



— POSITION AVAILABLE —

CITY MANAGER

Apply by March 11, 2024

Located in the heart of east central Florida along the I-4 Corridor, the City of Deltona is seeking an outstanding leader to be its next City Manager. The City is a wonderful place to live, work, play, and raise a family. It is a quiet residential community with everything you would want within its boundaries or nearby. While its parks are plentiful, it is also halfway between the world's most famous beach (Daytona Beach) and some of the country's most popular tourist attractions (Disney World, Universal Studios, and SeaWorld Orlando). What really makes Deltona a wonderful place, however, is its residents. It is a place where neighbors know and care about each other and their community. The City's housing is affordable, and the residents are proud of their schools. Deltona has its share of opportunities and is a place where an achievement oriented City Manager can make his/her mark. So, if you are a talented, successful, perceptive local government manager, read on.



THE COMMUNITY

Location, location, location is the phrase that could have originated in Deltona. Those who enjoy the outdoors will find 23 active and passive parks with another under construction. Some are sports oriented, while others are natural and serene. Audubon Park, for example, is a nature park known for its diverse bird population – over 200 species. In fact, Deltona is one of the very few natural habitats of the endangered Florida scrub jay. Dupont Lakes Park is home to the Annual Kid's All-American Fishing Derby while Festival Park is beautifully situated on the Lake Butler chain of lakes. Thornby Park is almost 40 acres of pristine wooded property and includes 1,000 feet of shoreline on the scenic St. Johns River. Green Springs Park has one of Florida's few sulfur springs. It is the centerpiece of an ancient forest and is surrounded by babbling streams and trails. Lyonia Nature Preserve is a 360-acre restored scrub ecosystem featuring a network of hiking trails, an amphitheater, ecology exhibits, classrooms and gift shop. Many of these parks offer picnic areas, fishing, boating and kayaking.

Deltona has been designated as a Trail Town by the Office of Greenways and Trails and a Tree City by the Arbor Day Foundation. Its two most notable trails are the Lakeshore Loop Trail (which is lined with a centuries old oak tree canopy and connects two of the City's parks), and the East Central Regional Rail Trail (which passes through the City and traverses 52 miles in Volusia and Brevard Counties).

Beyond the City's boundaries lie numerous springs including Blue Spring (where manatees congregate in the winter), Gemini Spring, and De Leon Springs. The Ocala National Forest lies to the northwest and the Cape Canaveral National Seashore to the southeast.

Those who enjoy playing sports have many options. Youth leagues flourish with baseball, basketball, flag football, soccer and swimming. Adult leagues include basketball, soccer and softball. Golfers will enjoy a unique challenge at The Deltona Desert—a golf course notorious for its abundance of sand traps.

The region offers a panoply of sporting adventures. About 30 minutes by car to the northeast is the internationally renowned

Daytona International Speedway and its numerous events. Also in Daytona is the Cincinnati Reds Single A baseball team, the Tortugas, who play at Jackie Robinson Stadium. 30 minutes in the other direction is Orlando and the NBA's Orlando Magic as well as professional major league men's and women's soccer. Collegiate sports fans have many opportunities starting with the University of Central Florida's Knights (45 minutes south in Oviedo), and the Florida Gators (two hours northwest in Gainesville).

Cultural activities begin at the Deltona Playhouse (a not-for-profit community theatre serving the community since 1946), the Deltona Arts Center (offering rotating exhibits and musical performances, as well as music lessons, acting and art classes) and the Deltona Amphitheater. Some activities are also held at the Center at Deltona, a premier events center that opened to the public in 2017. In nearby DeLand, the historic Athens Theatre offers Broadway productions. Daytona Beach offers the Peabody Theater and the Bandshell featuring a variety of cultural events. Orlando's cultural venues include, among others, the Dr. Phillips Center for the Performing Arts, the Orlando Ballet, the Orlando Shakespeare Theater and the Orlando Philharmonic. Museums include the Daytona Beach Museums & Galleries, Orlando Science Center, the Orlando Museum of Art, the Albin Polasek Museum and Sculpture Gardens, Museum of Arts & Science (MOAS) and the Cornell Fine Arts Museum, to name a few.

Deltona hosts many festivals and events throughout the year. Some of these include the Latin Festival, Wags 'N' Whiskers Pet Fest, Eggstravaganza, Bacon and Brew Fest, Street Festival on the Boulevard, Halloween Spooktacular and the Holiday Parade. The weekly Friday Night Bites offers a variety of local food trucks and is another popular event.

