



City of Titusville, Florida

Gateway to Nature and Space

City Manager Position Available — Apply by: June 13, 2014



Welcome to Titusville! Known as the Gateway to Nature and Space, Titusville is a true treasure – a place full of vitality and boundless potential, a place where you can watch rockets launch and enjoy peaceful sunrises over the inviting surf, a place where nesting sea turtles coexist with high-tech wonders. While Titusville may not have everything within its borders, everything you could need or want is nearby. Life there is just a bit slower, and the community has a laid-back feel. It is simply a great place to live, work, play and raise a family.

Titusville is truly unique. Nowhere else will you find such an eclectic mix of culture, nature, and technology. It boasts two airports, two golf courses, two halls of fame, three marinas, a space museum, a skydiving school, three space memorials (a fourth is on the way), a historic military aircraft museum and annual airshow, the world's largest civilian helicopter training academy, the nation's largest custom banjo distributor, the nation's largest birding festival, a sea turtle festival, an annual digital arts festival (Art & Algorithms), six waterfront parks (along seven miles of beautiful Indian River Lagoon), two industrial parks and an enchanted forest. Coming soon are a commercial spaceport and an inland seaport. All of these attractions are surrounded by two national wildlife refuges, a national seashore and the Kennedy Space Center.

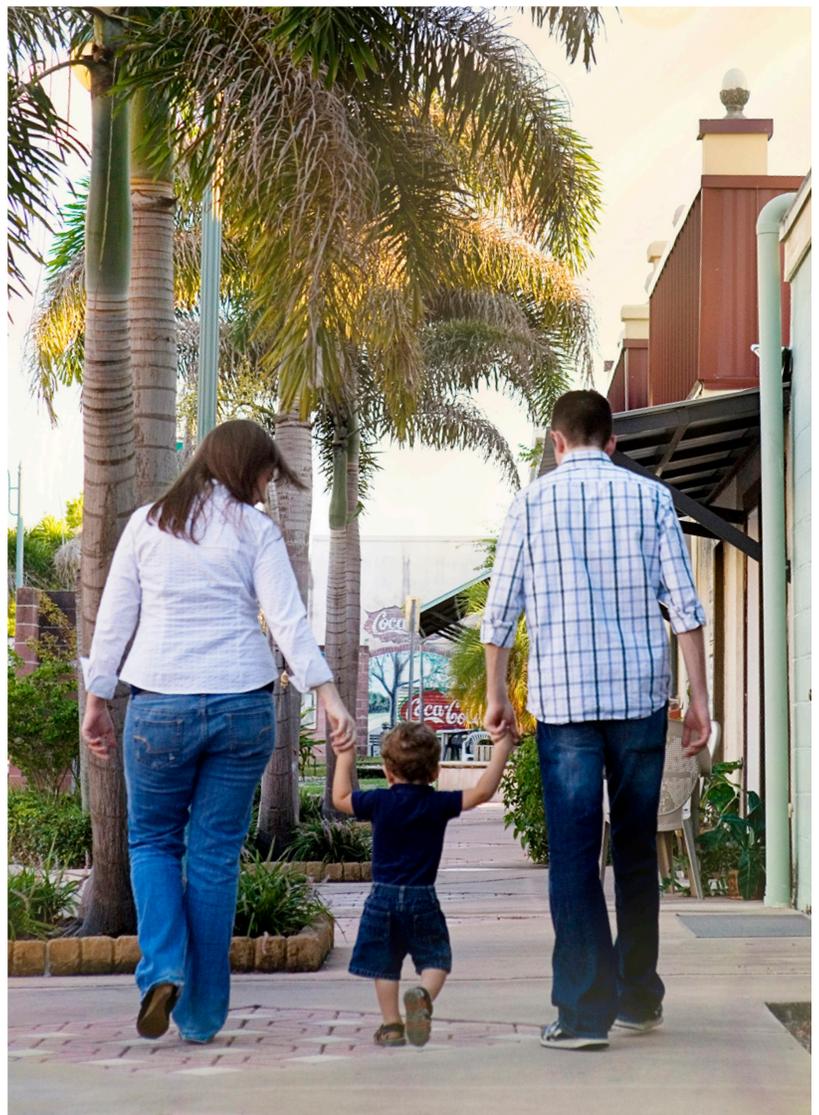
Nature and wildlife enthusiasts will find much to excite them in Titusville. The City hosts eleven sites along the Great Florida Birding Trail wherein alligators, wild boar, manatees and other creatures thrive. The longest stretch of pristine, undeveloped beach on the east coast of Florida, the Canaveral

National Seashore, is nearby and Titusville residents have adopted it as their own. Water recreation opportunities are plentiful and include boating, fishing, airboat rides, surfing and kayaking. For the landlubbers among us, Titusville has many parks and sports facilities. While the City has numerous opportunities for biking, among the more adventurous is the St. Johns River-to-Sea Loop covering 260 miles and running from Titusville to St. Augustine. Additionally, the new Florida Coast-to-Coast Connector (a multiuse trail running from the Canaveral National Seashore through Titusville and across the state to St. Petersburg) is about 70% complete.

