Welcome to the City of
COCOA BEACH, FL

Estimated 2015 Population: 11,231

Located on Florida's Central East Coast, Cocoa Beach lies on a beautiful but fragile barrier island nestled between the Atlantic Ocean and the Banana River Lagoon. It is a lively and progressive beachside community just a short drive from the Kennedy Space Center and three major universities. It is 60 miles west to Orlando and 70 miles to Disneyworld. Tampa is 135 miles west, Jacksonville 165 miles north and Miami and Fort Lauderdale 200 miles south. If you like to travel, Orlando International Airport is 50 miles west and the cruise ship terminal at Port Canaveral is seven miles north. The latter hosted 4.2 million passengers in 2014 and plans to become the largest cruise port in the world by late 2017 in terms of passenger volume.

With its superb location and many outdoor activities, Cocoa Beach is a major tourist destination – over 2.4 million visit every year and non-permanent residents own 60% of the housing units. The City's six-mile long beach is one of Florida's finest and Cocoa Beach is widely

known as a family friendly surfing village. Ron Jon's Surf Shop attracts some two million visitors every year and the City is the birth place and home of Kelly Slater who has been the Association of Surfing Professionals' World Champion a record of 11 times.

Other activities include boating, fishing, paddling, kayaking, and wind surfing. Or just walk on the beach. If you are a naturalist, the adjacent Banana River Lagoon is the most diverse estuary in North America and home to sea turtles, fish, dolphin, horseshoe crabs, manatees, and much, much more. For golfers, the City owns and operates a 27-hole course and it is a great place to play a round. The local restaurants are very good. And the City hosts over 30 special events annually including an Easter Surfing Festival, a Beach Fest and the Cocoa Beach Art Show. Not far away are the Brevard County Zoo and Space Coast Stadium, which is affiliated with the Washington Nationals. Professional sports fans can easily get to see the Orlando Magic, Tampa Bay Bucs, Jacksonville Jaguars and Tampa Bay Rays. A little further away are the Miami Dolphins and Florida Marlins. Culture is also within easy reach. The King Center in Melbourne attracts many national musical, theatrical and comedy acts and is a reasonable 20 minute drive from Cocoa Beach.

More importantly Cocoa Beach is a family friendly, outgoing and safe community. The schools are outstanding. Cocoa Beach Junior/Senior High School, for example, is nationally recognized, has been "A" rated since 2000-2001 and offers an excellent International Baccalaureate program. Many of the City's homes are along its 35 miles of canals and they sell from the $200,000s into the millions. But again, it is the people that make Cocoa Beach special. They are well educated and down to earth. They know neighbors and help each other. They are also honest and respectful. Many do not even lock their doors when they go out. They know that they and their homes are safe.

History

The first non-native inhabitants were a family of freed slaves who moved into the area following the Civil War. In 1888, a group of men from nearby Cocoa bought a large tract of land but nothing happened until 1923 when Gus Edwards, Cocoa's city attorney gained control of approximately 600

Table 1: Age Distribution

Age Group	Percent
0-15 yrs	10.2%
15-25 yrs	6.9%
25-35 yrs	8.0%
35-45 yrs	8.5%
45-55 yrs	17.2%
55-65 yrs	16.8%
65-75 yrs	14.1%
75-85 yrs	13.4%
85 years & Over	13.4%

Source: U.S. Census

acres and stopped practicing law to devote all his efforts to developing the area. The Town of Cocoa Beach was established on June 5, 1925, and Edwards was elected mayor.

In 1935, Florida's Department of Transportation opened what is now State Road A1A and by 1939, the town had 49 residents. During World War II, a German submarine torpedoed the La Paz and Laertes off the shore of Cocoa Beach. In 1947 the City's first police officer was hired at a $1/hour. The same year, the City constructed a potable water distribution system. In 1950, a volunteer fire department was created and in 1957, the town of Cocoa Beach incorporated into as a City.

Cocoa Beach's real growth began during the 1960s as a result of the space program. NASA's John F. Kennedy Space Center (KSC) is located approximately 15 miles north of the town and many of those who worked there moved to Cocoa Beach. As you might expect, the City was impacted by the elimination of the space shuttle program. Now, facilities at the Kennedy Space Center are being reconfigured for private space endeavors. With 24 launches scheduled for 2015, KSC has reclaimed its status as the most active rocket launch facility in the world.

Community Demographics

The Census Bureau estimated the City's population to be 11,325 as of 2013. The most recently available data found 6,529 households, and 3,532 families. The racial makeup of the city was 96.5% White, 1.5% Asian, and 0.8% African American. Other races or those of two or more races composed the remainder. Hispanics of any race composed 3.2% of the population.

