



Welcome to the city of Cape Coral, Florida

Parks & Recreation Director
Position Available
Apply by January 26th, 2018

Located in Lee County on Florida's Gulf Coast, Cape Coral is a peninsular city lying between the scenic Caloosahatchee River, Charlotte Harbor, and the Intracoastal Waterway.

At 122 square miles, it is the state's fourth largest city by land mass (behind Jacksonville, Tampa and St. Petersburg and ahead of Miami and Orlando). While a large city, it is a family oriented, friendly place where neighbors help neighbors; newcomers are welcome; and residents are unassuming.

The city was originally designed as a retirement community. Now the population is relatively evenly spread across age brackets with those over 65 making up on 17% of the population. 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. While the national economic downturn temporarily slowed the growth, it is now back. Further, only about 45% of the city is 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—and that means a multitude of outdoor activities. If you enjoy water, the area is a paradise on earth. The city boasts over 400 miles of canals—more than any other city in the world—and some have access to the Gulf of Mexico. Boating and fishing are well-established activities in the city—there is a fishing pier on the Caloosahatchee River. The public can enjoy the beach at the Yacht Club Community Park. Not to be overlooked is the Sun Splash Family Water Park, a 14-acre venue filled with slides, pools, and fun.

For those interested in golf, four 18-hole courses are situated within the city's boundaries and 19 more lie within a 10 mile drive of the city's center. Cape Coral has an active parks and recreation program for all ages, sizes, shapes and forms.

If you are looking for the arts and culture, 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. The Cape Coral Festival of the Arts takes place in mid-January drawing around 300 artists and craftspeople, and over 100,000 visitors. Nearby are Naples (35 miles south) and Sarasota (85 miles north) and are well known for their cultural activities.

For those who enjoy professional sports, a number of major league baseball teams have their spring training facilities in the area, and the league season starts soon afterwards. Tampa (130 miles north) offers the MLB's Rays and the NFL's Buccaneers. 160 miles to the southeast is Miami with the MLB Marlins, the NFL's Dolphins and the NBA's Heat. College sports abound in Florida with the University of Florida, University of Central Florida, University of South Florida, Florida State University and the University of Miami all being nationally recognized.

Cruises are available to the Caribbean, Mexico, and Central America from the Port of Tampa, 130 miles north. Or you can head over to the Port of Miami (the world's most active cruise port) or Port Everglades in Fort Lauderdale (the world's third most active cruise port). Southwest Florida International Airport in Fort Myers is 30 minutes away; flights can also be caught by driving a reasonable distance to Sarasota, Tampa, West Palm Beach, Fort Lauderdale, and Miami. Orlando International and Sanford-Orlando International are just a bit further away.

Children (and adults) will love Central Florida's theme parks. These include: Walt Disney World (drawing an average of 52 million visitors a year and hosts 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 all in Orlando. A bit closer is LEGOLAND in Winter Haven.

While housing prices are starting to recover in Cape Coral, they are still quite affordable and a wide range of options are available. In fact, Zillow currently describes the market as cold and as a buyer's market.



