Melbourne, FL

(Population 78,500)

Located in Brevard County on Florida's Central East Coast, Melbourne is a great place to live, work and play. Virtually everything you could want or need is right there or just a few minutes away. In many ways, it is a microcosm of Florida. A small portion of the City lies on a barrier island with the Atlantic Ocean to the east and the Indian River Lagoon to the west. Homes there are expensive and the population well to do. The vast majority of the City, however, lies west of the Intracoastal Waterway and captures a wide variety of lifestyles, income levels, business and industry. In fact, you can find a little bit of everything here, and there is no real reason ever to leave the City.

Melbourne is an attractive place with a heart and a passion for life. People are rightly proud of their community and all it has to offer. Housing ranges from the inexpensive to the million dollar plus homes. The schools, including several college campuses, are excellent, and the King Center attracts many national musical, theatrical and comedy acts. The Brevard Symphony Orchestra calls Melbourne home as do the Foosaner Art Museum, Rossetter House Museum and the Liberty Bell Memorial Museum. The Henegar Center and Melbourne Civic Theater comprise downtown theater venues. Some of the City's annual festivals and cultural events include the Melbourne Independent Filmmakers' Festival, General Aviation Day, IndiaFest and India Day, Melbourne Arts Festival, and Oktoberfest.

What is a rarity in Florida is that the City has a solid commercial industrial base and as such serves as a regional employment center. Melbourne contains defense and technology companies with a high concentration of high-tech workers. Harris Corporation has its headquarters in the City. Other companies with a local presence include Northrop Grumman, Rockwell

City Manager

Collins, Embraer, and LiveTV. Melbourne International Airport is in the City proper and hosts flights by Delta Airlines and U.S. Airways. With one short hop to either Atlanta or Charlotte, you can be on a flight to any destination in the world.

Other activities include boating, fishing, paddling, kayaking, and wind surfing. If you are a naturalist, the Indian River Lagoon is the most diverse estuary in North America and home to sea turtles, fish, dolphin, horse shoe crabs, manatee, and much, much more. Numerous golf courses dot the area, including two municipal courses. Not too far away are the Brevard County Zoo and Space Coast Stadium which is affiliated with the Washington Nationals. Professional sports fans can easily get to see the Orlando Magic, Tampa Bay Bucs, Jacksonville Jaguars and Tampa Bay Rays. A little farther away are the Miami Dolphins and Florida Marlins. And if you like to cruise, Port Canaveral is 25 miles north.

History

Melbourne and neighboring Eau Gallie were established where freshwater tributaries flow into the Indian River Lagoon in the late 1800's. Much of Melbourne's early commercial activity was conducted along Front Street, located just north of Melbourne Harbor. Several piers jutted into the Lagoon to receive goods and travelers.

On December 22, 1888, 23 qualified electors gathered to create the "Village of Melbourne." By the end of the day, they had elected the first City officers and had settled on a corporate seal. The nature of the community began to change after the railroad arrived in 1893. The lagoon began to lose its attraction as a transportation route. Gradually, businesses were drawn toward the iron tracks perched on high ground a few blocks to the west.

In 1919, the original downtown area was lost forever when a tenant in a waterfront boarding house tossed a kerosene lantern out of a second-story window. It ignited the wooden sidewalk along Front Street and wind driven flames consumed the downtown.

Table I: Population by Age

Age Bracket	Percent
Under 15	14.6%
15 to 24	13.8%
25 to 34	11.3%
35 to 44	12.5%
45 to 54	15.4%
55 to 64	12.5%
65 to 74	9.7%
75 to 84	7.1%
Over 85	3.1%
Total	100.0%

Median Age	44.3

Source: U.S. Census Bureau

As time passed, the area continued to grow and received a significant boost from the military in early 1940s with the establishment of Naval Station Melbourne (as well a number of other bases in the area such as Patrick Air Force Base). The Naval Station focused on training and commissioning Navy and Marine pilots for World War II. The program ran until 1946, and the land that was used for that program makes up most of what is currently the Melbourne International Airport. A further boost came with the advent of the space program in 1958 and the key role the Kennedy Space Center has played in that program.

