

— POSITION AVAILABLE —

TOWN MANAGER

Apply by October 18, 2024

Juno Beach is a unique community with natural beauty that is hard to surpass. The Town encompasses an area of 2.65 square miles, of which 594 acres (43%) is owned by the County for preservation. Residents are drawn to the Town for its seaside charm and small-town feel, and it is a very welcoming and safe community.

The Town consists of 2.4 miles of wonderful beaches along a spectacular blue ocean. Eleven (seven Town-owned) dune walkovers provide public beach access. Once there, you will find a variety of structures, showers, parking, gazebos and chickee huts.

The Juno Beach Pier offers guests 990-feet of great saltwater fishing and wonderful opportunities to enjoy the scenic views. The full-service Pier House features a friendly guest services team, snack bar, and gift store as well as a variety of fishing tackle, including rental poles and bait. It is visited and enjoyed by residents, sightseers, and fishermen from all over. Although the pier is in the Town of Juno Beach, it is structurally maintained by Palm Beach County and its concession (Pier House) is operated by the Loggerhead Marinelifelife Center.

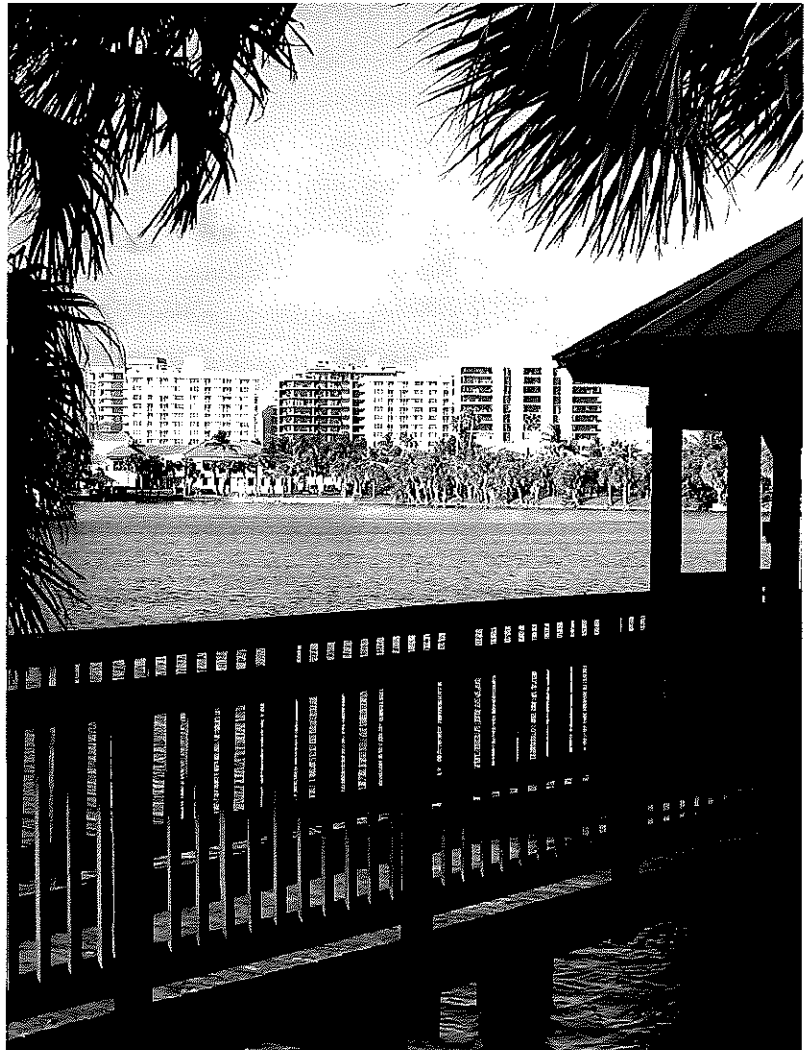
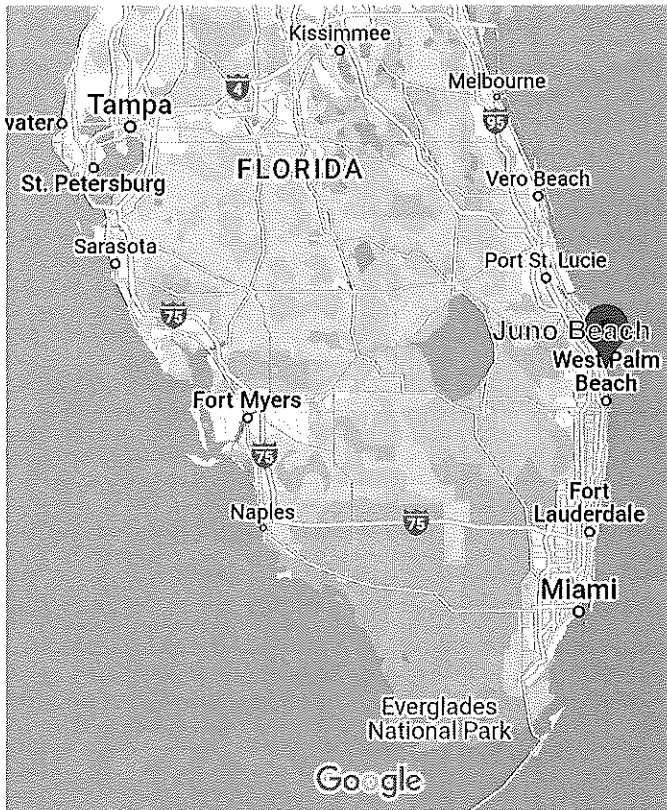


Figure I: Location of Juno Beach



The Town's coastline is one of the highest density nesting areas for sea turtles in the world. The Loggerhead Marinelife Center (LMC), a not-for-profit organization, monitors the nests and is dedicated to promoting the conservation of Florida's coastal ecosystem through education, research, and rehabilitation with a special focus on threatened and endangered sea turtles. The LMC is located in the County-owned Loggerhead Park and is one of the most visited nonprofit scientific destinations focused on ocean and sea turtle conservation.

