



Cocoa Beach, FL

(Population: 11,230 permanent residents with as many as 30,000 in the peak season)

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 proper 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.

With its superb location and many outdoor activities, Cocoa Beach is a major tourist destination – over 2.4 million visit every year and 60% of the housing units are owned by non-permanent residents. 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, horse shoe crabs, manatee, and much, much more. For golfers, the City owns and operates 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 air shows (Patrick Air Force Base is right next door), an Easter Surfing Festival, a Beach Fest and the Space Coast Art Festival. Not too 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 family friendly, outgoing 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 down to earth, know neighbors and help each other.

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 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 is located approximately 15 miles (24 km) north of the town and many of



those who worked there moved to Cocoa Beach. As you might expect, the City has been impacted by the recent elimination of the space shuttle program.

Community Demographics

The 2010 Census found the City’s population to be 11,231 people with 6,529 households, and 3,532 families. The racial makeup of the city was 96.6% White, 0.6% African American and other races or those of two or more races composed the remainder. Hispanics of any race composed 3% of the population. The population was spread out but it is an older community with the median age being 54. 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 \$41,754 as of 2011.

Commerce

As noted previously, the City is a major tourist destination. All of the principal tax payers listed in the City’s CAFR are residential, hospitality or retail in nature. Patrick Air Force Base stabilizes area as its funding tends to be stable even in recessionary times.

Climate

The climate is considered humid, subtropical with mild winters and warm summers. Typical temperatures are

displayed in Table 1 below.

Tropical storms affect the area from time to time but direct hits by hurricanes are quite rare in this part of Florida.

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 of this year, the Mayor and two Commissioners seats will be up for electing. The current, long standing Mayor is retiring and his seat is expected to be contested. One other Commissioner plans to retire. Depending on who runs, as many as four new people could be serving on the Commission in 2013. It is thus difficult to discuss what the Commission will be like in the long term. Historically, however, the elected officials have gotten along well and been very conservative financially. That is not expected to change. 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.

Cocoa Beach provides many of the services normally associated with a municipality, including police,

Table I: Monthly Normal Temperatures and Precipitation

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Normal High °F	72	73	77	81	85	89	91	92	90	88	78	73	73
Normal Low °F	50	51	55	60	66	71	72	73	72	67	60	53	53
Precipitation in 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: The Weather Channel

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. The City also operates a twenty-seven (27) hole golf course.

The City's total budget for 2012 is \$46,976,923 and the general fund component is \$25,151,078. Per the 2011 CAFR, the City had 234 full-time equivalent employees. 32 were in general government, 54 in police, 28 in fire, 29 in public works, 20 in parks and recreation, 39 at the golf course, 24 in utilities and the remainder in parking and stormwater. Only minor changes were made in the 2012 budget. Between 2007 and 2010, the gross taxable value declined from \$2.12 billion to 1.48 billion. Over the past 10 years, the millage rate has fluctuated from a low of 3.4642 in 2008 to the current rate of 5.104.

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 and an element of the community is resistant to 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 second challenge is financial. The economy will likely remain flat in the short term so 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. The financial situation is further complicated by the fact that the police and fire pensions are underfunded. Several key city facilities are also beyond their useful lives – the police station, fire station and city hall will all need to be replaced in the relatively near future. Money has been set aside for a new fire station but the other facilities will have to wait a bit longer. Additionally, the City's golf and country club facility needs to become a consistent contributor to the City's well being. 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.

The Ideal Candidate

The City is looking for a highly motivated manager with outstanding communications skill 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. She/he 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. He/she will work collaboratively and not by just providing direction and delegating but by empowering the staff. Micromanagement will not be in the manager's vocabulary. 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 work flow. The manager will also have a sense of urgency and not accept the typical glacial pace of government.

The ideal candidate will have a proven track record in finance – particularly in budgeting and grants - and expense reduction. The individual will relate well to and understand the needs of the business community. The individual will have a complete understanding of the relationship between municipal policy and its impacts on the local business climate. A demonstrated track record of understanding the economic importance of balanced business and residential policy is required. As the City is 97% built out, knowledge of and a demonstrated track record in successful redevelopment will be important. 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 understand the importance of working with other governments and be good at it. The manager 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 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. Individuals with other particularly strong credentials will be considered.

Residency

Residency in the community is anticipated.

Compensation

The salary range for the City Manager is \$100,000 to \$140,000 and benefits are modest.

The Current City Manager

The current City Manager plans to retire this fall after serving in the position since 1998.

How to Apply

E-mail your resume to RecruitNine@cb-asso.com by June 22nd. 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 June 23rd and July 30th. Finalist interviews are scheduled for August 10th and 11th. A selection of the next manager is to be made on August 13th.

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