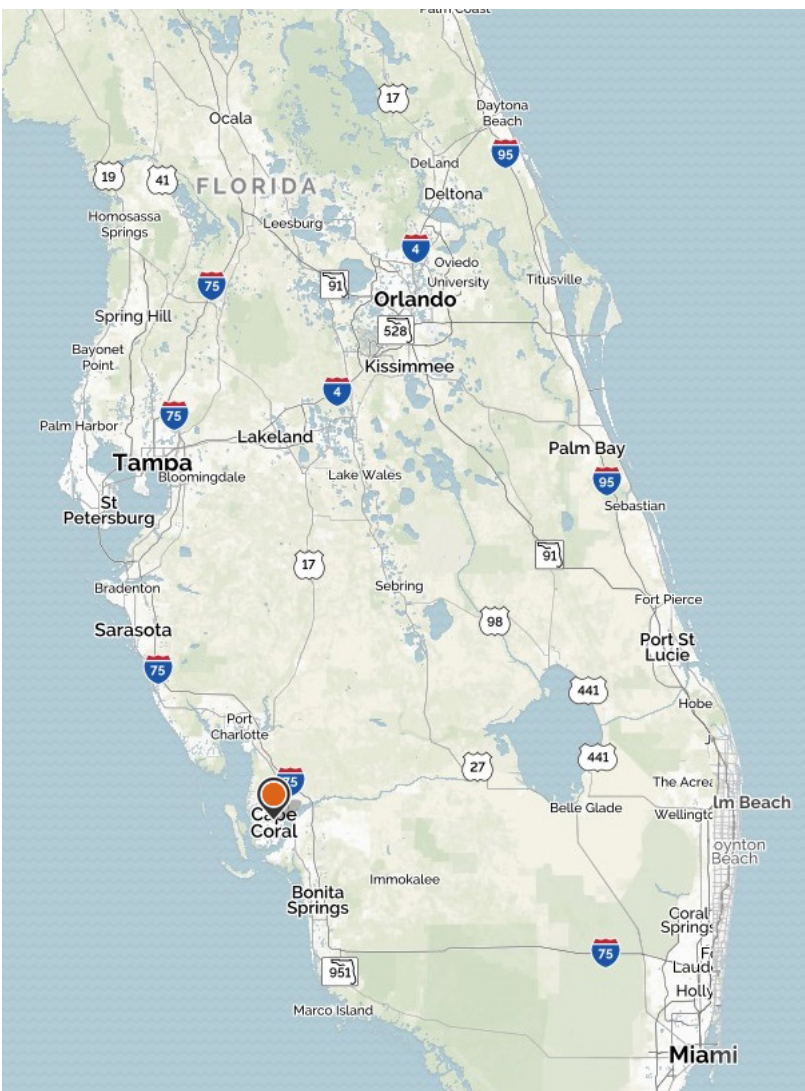
The median home price is \$217,400 and a nice 2,400 square foot home with three bedrooms and two baths will run between \$225,000 and \$250,000. Education is strong here. The Lee County School District has eight elementary schools, six middle schools and five high schools within the city limits. The city also operates a high-performing public charter school system including two elementary schools, one middle school and a high school. Medical care in the area is very good.

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

Initially, the area was home to the Calusa Indians. Overtime they gave way to the Seminole Indians and to Europeans. It became part of the Spanish Territory of Florida, that was ceded to the United States in 1819. Florida became the 27th state in 1845. For the next 100 years, Cape Coral remained largely uninhabited and undeveloped. By the 1950's, its most prominent features were pine trees and grazing cattle, and an uninhabited hunting camp.

Cape Coral, as it exists today, was the brain child of Leonard and Jack Rosen, the owners of Gulf American Corporation. 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 (as well as the largest) in the United States and included 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. Cape Coral was incorporated in 1970 with a population of 11,470, and as Florida's second largest city in terms of land mass. The 2010 Census reported Cape Coral’s population as 154,305.

Table 1: Population Growth

Census	Population
1960	280
1970	11,470
1980	32,103
1990	74,991
2000	102,206
2010	153,300
2016	179,804

Source: U.S. Census Bureau

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. The area is impacted from time to time by hurricanes.

Over the past 70 years, southwest Florida has been hit by four significant storms—Hurricanes Donna (category 4; 1960), Charley (category 4; 2004), Wilma (category 3; 2005), and Irma (category 2 in 2017 in

Cape Coral). Most category one (75 to 95 mph) and category two (95 to 110 mph) storms cause damage, but recovery is relatively quick. Category three storms cause more damage but it is the category 4 and 5 storms that lead to major destruction. That said, if you are more than 50 miles from the hurricane’s center, it will not probably not significantly impact you.

DEMOGRAPHICS

Table 2: Cape Coral Demographics

Estimated 2016 Population: 179,804			
Distribution by Race		Distribution by Age	
Caucasian	88.2%	0 to 15	18.2%
African American	4.3%	15 to 25	11.4%
Asian	1.5%	25 to 45	24.1%
Native American	0.3%	45 to 65	29.3%
Two or More Races	5.7%	65 to 85	15.1%
Total	100%	85 and Older	1.9%
Hispanic (all races)	19.5%		

Educational Achievement (over age 25)	
High School or Higher	90.4%
Bachelor’s Degree or Higher	22.1%

Other Statistics	
Median Age–Cape Coral	42.4
Median Age-U.S.	37.4
Poverty Rate	13.1%

Source: U.S. Census Bureau

Cape Coral had its origins as a retirement community. As younger families and others have moved into the community, the population has become more diverse. See Table 2 for more details.

COMMERCE

Cape Coral was a pre-platted community for retirees. As such, business and commerce were largely afterthoughts. The result is the economy is largely service driven and is still seeking to establish a commercial base. See Table 3 (below) for the city’s principal employers.

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 and are limited to two consecutive terms. The most recent election was in November 2017 and both incumbents seeking reelection were defeated while two open seats were filled by newcomers.

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 1,670 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. Most city employees are represented by one of eight labor unions.