As noted, approximately 594 acres of land within the Town's boundaries has been purchased by the County for preservation or is leased to the County by the State. The County has installed trails throughout these parcels, known as the Juno Dunes Natural Area, to serve as a beautiful nature walk and to educate the public about the importance of preservation. Additional improvements include a light vessel boat dock, erosion control and other amenities along the intracoastal waterway. In 2021, residents voted for a Town Charter Amendment which states that "no change to the land use classification or zoning

designation of environmentally sensitive land shall be adopted unless by the affirmative vote of four (4) councilmembers."

The Pelican Lake Park includes a 12-acre lake adjacent to the Town Center property with lush landscaping and a 0.75 mile – 8 feet wide public concrete and paver brick sidewalk, covered gazebos and fountains. The lakeside is the setting for Town events and people come from neighboring towns to leisurely stroll around the lake. South of Pelican Lake, the Town owns and operates Kagan Park, which has playground equipment, bocce, basketball, and adult exercise stations. Town Hall Park is their newest park (completed in 2018), and it includes a gazebo, sidewalk, paver bricks, seating, an original section of the historic Celestial Railroad, interpretive history signs, and lush landscape.

The Town benefits from two beachfront parks. The aforementioned Loggerhead Park has covered picnic areas and a playground and houses the LMC. Juno Beach Park, at the northern edge of Town, serves as a large parking lot for beach goers and for the County-owned and operated pier.

The "Juno Beach Historical Society" collects items linked to the history of the Town, preserves them for future generations, and shares this history with the public. The "Friends of the Arts" organizes art shows for local artists; artwork is displayed year round in the Town Center Council Chambers. In March of every year "ArtFest by the Sea in Juno Beach," draws some 30,000 visitors and is held along A1A and the Atlantic Ocean at the north end of Town. In November, the Jupiter-Tequesta Rotary Club holds its annual Craft Fair along A1A. Several other events take place along A1A during the year, including triathlons, running races, and Turtlefest, among them. Juno Beach Police monitor and support these permitted events.

Located in Juno Beach, the Seminole Golf Club is a prestigious private oceanfront golf course designed by Donald Ross and opened in 1929. Membership is invitation only. It is one of the top golf courses in the country, and one of the finest examples of golf course routing.

The typical home value in Juno Beach is just under \$1 million, though the next Manager is not required to live in the Town and there is more affordable housing in neighboring communities. The median listing home price is \$1.1 million dollars, trending up 26.6% year-over-year. Juno Beach real estate consists of single family homes in beachfront communities, condominiums (beachfront and lakefront), Intracoastal-front properties with low-rise townhomes, and large high-rises - all only steps from the beach. The Town has one assisted living facility (The Waterford) which will be breaking ground in the coming months as it expands its campus that is currently home to over 200 active seniors. The Town also has an RV and mobile home park.

With all the protected parkland and environmentally sensitive green space, you are virtually assured of a stunning view wherever you live.

Although Juno Beach does not have any schools, excellent education is readily available nearby. Many public schools in Palm Beach County are high-performing and A-rated. Among Florida's seven large school districts, Palm Beach and Miami-Dade are the only two that earned a letter grade of "A." Private school options are also available and are excellent. Palm Beach State College is very close and within a reasonable drive, as are a number of other universities including Florida Atlantic University, Nova Southeastern, Palm Beach Atlantic, Keiser, Barry, Florida International and the University of Miami.

A safe and welcoming community, the crime rate in Juno Beach is extremely low and what crime they do have tends to be petty theft. They have perhaps three or four felonies per year, typically from passersby or beach visitors. The police are proactive and community oriented, and they are appreciated and supported by residents.

If you enjoy sports, Miami is home to the NFL's Dolphins, the NBA's Heat and MLB's Marlins. The NHL's Panthers arena is an hour away in Sunrise. Minor league baseball is played in nearby at Roger Dean Stadium in Jupiter. Palm Beach County also hosts multiple MLB spring training camps.

For those who want to roam, the Town offers easy access to top of-the-line entertainment venues and travel. Interstate 95 and the Florida Turnpike are nearby, and it is a 25-minute drive to West Palm Beach. Fort Lauderdale, Miami and its beaches are about an hour away and Orlando and its theme parks are about two-and-a-half-hours away. Those who like to cruise could not find a better location! The world's three busiest cruise ports (the Port of Miami, Port Everglades, and Port Canaveral) by passenger volume are all within a two hours' drive. Port of Palm Beach, just 15 minutes south, is a shipping port and is berth to the Margaritaville at Sea, a cruise ship which goes to the Bahamas. For those who prefer to fly, Palm Beach International Airport is about 25 minutes to the south and Miami International, Fort Lauderdale International and Orlando International - not to mention Sanford-Orlando International with low-cost carrier, Allegiant Air, as well as several low-cost European carriers - are less than three hours away.

Local adventure and cultural options are plentiful. Within a 20 to 30 minute drive are renowned attractions including: The Maltz Theater, the Loxahatchee River Center, Hobe Sound Nature Center, Busch Wildlife Sanctuary, Jonathan Dickinson Park, the Kravis Center for the Performing Arts, the Norton Museum of Art, Society of the Four Arts, Armory Art Center, Mounts Botanical Gardens, Lion Country Safari, the Palm Beach Zoo, South Florida Science Museum, Manatee Lagoon Education Center, and more!

