed for 22 years while the second's tenure was significantly shorter.

How to Apply

E-mail your resume to Recruit28@cb-asso.com by September 19, 2014. 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 September 20th and October 21st. The City Council will conduct interviews on October 31st and November 1st with a selection of the next City Manager shortly thereafter.

Other Important Information

Delray Beach values diversity and is an Equal Opportunity Employer. It encourages women and minorities to apply. Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. Veteran's preference will be awarded under applicable Florida law.

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING

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