



Cape Coral, Florida

(Population: 154,300)

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 estimation 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 new 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 crafts people, 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, including: 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 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. After becoming a state, 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 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,



making it the second largest land mass in the state of Florida. 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).

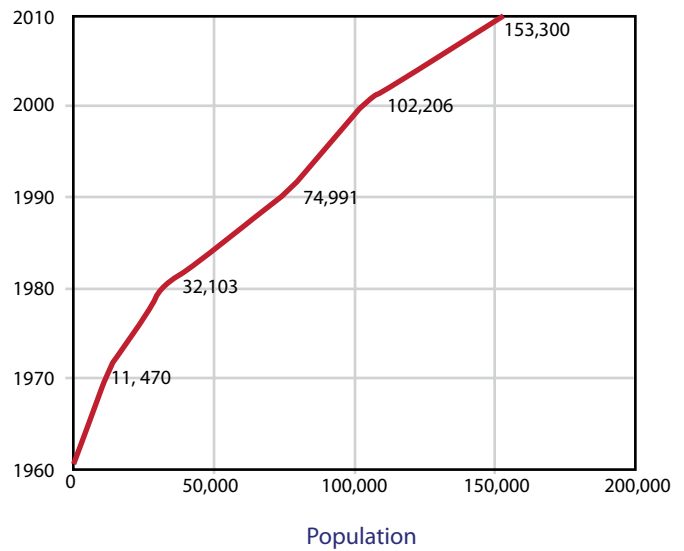
Geography

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

Table I: Cape Coral Population Growth



average low is 74°F. In the winter, the high averages 76°F and the low is 55°F. (See Table III on pg 4).

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 category two (95 to 110 mph) storms cause

Table II: Principal Cape Coral Employers, 2010

Rank	Employer	Number of Employees	% of Total City Employment
1	Lee County School District	2,318	3.36 %
2	City of Cape Coral	1,786	2.59 %
3	Publix Super Market	1,665	2.41 %
4	Lee Memorial Health System	900	1.30 %
5	Wal-Mart	600	.87 %
6	Home Depot	420	.61 %
7	A Direct Dish Satellite	300	.43 %
8	The Breeze Corporation	260	.38 %
9	Lowes	250	.36 %
10	Gulf Coast Village	250	.36 %

Table III: Climate data for Cape Coral, FL

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
Avg. number of Rainy Days	7	8	7	6	10	18	22	22	20	11	7	7	145

damage, but recovery is relatively quick. If you are more than 50 miles from the hurricane's center, it will 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. The newly elected council members had expressed concern about the prior direction of the city: during the previous four years, politics had been controversial. An effort was made to consider privatizing a few major governmental services 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 had been strained during negotiations led by an outside labor attorney, and are being repaired. In fact, the city recently reached a contractual agreement with the police union leadership in less than an hour, and a tentative agreement was reached with the firefighters union after only two sessions. It is anticipated the memberships will approve the tentative agreement, which calls for 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 approximately 1,300 full-time equivalent positions. 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 7.8702. The budget for all funds is \$445.1 million. The general fund budget is \$134.6 million, special revenue funds of \$45.2 million, debt service of \$2.5 million, capital projects of \$650,000, \$224.4 million for enterprise funds (primarily utilities), and \$37.5 million for internal services.

The Issues

The first and foremost challenge is financial. The city's total assessed value grew from \$4.2 billion in 2001 to \$21.7 billion in 2007. It is projected to be \$8.7 billion in 2012, a drop of 60% since the 2007 peak. Part of that drop can be attributed to the economic downturn and the rest to actions taken in the state legislature, such as Amendment One to the Florida Constitution. As a result, even with raising the millage from 4.7698 to the current rate of 7.9702, property tax receipts have decreased from a high of approximately \$103.5 million in 2007 to a projected \$66.3 million in 2012, placing great stress on the budget. In addition, the residents are sensitive to tax increases. Significant spending cuts have been made and staffing reduced. Even with these reductions, there are still some concerns about the legacy costs associated with pensions and post-employment benefits. While the City is hopeful that the situation has stabilized, the next City Manager will need to take a hard look at the budget and operations to keep the City on track, and continue to improve

the economic situation. Costs continue to rise, but revenues are largely stagnant. The city has resisted imposing the utility taxes, fire assessments, etc., which are common in many Florida cities.