When it comes to shopping, there are numerous options nearby. The Palm Beach Gardens Mall is approximately 3.5 miles away. A Wholefoods Market and Trader Joe's are also reached by a quick drive. To the west, in Palm Beach Gardens, is the Alton Town Center with numerous retail and dining venues. Tanger Shopping Outlets is a 20 minute drive away and Sawgrass Mills, the largest outlet and value retail shopping destination in the United States is just over an hour away.

Juno Beach has a small number of retail, commercial establishments and restaurants, many of which are long-time favorites of the community.

Table I: Juno Beach Demographics

Distribution by Race		Distribution by Age	
White	90.5%	0 to 15	2.1%
Black	0.5%	15 to 25	9.2%
Asian	1.9%	25 to 45	27.3%
Native American	0.1%	45 to 65	25.9%
Two or More Races	7.0%	65 to 85	49.6%
Total	100%	85 +	11.3%
Hispanic Ethnicity	4.7%	Estimated Population: 3,858	

Educational Achievement (Over Age 25)	
High School or Higher	96.8%
Bachelor's Degree or Higher	60.6%

Other Statistics	
Median Age—Juno Beach	68.9
Median Age—U.S.	38.8
Poverty Rate	5.4%

Source: U.S. Census Bureau

The newly approved Caretta project will be built on a 5.5-acre parcel at the town's main intersection. This development includes 94 luxury residential units, restaurants at the street level, as well as public amenities including outdoor seating, public art, a dog park, children's splash pad, and more. Ground-breaking is planned in 2023.

With growth and change all around, the Town of Juno Beach remains dedicated to maintaining a small-town atmosphere. Everyone knows and helps their neighbors. It offers access to all the accoutrements of a large community, but without the congestion and crime. While the entire coast of Florida is a treasure, Juno Beach is its hidden gem. So, if you are an experienced professional who strives for excellence and has a strong town/city management background, please apply!

HISTORY

The island that is now Juno Beach was created when the Intracoastal Waterway was dredged through the wetlands on the west side of Juno Beach. The area, originally called Juno, was a late nineteenth century transportation terminal linking north Florida to Lake Worth in south Florida. For a brief period, 1890 to 1900, Juno was the County Seat of the former Dade County which covered all of southeast Florida.

In 1929 E.F. Hutton began construction of the famous Seminole Golf Club. In 1946, Bessemer Properties Inc. bought a tract of land adjoining the Golf Course and platted it as a subdivision in 1948. They built a 500-foot fishing pier at the end of Mercury Road and opened the Town for planned development. Juno Beach was incorporated in 1953 with approximately 130 year round residents and a seasonal population of 1,500. In 1958, the ladies of the Juno Beach Garden Club took on the project of naming the streets, and many bear the names of gods and goddesses.

The original pier was severely damaged in November 1984 during a Thanksgiving weekend storm and the current 993-foot Juno Beach Pier was built in 1999 about 1.5 miles north of the original pier. The Town Center was completed in 1991.

Today, Juno Beach is a seaside community that is predominantly residential. It is considered a hidden gem and is known as a friendly and relaxed vacation paradise.

DEMOGRAPHICS

Many in Juno Beach are retired and that can be seen in Table 1 (above left). The median age is 68.9 while the median age in the Overall U.S. is 38.9.

CLIMATE

Juno Beach's climate features hot, humid summers, with frequent rainfall, and warm, dry winters. High temperatures are typically in the upper 80s to low 90s - the coastal location tends to have

moderate temperatures with increased humidity. The winter months are typically dry and milder, with highs around 73°F to 77°F. Temperatures can fall to the 50s but rarely fall below 40°F. Most winters are frost-free and have far less humidity.

GEOGRAPHY

Juno Beach is part of an island in northern Palm Beach County and bounded by the Intracoastal Waterway to the west, the Atlantic Ocean to the east, Jupiter Inlet to the north and the Palm Beach Inlet to the South. It is approximately 14 miles north of West Palm Beach and encompasses an area of 2.65 square miles. Juno Beach is part of the Miami Metropolitan Area – also known as the Gold Coast or the Tri-County Area (covering Miami-Dade, Broward, and Palm Beach counties).

Juno Beach averages 23 feet above sea level. One of the most distinguishing features of the community is the Juno Dunes Natural Area, where you'll find an interesting mosaic of wetlands among the swale between ancient dunes and coastal scrub. It is the home to several species of rare plants, as well as the gopher tortoise (a federally-designated threatened species). In fact, 43% of the land within the town limits is environmentally sensitive and set aside for conservation purposes.

COMMERCE

Juno Beach has two major corporate headquarters located within their community - NextEra Energy Inc., which Fortune listed as the "World's Most Admired Company" in 2021 and Document Storage Systems Inc., an internationally recognized health information technology company.

TOWN GOVERNMENT

Juno Beach operates with a Council-Manager form of government. The governing body is a Council comprised of five members who serve staggered three-year terms. The Mayor is elected at large as are the other Members. The Mayor is the longest serving member having been first elected in 2017. The Vice Mayor has served since 2021 while the other members are

in the first term. The next election is in 2025 when one of the new Council Member's terms will expire.

The Town Council is responsible for, among other things, passing ordinances and resolutions, adopting the annual budget, appointing committees, and hiring both the Town Manager and Town Attorney.

Juno Beach provides general municipal services such as police protection, planning, zoning and building, code enforcement, parks, public works, stormwater utilities and cultural events. Fire protection and emergency medical services are provided by Palm Beach County. Utility services, such as water and wastewater are provided by neighboring jurisdictions. Sanitation collection services are currently contracted with Waste Management, Inc. The Town contracts with Diversified Building Department Management Corporation for building official, plan review and inspection services. In terms of unions, Police Officers and Sergeants belong to the Palm Beach County Police Benevolent Association.

Juno Beach is extremely strong financially. It has achieved the Certificate of Achievement for Excellence in Financial Reporting for the last forty consecutive fiscal years. In addition, they were randomly selected for a very detailed and extensive audit by the Palm Beach County Inspector General. At its conclusion, the Inspector General stated, "This audit report is the first audit our office has conducted where there have been no findings or recommendations. The Town has done a great job in this area as stewards of its taxpayer dollars."