Orlando and its primary international airport lies an hour west of Titusville. Also nearby are Orlando Sanford International Airport, Daytona Beach International Airport and Melbourne International Airport, all of which offer more limited service. It is just a bit further to Disneyworld, Universal Studios, SeaWorld and Orlando's other attractions. Jacksonville lies 135 miles to the north and Miami and Fort Lauderdale 200 miles to the south. Just 30 miles southeast is Port Canaveral, one of the nation's top cruise ports.

Titusville is a diverse community of hometown neighborhoods built among natural treasures. While Titusville's economy initially shrank with the ending of NASA's Space Shuttle Program, private sector companies saw a well-trained and educated workforce and are filling the void. Tourism as a local industry is thriving. Healthcare in the area is excellent and the Parrish Medical Center in Titusville is one of the City's largest current job suppliers. The TICO Air Show draws tens of thousands of visitors from distant lands each year.

Housing choices in Titusville are plentiful and range from the moderately priced to the very expensive, depending on location. Options include historic homes and modern works of art, those with waterfront and golf course views, pre-built and dream homes, and subdivision



and rural acreages. \$200,000 to \$400,000 will buy a beautiful home. Crime is low, and the City is very safe. Parents feel comfortable letting their children ride their bicycles to the park alone. The community boasts three public elementary schools, two middle schools and two high schools, as well as four private schools. All are very highly regarded. 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 supportive of their government and their government is mindful of them. Historically the City's leaders have not made decisions quickly or rashly, but have taken a considered approach. Residents have high expectations for their government and the service it provides. The community has been welcoming to business.

Titusville's most attractive asset is its citizens. They embrace the City's small-town atmosphere and are friendly, concerned about others, and have tremendous hearts. This is a place where people know their neighbors and step forward to help whenever possible. It is a caring community where families are strongly supported. Volunteerism is common, and residents strive to make the City better for those who follow them. People move back home to Titusville repeatedly.

Titusville now stands on the threshold. Its location, natural and commercial assets and available well-trained workforce (primarily due to the recent layoffs at the Kennedy Space Flight Center) mean it is ideally situated for a dynamic and prosperous future. No doubt, Titusville and its residents will seize this opportunity with the same enthusiasm as they have in the past. The best is yet to come!

History

Titusville's modern history began with a U.S. Post Office at Sand Point in 1859. In 1867, Confederate Colonel Henry Theodore Titus decided to build a town on land his wife owned that overlooked the Indian River. He laid out roads and in 1870 erected the Titus House, a large one-story hotel next to a saloon. He also donated land for four churches and a courthouse, the latter an effort to get the town designated as county seat.

Titusville could have been called Riceville, but Titus challenged Captain Clark Rice to a game of dominoes to decide the name. Titus won the game, and Sand Point

became Titusville in 1873. It was formally incorporated as a city in 1887.

The next phase of the community's history revolved around railroads. First came the Atlantic Coast, St. Johns & Indian River Railroad in 1885 which connected by a spur line to the Jacksonville, Tampa & Key West Railroad. Next Henry Flagler expanded his Florida East Coast Railroad south from Daytona, and a station was built in Titusville in 1892. Tourists arrived, and the Indian River area increasingly became an agricultural and shipping center for pineapple and citrus.

During World War II, numerous enemy ships were sunk off nearby beaches. A local boat construction company built hundreds of landing craft at a plant located on what is now the City's yacht basin. A Navy fighter field was also established just south of Titusville on the area known today as Space Coast Regional Airport.

Beginning in the late 1950s, the growth of Cape Canaveral and later the Kennedy Space Center on Merritt Island helped the community's economy, population, and tourism grow considerably. Its association with the space program also led to two of the City's nicknames: "Space City USA" and "Miracle City".

Along with the astronauts, the area became associated with such major companies as TWA, McDonnell-Douglas, Boeing, North America and Grumman. The end of the Apollo program in the 1970s offered new challenges to the community, as did the beginning and the ending of the Space Shuttle Program.

