



Re-Opened—Looking for a Few More Great Candidates

CITY MANAGER | Apply by February 19, 2021

Welcome to the City of Port Orange, Florida

Port Orange blends sheer beauty with opportunity within its 28 square miles. The City is often characterized as a bedroom community, and that is a good thing. It is a wonderful place to live, work, play, and raise a family, and includes a unique City Center governmental complex that has become the heart of the community. Largely suburban, Port Orange does not have many of the issues other cities do. From its well maintained, tree-lined streets to its climate, parks, recreation, and schools, this community provides an exceptional quality of life. It is the pride of Volusia County and composed of 150 distinct neighborhoods. That makes it easy for anyone to find their ideal home. Better yet, prices are reasonable, and because of its highly regarded development approach, an investment in Port Orange is secure. The City truly lives up to its motto, "Unique by choice, not by chance."

The City is family oriented and hosts many city-wide events. Among these are concerts, the Spring Fair, 4th of July Celebration,



Family Days, Halloween, Christmas Parade, and the Tree Lighting. Port Orange's governmental complex includes a park, gym, library, community center, amphitheater, and playing fields. It often hosts community events and festivals. Youth and adult sports and recreational classes offered year-round are held there and at the other over 25 beautiful City-owned parks and facilities. Port Orange also has a municipal golf course (managed by a contracted partner).

The public schools here are excellent and one of the reasons families are drawn to Port Orange. Many are A-rated by the state, and one of the high schools, Spruce Creek High School, has been listed in the top 100 schools in the nation. For advanced study, Port Orange is home to the Florida Campus for Palmer Chiropractic College. Daytona State College, Embry-Riddle Aeronautical University and Bethune-Cookman University are all located next door in Daytona Beach. Stetson University is 45 minutes away in DeLand, and a bit further are many of the fabled Florida institutions of higher learning: the University of Florida, the University of Miami, Florida State University and Central Florida University, among others.

Housing is quite reasonably priced here. The average three bedroom, two bath with a two-car garage single family home sells for around \$250,000. The crime rate is low. AreaVibes found it to be 26% below the national average. Children are comfortable riding their bikes on the streets. The cost of living tends to be lower than most other places. For example, it is 2% below Columbus, OH; 10% below Atlanta, GA; 14% below Richmond, VA; and 20% below Boston, MA. Plus, Florida does not have a state income tax. Utility rates are among the lowest in Volusia County and presumably, Florida as a whole. Further, local health care is excellent. Several very good hospitals are in the area and the Mayo Clinic of Florida is just 90 minutes north in Jacksonville. Shopping and dining opportunities are plentiful, and you can buy anything you need within a five-mile radius of the City.

What makes the City special though is its people and their sense of community. Residents are friendly, help one another and are proud of their city. They are very accepting of newcomers, as

many of them moved here from somewhere else. Knowing Port Orange is not perfect—no city is—they committed to making it a better place for themselves, their children, their neighbors and those who come after them.

For recreation and activities outside the City, you do not have to go far. Next door are the Intracoastal Waterway and Daytona Beach with its 23 miles of white sand. It truly is the World's Most Famous Beach. Paddle board, surf, parasail, swim, sail, sunbathe, fish, walk, jog, picnic, ride a bicycle or drive your car on its hard packed sand. Daytona is home to NASCAR, the Daytona International Speedway, the PGA, and the Daytona Tortugas, a minor league baseball team. Then there is Bike Week in March and Biketoberfest in October. The Peabody Center offers touring acts and the nationally accredited Museum of Arts and Sciences is a great place for the young and old alike. The Oceans Center offers convention space. Next door is the Daytona Lagoon water park. The best part, though, is if you visit/participate in any of these, you can then go home to peace and tranquility.

Take a dinner cruise on the Intracoastal Waterway or travel 90 minutes along the coast to visit St. Augustine (to the north) or the Kennedy Space Center (to the south). Going inland one hour puts you right in the middle of the tourist and theme park mecca of the universe—Orlando! For family fun, DisneyWorld, Universal Studios, and SeaWorld cannot be beaten. Lesser known and a little further away is Legoland in Winter Haven, another great place for children.