The Juno Beach's General Fund Budget is \$10,785,377. The Town has not carried any debt since 2013 and has a very healthy reserve. Every dollar is maximized to get the most for the residents. The staff is very talented, but the organization is very lean. Juno Beach has 35 employees, of which eighteen are in the police department. The Town Manager has six direct reports. Employees work well together and are cross-trained so that they can assist each other as needed. They truly view their work as a team effort and recognize that they can accomplish more by working together.



THE CHALLENGES AND OPPORTUNITIES

Juno Beach has very few challenges but many opportunities. It has been very well run and is financially sound. The first and foremost opportunity will be to learn the culture, get to know the residents and become part of the community. Juno Beach has a small town feel where residents know each other, and they expect the Town leadership to interact with them. The staff, including the Manager, have always had an open door and residents have been welcomed. The next Manager will want to establish similar connections and be very visible in the community.

Juno Beach has benefited from a voter approved sales county wide sales tax and used its share for capital purchases such as new police cars. Unfortunately for the Town, the tax expires at the end of 2025, and it will need to find other means to fund these efforts. Fortunately, some new property tax revenue should be coming over the next few years with an annexation and development.

While everyone in the community desires to protect Juno Beach, they recognize that development is coming. As the community is 95% built out, current and future projects within the Town are/will be largely dependent on redevelopment. The Town wants to ensure these projects add value to the community at large and not just to the developer. Hence, visualizing win-wins supported by solid analysis will be important.

A corollary challenge is the growth of neighboring communities. Developers recognize the marketing value of Juno Beach's



oceanfront and environmentally sensitive lands. The resulting influx is a challenge to the Town's infrastructure and the residents' quality of life. Finding ways to mitigate these impacts will be increasingly important.

Juno Beach has been very successful in succession planning. Many of the staff members have worked for the Town for more than a decade, and some for more than three decades. As such, a number of key employees have recently retired (or will be retiring next year) and will need to be replaced.

Historically, the Council has worked together well and has been united on their vision for the community. While every member of the current Council wants the best for the community, and desires to protect the paradise that Juno Beach is, they are sometimes divided on how to best move forward. The next Manager will need to be a consensus-builder to help bring the parties together.

Finally, the Town is becoming much more strategic in its outlook. It desires to be proactive, not reactive, and thus realizes it needs to envision the future, understand how to position itself to maximize the residents' quality of life and then to act. Not only is it currently working on a strategic plan, it is also creating a master plan for the Town's development. The next Manager will be tasked with leading staff through a period of increasingly rapid change and taking the steps what will create a better future for Juno Beach.

THE IDEAL CANDIDATE

The Juno Beach Town Council is seeking a seasoned Manager and leader to work with it as a partner, a supporter, and a trusted advisor. The individual will be a consensus-builder who knows how to help everyone get to yes and will work closely with the Council to implement its priorities.

As noted, Juno Beach is becoming more strategic so the next Manager will have demonstrated achievement in developing and implementing strategic, long range and annual plans. Being able to work with a Town/City Council to establish a vision, identify

goals, strategies, tasks and measures to monitor progress will be critical. He/she will be proactive and anticipate what information the Town Council needs to make the best decisions for the community. The individual will then pursue that information, organize it into a coherent narrative, and present it, along with well researched options, for the elected body to consider.

The next Manager will be someone who believes in integrity, who believes in transparency and establishing trust in the community. The individual will be one of the Town's primary representatives. As such, the Manager will be an outstanding communicator and someone who realizes listening is an important part of communicating. Of particular importance will be keeping the Council and the public informed concerning how the Town's money is being spent so they understand it is being spent wisely.

Juno Beach is a high-end community that expects the best. As such, the Manager will place a high degree of importance on delivering high quality services. The desired candidate will also believe strongly in outstanding customer service and lead by example.

The Manager will be part of the community, which includes being visible and interactive at town workshops and events. The leadership team not only attends community events, but they also hand out refreshments. The Manager often acts as the master of ceremonies at events including Oktoberfest, and Christmas and Hanukkah parties. The next Manager should plan to continue this tradition.

Town employees are very talented, and they work very hard. The next Manager will not be a micromanager but understand the direction the elected body has set and the establish goals and objectives to implement that policy. He/she will believe strongly in continuous improvement, be a mentor, and encourage creativity. At the same time, the Manager will be kept informed and expect results. He/she needs to be adept at hiring talent that will fit into the lean, community-minded and fiscally conservative organization Juno Beach is. That said, if the Manager feels changes are needed, he/she will not be afraid to

make them. Succession planning has been important at Juno Beach and the ideal candidate will be experienced with it.

The Council would like someone who is personable, good natured, intelligent, upbeat, friendly, fair, honest, outgoing, patient, ethical, organized, positive - someone with a "can do" attitude. The ideal candidate will not be easily discouraged, and will be optimistic about the future, positive, and resilient. The Town is looking for someone who will solve problems and build consensus without being controversial. Hence, common sense and strong people skills will be necessary, as will strongly believing in having an open-door policy with residents, staff, and the Council. A sense of humor is a plus.

The ideal candidate will be savvy in the use of both traditional media and social media. He/she will recognize both the good and the harm social media and naysayers can do. When confronted with negativity, the Manager will stand up politely and correct the record.

The Town is looking for someone with experience in municipal management as well as budgeting, finance, land use and planning, public works, and redevelopment. Demonstrated experience in intergovernmental relations is important as Juno Beach is a relatively small community that needs to build coalitions and to punch above its weight to solve some of its more significant longer term issues. Thus, the ideal candidate will understand the benefits that arise from alliances and partnerships across the region.