What makes Deltona special, however, is its aforementioned residents and their sense of community. They love their city, are involved and care deeply about their neighbors. It is a metropolitan community with a hometown feel.

The majority of homes in Deltona are single-family dwellings with three to four bedrooms and two baths. Further, the average price is still very affordable at an average of \$325,000 with homes ranging from \$200,000 to well over \$1,000,000. Healthcare in the

area is extremely good. Offering primary, cardiac and emergency care, Halifax Health | UF Health - Medical Center of Deltona is the leading healthcare facility in the area, and it is expanding. AdventHealth operates an emergency room in Deltona, as well as other facilities in the region. For more advanced care, a childrens hospital and numerous other facilities are in Orlando.

Another significant feature is the City's proximity to Orlando's world famous theme Parks—Disney World, Universal Studios and SeaWorld Orlando. For those more scientifically inclined, Kennedy Space Center Visitor Complex is about an hour to the southeast and the Marine Science in Ponce Inlet is about 45 minutes to the northeast.

If you like to travel, the location could not be better. Votran (Volusia County's public transportation system) serves Deltona providing relatively easy access to SunRail (a 49 mile light rail system running from DeBary to Poinciana with a connector to Orlando International Airport) and Brightline (a high speed rail line presently operating between Miami and Orlando International that will connect to Tampa in 2028). By car, Orlando International is 45 minutes south. Orlando Sanford International Airport is 30 minutes away and offers low cost carriers such as Allegiant and Flair. Daytona Beach International Airport is a pleasant, smaller facility 30 minutes to the northeast. Port Canaveral is the largest cruise port in the world by passenger volume and just over an hour away. It offers cruises throughout the Caribbean with a few to Europe and through the Panama Canal.

EDUCATION

Deltona's public schools are part of the highly rated Volusia School District. Click [here](#) for a list of local public schools and their ratings. Notably, in 2022-2023, both of Deltona's high schools had excellent graduation rates. Pine Ridge High School's rate was 93.4% and Deltona High School's was 99.7%. Private schools are available in the City and the region. A student can get an excellent education here.

Opportunities for higher education are readily available starting with Daytona State College's Deltona location. In fact, it is expanding its campus across the street from City Hall which will host a one-stop nursing program. Stetson University in DeLand

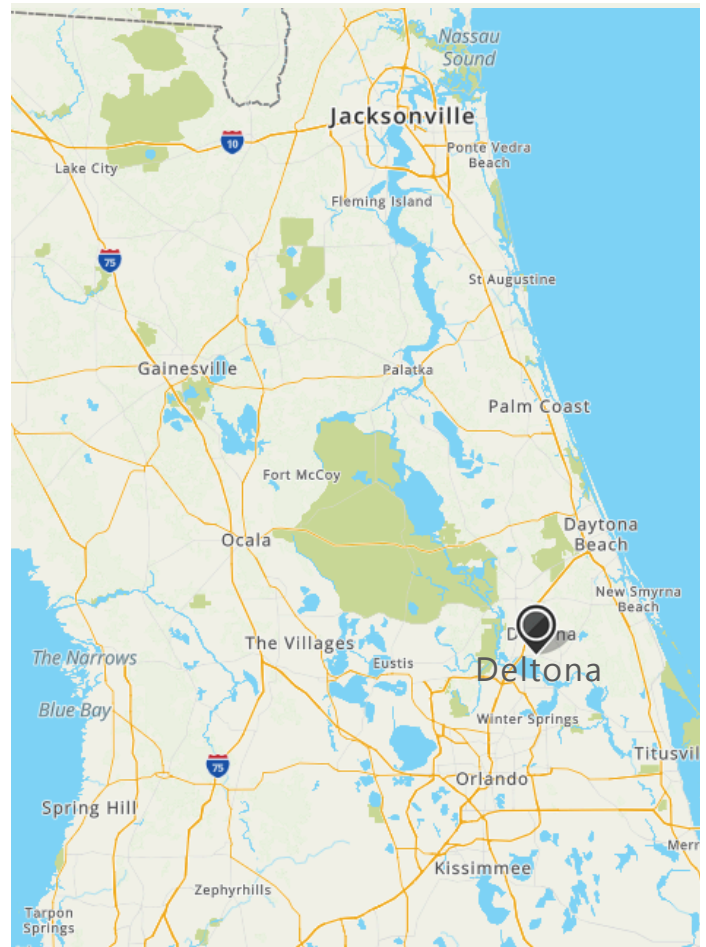


Figure 1: Location of the City of Deltona, Florida

is 20 minutes north. In Daytona Beach, in addition to Daytona State's main campus, are Embry Riddle Aeronautical University and Bethune-Cookman University.

