



City Manager Position Available—Apply by March 2, 2018



Welcome to the City of Sebastian, Florida

Tucked away on the east coast of Florida a little south of Cape Canaveral, Sebastian is an attractive waterfront community that boasts a quiet, laidback charm. The area is a paradise surrounded by natural beauty. Just across the Intracoastal Waterway lie some of Florida's most attractive barrier islands, Sebastian Inlet State Park and Pelican Island National Wildlife Refuge.

Surprisingly, given its location, Sebastian has maintained its small-town atmosphere without becoming a typical tourist destination and residents like it that way. The City has a building height limit of 25 feet in some residential and commercial areas, and 35 feet in the others. A few resorts lie nearby with

gorgeous ocean views, but they are not in the City. Daily life here is picturesque, with cool sea breezes, plentiful fishing, outdoor parks, and opportunities for bird watching. The right City Manager will treasure Sebastian's relaxed, comfortable atmosphere, its leisure amenities, and the gorgeous natural landscapes surrounding it. In fact, Forbes Magazine recently recognized the area as the 35th Best Small Place for Business and Careers.

The City's downtown is home to several shopping plazas and numerous excellent restaurant choices that overlook the water. The seafood is especially fresh and plentiful. One of Sebastian's primary attractions is Mel Fisher's Treasure Museum. It is famous for teaching history alongside a collection of artifacts found along the beach and nearby—items that include pieces of eight dating back to the 1500.

The hub of Sebastian is its Riverview Park, an area that offers a stunning view of the Intracoastal Waterway (also referred to as the Indian River Lagoon). Here residents gather for festivals, shows, fairs, and other free entertainment. The Christmas season brings the must see Christmas parade and a Christmas tree to the park, as well as a visit from Santa and Mrs. Claus. In mid-January, the City hosts the Sebastian Fine Arts and Music Festival. In mid-March, comes the Shrimp Fest & Craft Brew Hullabaloo. The Sebastian Lionfish Festival occurs in mid-May. You will not want to miss the 4th of July celebration. In early November, the City hosts the famous Sebastian Clambake. The nature events include Earth Day in April and the Pelican

Island Wildlife Festival in May. On Friday night, you will find Concerts in the Park. Other important activities include honoring veterans on memorial holidays, the Halloween costume contest, the Chamber of Commerce Light up Night the day after Thanksgiving, and the Easter Bunny makes an appearance for the annual Easter egg hunt.

Hunting and fishing are popular—snook, snapper, grouper, redfish, bluefish, and Spanish mackerel are all abundant in the area. Fifteen miles to the west, near Fellsmere, lies the Stick Marsh, a 6,500 acre fresh-water reservoir, synonymous with trophy size giant Bass. An hour and a half southeast is Lake Okeechobee. Hunters will find deer, hogs, turkey and other birds nearby.

Residents enjoy 19 parks which offer sports facilities, hiking trails, dog parks, lakes and ponds, playgrounds, skate parks, golf, and even a yacht club. The aforementioned Riverview Park itself features a small playground area, splash park, and a sidewalk along the lagoon that stretches for miles. The City has its own Golf Course that is a gem and a popular full-service Restaurant/Sports Bar in the Golf Course Clubhouse facility. It is a great place to relax, be entertained, chat, or simply to enjoy the beauty the City has to offer. Nearby Vero Beach offers a symphony, opera and live theater.

Sebastian offers a variety of housing options. While the median home value is affordable at just under \$200,000, you can spend into the high six figures if you like. The community is considered very peaceful and the crime rates are low. The Police Department



does a great deal of outreach and, as a result of that and good police work, Sebastian is a very safe City. Homelessness and opioids are not considered significant issues here. The schools are very good and, if you apply yourself, you can get an excellent education. A multitude of opportunities for higher education are nearby, the most notable being the University of Central Florida, Indian River State College, and Florida Atlantic University. Adjacent to Sebastian City Hall, an extension of Indian River State College offers courses toward Associate and Bachelor's degrees. Medical care in the area is excellent led by the Sebastian River Medical Center, an acute care hospital barely outside City limits to the north.

Just across the Intracoastal Waterway, lies Sebastian Inlet State Park where recreation meets wildlife to create a gorgeous park for residents and visitors alike. Open 24 hours a day, the park provides many leisure activities, particularly fishing. This park is a favorite for saltwater anglers nationwide. Other facilities allow swimming, surfing, snorkeling, scuba diving, boating, and camping. The McLarty Treasure Museum, which features the story of the 1715 Spanish treasure fleet, and the Sebastian Fishing Museum both lay within the park. Wildlife is abundant—casual visitors are generally able to see ospreys, shore birds, sea turtles, Bottlenose Dolphin, and

Manatees. Canoeing and kayaking in the Indian River Lagoon are two more available activities, and the mile-long Hammock Trail is a relaxing stroll at the end of the day.

