



Satellite Beach, FL

Population - 10,100 permanent residents

When you think of an idyllic yet progressive Florida beach community – the ideal place to live, work and play - you are probably thinking of a place like Satellite Beach. With the Banana River (part of the Indian River Lagoon National Estuary) as its western boundary and the Atlantic Ocean the eastern boundary, Satellite Beach lies on a beautiful barrier island. Water is less than a 10-minute walk from virtually any place in the City. The community is sensitive to what makes it special and owns 40% of the 2.8 miles of beach that lies within its boundaries. In fact, if you are driving along A1A, you will find three-quarters of a mile (spread over several locations) of permanently preserved and unencumbered beachfront public property. Then there is Samson's Island. Twenty years ago it was a 52-acre spoil island covered with an impenetrable growth of exotic vegetation, created from fill that was dredged from the canals constructed to support development. Now it is a beautiful, award-winning passive-recreation park and nature preserve planted with native species,

nestled between two islands containing estate homes, and accessible only from the water. The City provides regularly scheduled boat transportation to the island.

Geographically, Satellite Beach is one mile south of Patrick Air Force Base and across the Intracoastal Waterway from Melbourne, FL. The Kennedy Space Center and three major universities are a relatively short drive away. Orlando International Airport lies an hour to the northwest, and it is just a bit farther to Disneyworld. Tampa is 140 miles west, Jacksonville 175 miles north, and Miami and Fort Lauderdale 190 miles to the south. Twenty miles north is Port Canaveral, which is one the nation's top cruise ports.

With its idyllic location and many positive attributes, it is not surprising that Satellite Beach is primarily residential and over 90% built-out. The City has three significant parcels that are available for development/redevelopment. The first encompasses 100 acres that

was formerly the site of military housing. Directly across State Road A1A from this acreage is a protected 17-acre stretch of Atlantic Ocean beach. Adjacent to it is a second piece of land of approximately 30 acres which is scheduled to be multi-story residential. Combined, these two parcels are approved for development of 991 dwelling units. Finally, a vacant, 4-acre oceanfront parcel (previously the site of a Ramada Inn badly damaged in the 2004 hurricanes) is zoned for 108 dwelling units. Although with the current economy it is not anticipated that these properties will come on-line in the immediate future, initial development planning has begun and, in the long term, these properties will provide a significant addition (as much as 40%) to the City's tax base.

In terms of living in Satellite Beach, housing prices are quite reasonable. Homes start under \$200,000 and can run into the millions. A typical 1,800 square foot home (3 bedroom, 2 bath) is in the low to mid \$200,000s. Crime is low and the City is very safe. Parents feel comfortable letting their children ride their bicycles to schools and parks alone. The schools in the City (two elementary schools, one middle school and one high school) are top notch and all are "A" rated. The City itself has been well run since its inception and, while it has challenges, it does not have any unusual or serious issues.

Residents are concerned about and supportive of their government, and their government is concerned about them. Historically, the City's leaders have not made major decisions quickly or rashly, but have taken a considered approach and involved citizens' advisory committees. Residents also have high expectations for their government and the service it provides.

Most importantly are the citizens. They are friendly, concerned about others, and treasure the City's small town feel, values and identity. They also make the City's motto, "Where Progress Prevails," a reality. Satellite Beach is a caring community and families are strongly supported. Volunteerism is strong and residents have always wanted to make the City better for those who follow them. It is a place that people move back to.

History

Before development, the area now comprising Satellite Beach consisted of saw palmetto and oak scrub. The shores of the Banana River were lined with a mangrove swamp. The area's first European visitor was probably Ponce de Leon in 1513 as he sailed down the Florida coast.



'Satellite' in Place (1958)



Satellite Beach Volunteer Fire Department (1961)

As late as 1871, the entire area now known as Satellite Beach was government-owned public land. It was not until 1923 that the last public land remaining in the area of the City came under private ownership. During those five decades many people and companies bought and sold land, and three subdivisions which exist today were platted. However, nothing permanent was built, although several individuals gained title to land by maintaining primitive homesteads for at least 5 years. Even after World War II, there were deer, bear, and panther in the area. This all changed in the early 1950s, when a large number of people helping test long range rockets at Cape Canaveral needed somewhere to live and housing was at a premium.