Given that the projects coming to Juno Beach are those of large and successful development firms, the ideal candidate will be someone who can visual the impact of these projects, foresee how the developers can be encouraged to incorporate elements that will improve the quality of life of the Town's residents, and then negotiate in a way to achieve the Town's ends.

As a practical matter, this position requires graduation from an accredited four-year college or university with major coursework in public administration, business administration or related field. A master's degree in public or business administration is a plus.

Desired qualifications include at least five to seven years of direct municipal experience in a similarly sized organization as a Manager or Administrator. Coastal experience is a plus.

The Town is looking for someone who will see the Juno Beach Town Manager position as the wonderful opportunity it is and make a long-term commitment to being part of the Town's future.

COMPENSATION

The salary range is \$_____ to \$_____ and will depend on qualifications and experience. Benefits are excellent. A pension plan will be negotiated with the successful candidate.

RECENT TOWN MANAGERS

The Town has a tradition of long serving managers. The current Town Manager is leaving due to a change in his personal priorities in early November after 19 months with the Town.

RESIDENCY

The Town Manager is not required to live in Town limits, though they need to reside close enough to be able to be part of the community and available to the residents. The Town of Jupiter (to the north), the City of Palm Beach Gardens (to the west), and the Village of North Palm Beach (to the south), are in close proximity to Juno Beach and all offer a wide range of housing types and prices.

HOW TO APPLY

E-mail your cover letter and resume to Recruit28@cb-asso.com by October 18, 2024. Questions should be directed to Ron Williams at (305) 338-8990 or Colin Baenziger at (561) 707-3537.

THE PROCESS

Applications will be screened between October 19th and November 15th. Finalists will be selected on November 20th. A reception and interviews will be held on December 5th and 6th. A selection will be made shortly thereafter.

INTERNAL CANDIDATES

Neither we nor the Town anticipates any internal candidates.

CONFIDENTIALITY

Under Florida's public records act, a submitted application is deemed a public record. As a practical matter, we would be surprised if there was any media coverage of this recruitment.

OTHER IMPORTANT INFORMATION

Juno Beach is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. "A veteran's preference will be awarded per Florida law."

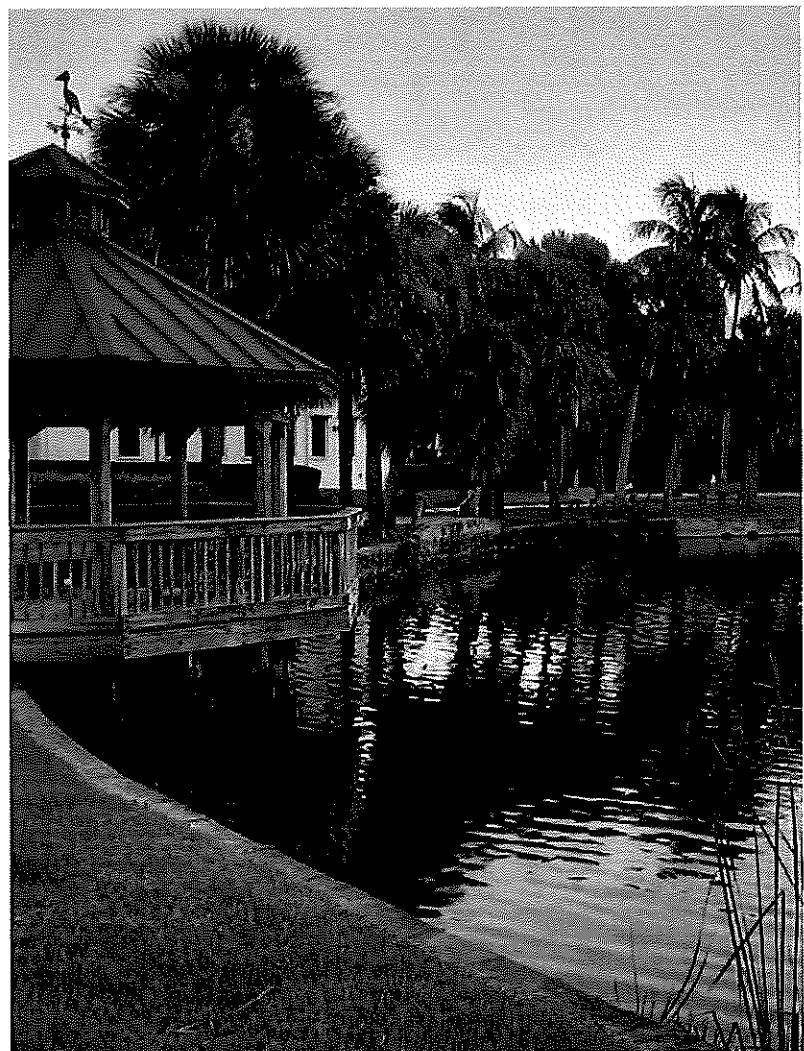
ADDITIONAL INFORMATION

For additional information about the Town, visit:

www.juno-beach.fl.us

www.pbnchamber.com

marinelife.org



Job Summary:

Under the direction of Town Council, the Town Manager (TM), will serve as a trusted strategic advisor, thought partner, external brand manager, and special projects manager. This position will work closely with the Department Directors and the Leadership Team to provide strategic alignment support across functions. The Town Manager will be a key partner in the articulation, implementation and communication of the overall strategic direction for the Town of Juno Beach.

Responsibilities & Essential Functions:

The following is an overview of the duties and responsibilities assigned to this position. The employee may perform other duties as required.