Only an hour and a half away is Orlando, one of Florida's largest and best known cities, and home to some of the most visited vacation resorts in the world including Walt Disney World (hosting the Magic Kingdom, Epcot, Disney's Hollywood Studios, Disney's Animal Kingdom, and two water parks), Universal Studios (with its Islands of Adventure and the Wizarding World of Harry Potter World), and SeaWorld. A bit further away, lies LEGOLAND in Winter Haven.

Tampa and Miami, two more of Florida's largest cities, lie just over two and a half hours away. They both offer seemingly endless opportunities for arts, culture, entertainment, and professional sports.

If you like to travel, Sebastian Municipal Airport (known as Florida's Boutique Airport) serves small personal and corporate aircraft and is a popular sky diving venue—one of the busiest and most attractive 'drop zones' in the country. Thirty minutes north is Melbourne International Airport offering one-stop connections worldwide. Not too far away is the Orlando International Airport, the 41st busiest airport in the world, and Orlando/Sanford International Airport which offers direct flights by low cost carriers. The City enjoys convenient access to Port Canaveral, the third busiest cruise port in the world. A few hours further away are the first and second busiest—the Port of Miami and Port

Everglades (in Fort Lauderdale). I-95, State Road 60, and U.S. Route 441 are near Sebastian and make traversing the state very easy. Best of all, there is very little traffic in the City.

Most importantly, though, are the people here. They are engaged in a positive way and live here because of the lifestyle and amenities. They are very positive about their City. Non-profits and other volunteer organizations play an important role here. This year's Sebastian Clambake Festival resulted in \$68,000 in grants given to community organizations.

In other words, Sebastian is an ideal combination of peaceful, small-town living while having the world at your fingertips. So it is easy to fall in love with the City. Combining quaintness with its quality of life, natural beauty and accessibility, it is perfect place to settle down and take in the fresh air. This coastal treasure's beautiful seas await you.

HISTORY

More than any other event, the sinking in 1715 of the Spanish Treasure Fleet off the Florida coast gave the Treasure Coast its name and Sebastian its fame. A fleet of twelve ships left Cuba, heavy laden with treasure and was driven into the Florida coast by a hurricane between the St. Lucie and Sebastian Inlets. In 1988, not far from the Sebastian Inlet, treasure hunters found an estimated \$300,000 in coins, jewelry and other artifacts that had been waiting on the ocean's bottom since the storm.

The first settlements in Sebastian date back to the 1880's when 40 pioneers migrated to a village south of the St. Sebastian River. Initially called Newhaven, the city was renamed Sebastian in 1884.

In the early 1890s, the predecessor of the Florida East Coast Railroad arrived in Sebastian on its way to the Florida Keys. At the same time a commercial fishing industry and associated ice packing houses emerged.

Table 1: Sebastian Demographics

Estimated 2016 Population: 23,432			
Distribution by Race		Distribution by Age	
Caucasian	90.6%	0 to 15	14.5%
African American	6.9%	15 to 25	7.6%
Asian	0.5%	25 to 45	18.1%
Native American	0.2%	45 to 65	30.5%
Two or More Races	1.8%	65 to 85	26.5%
Total	100%	Over 85	2.8%
Hispanic (all races)	6.0%		

Educational Achievement (over age 25)	
High School or Higher	86.8%
Bachelor's Degree or Higher	18.9%

Other Statistics	
Median Age-Sebastian	52.0
Median Age-U.S.	37.4
Poverty Rate	13.3%

Source: U.S. Census Bureau

Naturalists came to the area and America's National Wildlife Refuge System came into being in 1903 when President Teddy Roosevelt agreed to protect pelicans and other birds in a sanctuary known as Pelican Island Wildlife Refuge, just across the Intracoastal from Sebastian.

Sebastian incorporated as the “Town of Sebastian” in 1924 and then reincorporated in 1925 as the “City of Sebastian.” In 1987 the voters approved the change from a strong Mayor form of government to a Council/Manager form of government, that being the last major modification to the City Charter.

Between 1900 and the present time, Sebastian grew slowly to its present size of approximately 23,400 and is now the largest municipality in Indian River County.

DEMOGRAPHCS

See Table 1 (left) for information on Sebastian demographics.

CLIMATE

Sebastian experiences a subtropical climate with two primary seasons: a hot, humid rainy season (May to September) and a warm, dry season (October to April). High temperatures in the summers are in the low 90s and only rarely dip below the mid-70s. During the winter months, the temperatures typically range from the mid-50s to the mid-70s.