In 1951 the first home was built in the City. Later that year Louis G. Olson, an attorney in Eau Gallie, built a home on Cinnamon Drive that he rented to Nick Castora, who worked for a missile contractor. The location of the house was so remote and lacking in utilities, even electric power, that Mr. Castora lit bonfires to guide visitors to his home. By the end of 1957, there were about 50 homes and one restaurant in the future city. Mosquitoes and other insects set up a din at night. Rattlesnakes were prevalent. Paved roads, drainage, local police and fire services, and community recreation programs were nowhere to be seen.

On August 3, 1957, by a vote of 45 to 11, Satellite Beach became an incorporated municipality. The reason? Residents wanted the ability to control their own destiny. The immediate threat was the construction of a large trailer park in the City. The first ordinance passed by the new Council limited zoning to single-family dwellings and commercial uses – no trailer parks.



Table I: Monthly Normal Temperatures and Precipitation

| 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

The new community had a healthy sense of self-sufficiency and volunteerism. The original city building, a civic center, was largely built with contributed contractor labor and materials in less than five months in the latter half of 1957. In fact, the total cost to the City was about \$6,500. The building was then finished and furnished by volunteers. The Garden Club, established in 1960, planted and maintained City landscaped areas. Fire protection has involved volunteers since the formation of the Satellite Beach Volunteer Fire Department in 1961; today volunteers supplement a paid staff of professional firefighters/EMTs on duty 24/7. When the City's first elementary school, Surfside, opened in 1962, teachers and volunteers moved in furniture so the school could open at the start of the school year. The interior of the original library (now City Hall) was finished in 1967 by volunteers, who then donated over 6,000 volumes to begin its collection. In 1968, the City's original recreation center next to Olson Field was built on a tennis court with \$40,000 earned from Little League concession stands and the aid of Public Works. In 1977, the volunteer fire department bought and donated to the City the land on which the Fire Station now stands. In 1968, a 34-acre tract west of the Grand Canal was given to the City by a developer from South Florida. It is now Samsons Island Nature Park. In 1971, through the concerted, personal involvement of the City's Mayor and the Satellite Beach Woman's Club, the County bought Pelican Beach Park, which is now owned by the City.

In the 1980s, the City was widely recognized for its softball. It hosted many national championship tournaments and fielded six national champion softball teams itself. As a result, it earned the title "junior softball capital of the world." In 1994, the City received the first annual Florida Excellence in Coastal Management Award for work on Samsons Island. Since then the City

has placed approximately 40% of its oceanfront into public open space, and volunteers continue to provide more than 10,000 hours each year to youth and public service programs.

Climate

The climate is considered humid, subtropical with mild winters and hot, wet summers. As can be seen from Table I, average high temperatures vary from 72° F in January to 91° in July. Average normal low temperatures vary from 50° F in January to 73° F in August.

Tropical storms affect the area from time to time, but direct hits by hurricanes are quite rare in this part of Florida. In fact, a recent naval study concluded the likelihood of a tropical storm striking this area was lower than most of the United States East Coast.

Geography

As previously noted, Satellite Beach is located on barrier island. It covers 4.3 square miles, 2.8 of which are land. It rises 19 feet above sea level, with half the City at least 6 feet above sea level. It has 2.6 miles of ocean beaches, 1.3 miles of riverfront, and 3.6 miles of interior canals.

Demographics

In terms of age, Satellite Beach's population is distributed relatively evenly. Approximately 24% are 20 years old or less, 24% are between 20 and 40, 32% between 40 and 60 and the remaining 20% are over 60. The median age is 45 years and is trending younger. The City's population is approximately 93% White, 2% Asian, 2% African American and 2% other. Overall, Hispanics (of all races) constitute 6% of the population. 77% of



Shuttle Launch viewed from Hightower



the homes are occupied by their owner. 97% of the City's population over 25 years of age graduated from high school, 42% from college and about 16% have a graduate or professional degree. The median household income is \$60,870 which is 27% above the state average. 5.2% of the population fell below the poverty line. 96% of the property owners claim homestead exemptions (meaning almost all owners have declared the home as their primary residence).