- Serve as an advisor and thought partner to all the Department Directors, to identify and implement long term strategic priorities, as well as five year capital priorities, developing metrics for success, and evaluating ongoing processes
- Lead the annual and multi-year strategic planning process, with a focus on change management to support employees and teams as the Town transitions to new management, processes, tools, or initiatives, and a focus on communications
- Develop fiscally sound budget and manage all processes to meet budgetary directives
- Strategically manages time, both internally and externally, to ensure it aligns with and supports priority areas and provides the right-level of involvement and input into key decision-making processes
- Key input from the Town Council is secured and enveloped into strategic planning and messaging
- Support, pre-and post-meetings with action items, and deliverables
- Manage internal and external communications, for example drafting ongoing correspondence, monthly updates, reports, speeches, op-eds, presentations, including charettes and open-forum public workshops
- Provide briefs, as needed, for all internal and external meetings utilizing research, data/information analysis, and professional insight
- Support the goal setting and evaluation with the Town Council

Support for the Department Directors and Leadership Team

- Participate in all leadership team meetings to support the improvement of current processes and coordinate organizational processes/procedures for optimized efficiency, productivity, and communication
- Coordinate logistics and provide support for internal and external meetings and events
- Support all-staff communication and engagement, through all-staff assemblies and Town Council meetings
- Lead strategic initiatives and special projects, as determined by

Town Manager, Town Council or Department Directors.

Management of Teams

- Supervise Budget, Personnel, Communications, Legal, Advocacy, and Special Projects for the organization.
- Facilitate ongoing professional learning and growth of direct reports and department team members, foster collegiality, and team building

Town Council Management

- Support the Mayor and Town Council in ensuring organizational compliance with Council-approved policies and procedures by providing accurate and timely implementation of resolutions
- Develop annual slate of meeting calendars for full Council, board, board committees, and task forces; organize and coordinate calendars for these meetings as well as Council-focused webinars, and other engagement opportunities
- Manage and support meeting planning and following action items through to completion incorporating lessons learned
- Organize and support the logistics for all Council meetings, for example preparing materials and prepping the Department Directors and other key leaders presenting at Council meetings
- Organize and support the onboarding, and orientation of new Council members

Qualifications:

- Bachelor's degree required; Masters degree or equivalent experience preferred
- 10+ years demonstrated progressive leadership experience
- Significant organizational management skills, including team-building, staff supervision and development
- Fiscal responsibility experience with budgets, proficient with long-term strategic planning, and planning experience for municipal needs while providing first class customer service to the citizens of Juno Beach
- Strategic, analytical approach combined with interpersonal professionalism, emotional intelligence, and flexibility
- Outstanding interpersonal, facilitation, and presentation skills
- Exemplary written and verbal communication skills
- Must be self-directed and has the ability to work independently to get large projects completed in a timely manner with little oversight
- Strong track record of project and team management
- Florida experience with grants, legislative process, and comprehensive plan
- Ability to coordinate with emergency response coordinators for

widespread incident response situations, such as flooding and hurricane

ADA Requirements/Working Conditions:

- Work normally performed in a typical interior/office work environment
- Limited physical effort required
- May have substantial national travel based on location
- Driving, grasping, hearing, repetitive hand motions, lifting, pulling, pushing, reaching, sitting, talking, typing

	Desirable Qualities	Dale Dougherty	Matthew Garside		
1	Financial Acumen / Fiscally Conservative	*	*		
2	Highest Personal Ethics				
3	Experience in Municipal Govt.	7	5		
4	Florida Experience in Govt.	7			
5	Management Skills for Continuous Quality Improvement	*			
6	Community Engagement	*			
7	Public Safety Traffic				
8	Environmental Preservation		*		
9	Long Term Strategic Planning	*			
10	Focus Development to Enhance Quality of Life in Town	*	*		
11	Ability to Preserve what is unique about Town		*		
12	Takes Responsibility for Bad Decisions of Council				
13	Prestigious School/ MBA	5	7		
14	Ability to perform the job of direct reports	7	5		
14	Score Totals	26	17		

Rank each candidate at 0-7 with 0 worst and 7 highest for each quality based on
 * yes where it is a yes/no questions and not ranked by degree possess

on resume
ed



Evaluation Guide and Sample Questions

for

Juno Beach Town Manager Finalists

Colin Baenziger & Associates
2055 South Atlantic Avenue • Suite 504
Daytona Beach Shores, FL 32118
Cell: (561) 707-3537

Evaluating Candidates

When evaluating candidates, it is important to consider them based on information from several sources. The first is the candidates' experience as presented in their written material (i.e., their resume and/or application for the position). The second is the background review (particularly the references) your consultant has prepared. The third is the actual interview of the candidate. No single source will give you the complete picture so all need to be considered.

We have developed the following materials to assist you in evaluating the candidates. They are briefly described in the following paragraphs.

The Evaluation Tool

The Evaluation Tool is a list of the key factors that make someone successful as a Town Manager. We recognize you are very successful people and may make decisions using very different approaches to the same issue. For example, some Councilmembers may wish to use it as a ranking sheet where each factor is given a score of 1 through 5, the scores summed, and the candidates ranked based on the results. Alternatively, other members may wish to use it as a guide to the areas that should be considered and, instead of a specific score, the result might be an overall impression of each candidate. These Councilmembers might then rank the candidates based on those impressions and not use numerical rankings. You should use the approach you are most comfortable with.

When using the tool, your evaluation should be based on all the following: the interview, the candidate's experience as presented in his/her resume and introduction, and the background review the consultant has prepared (the references, news media and background checks).

The Evaluation Tool follows on the next page.

The Interview Questions

The questions herein follow the outline in the Evaluation Tool. It should be noted that not every factor listed on the Tool is addressed with a question. Some factors are best evaluated through the background reports (for example, their ability to work with others including the press). Other elements may not lend themselves to questions but are readily apparent in the interview (communications skills, for example).

Questions Not to Ask

Some areas should not be discussed in an interview for legal reasons. These are described at the end of this package.