HISTORY

The area's modern history began in the mid-1800s when steamboats began to make regular trips along the St. Johns River to Lake Monroe. The community of Enterprise soon grew on the lake's shores at the steamboat landing. The Brock House was a popular 2 ½ story hotel with accommodations for 50. In 1864, the Union Army raided Enterprise and seized one of the Confederate steamboats located there.

The next 100 years were relatively uneventful until the Mackle Brothers purchased 17,203 acres in 1962. They then filed a planned unit development for a community of 35,143 lots. It named the fledgling community Deltona for its proximity to DeLand and Daytona Beach. Construction began almost immediately, and residents began to arrive in April of 1963. By the

end of the decade, the area’s population had grown from 80 to 4,868 inhabitants. From there, it exploded. It was 15,710 in 1980, 49,145 in 1990, 70,080 in 2000, 85,182 in 2010 and 94,438 in 2020.

In 1995, residents voted to incorporate as the new City of Deltona. It is now one of the largest communities in Central Florida with a current population of 97,267.

GEOGRAPHY

Deltona is located in southwestern Volusia County approximately 25 miles inland from the Atlantic Ocean, and halfway between Daytona Beach and Orlando. I-4 composes its western boundary. See Figure 1 for more information.

The City is characterized by rolling hills and an abundance of lakes. Geologically, it is located in a bowl at the edge of the DeLand Ridge and sits in the self-contained Blue Spring Watershed. Its unique hydrology means it is subject to flooding.

The City covers 41 square miles of which 37.5 is land and 3.5 is water. Elevations in the City range from 20 feet to 112 feet above sea level.

WEATHER

Deltona has a tropical climate receiving an average 50 inches of rain per year. The east coast and west coast sea breezes meet here, and the area is subject to frequent thunderstorms during the summer months.

DEMOGRAPHICS

While the City has a notable number of seniors, Deltona’s population is relatively evenly spread across the age spectrum. For more information, see Table 1.

COMMERCE

Deltona is largely residential and its industry tends to be clean—Amazon and Inland Materials (a concrete plant) are examples. Commercial-industrial zoned property is largely located along

Table 1: Deltona, FL Demographics

Distribution by Race		Distribution by Age	
White	54.7%	0 to 15	18.4%
Black	11.6%	15 to 25	12.0%
Asian	1.5%	25 to 45	28.7%
Native American	0.6%	45 to 65	25.1%
Other	31.6%	65 to 85	13.7%
Total	100.0%	Over 85	2.1%
Hispanic Ethnicity (all races)	45.4%		
2021 Estimated Population: 97,267			

Educational Achievements (25 & Over) and Other Statistics	
High School or Higher	90.4%
Bachelor’s Degree or Higher	22.6%
Median Age—Deltona	34.2
Median Age—U.S.	38.1
Median Household Income—Deltona	\$73,115
Median Household Income—U.S.	\$74,580
Poverty Rate	10.6%

Source: U.S. Census Bureau

I-4 near the Epic Theater in the northwest part of the City and that location has space for additional development. Overall, commercial/industrial property makes up a small portion of the City’s landmass. Most of Deltona’s working residents are employed elsewhere, particularly in Orlando—the theme parks are a significant employer—and on the Space Coast at the Kennedy Space Center or at related businesses.

Deltona’s largest employers are listed in Table 2 (see next page). It should be noted that Halifax Health is growing rapidly, and Deltona hosts a relatively large number of home-based businesses.

Table 2: Principal Employers, Deltona, FL

Employer	Industry	Employees
Amazon	Warehouse	1,937
Volusia County School District	Education	1,575
Walmart	Retail	560
Publix Supermarkets	Grocery	495
AdventHealth	Healthcare	411
City of Deltona	Government	340
Halifax Health	Healthcare	235
Lowes	Retail	145
Winn Dixie	Grocery	140
McDonalds	Restaurant	121
Southern Building Services	Construction	90
USPS	Government	89

Source: Deltona, FL CAFR, Volusia County School District, AdventHealth and Halifax Health

THE GOVERNMENT

The City of Deltona operates under a Commission-Manager form of government with an elected body composed of seven members. The Mayor is elected at large while six Commissioners represent specific geographic districts. Elections are held in November of even numbered years. Members serve staggered four (4) year terms and are limited to two consecutive terms in the same position. The Commission is currently composed of a

Table 3: Taxes Levied by Property Classification, 2023

PROPERTY CLASSIFICATION	TAXABLE VALUE	TAXES LEVIED	PERCENT OF TOTAL
Commercial	\$228,701,803	\$1,680,958	5.4%
Industrial	\$82,063,024	\$603,163	1.9%
Residential-Homestead 25,720 parcels	\$2,859,668,102	\$21,018,561	67.1%
Residential-Non- Homestead 9,840 parcels	\$1,094,056,536	\$8,041,316	25.7%
Total	\$4,264,489,465	\$31,343,998	100%

Source: City of Deltona, Florida

member who has served for five years, one for three years, three who were seated in 2022 and two members who were appointed in January and February of this year.

