



# Cape Coral, FL

Population 154,305

Cape Coral is located in Lee County on Florida's Gulf Coast; it is a peninsular city lying between the scenic Caloosahatchee River, Charlotte Harbor, and the Intracoastal Waterway. At 122 square miles, Cape Coral is Florida's second largest city by land mass. It is located 130 miles south of Tampa, just west of Fort Myers. In 2007, the U.S. Census Bureau ranked Cape Coral as the fourth fastest growing city in the nation among cities with a population exceeding 100,000. Since then, growth has slowed due to the national economic downturn. Approximately 45% of Cape Coral is now developed and its build-out population is estimated to be 400,000. Cape Coral is a community with incredible potential, and now is the time to chart its future course.

Cape Coral has many attractions for residents and tourists alike. The climate is temperate – 355 days of sunshine. If you enjoy water, Cape Coral is paradise on earth. The city boasts over 400 miles of canals – more than any other city in the world; some have access to the Gulf of Mexico. Boating and fishing are well-established activities in the

city, such as the fishing pier on the Caloosahatchee River, located at the Yacht Club Community Park. A public beach is also available within the Yacht Club Community Park. Another attraction is the Sun Splash Family Water Park, a 14-acre venue filled with slides, pools, and fun.

Cape Coral also provides opportunities for those interested in golf, museums, music, plays, sports, and travel. Four golf courses are situated within Cape Coral boundaries; 19 more lie within a 10 mile drive of the city's center. The Historical Museum, Art Studio, Cape Coral Art League, and the Cultural Park Theater all host year-round events. In nearby Fort Myers, the Barbara B. Mann Performing Arts Hall is home to the Southwest Florida Symphony. Also nearby are Naples, 35 miles south, and Sarasota, 85 miles north. The Cape Coral Festival of the Arts takes place in mid-January drawing around 300 artists and craftspeople, and over 100,000 visitors. A number of major league baseball teams complete their spring training in the area, and the minor leagues start soon afterwards. Cruises are available to the Caribbean,

Mexico, and Central America from the Port of Tampa, 130 miles north. Southwest Florida International Airport in Fort Myers is 30 minutes away; additional airports are located in Sarasota, Tampa, West Palm Beach, Fort Lauderdale, and Miami.

Since the economic downturn, housing in Cape Coral has become very affordable within a wide market. Elementary and secondary education is provided by the Lee County School District, which has eight elementary schools, six middle schools and five high schools. The City of Cape Coral operates a high-performing public charter school system including two elementary schools, one middle school and a high school.

What makes Cape Coral truly different from other cities of similar size is that it retains a small town feel and sense of community. Residents care about their neighbors and when they need help, they pitch in.

## History

Florida became the 27th state in 1845. Before this point in history, it had been populated by the Calusa Indians, the Europeans, and the Seminoles. The area became part of the Spanish territory of Florida, and subsequently ceded to the United States in 1819. The area in southwest Florida that eventually would become Cape Coral remained uninhabited and undeveloped. By the 1950's, its only prominent features were pine trees and grazing cattle, aside from an uninhabited hunting camp.

Cape Coral, as it exists today, began as the brain child of Leonard and Jack Rosen, the owners of Gulf American Corporation in the early 1950's. In 1957, they purchased 103 square miles of land for \$678,000 and began planning their "waterfront wonderland." Their project was one of the first master planned communities (and the largest) in the United



Table I: Cape Coral Population Growth

Year	Population
1960	280
1970	11,470
1980	32,103
1990	74,991
2000	102,206
2010	154,305

Source: U.S. Census

States with over 135,000 platted lots. In the first five months, the Rosens sold over \$5 million worth of land, and in 1958 ground was broken for the first home. The idea was to sell lots to retirees, and build the amenities later. The city was incorporated in 1970 with a population of 11,470. The 2010 Census reported Cape Coral’s population as 154,305. See table I.

## Commerce

As with many Florida pre-platted communities with an anticipated population of retirees, business and commerce was an afterthought in Cape Coral. As such, the economy is largely service driven and is still seeking to establish an appropriate commercial base. There is no income tax in the state of Florida or the City of Cape Coral. See table II.

## Geography

Cape Coral lies on Florida’s Gulf Coast 130 miles south of Tampa. It is flat, approximately 5 feet above sea level, and just inland from the Gulf Coast. The city covers approximately 122 square miles (112 square miles are land and 10 are water).

## Climate

The average high in the summer is 92°F and the average low is 74°F. In the winter, the high averages 76°F and the low is 55°F.