Yearning to travel, Daytona Beach International Airport is about 20 minutes from your home and hosts flights by American, Delta and Jet Blue Airlines. About 50 minutes southeast by car, is the Orlando-Sanford International Airport (a major hub for Allegiant Air). Continue southeast another 20 minutes and you will arrive at the Orlando International Airport. In addition, Jacksonville International Airport is just over 90 minutes north and Melbourne International Airport is 90 minutes south. When cruising comes back, you can depart from Port Canaveral, the second busiest multi-day cruise port in the world and just one hour south!



Many people plan only to visit Port Orange, fall in love with it, and stay. As you consider applying to become our next City Manager, know that you will not find a better place to call home.

HISTORY

The area's modern history began in 1804 when Patrick Dean was granted 995 acres from the Spanish Crown. Later known as the Dunlawton Plantation, its Sugar Mill still stands—after being destroyed twice by Seminole Indians during the Second Seminole Indian War of 1836 and being rebuilt.

In 1866, the Florida Land and Lumber Company brought 500 freed slaves to public lands along the Halifax River (a.k.a., the Intracoastal Waterway), north of Spruce Creek. In 1867 Port Orange was incorporated as a city. By 1869, however, only nine families remained due to the economic decline of the settlement.

Not a great deal happened over the next 100 years. In 1970, the city's population was only 3,800, and they lived largely along the Intracoastal Waterway. In the mid to late 1970s Dunlawton Avenue (now Port Orange's major thoroughfare) was extended from a little west of the Intracoastal to Interstate 95, and the City began to blossom. By 1980, the population was 18,800 and 1990, it was 35,300.

Planned by choice, not by chance, Port Orange's population grew by about 10,000 in each ensuing decade into the beautiful community it is today.

DEMOGRAPHICS

For more information on Port Orange Demographics, see Table 1 (top right).

CLIMATE

Port Orange has a humid subtropical climate with two basic seasons. From late May through October, it tends to be hot, humid and wet. Temperatures in June, July and August average in the high 80's F during the day and the low 70s at night. Rain falls about every three days and tends to come in relatively brief bursts. From November through April, it is drier. During the coolest months (December through February), the average daytime highs are in the low 70s and nighttime lows drop to around 50°F. Cold fronts drop the daytime temperatures into the 50s with nights in the 30s a few times each month. Ocean breezes keep the climate mild in winter and provide cool winds in the summer. All in all, it is the perfect place for fun in the sun all year round!

While hurricanes occur, they tend to be infrequent. That said, Hurricanes Matthew and Irma struck the area as a category 1 storms in 2016 and 2017. Both caused primarily roof and tree damage. Since 1950 the only other direct hit by a tropical cyclone was Hurricane Donna in 1960. It was also a category 1 storm when it passed through the area.

GEOGRAPHY

According to the United States Census Bureau, Port Orange covers 28.7 square miles. Of that, 26.6 square miles is land. The vast majority of the City lies west of the Intracoastal Waterway with only about a dozen blocks on the east side, none of which border the Atlantic Ocean. Daytona Beach lies to the north, New Smyrna Beach to the south and unincorporated Volusia County to the west. See Figure 1 for more information. Port Orange is an average of three feet above sea level.

The City is about 60 miles northeast of Orlando, and 100 miles south of Jacksonville. Atlanta is a 450-mile drive to the northeast.