GEOGRAPHY

Sebastian, FL has a total area of 14.42 square miles, 13.59 of which are land. The topography is very flat and the City lies 20 feet above sea level. Orlando lies about an hour and a half northwest, with Tampa,

Figure 1

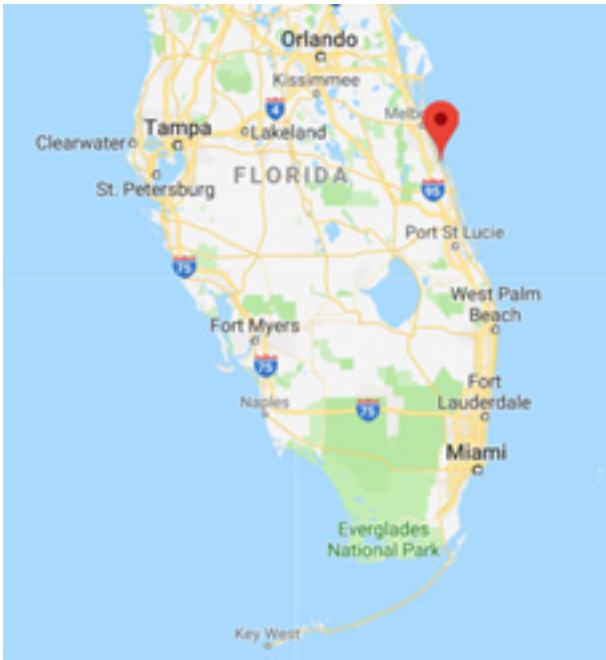


Table 2: Principal Employers, Indian River County, FL

Employer	Industry	Employees
School District of Indian River County	Government	2,113
Indian River Medical Center	Healthcare	1,753
Indian River County	Government	1,328
Publix Supermarkets	Food/Beverage	1,250
Walmart	Retail	693
Piper Aircraft, Inc.	Manufacturing	650
Sebastian River Medical Center	Healthcare	569
John's Island (Residential/Resort)	Entertainment	526
City of Vero Beach	Government	424
Medical Data Systems	Financial	400

Source: City of Sebastian, FL 2016 CAFR

two and a half hours west, and Miami two and a half hours south. It is the largest city in Indian River County.

COMMERCE

Agriculture and fishing support the local economy in Indian River County. The city itself does not foresee a great deal of business growth. The area's principal employers are primarily entities from the government and healthcare sectors.

Data for the Principal Employers in the City of Sebastian is not available. Table II provides data for the top ten employers in Indian River County.

THE GOVERNMENT

The City of Sebastian follows the Council/Manager model. The governing body is a five-member City Council and it appoints a City Manager (as the Chief Operating Officer), the City Clerk and the City Attorney. Members of Council are elected to two-year terms and elections are staggered. Three members are elected in November of odd numbered years and two in November of even numbered years. Elections are non-partisan and all members are elected at-large. The Mayor is selected from among the

Councilmembers by the members. Historically, the Council membership has been quite stable although some turnover has occurred over the past few years. Two Councilmembers are in their fifth term, two in their second term, and the last member was first elected in November 2017. The Council is very collegial and respectful of each other. They are well prepared for meetings. The Council respects the Staff and allows them to do their jobs without interference. Council meetings are conducted in a friendly, professional manner and generally last about an hour and thirty minutes.

The City has been well managed and prides itself on providing high quality services at a reasonable cost. It offers all the typical city services except fire/rescue (provided by Indian River County) and utilities. The City also has a Municipal Golf Course and a General Aviation Airport (both of which breakeven). The general fund budget is \$12,048,521 for the fiscal year 2017/18 and the total budget is \$26,848,429. Not surprisingly, public safety is the largest single component of the general fund budget at 49% of the whole. The City has many capital projects and \$5,873,808 of the total budget are allocated to them. The City has a little over \$5,000,000 put aside in reserves. As a testament to the City's fiscal prudence, it has been able to give raises the past four years and a bonus last year. The City has two unions—the Police Benevolent Association (PBA) for police and the Public Employees Association for general employees.

THE CHALLENGES AND OPPORTUNITIES

While Sebastian is not faced with any dramatic challenges, there is more than enough here to keep you busy. First, Florida's voters will have an opportunity to pass an increase in the homestead exemption in November 2018. Currently, the first \$25,000 (\$0 to \$25,000) and third \$25,000 (that is, \$50,000 to \$75,000) of a home's value are exempt from property taxes, other than school taxes. If Amendment #1 passes, the fifth \$25,000 (that is \$100,000 to \$125,000) will also be exempt. Assuming Amendment #1 passes as expected, it will reduce ad valorem revenues from property taxes by an estimated \$400,000 for the City of Sebastian. That will result in some stress on the City's budget. Fortunately, an estimated 80 to 90% of the City's equipment is new, and will not need replacement in the near future.