Cape Coral is impacted from time to time by hurricanes. Over the past 50 years, southwest Florida has been hit by three major storms – Hurricanes Donna (category 4; 1960), Charley (category 4; 2004), and Wilma (category 3; 2005). Most category one (75 to 95 mph) and

Table II: Principal Cape Coral Employers, 2011

Rank	Employer	# of Employees	% of Total City Employment
1	Lee County School District	2,233	3.34%
2	City of Cape Coral	1,860	2.78%
3	Publix Super Market	1,510	2.26%
4	Lee Memorial Health System	900	1.35%
5	Wal-Mart	600	0.90%
6	Home Depot	420	0.63%
7	The Breeze Corporation	350	0.52%
8	Lowe’s	250	0.37%
9	Gulf Coast Village	250	0.37%
10	Century 21	200	0.30%

Source: Cape Coral 2011 CAFR

Table III: Climate in Cape Coral

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Normal High °F	75	77	80	85	89	91	92	92	90	86	81	77	85
Normal Low °F	54	55	59	63	68	73	74	74	74	69	62	56	65
Rain in Inches	2.2	2.1	2.7	1.7	3.4	9.8	9.0	9.5	7.9	2.6	1.7	1.6	54.2
Average Number of Rainy Days	7	8	7	6	10	18	22	22	20	11	7	7	145

Source: NOAA

category two (95 to 110 mph) storms cause damage, but recovery is relatively quick. If you are located more than 50 miles from the hurricane’s center, it should not significantly affect you.

## Demographics

Although the Rosens originally targeted retirees, Cape Coral is a relatively young community with a median resident age of 41.6. In fact, 25% of the community is under 20 years of age, 31% is between 20 and 45, 15% is between 45 and 64, and 20% is over 65. In terms of racial composition, 93% of the community is Caucasian, 2% is African American, and other groups constitute the remainder. Hispanics of all races comprise 8% of the total. While English is the first language of 87% of the residents, 8% speak Spanish, and 2% speak German.

The estimated median annual household income in 2010 was \$43,400. Only 5.3% of the city’s families were considered to be below poverty level. Approximately 85% of the residents over 25 years of age are high school graduates, 17% have graduated from college, and 6% have graduate or professional degrees. As of 2010, the number of residents attending elementary, middle or high school totaled 15,833; another 3,442 were attending college or graduate school.

## The Government

The City’s mission statement is, “We, the City of Cape Coral, will meet our community’s needs through the efficient and professional delivery of quality services, with pride and integrity, in an open, honest spirit of

teamwork, respecting the self-worth of the individual and the environment.”

The City of Cape Coral is governed by a City Council composed of a Mayor and seven members, all of whom vote. All are elected at large, but the council members must reside in the district they represent. They serve staggered four-year terms, limited to two consecutive terms. The most recent election was in November 2011. Two of the three incumbents seeking reelection were defeated, and a fourth open seat was filled by a new member. During the previous four years, politics had been controversial. Privatizing a few major governmental services had been considered, which raised concerns among residents and City employees. Since the election, a sense of calm has returned to City Hall, and media outlets are no longer featuring negative news about Cape Coral. Union relations, which had been strained during negotiations in 2011, are being repaired. The City recently approved an agreement with the firefighters union after only two bargaining sessions. The result was a pay cut of 2% and a 3% increase in the employee’s share of pension contributions. Overall, eight unions represent City employees.

The Mayor and Council appoint a City Manager to oversee the City’s day-to-day operations, which include: finance, human resources, information technology, planning, building and zoning, code enforcement, police, fire/rescue, parks and recreation, public works, transportation, utilities (water and wastewater), and storm water. The City also manages a yacht club basin, golf course, and water park. Overall, Cape Coral has almost 1,600 full-time equivalent positions. That

number is down from its peak of 1,918 in 2007. The staff is competent and committed to providing high quality services to the community's residents and businesses.

The city has a millage rate for 2011/2012 of 7.9570. The budget for all funds is \$445.1 million. The general fund budget is \$141.9 million, special revenue funds of \$34.8 million, debt service of \$32.3 million, capital projects of \$716,300, \$231.9 million for enterprise funds (primarily utilities), and \$18.2 million for internal services.

## The Human Resources Department

Cape Coral's Human Resources Department has 14 employees and is divided into six functional teams: Administration (2 employees), Benefits (3 employees), Classification and Compensation (4 employees), Customer Service (2), Employee Labor Relations (1) and Recruitment (3). The employees are capable, professional, hardworking and dedicated. The Department's budget is approximately \$1.2 million. In terms of labor relations, the City has three unions (the Fraternal Order of Police, the International Association of Fire Fighters and the Internal Union of Painters and Allied Trades (the latter serves the general employees) and seven bargaining units. Additionally it has three pension systems. The Risk Management function is located in the Finance Department.