Table 1: Port Orange Demographics

Distribution by Race		Distribution by Age	
White	86.3%	0 to 15	15.2%
Black	5.8%	15 to 25	11.2%
Asian	3.6%	25 to 45	22.0%
Additional Races	4.3%	45 to 65	27.1%
Total	100%	65 to 85	21.5%
Hispanic Ethnicity (all races)	7.2%	85 +	3.0%
Estimated Population: 62,832			

Educational Achievement (Over Age 25)	
High School or Higher	92.0%
Bachelor's Degree or Higher	25.8%

Other Statistics	
Median Age—Port Orange	46.2
Median Age—U.S.	37.8
Median Household Income—Port Orange	\$51,883
Median Household Income—U.S.	\$61,937
Poverty Rate	14.9%

Source: U.S. Census Bureau

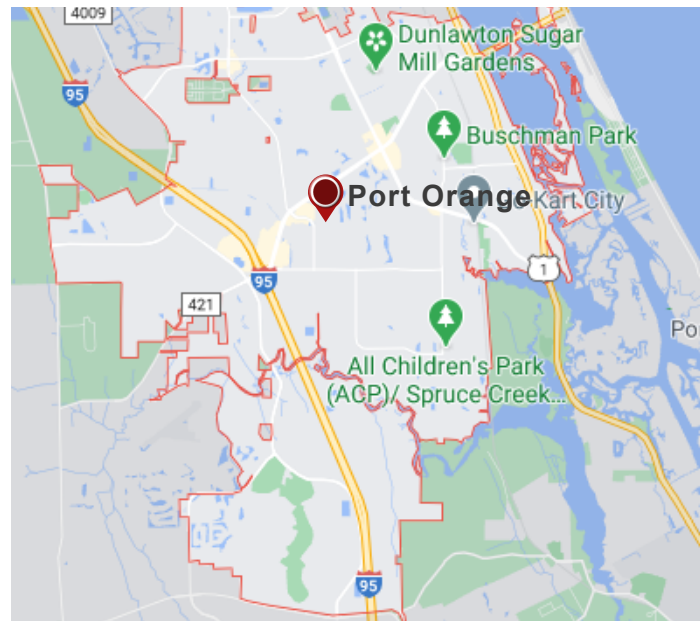


Figure 1: Port Orange, FL Location

Table 2: Principal Employers, Port Orange, FL

Employer	Industry	Employees
American Builders & Contractors Supply	Retail	2,600
Volusia County School District	Education	901
U.S. Food	Wholesale	490
City of Port Orange	Government	485
Publix Supermarkets	Retail	326
County of Volusia	Government	277
Halifax Health	Healthcare	235
Target Super Store	Retail	250
Mariner Health	Healthcare	200
Lowe's Home Centers LLC	Retail	150

Source: Port Orange, FL 2019 CAFR

COMMERCE

Port Orange's residents tend to be educated, productive, and competitive. Due to the City's quality of life and the caliber of its schools, many choose to live here and commute to jobs elsewhere, such as the Space Coast and Orlando. Education, health care and government tend to be the area's largest employment sectors. Raydon, a virtual reality-based training company for defense and commercial applications, is headquartered here. See Table 2 for more information.

THE GOVERNMENT

Port Orange operates under the council-manager form of government and is governed by a council composed of a mayor and four council members. All are elected to staggered four-year terms with elections in even numbered years in November. They are limited to three consecutive terms, and it is not unusual for Members to serve three terms. The Council Members represent the district they reside in but are elected at-large.

Of the current Council, the Mayor has served ten years, one member has served eight years, another six, another four, and one serving as an interim member, having recently been appointed to

fill a vacancy until the April 13th special election. They are fiscally conservative, responsive and collegial—a group that works very well together. While they do not always agree, they respect each other's opinions and move on once the vote has been taken on an issue. They all have the best interests of the residents at heart. They value and respect city staff members, the recommendations they make, and their professionalism.

The Council appoints the City Manager to oversee the City's daily operations. It is done with a two thirds super majority, while removal requires a simple majority.

The individual manages the city's day-to-day operations and oversees an Assistant City Manager, seven department heads (Administrative Services, Finance, Police, Fire/Rescue, Parks and Recreation, Community Development, and Public Works & Utilities) as well as an executive assistant, the Public Information Officer, City Clerk, and a Workday Program Administrator. See Figure 2 on page 7 for more information. Solid waste collection and disposal are performed by a third-party contractor.