The second challenge is managing the many capital projects that are underway and the others that are needed. Among them, the Public Facilities/Public Works Department will soon need to move to a new location. Some roads need re-surfacing and some seawalls are in need of renovation. Further, the drainage system requires a great deal of ongoing maintenance. The original construction of the system (particularly, the ditches and swales) could have been better designed, and, as a result, they require regular upkeep. The City has a Stormwater Utility that raises over \$1,000,000 annually but it never seems to be enough to cover the system's needs.

The third challenge is growing the economy without adversely impacting Sebastian's ambiance. The City is essentially built-out, meaning opportunities for growth are limited. There may be some annexation opportunities that will require imagination and political acumen. Fortunately, the Municipal Airport has over 180 acres of land available for development of aviation and light industry related businesses. A number of companies are already there and the number is expected to grow.

The fourth challenge is planning. For Sebastian to preserve its quality of life, it needs to think carefully about its future. Specifically, it needs a strategic plan. It also needs to update its Comprehensive Plan and Land Development code, both of which were last updated in 2000. A related challenge is succession planning. While no significant retirements are viewed as imminent, the Chief of Police and Finance Director will probably retire in the next few years.

THE IDEAL CANDIDATE

The City is looking for an achievement oriented, highly motivated leader and manager. The individual will be dynamic and seasoned with a fresh perspective. He/she will have outstanding communication skills and a "can do" attitude. The ideal candidate will keep the



elected officials well informed and present them with recommendations, as well as options. The new manager will earn their trust and be a valued advisor. The individual will have opinions and not be afraid to share them. The Council is not looking for a “yes” man or woman. He/she will be visionary yet down to earth and practical—someone who is receptive to criticism with a focus on solving problems and moving on to the next issue.

The individual will work collaboratively with Staff and not by just providing direction and delegating, but by empowering the Staff. Micromanagement will not be a word in the manager’s vocabulary. Instead he/she will be respectful, mentor, set priorities, provide resources, have high expectations and expect deadlines to be met. Accountability has been, and will continue to be, important.

The individual will be a strategic thinker and planner. He/she will be able to look over the horizon, anticipate future areas of concern, and take actions to resolve potential issues before they become problems. The ideal candidate will be professional but also friendly and outgoing with an engaging personality. Public speaking ability with a professional presentation style is a must. He/she will be comfortable in the community and interact extremely well with the public. Outstanding people skills will be important. The manager will not be someone who sits behind his/her desk all day and directs traffic. Rather he/she will spend time in public settings, meeting with residents and businesses, listening to their concerns and actively working towards resolving them.

Strong analytical skills will be important and the next manager will be constantly seeking ways to improve operations and efficiency. The individual will be savvy technologically and seek new processes and technologies to improve the daily workflow. The manager will have a healthy sense of impatience. He/she will expect projects to move and hurdles to be overcome.

Knowledge of, and experience with, intergovernmental relations will be important. While Sebastian is the largest city in Indian River County, it is not very large and can accomplish a great deal more by working cooperatively with nearby cities, the county, the state and the federal government. Experience obtaining grants and earmarks to help move the City’s projects forward, will be a significant plus. Another important area will be protecting the environment. The Indian River Lagoon and surrounding land areas are a key component of what makes Sebastian the place it is.

The ideal candidate will have a Bachelor’s Degree in Business Administration or Public Administration or another area related to city management. The best candidates will have eight years of experience as a City Manager or assistant and expertise in local government planning, budget, and economic development/redevelopment. Ancillary experience overseeing Airports and Golf Courses is a plus. Florida experience is preferred but not mandatory.

The City is looking for someone who will view Sebastian as a destination and not a stepping stone.

Ideally the candidate will stay with the city for at least five years and preferably 10.

COMPENSATION

The salary range is \$110,000 to \$160,000 and the salary will depend on qualifications and experience. While it prefers to pay in the lower half of the range, the City will pay more for just the right person.

THE MOST RECENT CITY MANAGER

The most recent City Manager is retiring after four years as City Manager and twelve with the City. The two previous Managers both had lengthy tenures and left on their own for other City Manager positions.

RESIDENCY

Residency within the City limits is not required by the City Charter, or ordinance, but is expected and has been required in the contract for all recent managers.

HOW TO APPLY

E-mail your cover letter and resume by March 2, 2018 to Recruit28@cb-asso.com. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

INTERNAL CANDIDATES

The City advertised the position internally and no one applied so City Council does not anticipate any internal candidates.

CONFIDENTIALITY

Under the Florida Public Records Act, all applicants are subject to disclosure upon receipt. As a practical matter, we do not expect extensive coverage until after finalists are named on March 21, 2018

THE PROCESS

Applications will be screened between March 3rd and 21st. A reception and interviews will be held on April 3rd and 4th with a selection being made shortly thereafter.

OTHER IMPORTANT INFORMATION

The City of Sebastian 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:

<https://www.cityofsebastian.org/>

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