The second challenge is creating more jobs within Cape Coral boundaries. At build-out, the city could have a population of over 400,000, and it would be beneficial if the majority of the residents did not need commute to work outside of city boundaries. The downtown area is limited as is the overall commercial / industrial base. Economic development continues to be a major focus for the City Council and city staff.

The third challenge deals with the availability of utilities. When the community was planned, it was anticipated that the amenities of water and sewer would come later. Thus, major portions of the city do not have access to utilities. During the boom years, the city made a major investment in its utilities infrastructure and has largely prepared for its build-out population in that service area. Unfortunately, the economic downturn scuttled housing development and left the City a smaller than anticipated customer base to cover the system's costs. This situation resulted in some of the financial stress that affected the turnover in City Council members. Though bringing utility service to undeveloped areas of the city will be costly, the good news is that the City is well prepared for its future in terms of water and sewer capacity.

The last challenge is improving the image of Cape Coral. Divisions in the community and the controversy of the past few years have been difficult for both elected officials and staff. It has also led to a significant amount of negative media coverage. A positive outlook and outreach – including consensus building, encouraging teamwork, earning trust (of the public and the employees), and increasing morale – are needed.

The Ideal Candidate

Cape Coral is seeking a quiet, unassuming leader – someone who thinks before speaking and who will help the City overcome the contentiousness of the past few years. The individual will be positive, proactive, responsive, and involved. The candidate will partner with the Council Members to solve problems and rebuild the city's image: serving as an advisor to the elected officials, informing them, and supplying correct information, and implementing the Council's priorities. She/he will also recognize the importance of being a buffer between the elected officials and the staff, delegating assignments to subordinate staff and holding them accountable. In these times of scarce resources, he/she will always be looking for ways to improve efficiencies and encouraging the staff to do the same.

The Council is looking for someone who will lead by virtue of their knowledge, experience, demeanor, personality and training. The individual needs to anticipate problems so they can be remedied before they become significant issues. He/she will be someone of high integrity, is very straightforward, while still being diplomatic.

The next manager will recognize Cape Coral's tremendous potential and that now, while the economy is slow, is the time to prepare. The city manager will need to balance the daily tasks, while carrying out short and long term plans for development. He/she will understand that everything cannot be accomplished in one year, while still moving forward. Skill in economic development, utilities, budget and finance will be important. Cape Coral needs to create an economic job base and encourage businesses to relocate to the area; intergovernmental relations will also be important.

The next city manager will be approachable, friendly, and easy to talk to. The individual will not spend all his/her time behind a desk, but will be a visible figure in the field, the departments and the community; as comfortable talking to a company president as a day laborer. Building



trust with officials and residents alike is critical; being humble and willing to admit a mistake will be important to establishing credibility. The manager will also understand the need for transparency in government and have outstanding communication skills.

The ideal candidate will have a minimum of 10 years of progressively responsible experience in public or private sector management and at least two years as manager overseeing the efforts of at least 200 employees. A Bachelor's degree from an accredited college or university, with a major in administration, management or a related field, is required. A Master's degree is preferred. Experience in Florida is preferred by some council members, but is not mandatory.

The Vacancy

Upon taking office, the newly constituted majority of the City Council opted to go a different direction and terminated the former City Manager's contract. The current interim city manager is the Parks and Recreation Director who has no interest in the position.

Compensation

The salary range is from \$120,000 to \$195,000. Benefits are generous.

Residency

The City Manager can reside outside city boundaries only with the express approval of the City Council.

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 RecruitTwo@cb-asso.com by January 27, 2012. 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 January 27th and February 27th. Finalists will be selected in early March; interviews held on March 22nd and 23rd 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