The City's FY 2020-2021 general fund budget is \$43,180,416 and the total budget is \$121,999,168. 37% of the Fund Balance is unallocated. Overall, the City has approximately 500 employees and the largest departments are: Public Works and Utilities (149 employees), Police (105), Parks and Recreation (75) and Fire/Rescue (65). The City has received the GFOA's Awards for Distinguished Budget Presentation (for the past 30 years) and for Excellence in Financial Reporting (for the past 35 years).

The City recently implemented Workday HCM and Financials software. It is part of a City-wide ERP effort to upgrade information and reporting capabilities for the Council, staff, and residents. The Community Development Department is implementing SmartGov this year, and the Finance department is reviewing the upgrade of its existing Utility Billing software. The

City recently implemented Paymentus, USA as its online payment system.

Most of the City's employees are represented by one of four unions: the International Association of Fire Fighters (IAFF—representing rank and file fire fighters), the International Union of Police Associations (IUPA—representing rank and file police officers as well as sergeants), the Police Benevolent Association (PBA—representing police lieutenants) and the National Association of Government Employees (NAGE—representing white- and blue-collar employees).

CHALLENGES & OPPORTUNITIES

Port Orange is well positioned physically and financially. Being largely suburban-style residential, it does not have many of the problems of a typical city of 65,000. Its reserves are 37% of the annual budget. Its staff is very capable, and its departments are well managed without silos. That is not to say the City does not have challenges.

First, the City's current strategic plan's five-year cycle ends in 2022. Now is the time to begin discussing the plan for the next five years as some significant changes are underway in the environment. Specifically, opportunities for growth will be much more limited in the future. As a result, new revenues from growth will phase out. At the same time, Florida has adopted a \$15/hour minimum wage, increasing it from \$8.56/hour. While increase is gradual (to \$10 per hour on September 30, 2021 and \$1 per year thereafter until it reaches \$15 per hour), the City will need to pay some of its staff more. Port Orange also needs to insure it is competitive with other employers if it is to attract the caliber of employees it presently has. At some point in the future, it will need to undertake a pay equity study.

Second, Port Orange is in the enviable position of having a well-maintained infrastructure, but even well-maintained things wear out eventually. The City needs to be ever vigilant and part of the strategic planning will need to be long term capital needs to avoid infrastructure failure.

Third, as is true nationally, staffing the Police Department has become difficult. Jurisdictions in Volusia County have over 130 vacant positions, of which Port Orange has 16, or nearly 20% of sworn officers. Creativity will be needed to eliminate the vacancies.