Candidate Evaluation Tool

Name: _____

Interaction Skills: How well the candidate interacts with:

- The Council
- Residents
- Employees
- The Business Community
- Other Governments
- The Press

Subtotal

Administrative Skills: The candidate's experience:

- Preparing and managing a budget
- Managing professional and operational staff
- Developing and executing operational and strategic plans
- Obtaining and managing grants
- Intergovernmental relations

Subtotal

Technical Skills: The candidate's experience in:

- Managing day-to-day governmental operations
- Capital projects
- Contract negotiations
- Economic development / redevelopment
- Managing growth
- Financial managements
- Parks and recreation
- Planning, zoning and building
- Utilities

Subtotal

Personal / Managements Skills: Ability to

- Communicate well generally, both orally and in writing
- Select, develop and retain good staff
- Demonstrate a high degree of ethics

Candidate Evaluation Tool

Name: _____

Track record:

- Demonstrated vision
- Demonstrated ability to lead organizations
- Demonstrated management ability
- Demonstrated creativity
- Demonstrated ability to solve problems
- Demonstrated ability to react well to new and unusual situations
- Record supporting diversity

Subtotal	

Total Score:

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Notes:

Interview Questions

The following are the questions we at CB&A would ask if we were evaluating Town Manager candidates. They are in the same sequence as the Evaluation Tool. It should be noted that the first seven questions are focused on how the candidate will work with the Council. If he/she cannot do that well, nothing else will matter.

Since you will have a limited amount of time with the candidates, you will probably not be able to ask all the questions. Consequently, please select the ones you feel will give you the information you need to decide who is the best candidate to be your next Town Manager and hold the remainder in reserve. Of course, if you have questions you would prefer to ask instead of some or all of these, then please do so. Again, the important thing is you to gather the information you need to make the right decision.

Interpersonal Skills

1. Describe the relationship a Town Manager should have with the Council as a group and as individual members. How will you go about building a strong relationship with the elected officials? How will you maintain it?
2. What information do you think our elected officials need concerning day-to-day operations of the Town?
3. How do you propose to keep the Town Councilmembers informed so we are not surprised by any of the issues you are dealing with?
4. Tell us how you would handle a situation where we as a Council want to pursue a course of action that your professional experience tells you is not prudent.
5. We are a five-member Council. We all have the best interests of the Town at heart, yet our opinions may differ on specific issues. Assume for a moment that you are asked to present an issue where you know the Councilmembers are divided 2 to 2 with one member who is completely undecided. Further, you also know the four members are very strong advocates for their respective positions. How do you handle the situation?
6. Tell us how you would handle a situation where a single Councilmember asks you to do something you feel the majority of the Council is opposed to. How does your answer change, if it does, if two members of the Council together ask you?
7. Tell us about your experience dealing with the press, and with social media. What are the keys to being successful with it?
8. Tell us about an issue you had to resolve by working with other governments. Explain what you did and the results.

Interview Questions

9. What kind of relationship do you think the Town Manager should have with the community at large? How will you establish it? Provide an example of a situation where you worked with the community to resolve an issue.

10. Coming from your current position, what do you feel will be the three biggest challenges you will face if you become Juno Beach's next Town Manager? How do you plan to address those challenges?

Administrative Skills

11. Tell us about your experience overseeing the activities of contractors and contractual employees.

12. Tell us about your experience preparing and managing budgets. Tell us about a situation when you had to reduce your budget by 10%. How did you do it?

13. Tell us about your experience developing and managing operational and strategic plans.

14. Assume for a moment that you have been hired as our Town Manager. How will you go about identifying any strengths, weaknesses, and opportunities for improvement of our current Town staff and contractors? Once you have identified them, how will you go about making changes?

15. Tell us what role performance evaluations should play in a Town government? How do you assess the performance of your employees?

16. Tell us about the last person whose employment you terminated? What was the situation and what process did you follow? Were you sued over the termination?

17. Tell us what you feel are the most important elements of obtaining and managing grants.

Technical Skills: Note that for the most part, technical skills have been addressed in the candidate's resume and introduction. Hence, we did not devote a great deal of time to those skills here. Further, properly answered, Question #1 above may provide the information.

18. The Town Manager's Office is responsible for providing leadership, management, support and advice to a wide variety of operational areas. These include: Finance, Police, Public Works, Community & Economic Development, Utilities, and Human Resources, among others. How comfortable are you that you can oversee these areas?

19. Tell us about a large capital project you have overseen. Were there any issues? If so, how did you resolve them?

Interview Questions

20. Tell us about a development or redevelopment effort you have worked on for your community.
21. Our residents tend to have high expectations of their government. How will you address their needs and concerns?
22. Tell us about your experience partnering with a business or another governmental entity to address a need.
23. Tell us about an experience you are particularly proud of where you negotiated on behalf of your organization with another party.
24. Strong fiscal management skills are central to this position. Please describe the most challenging budgeting situation you have encountered and how you reacted.
25. Tell us about your experience working with the state legislature to solve a local problem.

Personnel / Management Questions

26. Assume you need to hire a new Police Chief for our Town. Tell us how you would do that and what factors you would consider in evaluating applicants?
27. Tell us what steps you would take to ensure your staff continues to grow professionally. Is professional growth important for all employees?
28. What kind of relationship do you plan to have with the Town's senior managers and how will you establish it? How do you hold them accountable for results?
29. Tell us about an ethical situation you have faced and how you dealt with it.
30. We are very concerned about equity and improving the diversity in our management ranks. Can you please give us an example of how you improved diversity in your organization?

General / Track Record Questions

31. Tell us about a situation where you changed the organizational culture to make it more responsive and citizen centric.
32. We are looking for a Town Manager who can see "over the horizon" – meaning someone who can look into the future, anticipate what will be needed for Town of Juno Beach to build a reputation as a premiere community as well as foresee problems that might occur and take actions that will prevent those problems from occurring. Please give us an example of how you have done that in one of your past positions.