Climate

Titusville's climate is considered humid subtropical with mild winters and warm, wet summers. As can be seen from Table I, average high temperatures vary from the high 40s to the low 90s depending on the time of day and year. See table 1 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. In fact, a recent Naval study concluded that the likelihood of a tropical storm striking the area was lower than most of the United States East Coast.

Table I: Climate Data for Titusville

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	70	72	77	81	86	89	91	91	89	83	78	72	82
Average Low °F	49	51	56	60	67	72	73	74	73	66	59	53	63
Precipitation Inches	2.5	2.8	3.6	2.8	3.7	6.1	7.0	7.3	6.8	4.3	3.5	2.5	52.9

Source: The Weather Channel

Geography

Titusville is on the west side of the Indian River Lagoon, which itself is part of the Atlantic Intracoastal Waterway. On the other side of the Lagoon lies Merritt Island and the Kennedy Space Center. The City is approximately 34 square miles in total area of which 5 square miles is water.

Demographics

According to the U.S. Census, in terms of age, Titusville’s population is distributed relatively evenly. Approximately 29% are 25 years old or less, 23% are between 25 and 45, 27% are between 45 and 65 and the remaining 21% are over 65. The median age is 43 years and is trending older. The City’s population is approximately 78% Caucasian, 16% African American, 2% Asian, and 4% other. Hispanics of all races constitute 7% of the population. 67% of the homes are occupied by their owner(s). Of the City’s population over 25 years of age, 88% have graduated from high school, and 19% have a Bachelor’s degree or higher. The median household

income is \$44,448. 11% of the population fell below the poverty line.

Commerce

Titusville is a diverse community with access to a wide range of service, commercial and industrial employers. While data is not available solely for the City, the principal employers in Brevard County are shown on Table II.

With two airports in the City, I-95 nearby, the Florida East Coast Railroad running through the City and Port Canaveral just a hop, skip and a jump away, Titusville is well positioned to become a logistical hub.

Government

Titusville follows a council-manager form of government. Voters elect five Council Members for staggered four-year terms. The Mayor is a member of the City Council but is elected separately. Elections are non-partisan, and all Members run "at-large". Elections coincide with the national elections in November of even-numbered years. Historically, the Council has been stable. For example, the City has had only five mayors since 1980. The Council Members have distinct personalities and ideas for what should be done. Nonetheless, they have a great deal of respect for one another, work very well together and come to consensus. They all have the best interests of the community at heart and have high regard for City staff.

Titusville is a full service city. Specifically, its services include Police, Economic Development, Fire/Emergency Services, Public Works (including marina management, engineering, facilities maintenance, fleet maintenance, streets maintenance, solid water and recycling), Water and Sewer (including production, distribution, collection, treatment and storm water),

Table II: Principal Employers-Brevard County

Employer	# of Employees
Health First	8,900
Harris Corporation	6,700
Wuesthoff Health Systems	2,400
Space Gateway Support	1,750
Northrup Grumman Corporation	1,650
Rockwell Collins	1,450
Parrish Medical Center	1,000
The Boeing Company	1,000
Sea Ray Boats	1,000
Melbourne Internal Medicine Associates	1,000

Source: Titusville 2013 CAFR

Table III: Employee Breakdown by Function/Program

Functional Area	FTE Employees
City Council	5.0
City Attorney	2.5
City Manager	3.0
Community Relations	3.0
Economic Development	1.5
City Clerk	6.0
Fire & Emergency Services	60.5
Police	135.0
Public Works	83.0
Water Resources	111.0
Community Development	29.0
Support Services	2.0
Human Resources	6.0
Finance	11.0
Customer Service	9.0
Information Technology	7.0
Purchasing & Contracts	3.0
Total	477.5

Source: Titusville 2013/14 Budget

Planning and Code Enforcement. The City’s parks are maintained and operated through an interlocal agreement by Brevard County. Table III provides a breakdown of City staff.

The City is financially sound but was adversely impacted by the economic downturn. As can be seen in Table IV, property values peaked in the 2007/2008 fiscal year but have since returned to FY 2003/2004 levels. These values stabilized in FY 2012/2013 and are expected increase about 3% for the next fiscal year. The current market inventory of available housing is very limited, so prospects are bright for the City’s future.

The City has four unions: The Fraternal Order of Police (two bargaining units – the rank and file and the lieutenants), the International Association of Fire Fighters and the Laborers International Union of North America (LIUNA). The contracts are current for the FOP and the IAFF and will expire in 2016. The City is currently negotiating with LIUNA.