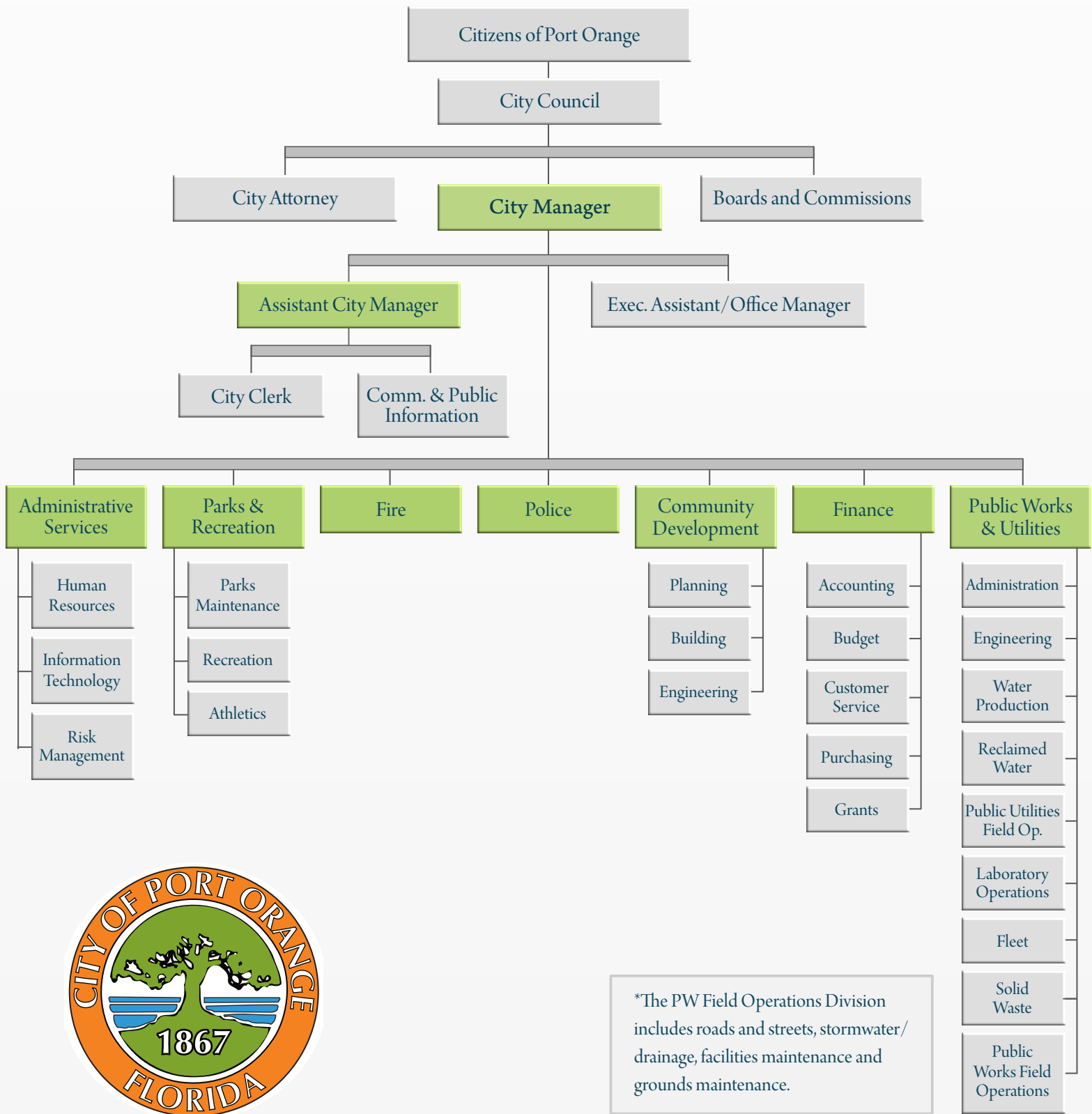
The fourth challenge/opportunity is the development of the Riverwalk Property on the west side of the Intracoastal Waterway, just north of Dunlawton Avenue. Currently largely undeveloped, this 35-acre parcel is about 60% owned by the City, 34% by Halifax Partners (with plans for high rise residential and some mixed use) and the remainder by small existing businesses. The conceptual plan calls for park land along most of the Intracoastal frontage, a large park (approximately 30% of the property on the northern end), the Halifax Partners development, and mixed use on the southern 25%. The challenge is to bring the conceptual plan to pass—identifying and implementing projects that the City Council finds appealing and the developers find profitable.

Fifth, Ridgewood Avenue near the City's eastern boundary is also US Highway 1. As such, prior to I-95, it was the major north-south road along the east coast of the United States, and many of Port Orange's early businesses were located along it. As Dunlawton Avenue became the City's primary location for shopping, services, and offices, the businesses along Ridgewood suffered and the corridor is in need of rejuvenation.

Other areas to consider are: it will soon be time for an update to the City's comprehensive plan and while, the City has done a good job overall with succession planning, a few key positions need to have a strong second in command.

Finally, while nothing is broken nor are there any obvious deficiencies, the incoming manager will want to review the organization to ensure staffing is optimized, and that best management practices are in place in all departments.