Commerce

Satellite Beach is primarily a residential community and does not have significant commercial interests within its boundaries. About 7% of its land area is zoned commercial for businesses that primarily support the local community. The principal employers are the five schools, the City, Publix Supermarket, and Lighting Science Group Corporation.

Government

The City follows the Council-Manager form of government with a Mayor and four Council Members. Elections are held on the national cycle. All members run at-large and serve staggered four-year terms and are limited to two terms. The last election was in 2012. For most of its existence the City government has been characterized by stability. Council members served multiple terms and the City has only had two City Managers since 1974. A brief break in that pattern occurred in the 2011 election when the new majority felt the government had lost its bearings. Some turmoil resulted and in the 2012 election three former council members were returned to office. Shortly thereafter, a council member elected in 2011 with two years remaining in his term resigned, and the newly-appointed replacement is also a former council member. All the elected officials have the best interests of the community at heart and are

Table II: Employee Breakdown by Department

| Department | Full Time | Part Time | Total |
|--------------------------|-----------|-----------|------------|
| Administration / Finance | 6 | 4 | 10 |
| Building and Zoning | 3 | 0 | 3 |
| Fire | 17 | 0 | 17 |
| Police | 30 | 14 | 44 |
| Public Works | 14 | 2 | 16 |
| Recreation | 3 | 23 | 26 |
| Total | 73 | 43 | 116 |

progressive. Although they may disagree on some issues from time to time, they are direct and honest with one another and work together well. The current council holds the staff in very high regard.

The Council and the City’s residents have high expectations for city services. The City has, for example, 11 ball fields, two paramedic shifts 24/7 to address any resident medical issues, a 30,000 square foot community center, a civic center and, as noted, a great deal of environmental open space. The City also had the first accredited police department in Brevard County and was the first to provide advanced life support in the county.

Satellite Beach is a full-service city, although water is provided by Melbourne and sewer by Brevard County. Waste Management collects refuse within the

Table III: Property Values, Millage and Budget

| FY | Millage Rate | Final Gross Taxable Value | Adopted General Fund Budget | Ad Valorem Tax Share of GF Budget |
|--|--------------|---------------------------|-----------------------------|-----------------------------------|
| 2001 / 02 | 6.5265 | \$444,392,85 | \$5,690,323 | \$2,601,152 |
| 2002 / 03 | 6.6404 | \$444,392,85 | \$6,374,512 | \$2,860,136 |
| 2003 / 04 | 6.5953 | \$500,204,77 | \$7,381,432 | \$3,197,101 |
| 2004 / 05 | 6.3812 | \$645,993,64 | \$7,973,111 | \$4,045,968 |
| 2005 / 06 | 6.3596 | \$723,977,62 | \$8,980,388 | \$4,432,955 |
| 2006 / 07 | 5.9000 | \$882,951,67 | \$8,914,851 | \$5,056,056 |
| 2007 / 08 | 6.1742 | \$877,123,30 | \$9,188,577 | \$5,257,857 |
| 2008 / 09 | 7.1207 | \$786,154,94 | \$8,975,749 | \$5,461,574 |
| 2009 / 10 | 7.8193 | \$723,485,53 | \$9,100,849 | \$5,497,146 |
| 2010 / 11 | 8.1439 | \$651,947,63 | \$8,798,383 | \$5,166,502 |
| 2011 / 12 | 8.5285 | \$593,792,39 | \$8,855,439 | \$4,881,806 |
| 2012 / 13 | 8.3559 | *\$610,413,21 | \$8,675,376 | \$4,947,541 |
| * Preliminary (property values are still being challenged) | | | | |

Source: City of Satellite Beach

City's boundaries. By the standards of most cities, it is a relatively lean government with 73 full-time employees. They are supplemented by 43 part-time employees. The breakdown is shown in Table III on page 6.

The primary component of the City's Total Budget is \$11.3 million, of which the General Fund composes \$8.7 million. The City also has formed a CRA to help redevelop its commercial corridors along SR A1A and South Patrick Drive. It should be noted that the City has obtained over \$20 million in grants since 1997.