In 1969, with the approval of a majority of voters, Melbourne and Eau Gallie were consolidated into the contemporary City of Melbourne. The history of Melbourne is the story of each of those original communities along with the record of progress that has been made since 1969.

Melbourne today features two "old" downtown areas -- Historic Downtown Melbourne and Olde Eau Gallie -- each with specialty shops and other attractions. Other

commercial areas have developed over the years, including the busy commercial area along Babcock Street.

Demographics

With a population estimated to be 78,500, Melbourne is the 29th largest city in Florida. In terms of age, the population is reasonably evenly distributed with a significant retiree population – 19.9% (see Table I).

Latest Census Bureau figures show 82.4% of the population is White, 9.5% is Black/African American, 3.0% is Asian and the remainder is composed of some other race or two or more races. 7.7% of the total population (all races) was of Hispanic ethnicity. In terms of education, 88.3% of the population over 25 years old had at least a high school degree and 24.9% had a Bachelor's degree or higher. 2009 Census data estimated the median household income to be $41,471.

Commerce

As noted previously, the City is not noted primarily as a tourist destination. Rather it is a well-rounded community and a commercial center in its own right. The City's principal employers are shown on Table II on page 4.

Historically, government programs (the Space Center and installations like Patrick Air Force Base have tended to mitigate the impact of recession. That has been less true in the past few years with the reductions in the space program.

Climate

The climate is considered humid, subtropical with mild winters and warm summers. Typical temperatures are displayed in table lll on page 4.

Tropical storms affect the area from time to time but direct hits by hurricanes are quite rare in this part of Florida.

City Manager

Table II: Melbourne Principal Employers

Rank	Employer	Employeees
1	Health First	3,286
2	Harris Corporation	2,603
3	Brevard County School District	2,063
4	Rockwell Collins, Inc.	1,517
5	Northrup Grumman Corporation	1,340
6	Walmart	933
7	Florida Institute of Technology	912
8	City of Melbourne	893
9	DRS RSTA Florida	812
10	Melbourne Internal Medicine Associates	712

Source: 2011 CAFR

Geography

Melbourne is located approximately 60 miles southeast of Orlando on the Space Coast east of Interstate 95. It is approximately midway between Jacksonville and Miami. The city covers 41.4 square miles (35.7 square miles of land and 5.7 square miles of water). The land is relatively flat with an elevation of 21 feet above sea level.

Melbourne has a small presence on the South Beaches barrier island. That area is often confused with Melbourne Beach, a separate political entity.

Government

Melbourne is governed by a Council composed of a Mayor and six Council members, all elected at large. The six members represent and must reside in geographic districts. Council members are limited to two terms of four years each in their respective seats.

The elections are held in concert with the national elections in November. This year the Mayor will have completed his two terms and will be running to represent District 3. He has two opponents. Two of the current Council Members are running for Mayor. The incumbent Council Member in District 1 has one opponent. District 2 is an open seat with three candidates. All in all, a reasonably good chance exists that the Council will have only one new member after November, but it could have as many as three.

The Council is charged with the responsibility of establishing policies and enacting ordinances and resolutions. Its current members do not agree on everything, but get along well, are respectful of one another, and work well together. That is not expected to change after the election. The Council is fiscally conservative and that is not expected to change either.

The City Manager is appointed by the Council, and is charged with the responsibility of administering daily operations and implementing Council directives. City staff is recognized for its quality and dedication. The next manager will have the opportunity to appoint several people within the first year as several retirements are expected.

The City provides all the services normally associated with a municipality (police, fire, emergency medical services, parks

Table lll: Climate Data for Melbourne

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Normal High °F	72	73	77	81	85	89	91	90	88	83	78	73
Normal Low °F	50	51	55	60	66	71	72	73	72	67	60	53
Precipitation in Inches	2.5	2.5	2.9	2.1	3.9	5.8	5.4	5.8	7.2	4.8	3.12	2.3

Source: The Weather Channel

and recreational activities, streets and parks maintenance, traffic engineering and parking, sanitation, wastewater treatment, stormwater improvements, community redevelopment, code enforcement, planning and zoning, and general administration). It also operates a regional water plant, two cemeteries, two golf courses and, under a separate authority, Melbourne International Airport.