The Commission is responsible for the establishment and adoption of City policy and appointing a City Manager and City Attorney. The City Manager serves as the Chief Executive Officer of the City, and is responsible for the execution of City policies as well as oversight of the City's day-to-day operations.

Deltona is a full service City with 406 budgeted full time equivalent employees. An organization chart can be found by clicking [here](#). Law enforcement services are provided via an interlocal agreement with the Volusia County Sheriff's Office.

The City also manages the previously mentioned Center at Deltona.

The City's total budget is \$210,310,385 and the General Fund is \$85,311,006. Table 3 displays the taxes levied by property classification. The Fire/Rescue Department offers transport to medical facilities resulting in significant revenues.

Deltona is served by two water/sewer utilities—its own and Volusia County. The City has a state of the art sewer plant which is designed for expansion. The area along Deltona's southeast boundary (referred to as Osteen) is expected to grow significantly, and ideally Deltona will provide water/sewer services to it. The City is also served by two power companies, Florida Power and Light and Duke Power although neither has any direct connection to the City.

The City has won the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for every fiscal year since FY 1999/2000 and received the GFOA's Distinguished Budget Presentation Award for each of the past 21 years.



THE CHALLENGES AND OPPORTUNITIES

While the City has numerous challenges, they are manageable and indeed are opportunities for a City Manager to leave a lasting legacy.

First will be navigating the seven personalities on the City Commission. While the Commissioners all have the best interests of the City at heart, their views of how to make Deltona a great city can differ considerably. A very active and often critical element of the public will add to the challenge.

Second is the need for stability in the government. Since January 2020, the City has had four interim managers (one of whom also served briefly as manager), and each has attempted to implement a different set of priorities. This has resulted in frequent changes in the staff's direction and focus. Additionally, the turnover of City Manager has led to a blurring of the lines between what the Commission should focus on and what the staff is responsible for. Some in the public have noticed and Commission meetings have, on occasion, become raucous. Staff members, despite their best efforts, have frequently come under attack. As a result, while Deltona has many excellent employees, their morale has suffered. The new manager will need to establish structure, clarify roles, and provide a consistent direction while rebuilding morale.

The corollary challenge/opportunity is several key senior level management positions are vacant, including the deputy city manager and a number of department heads. The new manager will thus have the opportunity to build his/her own team.



Deltona has a great deal of potential not yet fully realized. It wants to diversify its commercial/industrial base—moving away from the more small-format discount, general merchandise stores.

Deltona desires to become a destination without losing its small town, friendly feel. The City is at a turning point and the next Manager will need to help create a brand. That will require building consensus around a vision for the City, and then developing and implementing strategic and operational plans to achieve the vision.

As often happens in rapidly growing cities, Deltona's infrastructure has not always kept up. Stormwater is a significant issue. Many homes were built in areas prone to flooding. Approximately 20 years ago, the City mapped its stormwater needs and developed a plan to address them. Some improvements have been made, but much is left to be done. Hurricanes Ian and Nicole demonstrated the success of the implemented improvements while also making it clear that the remaining projects are necessary.

Further, significant parts of the City's infrastructure are now 40 to 60 years old and approaching the end of their useful life. Remedying these issues will require money, and the City needs to find and/or commit the required resources. A good financial understanding, creativity, and the ability to secure grants, partnerships, and outside funding sources will be crucial.

A related issue is only about 7,000 of the City's 36,000 water customers are connected to sanitary sewer lines. While this situation is not an immediate priority, it will need to be addressed.

Deltona is a good city with the potential to be a great city. Its story needs to be told and its brand needs to be established. Unfortunately, some in the public have lost trust in the government. Better communication (including listening), being transparent, explaining decisions and acknowledging mistakes will go a long way towards restoring the City's reputation. The next step will be to create a great city!

Other key issues to be addressed are reviewing and revising the land use code, consistently applying code enforcement, and

ensuring the City is operating in the most efficient and effective manner possible.

As can be seen, the next Manager will be busy. Steadying the organization, improving morale, and bringing parties together will be the priority. If the Manager is successful in these areas, the remaining challenges will be much easier to address.