## The Issues

The primary issue Human Resources must deal with is a reflection of the issues of the City as a whole and that is a scarcity of resources – both in the near and long terms. In 2007, the City's total assessed value was \$21.7 billion. It was just under \$9 billion in 2012, a drop of 60% since the 2007 peak. The result has been a reduction in property tax revenue, and the City has had to make significant changes to staffing, pensions and other costs. Human Resources is playing a significant role in assisting departments in implementing these changes. Further, even with these reductions, the City still has significant concerns about the legacy costs associated with pensions and post-employment benefits.

The second challenge relates to labor issues. With the

inability to give raises and the increased share of the pension costs to employees, labor has become restive. To complicate the matter, more will likely need to be done to reduce the long term impact of pensions and other post-employment benefits.

The third challenge the next director will need to address is that the City has a relatively large number (approximately 350) of job classifications/position descriptions given the overall number of employees (approximately 1,250). To provide more flexibility, the City would like to reduce the number significantly and to broaden the scope of the descriptions.

The final challenge is that since resources are unlikely to increase in the near future, the Department must continue to assist other City entities in finding ways to reduce costs and to implement best practices and other measures to increase efficiency.

## The Ideal Candidate

Cape Coral is seeking a bright, proactive, dynamic and seasoned professional with experience in all aspects of human resources but with a particular focus on Labor Relations and on Classification and Compensation. The individual will not only be a leader but also a partner to the City's management and the City Manager in particular. He/she will also be a working supervisor who will roll up his/her sleeves and dives in. The individual will be a problem solver with a track record of success in partnering to improve management/employee relations and with optimizing resources. He/she will embrace change management, will think outside the box and will be relentless in seeking ways to improve operations and reduce costs for both his/her operation but also for the organization as a whole. The director will be a leader who can inspire the employees and take the department to the next level. "We have always done it this way," will not be a phrase the Director is familiar with nor accepts. Only the best, in terms of both personnel and practices, will be enough. The individual will not be someone who spends all day behind a desk but will be someone who is involved and spends time with employees of both the HR Department and the City as a whole. Building trust with employees generally will be important. Being humble

willing to listen and to act in a fair and even handed manner will be important to establishing credibility and to the Director's ultimate success.

Customer service will be a way of life and not just a catchy phrase. The Director will be proactive and achievement-oriented yet patient with a sense of humor. While the individual will realize that it sometimes takes time to get things done in local government, he/she will have a healthy sense of impatience. The individual will anticipate problems so they can be remedied before they become significant issues. He/she will be someone of high integrity and who is very straightforward while still being diplomatic. The ideal candidate will also be an outstanding communicator and be as comfortable speaking with the day laborer as with the CEO. Finally, he/she will set high expectations for his/her staff and hold them accountable.

Communications skills will be important. As such, the Director will be a strong writer and have outstanding verbal abilities – specifically, being able to explain complex concepts to everyone senior decision makers as well as to junior laborers. As such, the ideal candidate will be a good listener and recognize its value in the communications process. Most importantly, the director will use those skills to keep both those he/she reports to and those that report to him/her fully informed.

The minimum requirements are a Bachelor's degree in Human Resource Management or a related field and ten (10) years of progressively responsible human resources experience. The latter will include experience in compensation, benefits administration, collective bargaining, management/organizational development, and labor/employee relations. Five (5) years of supervisory / management experience, or any equivalent combination of training and experience is also required. Experience as a Human Resources Director is highly desirable. Certification as SPHR preferred.

Finally, the next Director will thrive in a fast paced and ever changing environment. As such the ideal candidate must be energetic, motivated and able to multitask. Anyone who thinks this job would be a good way to transition into retirement will not survive a week.

## Human Resources Director

## Compensation

The salary range is approximately \$81,300 to \$134, 100. For the right person, the City will pay at the higher end of the range. Benefits are generous but not exceptional.

## Residency

Residency is not required but is expected.

## Confidentiality

Under Florida's public records act, once an application is submitted, it is deemed a public record. As a practical matter, we generally do not divulge applicant names until after the closing date. We do expect significant media coverage of this search as it progresses.

## How to Apply

E-mail your resume to [RecruitNine@cb-asso.com](mailto:RecruitNine@cb-asso.com) by March 29, 2013. Faxed and mailed resumes will not be considered. Direct your questions to Colin Baenziger at (561) 707-3537.

## The Process

Applications will be screened between March 30th and April 30th. Finalists will be interviewed on April 30th with a selection shortly thereafter.

## Other Important Information

Cape Coral is an Equal Opportunity Employer and encourages minorities to apply. The City values its small town feel, and is committed to serving its residents and businesses in a cost effective manner.

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING