



— POSITION AVAILABLE —

## CITY MANAGER POSITION

*Apply by March 31, 2020*

## Welcome to Cape Coral, Florida

Cape Coral is Lee County's peninsular city, lying along Florida's Gulf Coast between the scenic Caloosahatchee River, Charlotte Harbor, and the Intracoastal Waterway. Known as a "Waterfront Wonderland," it is a safe city with a wonderful climate, plentiful recreational activities, warm and friendly residents, and an excellent educational system. It is the largest city between Tampa and Miami with a population of almost 200,000 and 120 square miles. It is a rapidly growing city in a rapidly growing area. In October 2019 WalletHub ranked it 9th among cities which were growing fastest economically. Two of its neighbors, Lehigh Acres and Fort Myers were ranked 1st and 6th. Now, with its current city manager retiring soon, Cape Coral is seeking an outstanding, forward thinking, results oriented city manager, to continue the path toward a more prosperous future.

Cape Coral has many attractions for residents and tourists alike. Featuring 265 days of sunshine annually, you can enjoy the water year-round. The City's 400 miles of canals (some nearly 200 feet in width) are open to boating and fishing. Many connect to the Gulf of Mexico. Fishing from a public pier is an option and the city offers a public beach on the Caloosahatchee River. The city has more than 30 recreational parks. An example is SunSplash Family Waterpark,



a 14-acre venue filled with slides, pools, and fun. With internationally recognized beaches in nearby Sanibel Island and Fort Myers Beach, water activities abound.

For those interested in golf, museums, music, plays, sports, and travel, you will find ample opportunities. The Historical Museum, Art Studio, Southwest Florida Military Museum, 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. The Cape Coral Festival of the Arts takes place in mid-January drawing around 300 artists and craftspeople, and over 100,000 visitors. Seven golf courses are situated within Cape Coral boundaries; 19 more lie within a 10-mile drive of the city's center. MLB's Red Sox and Twins make Fort Myers their spring training home and minor league baseball starts soon afterwards. If that is not enough, nearby are two of Florida's cultural capitals: Naples (35 miles south) and Sarasota (85 miles north).

Entertainment in Cape Coral is found at Coralwood, Cape Harbour, or the Shops at Surfside. These trendy shopping destinations include anchor stores, art galleries, boutiques, restaurants, and a cinema. Downtown Cape Coral has an array of stores, shops, restaurants, museums, and a weekly farmer's market which is both a center of community and mouthwatering goods.

Those who love nature will find wonderful local ecological preserves and parks where wildlife abounds, including the largest population of burrowing owls in the state. Elevated nature trails take visitors through the mangroves at Four Mile Cove Ecological Preserve, and kayaks are available to explore it. Manatees, some of Florida's beloved wildlife, can be spotted at Sirenia Vista Park. Once again, much more is within a few hours' drive including Florida Everglades National Park, Big Cypress National Preserve, and Fakahatchee Strand State Preserve.

Cape Coral is a very affordable place to live. The median home value is \$243,000, which is lower than many surrounding cities, and many cities in Florida. The city is a popular place for second homes. Cape Coral is consistently ranked #1 or #2 in terms of safety for cities its size in Florida. Elementary and secondary education is excellent here. Lee County School District offers nine elementary schools, six middle schools, and five high

schools. All are high performing as is the Cape Coral Charter School System which includes two elementary schools, a middle school, and a high school.

For higher education, the main campus of Florida SouthWestern State College is located immediately east of the city, and the Florida Gulf Coast University has a satellite facility in Cape Coral. Other nearby universities and colleges include Hodges University, Southwest Florida College, and Rasmussen College.

Cape Coral is 14 miles from the Southwest Florida International Airport, which serves nearly eight million passengers annually and makes travel easy and accessible. Many additional airports are located in Sarasota, Tampa, West Palm Beach, Fort Lauderdale, and Miami. Cruises are readily available to the Caribbean, Mexico, and Central America from the Port of Miami, Port Everglades (in Fort Lauderdale) and Port Tampa (the 1st, 3rd and 29th busiest cruise ports in the world by passenger volume). All are within a three-hour drive, as is Walt Disney World.

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. It is a great place to raise a family. This picturesque waterfront paradise has much to offer. Known for its history of growth, Cape Coral is full of potential, and we encourage forward-thinking managers to join us on the water.

## History

Prior to the arrival of European and American settlers, the area that would become Cape Coral was frequented by Calusa Indians. Until the 1950s, aside from an uninhabited hunting camp, the only prominent features were pine trees and grazing cattle.

In 1957, Leonard and Jack Rosen, owners of Gulf American Corporation purchased 103 square miles of land for \$678,000 and began planning their "waterfront wonderland". It was one of the first master planned communities (and the largest) in the United States, with over 135,000 platted lots. The program was so successful that offices soon opened in 24 states, and airline arrangements allowed buyers to take charter flights to their Florida properties.

Table 1: Principal Employers, Cape Coral, FL

Employer	Industry	Employees
Lee County School District	Education	2,452
Lee Memorial Health System	Medical	2,235
City of Cape Coral	Municipal	1,369
Publix Super Market	Retail	1,270
Sam's/Walmart	Retail	887
Home Depot	Retail	570
Regional VA Clinic	Medical	554
Gulf Coast Village	Healthcare	430
Target	Retail	368
Cape Coral Charter School	Education	344

Source: City of Cape Coral, FL 2018 CAFR

In the first five months, the Rosens sold over \$5 million worth of land, and ground was broken for the first home. The idea was to sell lots to retirees and build the amenities later. By 1963, the population exceeded 2,800. By 1970, it exceeded 10,000 and it kept climbing. The Cape Coral Bridge (that crossed the Caloosahatchee River) opened in 1964 and made it much easier to reach the city.

Cape Coral was incorporated as a city in 1970 and was the second largest land mass in the state of Florida. The growth has not stopped, and the population is over 194,000 with a build out of approximately 400,000. Last year, the city issued over 2,000 building permits and it has issued over 300 in the first two months of this year. Needless to say, Cape Coral is full of potential. Largely residential, it is focusing now on economic development that will encourage commercial construction and business expansions to provide more opportunities for its residents in this waterfront paradise.

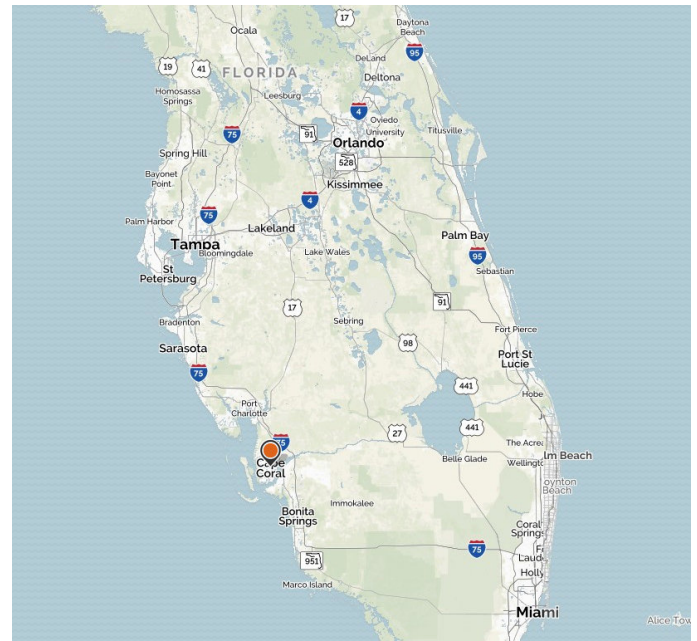
## Commerce

Healthcare services, retail, real estate, and construction are the mainstays of Cape Coral's economy. The city's Economic Development Office has done much to encourage economic growth, including incentives for businesses to relocate to Cape Coral.

## 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. Located on a large peninsula, Cape Coral covers approximately 120 square miles, of which 110 miles is land and 10 is water. Caloosahatchee River borders it on the south and east, while Matlacha Pass borders the west. The city has over 400 miles of canals, most of which are navigable. Two hours to the north lies Tampa, three hours southeast

lies of Miami and almost four hours northeast is Orlando. See the map below for Cape Coral's relationship with other prominent Florida cities.



## Climate

Cape Coral has a tropical savanna climate with warm and humid summers and temperate winters. The average summer high is 92°F with the average low being 74°F. In the winter, the average high temperature is 76°F and the low is 56°F. The rainy



season lasts from June to September, featuring heavy but brief afternoon rains. Overall, Cape Coral receives about 53 inches of rain per year.

## Demographics

Table 2: Cape Coral Demographics

Estimated Population: 194,570			
Distribution by Race		Distribution by Age	
White	90.0%	0 to 15	16.1%
Black	4.4%	15 to 25	10.5%
Asian	1.6%	25 to 45	21.9%
Native American	0.3%	45 to 65	29.6%
Two or More Races	3.7%	65 to 85	18.9%
Total	100%	Over 85	3.0%
Hispanic Ethnicity (all races)	20.2%		

Educational Achievement (Over Age 25)	
High School or Higher	91.0%
Bachelor's Degree or Higher	22.5%

Educational Achievement (Over Age 25)	
Median Age—Cape Coral	45.9
Median Age—U.S.	37.8
Median Household Income	\$53,653
Poverty Rate	12.7%

Source: U.S. Census Bureau

## The Government

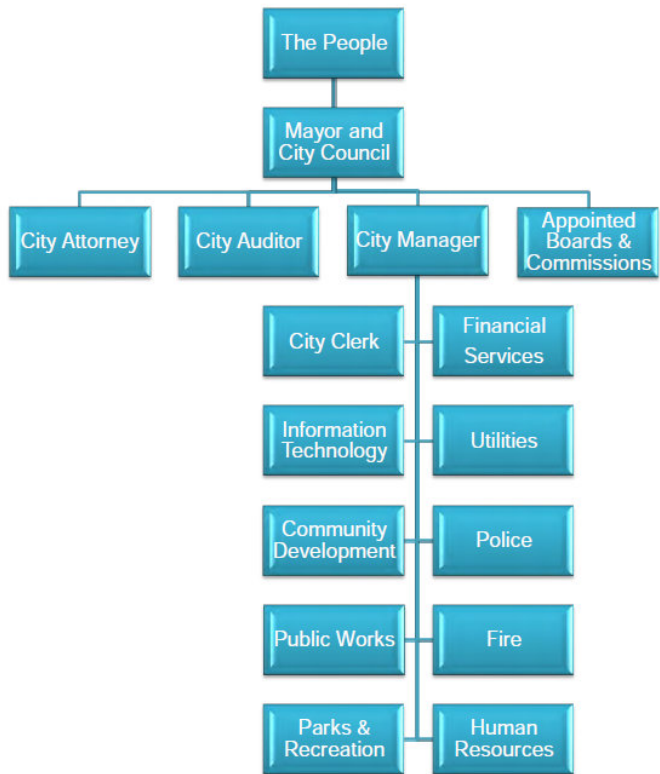
Cape Coral is a forward thinking and progressive government. Its mission statement reads, “The City of Cape Coral will provide its citizens with services in the most efficient and effective manner possible, while maintaining a positive safe and caring community with a united spirit,” and it has been largely successful. In terms of technology, the Center for Digital Government has ranked it either 1st or 2nd in the country the last three years for cities with populations between 125,000 and

250,000 in terms of technology. In 2019, IDG announced Cape Coral as one of its FutureEdge 50 Winners (which includes businesses and governments) for pushing the boundaries of new technologies for better business success.

The City of Cape Coral is governed by a City Council composed of a Mayor and seven members. All are elected at large, but the council members must reside in the district they represent. They serve staggered four-year terms and are limited to two consecutive terms. The Mayor and Council appoint the City Manager, City Attorney, and City Auditor.

The City Manager carries out City Council policy and supervises the day-to-day operations of the city government. In particular, he/she directly or indirectly oversees: code enforcement, fire/rescue, planning, building and zoning, parks and recreation, police, public works, transportation, utilities (water, wastewater and storm water) along with finance, human resources, and information technology. See Chart I below. Notably, the city also manages a yacht club basin, golf course, and water park while participating in the Cape Coral Charter School Authority. Overall, Cape Coral has 1,433 full-time equivalent positions, and 390 contractual equivalent employees (almost all of which are parks and recreation employees). The

Chart 1: City of Cape Coral Governmental Structure





staff is competent and committed to providing high quality services to the community's residents and businesses. See Chart 1 for the City of Cape Coral's Government Structure

The city produces a three year budget—the first year is the budget for the current period. The second and third years are projections that allow the elected officials, staff and the public to envision the impact of their immediate decisions. These projections are adjusted and locked in just before the start of the relevant fiscal year. The 2020 budget for all funds is \$895.2 million. The general fund budget is \$233.3 million. The Cape Coral Charter School Authority accounts for \$36.0 million of the total budget. The millage rate has been gradually reduced from 7.96 mills in 2012 to 6.55 in the 2020 budget.

Three unions represent city employees. The International Union of Painters and Tradesmen (IUPAT) represents white- and blue-collar employees, the International Firefighters Association (IFFA) represents the city's firefighters, and the Fraternal Order of Police (FOP) represents police employees.

## The Challenges and Opportunities

Cape Coral has been well-run, is financially sound and has excellent bond ratings. It is not, however, without challenges and opportunities. First and foremost is growth. People are coming, and the city is largely supportive. The concern is they are coming very quickly and straining the existing resources. Further, infrastructure is not always present. While the Gulf American Corporation sold many lots and built some infrastructure, unfortunately, it did not build enough. The city was left to pave roads and build much of the utility system. Even after years of catching-up, major work remains. For example, utility distribution and collection system north of Pine Island Road is largely



non-existent. It will be a project the next city manager will oversee and have a great deal of responsibility for.

The second opportunity is economic development. Originally envisioned as a retirement community, it was felt Cape Coral did not need a vibrant commercial base. The overall commercial/industrial base (including the downtown) is limited. The city however, is not the city it was 20 or 30 years ago. More families call Cape Coral home and the residents have become younger overall. As a result, job creation has become a major focus of city staff.

Other opportunities involve preparing for and ensuring the city's governmental human infrastructure is ready for the future. In the short to medium term, some key staff members will be retiring and need to be replaced. At some point, the economy will suffer another downturn. As the sea level rises, it could impact the city. It is already beginning to see some saltwater intrusion in its water supply wells.

## The Ideal Candidate

Cape Coral is seeking an outstanding, achievement-oriented leader and manager to help guide it in both the near and long term. The individual will truly be a professional manager—in demeanor, in actions, and in appearance. He/she will serve as a trusted advisor to the City Council and partner with it to develop plans to grow and sustain the city. The individual will be a visionary who thinks strategically, always looking over the horizon to anticipate problems and take the appropriate action, so they do not develop into significant problems. The ideal candidate will understand politics but not be involved.

The successful candidate will be approachable, friendly, and easy to talk to. He/she will have outstanding oral and written communications skills, realizing that listening is an important element of communication. 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. The manager will be able to communicate effectively to all walks of life and be as comfortable talking to a company president as to 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 candidate will understand people and how to lead them. He/she will be flexible and open to the ideas of others. The individual will have high, but realistic, expectations and be supportive of staff. The manager will expect to be kept informed and believe strongly in accountability. The ideal candidate will be a mentor, helping staff members to grow and improve themselves. That said, when it is time to make a decision, he/she will not hesitate.

Providing outstanding customer service will be a guiding principle to the manager. He/she will lead by example and make an effort to solve problems rather than simply saying no. Having a sense of fairness as well as a sense of humor will be significant pluses. The individual will be positive, proactive, responsive, and involved. He/she will be open, honest, of high integrity, and value transparency. The manager will always be looking for ways to improve efficiency and encouraging the staff to do the same. He/she will be straightforward, while diplomatic.

The candidate will recognize Cape Coral's tremendous potential and work diligently to capitalize on it. The individual will need to balance daily tasks with developing long term plans. He/she will understand that everything cannot be accomplished in one year, and will allocate time to thinking about the future. Skill in economic development, water issues, utilities, capital projects, and finance will be important. Cape Coral needs to create an economic job base and encourage businesses to relocate to the area; skill in intergovernmental relations will also be important. At the same time, the individual will be environmentally sensitive.

The ideal candidate will have a minimum of 10 years of progressively responsible experience in public or private sector management, at least two years as a manager overseeing the efforts of at least 200 employees, and worked at a high level in a city with a population of over 100,000. A Bachelor's degree from an accredited college or university, with a major in administration, management or a related field, is required.

## The Vacancy

The current city manager will be retiring after serving as city manager for almost eight years.



## Compensation

The salary range is from \$180,000 to \$270,000. Benefits are reasonably 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 expect media coverage until after the semi-finalists are named at the end of April.

## How to Apply

E-mail your cover letter and resume to [Recruit27@cb-asso.com](mailto:Recruit27@cb-asso.com) by March 31, 2020. Faxed and mailed resumes will not be considered. Direct your questions to Rick Conner at (915) 227-7002, or Colin Baenziger at (561) 707-3537.

## The Process

Applications will be screened between April 1st and May 3rd. Finalists will be selected on May 4th and interviews held on May 14th and 15th with a selection shortly thereafter.

## Other Important Information

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

## Additional Information

For additional information about the city, visit:

[www.capecoral.net/](http://www.capecoral.net/)

[www.capecoralchamber.com](http://www.capecoralchamber.com)