Table 3: Principal Employers, Cape Coral, FL

Employer	Industry	Employees
Lee County School District	Education	2,483
Lee Memorial Health System	Healthcare	2,108
City of Cape Coral	Government	1,764
Publix Super Market	Retail/Grocery	1,347
Sam’s Club/Walmart	Retail	981
The Home Depot	Retail	567
Regional VA Clinic	Healthcare	565
Gulf Coast Village	Assisted Care	406
Cape Coral Charter School	Education	400
Lowes Home Improvement Center	Retail	330

Source: Cape Coral 2016 CAFR

The city has a millage rate for FY 2018 of 6.75. The budget for all funds is \$841 million. The general fund budget is \$208.8 million, special revenue funds of \$77.8 million, debt service of \$29.3 million, capital projects of \$15.3, \$458.2 million for enterprise funds (primarily utilities), and \$51.5 million for internal services.

THE PARKS AND RECREATION DEPARTMENT

The Parks and Recreation Department vision is, “We will enrich lives within the community through quality parks, programs and facilities.” Its values are: Stewardship, Healthy Lifestyles, Excellence, Accountability and Integrity, Customer Service, Education, Team, Diversity and Dedication.

The department director reports to the city manager and the department has a budget of approximately \$13.4 million and 306.75 budgeted positions. To accomplish its vision, the Director’s Office oversees six divisions: Administrative Support, Cape Oaks Golf Course; Parks; Recreation; Revenue/Special Facilities; and Sun Splash Water Park.

THE CHALLENGES AND OPPORTUNITIES

The opportunities in the Parks and Recreation Department are exciting and the challenges manageable. The Department has been well run so there are not any significant issues to be addressed.

The first opportunity will be to improve the quality of life for the city’s residents’ through improved park venues and programs. With the population expected to more than double in the next 20 years, there is much to be done. That effort will include implementing the recently adopted parks and recreation master plan as well as the planned capital improvements.

The second opportunity will be to maintain and enhance the culture of professionalism that permeates the department. The staff is already very strong and the goal is to make it stronger.

The final challenge is resources. As with every other local government, the available funds are never sufficient to cover the needs. Cape Coral’s Parks and Recreation Department is no exception. Two areas in particular that the new director will want to review are the water park and golf course. Both are subsidized with monies from the general fund and the city would like to move them at least to break even.

THE IDEAL CANDIDATE

Cape Corals’ next Parks and Recreation Director will be very busy so we are looking for a strong, energetic, effective and dynamic leader with experience in all aspects of athletics, recreation, and parks maintenance to join its senior management team. There is much to do and this job is only for highly motivated, talented professionals with a “can-do” attitude!

The individual will be very experienced and hands-on, well organized, very flexible and highly adaptable. He/she will not accept things as they are but will constantly be looking for new and better ways to accomplish the department’s goals, tasks, and programs. Innovation is prized in Cape Coral and, while realizing the value of existing practice and procedure, the Director will be analytical, examining everything with a critical eye to determine if it can be improved.

The ideal candidate will be a strategic planner and thinker. He/she will not be consumed by the everyday operations but will spend time looking over the horizon, anticipating the future and planning for it. As a result, the individual will be excellent at problem avoidance.

Customer service will start at the top for the next director. He/she will be a role model for employees and an example to the public. Customers are not always right but they deserve respect and a good explanation with any answer the department provides. The ideal candidate will be a positive, open-minded person who is comfortable in the community and interacting with a very diverse populace.

The director will be technologically competent, data-driven decision maker with excellent writing and speaking skills. The selected candidate will have extensive experience speaking to and working with community groups. He/she will also be comfortable presenting and answering questions at City Council meetings.

The ideal candidate will have at least ten years of progressively more responsible experience in parks and recreation with at least five years in a supervisory role. Experience in a rapidly growing community with a growing parks and recreation program is highly desirable. A Bachelor's degree from an accredited college or university, with a major in administration, management, parks and recreation or a related field, is required. A Master's degree is preferred as is NRPA certification.

COMPENSATION

The salary range is \$101,984 to \$166,608 although starting pay is anticipated to be between the minimum and the midpoint (\$134,296) and will be based upon experience and qualifications. Benefits are generous and above market comparables.

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 do not expect significant media coverage of this search as it progresses.

HOW TO APPLY

E-mail your cover letter and resume to Recruit35@cb-asso.com by January 26, 2018. Faxed and mailed resumes will not be considered. Direct your questions to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (425) 658-7025.

THE PROCESS

Applications will be screened between January 27th and March 5th. Finalists will be interviewed on March 15th 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