As can be seen from Table I (upper right), Cocoa Beach's population tends to be concentrated in the upper age brackets. That conclusion is also supported by the community's median age of 54.8, which is well above the national median of 37.4.

12% of the population under the age of 18, 4% from 18 to 24, 22% from 25 to 44, 28% from 45 to 64, and 34% who were 65 years of age or older. The City had approximately 2,200 children enrolled in school and the per capita income was estimated to be $36,217 as of 2013. The Census also estimated that 10.3% of the population was below the poverty level.

Commerce

As noted previously, the City is a major tourist destination. All of the principal taxpayers listed in the City's CAFR are residential, hospitality or retail in nature. See Table II on page 4 for details.

Nearby Patrick Air Force Base tends to stabilize the area as its funding generally does not change a great deal even in recessionary times.

Climate

The climate is considered humid, subtropical with mild winters and warm, wet summers. See Table III on bottom of page 4 for details.

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 the likelihood of a tropical storm striking this area was lower than most of the United States East Coast.

Government

The City of Cocoa Beach has a Commission/Manager form of government. The five (5) member Commission consists of a Mayor and four (4) Commissioners who are elected at large and serve staggered four year terms. The Commission is charged with the responsibility of establishing policies and enacting ordinances and resolutions. In November 2016, the Mayor and two Commissioners seats will be up for election. Historically the Commission has been very stable. The elected officials get along well and are fiscally conservative. A City Manager is appointed by the Commission, and is charged with the responsibility of administering daily operations and implementing Commission directives. The staff is recognized for its quality and dedication.

Table 2: Principal Taxpayers

Rank	Taxpayer	Use	Assessed Value	% of Total
1	Cocoa Beach Development	Cocoa Beach Resort	$20,644,620	1.41%
2	1550 North Atlantic	Hilton Hotel	$12,000,000	0.82%
3	Northport, Inc.	Ocean Landings Resort	$11,498,870	0.79%
4	Discovery Resort, Inc.	Discovery Beach Resort	$10,858,920	0.74%
5	International Palms	Hotel	$8,424,000	0.58%
6	Branch Cornerstone Associates	Inland Western Hotel	$7,250,000	0.50%
7	Ocean Partners Hospitality	Hampton/Marriott	$7,217,420	0.49%
8	Ron Jon Surf Shop of Florida	Surf Shop	$6,730,620	0.46%
9	Publix Supermarkets	Grocery Stores	$5,750,000	0.39%
10	Pandey Hotel Cocoa Beach LLC	Double Tree Hotel	$5,130,000	0.35%

	Total	$1,462,050,879	100%

Source: Cocoa Beach 2015 CAFR

In the past few years the City has been begun to take control of its destiny and to move itself forward. The elected officials and City Manager have worked together to develop a strategic plan that is both visionary and practical. It examines the big picture and puts forth goals and objectives. It goes beyond that, however, and establishes specific tasks with realistic target completion dates. Hence, with regular updates, it can and will serve as a blue print for attaining Cocoa Beach's future.

Cocoa Beach provides many of the services normally associated with a municipality, including police, fire, emergency medical services, parks and recreational activities, streets and parks maintenance, traffic engineering and parking, sanitation, wastewater treatment, stormwater improvements, community redevelopment, code enforcement, planning and zoning, and general administration. Wastewater treatment services are also provided to the adjacent unincorporated areas and to Patrick Air Force Base and Port Canaveral. The City also operates a 27-hole golf course.

The City's total budget for FY 2016 is $44,237,333 and the general fund component is $27,005,884. Per the 2015 CAFR, the City had 249 full-time equivalent employees. 32 were in general government, 56 in police, 28 in fire, 31 in public works, 23 in parks and recreation, 41 at the golf course, 25 in utilities and the remainder in parking and stormwater. Between 2007 and 2010, the gross taxable value declined from $2.12 billion to $1.48 billion. The millage rate has fluctuated over the past ten years beginning at 4.7800 in 2005, declining to a low of 3.4642 in 2008 and then climbing to its current rate of 4.9798. Over the same period, the Final Taxable Value for the City grew from $1.246 billion in 2004 to $2.116 billion and then declined. Its current total is $1.375 billion.

In late 2009 the City established the Community Redevelopment Agency (CRA). Now in its fifth year, the effort is beginning to bear fruit. In FY 2013 the CRA took approximately $25,000 and $25,000, $95,000 in FY2014 and $95,000 in 2015. The City also recently established a Mainstreet program.

The Opportunities

Cocoa Beach has many, many attributes to capitalize on and should be a prime location for redevelopment. Bringing those attributes to the attention of the right people will be critical. Further, not just any development will do. The environment is fragile. An element of the community is concerned with change. So marketing will be important in terms of both bringing new businesses to the City and in terms of convincing the public that the proposed development is right for the City. The City has begun to take steps to demonstrate to the business community that the City is ready, willing and able to facilitate the kind of development the community finds desirable. It recently revised its comprehensive plan and is beginning to revise its land development regulations. These efforts are already beginning to bear fruit as the City has begun to see new investment.