The City's total proposed total budget for 2012 – 2013 is $165,313,208, including the $14,932,931 Airport budget, and the General Fund, which makes up $69,103,761 of that total. The budget contains funding for 874 full time and 158 part time employees. At the time of the 2011 CAFR, the City had 927 full-time equivalent employees. Of the full time employees, 244 are in police, 239 in public works and utilities, 168 in fire, 84 in leisure services, 162 in general government, including administration, 52 at the airport, 7 in housing and community development. The total taxable assessed property value in 2002 was $2.6 billion. It peaked in 2008 at almost $5 billion before dropping back to $3.3 billion by 2012. The total taxable assessed value is up very slightly this year. Overall the City is quite sound financially.

The Opportunities

Melbourne is very well positioned overall. Its leaders have husbanded its resources and been conservative in their decisions and spending. There is nothing wrong with the City – only a few things it could do better. These include marketing itself to the greater world. While the economic base is solid, it could always be better, particularly in some parts of the City. Crime is not an issue, but, again it could be lower. A number of key staff will retire in the next few years so succession planning will be important. Pension funding for police and fire could be better. More extensive use could be made of

City Manager

technology. Some feel developers and businesses have to jump through too many hoops, and regulations could be lessened. Inter and intra governmental cooperation could be enhanced.

The Ideal Candidate

The City Council is seeking a strong leader who is open, honest and transparent. It is looking for someone to work with it as a partner, a supporter and a trusted advisor, someone who is comfortable with them talking to but not instructing staff. The individual will work hard to ensure there are no surprises. It will be someone who is intelligent, upbeat, friendly, outgoing, organized, positive and progressive – with a can do attitude and is visionary, yet practical. She/he will be resolute, yet flexible, consistent, cheerfully persistent, high energy, and a leader – not a bureaucrat.

The next manager will have excellent communications skills and use them. Customer service will not be just a catchy phrase with the next manager but rather, along with integrity, a core principle and a way of life. She/he will be someone who works with the Council, the community and local businesses to find solutions to problems as opposed to someone who finds reasons to say no. The individual will be approachable, in the community and a part of the community, always listening and always looking for ways to make the government more responsive. He/she will be respectful of others, delegate and encourage an environment where creativity will flourish. The individual will be able to recognize talent, mentor that talent and confident enough to then step back and let the staff member do his/her job.

The ideal candidate will give assignments and set broad performance parameters but will also expect results and hold employees accountable. Outstanding analytical skills are important. After ten years of largely the same leadership, it will be important to assess business practices and determine if improvements can be made. The phrase, "we have always done it this way," will continue to be unacceptable to the manager. The individual should be a strong booster of technology and recognize its ability to save valuable resources. Strong financial skills will also be important as it is

unlikely the economy will turn around in the short term. Other important characteristics are experience managing in lean times, the ability to work with the media, and the ability to anticipate/resolve issues before they become problems. 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 and economic development. Practical experience in annexation and experience with intergovernmental relations will also be important.

The selected candidate will be expected to make a commitment to Melbourne. This position should not be viewed as a stepping stone but as a gem in its own right. The City hopes and expects the next manager will honor its prior managers' tradition of a passion for the City and lengthy tenures.

The position requires a Bachelor's degree in business administration, public administration, public policy or related field and seven to ten years of increasingly responsible experience as a senior level local government executive. The ideal candidate will have at least five years' experience as a City Manager or an Assistant City Manager in a city with many of the similar complexities as Melbourne. A Master's degree is preferred and Florida experience is desirable but not mandatory. Experience in the private as well as the public sector is a definite plus.

Residency

Residency is not required but is anticipated.

Compensation

The salary range for the City Manager is $140,000 to $180,000 and benefits are very good.

The Current City Manager

The current City Manager plans to retire in early 2013, after serving in the position since early 2003.

City Manager

How to Apply

E-mail your resume to Recruit23@cb-asso.com by October 5. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

The Process

Applicants will be screened between October 6 and November 13. Finalist interviews are scheduled for November 28 and 29. A selection of the next manager is to be made after the interviews on November 29, with an early 2013 start date anticipated.

Other Important Information

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

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

City Manager