Figure II: City of Port Orange—Organizational Chart





THE IDEAL CANDIDATE

The City Council is seeking someone to work with it as a partner, a supporter and a trusted advisor. It wants someone who is intelligent, upbeat, friendly, outgoing, organized, positive and with a "can do" attitude and who is visionary yet practical. She/he will be resolute yet flexible, consistent, cheerfully persistent, high energy, and a leader—not a bureaucrat. When it is time to make a decision, the individual will not hesitate.

The manager will have excellent communication skills and use them. The individual will be a people person—approachable, in the community and part of the community, always listening and always looking for ways to make the government more responsive. The best candidate will be someone who can make everyone feel their views are being heard and who will help bring the community to consensus. He/she will realize that giving the credit to others is the best way to get things done.

Customer service will not be just a catchy phrase with the next manager but rather, along with integrity, will be a core principle and a way of life. She/he will be someone who works with the Council, the community, local businesses and regional actors to find solutions to problems as opposed to someone who tends to find reasons to say no.

The City Manager will be respectful of others, foster relationships, encourage teamwork, delegate and encourage an environment where creativity will flourish. The individual will recognize talent, mentor that talent, and be confident enough to then step back and let the staff member do his/her job.

The ideal candidate will give assignments with both the responsibility and authority necessary to carry them out. He/she will set broad performance parameters but will also expect results and hold employees accountable. At the same time, the individual will realize that creativity involves some risk and not every plan succeeds. He/she cannot be someone with a zero-defect mentality. There is much to do in Port Orange and the staff is very capable so the manager will be comfortable delegating and leaving much of the day-to-day operations to the Assistant City Manager and to the Department Directors.

Training and professional development will be important to the next manager. The City's current staff is very professional and wants to continue to grow. The elected officials also see value in training and education.

The best candidate will believe in transparency but also realize its limits. He/she will work well with the traditional media and know how to use social media to the City's advantage. The ability to anticipate/resolve issues before they become problems is critical. Good judgment and common sense are essential.

In terms of specific skills, the individual will have a demonstrated track record of achievement in management, finance, grants, and development. Since Port Orange is nearing the end of its growth cycle, it will be important to have experience dealing with the next phase—where costs increase but revenues from growth cease. Knowledge of and experience with intergovernmental relations will be important as will be collaboration and building consensus. The City has worked hard improving its relationships with the County and its neighbors. That needs to continue. Skill in negotiating with both unions and developers will be essential. Experience with FEMA is a plus in case the City is faced with another storm.

The ideal candidate will have a bachelor's degree in business administration, public administration, public policy or related field and seven to 10 years of increasingly responsible experience as a senior-level government or private-sector executive is expected. A master's degree is preferred.

The selected candidate should plan to make a commitment to Port Orange. This position should not be viewed as a steppingstone but as a gem in its own right. The City expects the candidate will honor its prior managers' tradition of passion and long-term commitment to the City.

COMPENSATION

The salary range is \$165,000 to \$195,000. The City offers an excellent, competitive benefits package with a pension provided through a 401A plan and the Manager can participate in a 457 plan.

THE MOST RECENT CITY MANAGER

The most recent City Manager retired in December after serving in the position for five years so he can manage the affairs of an elderly family member. Port Orange has a tradition of long serving managers. It has had three permanent managers in the last 36 years.

RESIDENCY

Although residency within the City limits is not required in the Charter or by city ordinance, the City Council expects its next manager to be a city resident.

HOW TO APPLY

E-mail your resume and cover letter to Recruit24@cb-asso.com by February 19th. Questions should be directed to Steve Sorrell at (513) 317-0678, or Colin Baenziger at (561) 707-3537.

THE PROCESS

Applications will be screened between February 20th and March 9th. Interviews will be held on March 18th and 19th. A selection will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

The City of Port Orange is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. A veteran's preference will be awarded per Florida law.

ADDITIONAL INFORMATION

For additional information about the city, visit:

www.port-orange.org

www.visitflorida.com/en-us/cities/port-orange.html

www.pschamber.com