Table 3: Monthly Average Temperatures

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	72	73	77	81	85	89	91	92	90	88	78	73	73
Average Low °F	50	51	55	60	66	71	72	72	72	67	60	53	53
Precipitation Inches	2.5	2.5	2.9	2.1	3.9	5.8	5.4	5.8	7.2	4.8	3.12	3.12	2.3

Source: Port St. Lucie 2015 CAFR

The second challenge is financial. While the economy is growing, in the short term revenues will be limited. Further, many of those living in the City are on fixed incomes meaning they cannot afford nor take kindly to tax increases. Yet they are also unwilling to accept cuts in services. Hence, husbanding resources will be critical. Pension liabilities are dropping as the markets and the economy improve. The City took advantage of low construction costs and borrowing rates to construct a new fire station in 2014. The police station and city hall will need to be replaced in the relatively near future. Planning and construction of those facilities will set the stage for further redevelopment of the downtown district.

Third, while tourism is a critical part of the economy, it presents challenges. Demands for some services are cyclical or even sporadic making them difficult to provide in a consistent, efficient manner.

Spring break, for example, presents many crowd management and trash control challenges.

Finally, the City's beach must be protected and when necessary, renourished. Further, the wetlands and mangroves along the City's western boundary on the Banana River (i.e., the Intracoastal Waterway) must be protected.

The Ideal Candidate

The City is looking for an energetic, highly motivated manager with outstanding communications skills and a "can do" attitude. The individual will be someone who keeps the elected officials well informed and presents them with a recommendation as well as options. He/she will earn their trust and be a valued advisor – not a "yes" man or woman. The ideal candidate will be visionary yet down to earth and practical – with a focus on solving problems and moving on to the next issue.

The ideal candidate will be a promoter in the positive sense of the word. As noted, the City has many fine attributes but needs someone to tell its story. Part of that effort will be encouraging the right kind of development but it will also be keeping the public informed and earning its trust. The City has made significant strides in improving customer service and the elected officials and the community expect that progress to continue. Hence it will be important to lead by example, to understand how to work with people and to resolve problems in a timely manner. The customer is not always right but does deserve to have his/her concerns heard and for the City to make an effort to resolve them.

The individual will relate well to and understand the needs of both the business and residential communities. He/she will also understand the relationship between municipal policy and its impacts on the local business climate. Maintaining the proper balance will be tricky

but necessary. As the City is 97% built out, knowledge of and a demonstrated track record in successful redevelopment will be important.

The individual will work collaboratively with staff and not by just providing direction and delegating but by empowering the staff. Micromanagement will not be a word in the manager's vocabulary. Instead he/she will be respectful, mentor, set priorities, provide resources, have high expectations and expect deadlines to be met. Accountability has been and will continue to be important.

Strong analytical skills will be important and the next manager will be constantly seeking for ways to improve operations and efficiency. The individual will be savvy technologically and realize the importance of incorporating modern business practices and information systems into the daily workflow. The manager will also have a sense of urgency and not accept the typical glacial pace of government.

The individual will be a strategic thinker and planner. The ideal candidate will be professional but also friendly and outgoing. He/she will be comfortable in the community and interact extremely well with the public. Outstanding people skills will be critical. The individual will not be someone who sits behind his/her desk all day and directs traffic. Rather he/she will spend time in the community meeting with residents and businesses, listening to their concerns and actively work towards finding ways to make Cocoa Beach more attractive to everyone.

The ideal candidate will have a proven track record in finance– particularly in budgeting and grants – and expense reduction. Contact management will also be an important skill as some city services are contracted out. The individual will understand and utilize current information systems to improve city operations.

The manager will understand the importance of intergovernmental relations and be good at working with other governments. He/she will also realize that the environment is a key component of what makes Cocoa Beach the place it is and will work diligently to protect it.

Experience in a coastal and/or resort community, disaster management, public/private partnerships and succession planning are all pluses. Florida experience is preferred but not mandatory.

Required Qualifications

The ideal candidate will have at least five 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, urban planning or a related field.

Residency

Residency in the community is preferred.

Compensation

The salary range for the City Manager is $105,000 to $145,000 and benefits are modest.

Past City Managers

The City has had three City Managers since 1998.

How to Apply

E-mail your resume and cover letter to Recruit37@cb-asso. com by April 15th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

The Process

Applicants will be screened between April 18th and May 19th. Finalist interviews are scheduled for June 9th and 10th with a selection shortly thereafter.

Other Important Information

Cocoa Beach 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