The Challenges and Opportunities

While the past few years have not been easy (the City has approximately 30 fewer positions now than it had in 2004), the City has weathered the downturn reasonably well. The future is bright. The foremost challenge is to turn Titusville’s potential into reality. Part of that effort will involve continued economic development. The City has the physical assets needed and the right program in place. Now comes the hard part – finding the right industries and jobs to compliment what is already here. The City does not want just any development – it wants the right development. It wants development that will not only help keep resident dollars in Titusville but will bring new dollars to the community. The ideal City Manager will know how to thread the needle between protecting Titusville’s wonderful identity and preparing the way for growth.

For the past few years, finances have been tight and will need to be managed carefully for the foreseeable future. Though the City was able to provide its staff with a modest increase last year, wages were frozen from 2008 to 2013. Some infrastructure maintenance has also been deferred. For example, the City is redoing 3.6 miles of its roads this year while the actual need is 6 miles every year. The sewer system is aging and in need of attention. The City also faces costly environmental challenges – some residents still have septic tanks, and some street run-off reaches the Lagoon. The next Manager will have a chance to exercise his or her financial prowess and do much good for the City.

A third opportunity is to improve the metrics used to demonstrate the City’s productivity. The system in place is sound, but limited. While the City is well run, it is always looking for ways to be better. A fresh set of eyes may be particularly helpful in this area.

The Ideal Candidate

First and foremost, the City is seeking someone who can bring the City to its full potential – someone who will help the Council create and implement its vision. In many ways, the City has been a hidden treasure, and now is the time for it to blossom. As noted above, the pieces are in place. The economy is improving and Titusville has a huge number of positive assets to be capitalized on. The ideal candidate will think strategically, recognize opportunities and know how to capitalize on those opportunities. He or she will be someone who will market and promote the City to investors. Knowledge of and a demonstrated track record in finance, planning, economic development and creativity will be critical. Being prepared to strike when opportunities present themselves will be a key, as will be the ability to find practical, workable solutions to problems. He or she will be someone who will partner with the City Council. The ideal Manager will be thoughtful and will listen, sympathize, and understand how to bring the five points of view to consensus. The individual will suggest options and recognize that the Council makes the ultimate decision. The Council is not looking for a “yes” person, but rather someone who can act as a sounding board and help it refine its thinking.

The ideal candidate will be a doer, someone who is friendly, energetic, outgoing, action-oriented and progressive. The individual will care about people and bring additional vitality to the organization. He or she will be customer service oriented and set the tone. The individual will recognize that the customer is not always right but should be listened to and wherever possible will make suggestions to solve the problem. The ideal candidate will be someone who works cooperatively with others, understands their needs, and builds win-win scenarios. By the same token, he or she will recognize that not everyone will be happy all the time and that some people may never be happy. The individual will know how to deal



with the latter in a way that does not place unnecessary demands on an already limited staff.

The next Manager will be someone who works with the staff to set reasonable goals and help reach them. He or she will be decisive and not a micromanager. The ideal candidate will be informed and expect results. Accountability and measurement will be important to the individual. The Manager will understand both the complexity and subtlety of local government and have an appreciation for how to get things done. Roadblocks will be viewed as intriguing challenges to be overcome rather than dead ends. The ideal candidate will understand the importance of including the community (when appropriate) and of being transparent. Not only does Florida law require the latter, but such is an expectation of the elected body.

A high degree of integrity and people skills are two other key characteristics the ideal candidate will possess. The Council and the residents expect the Manager to be available and accessible to them. They also expect him or her to be reliable and do what he/she says he/she will do.

The ideal candidate will be someone who keeps abreast of what is happening in local government and always seeks new ideas. He or she will have at least ten years' experience as a City Manager or an Assistant City Manager. The individual is expected to have at least a Bachelor's degree in business administration, public administration or a related field.

Finally, the Council is looking for someone who will have a passion for making the City all it can be. It wants someone for the long term and not 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 Titusville is a destination in and of itself.

Residency

The selected candidate need not be a resident of Florida but must establish full-time residency in Titusville.

Compensation

The starting salary range for the City Manager is \$120,000 to \$160,000.

The Prior City Manager

Titusville has had three City Managers in the last 25 years. The most recent accepted a position after seven years of service to be closer to family.

How to Apply

E-mail your resume to Recruit28@cb-asso.com by June 13th. 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.

The Process

Applicants will be screened between June 14th and July 22nd, during which time the City Council will select finalists. Interviews will be conducted on August 1st and 2nd with a selection of the next Manager shortly thereafter.

Other Important Information

Titusville 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