THE IDEAL CANDIDATE

The Deltona City Commission is seeking an accomplished and professional, achievement-oriented leader and manager to take the City to the next level. The individual will be a team builder and a healer. Superb communication skills and unquestioned integrity are musts. Trust will need to be earned. The Manager will believe strongly in transparency and in being accessible. Listening will be a critical skill, as will flexibility and the willingness to consider other points of view. Stakeholders need to know they are important and being heard.

The Commission wants someone who will partner with them and be a trusted advisor. They want the next manager to tell them what they need to hear, not what they want to hear. The individual will treat all elected officials the same and ensure they all have the same information at the same time. He/she will work with them to develop a strategic plan that all will support. The Manager will base the plan and decisions on data and what is best for the community.

The ideal candidate will be active in the community, always seeking opportunities to improve the residents' quality of life. That will involve having conversations with residents, businesses, and staff. Outstanding customer service will be one of his/her core values. The Manager will lead by example and find ways to get to "yes." While customers are not always right, a sincere effort must be made to resolve their issues. If the problem cannot be solved, then the resident should be given a well-reasoned explanation.

The ideal candidate will have a high degree of emotional intelligence and be forward thinking. A critical skill will be the ability to gaze into the future, anticipate issues, and take action to resolve the issues before they become problems. Likewise,

she/he must be able to analyze the current challenges, prioritize, and address them.

Deltona has a variety of competing interests. The ideal candidate will be immune to pressure. He/she will be strong but diplomatic, and have the skin of an alligator. Finding common ground, and bringing people to consensus will be keys to success.

The ideal candidate will understand how to create a brand and how to elevate Deltona's image to that of a great city. She/he will be savvy in the use of both traditional media and social media. When confronted with negativity, the Manager will stand up politely and correct the record.

The next manager will be innovative and encourage creativity. He/she will ensure that staff members have the necessary resources, and then step back to let them do their jobs. That said, the individual will expect to be kept informed, and accountability will be important.

The manager will act as a mentor and realize that some of the best ideas come from the people actually doing the job. The best candidate will believe strongly in personal and career development for him/herself and for the staff. The individual will embrace succession planning and will encourage staff members to prepare themselves for promotion.

Personally, he/she will be responsive, friendly, outgoing, organized, and positive with an orientation towards accomplishment. The individual will have a sense of humor and work hard to create a place where employees want to come to work. The individual will think strategically while being practical, flexible, consistent, cheerful, tenacious, values driven, thoughtful, and low-key. She/he will be calm in a storm (both literally and figuratively) and decisive. Experience managing natural disasters is a significant plus as is being NIMS certified.

The next Manager will have strong skills in management, finance, grants, urban development, transportation, intergovernmental relations, and strategic planning. The ideal candidate will also have experience in labor relations and will value creating and maintaining a strong working relationship with the city's unions as well as all its employees.

The ideal candidate will have at least ten years experience in local government and five years as a City Manager or Assistant. A bachelor's degree is expected. A master's degree in public administration or related field is preferred. Knowledge of Florida and its laws are pluses but not requirements.

The Commission will make a commitment to its next manager's success and wants a candidate who will embrace Deltona's enormous potential. The next manager should view this position as a destination and stay at least five and ideally ten years.

COMPENSATION

The starting salary will be between \$160,000 to \$250,000. The actual salary will depend on qualifications and experience as well as achieving goals. The City's benefit package is excellent. The City Manager will be part of the Florida Retirement System unless he/she chooses to opt out.

RESIDENCY

The City Manager must reside within 25 miles of the city limits. Residence in the City is preferred.

HOW TO APPLY

To apply, please e-mail your cover letter and resume to Recruit35@cb-asso.com by March 11, 2024. Questions should be directed to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (970) 433-7189.

INTERNAL CANDIDATES

We do not anticipate any internal candidates.

CONFIDENTIALITY

Under Florida's public records act, all applications are public records. As a practical matter, this search probably will not receive significant media coverage until after the semi-finalists are named, and perhaps not then.

THE PROCESS

Applications will be screened between March 12th and March 31st, The Citizens City Manager Committee will recommend finalists on April 4th and the Commission will confirm or modify the finalists on April 8th. A tour of the City and a reception will be held on April 12th. Interviews with City Commissioners and finalists will be held on April 13th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

The City of Deltona is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

ADDITIONAL INFORMATION

For additional information about the city, visit:

deltonafl.gov

westvolusiaregionalchamber.org

hispanicchambercfl.org

delandchamber.org

deltonameansbusiness.com/ecoparks