Interview Questions

33. Tell us about a situation where you had to build and lead a team to solve a problem.
34. Tell us about three innovations you have introduced into your organization.
35. Tell us about the most unusual situation you have faced as a manager and leader and how you dealt with it.
36. COVID-19 was/is a sudden and unprecedented event in our lifetimes. How do you see it impacting local governments in the next six months and the next five years? What thoughts do you have about how we can be prepared for unexpected events in the future?

Final Questions

37. How did you prepare for today's interview?
38. Is there anything which we have not discussed today that you would like us to know?
39. Please provide any closing remarks you might have.

Questions and Topics to Avoid During the Interview Process

A large body of legislation has developed over the years addressing civil rights and race/gender/age discrimination. Questions in these areas should be avoided during the interview process. As a result, the process of interviewing and selecting an applicant is no longer a simple matter of conducting a casual conversation and to learn a candidate's strengths, weaknesses, likes, and dislikes. Various civil rights laws now make the average interview a process that should be approached with caution. However, if you keep in mind the following basic rules, the process will move along smoothly and without issue.

In most instances, asking inappropriate questions may raise an inference of either discrimination or retaliation against a candidate. In other instances, such as those involving issues of mental or physical health, inappropriate questions are presumptively discriminatory. Therefore, the interviewer must avoid questions relating to the following:

1. Political affiliation, political views, or voting history.
2. Religious beliefs or practices.
3. A candidate's race.
4. A candidate's age.
5. A candidate's national origin or ancestry.
6. A candidate's family and whether they would be willing/able to join them in the new location.
7. A candidate's desire to have children or raise a family.
8. Pregnancy and other gender related issues.
9. Sexual orientation or sexual practices.
10. Marital status or personal and private relationships.
11. Potentially controversial issues of race, gender or ethnicity.

Any information a candidate may *volunteer* during the interview process regarding these matters does not render the interview invalid or otherwise taint the process. Consequently, open-ended questions, such as asking if the candidate wants to reveal anything else that has not already been covered, are not prohibited. In fact, they can sometimes provide valuable insight into a candidate's views and perspectives.

Questions and Topics to Avoid During the Interview Process

With regard to issues of physical or mental health, many questions are appropriate after a conditional offer of employment has been made, but must be avoided beforehand. The interviewer must avoid questions relating to the following topics:

1. A candidate's medical history.
2. Past workers' compensation claims.
3. Past use of sick leave.
4. Health of a candidate's family members.
5. Any obvious physical or mental impairment of the candidate. Although it is permissible to ask if the candidate is able to perform the essential functions of the job for which he/she is applying, it is probably better is not to ask this type of question at all. Of course, from a practical point of view, it is hard to imagine anyone answering negatively.
6. A candidate's frequency of illegal drug use or addiction. However, it is permissible to ask if the candidate ever used illegal drugs, and if so, the last time he/she did so. Once again, this is a very delicate area that can create significant problems for the employer if the questioning is intrusive.
7. Alcoholism or the frequency of alcohol consumption.

The questions listed above which relate to medical conditions may properly be asked of a candidate after he or she has received a conditional offer of employment. Before an offer is made, however, the questions must be avoided.

If you need further assistance in crafting proper interview questions, please do not hesitate to contact us for further guidance.

Items Addressed From Current Events and P&Z Board Meeting

1. Address impacts to neighbors in an “excavation permit” and add similar language to the demolition permit. Retaining Wall permits and set backs required; suggest 4 foot wall with five foot from property line for first and additional 5 feet second wall.
 - a. Address excavation definition – if I run over a sprinkler head with my lawn mower, I want to be able to dig it up without an excavation permit. Replacing annual flowers in a flower bed- I do not want an excavation permit – language is too restrictive to be meaningful with its 6 inches of soil removal being defined as excavation.
2. Address invasive exotic removal as per Palm Beach County Code – outage of 47 residents, code enforcement for property owners to maintain electric power easement – or to have Asplundh (contractor to FPL) perform vegetation clearances.
3. Add a checklist of items to be submitted for Harmony for the comparison of the preponderance of homes within 300 feet – develop a guide for reference for this comparison [example average sizes and allow for percentage increase]. Include 3D GIS scene for comparison of properties.
4. Add code language for evaluation of combined lots for size, mass, etc... of homes; appropriate set backs, open space, and berms with landscaping to prevent the look of massing from the street view
5. Redundancy in systems for recording meetings

Items Listed to be Scheduled / Agenda items from June meeting:

1. Subterranean or Underground Parking
2. Tower Height – July agenda – write up agenda item
3. Zoning Inspection Process (?)
4. Amount of Commercial vs. Residential on developable and re-developable sites
5. Return Site Plan Review to Planning and Zoning Board
6. Policy Additional Training Town Council members – League of Cities new council member training vs. League of Cities annual meeting

Items to be addressed from previous Town Council meetings:

1. Vegetation – Landscape requirements looking to Palm Beach Gardens, Jupiter and Palm Beach County for comparison

Pending Items that remain unaddressed:

1. Horticultural Student from Palm Beach State College to join our staff as an intern

2. Carretta Project Landscape Plan – add Royal Palm Trees to the West side of the driveway on Donald Ross Road to match the East side of the driveway; add approximately 9 Royal Palm Trees on 30-foot centers. Ask for a consensus of Council to have Town Staff address the Developer to correct this landscape need.
3. Agree that the priority is addressing zoning code to Keep Juno Beach, Juno Beach.
4. Agree that the priority is implementing zoning code measures to “Slow Growth.”

Potential Items to Address in Sustainability Report

1. Level of Service for Storm water facilities – is one in five year storm event enough capacity. We need the information regarding how often the one in five year storm event levels are exceeded and consider updating our Level of Service for Stormwater.