The Challenges and Opportunities

Satellite Beach is not broken, but there are plenty of challenges for the next manager. First and foremost will be the development of the aforementioned 100-acre parcel across A1A from the ocean. It has the potential to be the City's crown jewel, but it will be a complicated effort. The first step will be to determine what the best long-term use of the land will be and then to move forward. That will involve the City and its residents but also the military which retains some underlying approval rights in the development process. The 30-acre parcel adjacent to it will also need the City's attention, as will redevelopment of the Ramada site and other properties within the CRA. The CRA has 14 more years to run, and it needs to show results. The second challenge will be finance. As with many communities, resources are limited, yet expectations are high. The commercial tax base is small and property values overall have declined over the past several years. While total assessed value grew slightly in the last year, future growth is expected to be slow until some of the development activities mentioned above begin to come on-line. At the same time, expenses will likely rise. The City's roads will soon need to be addressed, the City may have to deal with stormwater mandates, and the City staff has not had a raise since 2008. Ensuring sustainability of pensions and rebuilding the fund balance are Council priorities. In the short-term, managing resources by establishing priorities allocating funds and staff to them will be critical. Third, the City's organizational structure, processes, policies, procedures and information systems will need to be reviewed thoroughly and

changes made as appropriate. Finally, after last year's turmoil in the government, helping bring stability and enhancing the public confidence will be required.

The Ideal Candidate

The City is looking for a friendly, outgoing, action-oriented, and progressive manager. The individual will have new ideas and vision. He/she will recognize opportunities and seize them. At the same time, the ideal candidate will be someone who works cooperatively with others, understands their needs, and builds win-win scenarios. The Council Members are not looking for a "yes" person, but rather a partner to help them move the City forward. The ideal candidate will be a trusted adviser who is team-oriented with a sense of humor. He/she will multi-task and have outstanding listening, people, and customer-service skills. The individual will be very responsive and recognize that, while the customer is not always right, it is important that the resident is listened to, the problem is understood, and then it is resolved or, at the very least, a good explanation is given for why the City cannot resolve it. The manager will understand both the complexity and subtlety of local government and have an appreciation for how to get things done.

One of the challenges for the new manager will be ensuring that the residents and businesses have confidence in their government. As such, he/she will be open, honest, and forthright. The individual will do his/her best to make the maximum amount of information available to the public and be responsive to requests. The manager will not spend a great deal of time behind her/his desk, but will be active and involved in both the residential and business communities. Satellite Beach is accustomed to seeing its manager out on the street and at meetings.

The selected manager will have strong financial skills, as well as skills in development and redevelopment. The key to Satellite Beach's future will be prudently managing the currently available resources while moving the development and redevelopment projects forward. In the long term, if these properties are

properly handled, they could add as much as 40% to the City's tax base. The individual will be analytical and always looking for ways to optimize City operations. Challenging the conventional wisdom will be important, as will asking why and why not. By the same token, the next manager will recognize and value City traditions and what is currently being done well. Change for change's sake will not be acceptable. Knowledge of automated information systems and their application will be necessary. Experience in obtaining grants and in intergovernmental relations will be critical.

The ideal candidate will have at least five years' experience as a City Manager or an Assistant City Manager. Florida experience is preferred as is experience in a small, progressive, coastal community. Neither is mandatory. The individual is expected to have at least a Bachelor's degree in business administration, public administration or a related field. Individuals with other particularly strong credentials will be considered.

Finally the Council is looking for someone who will commit to the City for the long term. They are not looking for someone who views this position as a stepping stone to the next position or to retirement (unless retirement is a long way off). The City Manager's position in Satellite Beach is a destination in and of itself.

Residency

The City Charter requires, and the Council expects, the selected candidate to establish full-time residency in the community within one year.

Compensation

The salary range for the City Manager is \$100,000 to \$130,000.

The Prior City Manager

The prior City Manager retired after 27 years of service to the City.

City Manager

How to Apply

E-mail your resume to RecruitFive@cb-asso.com by February 1, 2013. 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 February 2nd and March 7th. The City Council will conduct interviews on March 15th and 16th with a selection of the next manager shortly thereafter.

Other Important Information

Satellite Beach 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