Cape Coral, FL

Population 154,305

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 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. 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 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 craftspeople, and over

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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, which has 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 small town feel and 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. The area in southwest Florida that eventually would become 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

Year	Population
1960	280
1970	11,470
1980	32,103
1990	74,991
2000	102,206
2010	154,305

Source: U.S. Census

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. The 2010 Census reported Cape Coral's population as 154,305. See Table l.

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 for Principal Cape Coral Employers.

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.

Table II: Principal Cape Coral Employers, 2011

Rank	Employer	# of Employees	% of Total City Emploement
1	Lee County School District	2,233	3.34%
2	City of Cape Coral	1,860	2.78%
3	Publix Super Market	1,510	2.26%
4	Lee Memorial Health System	900	1.35%
5	Wal-Mart	600	0.90%
6	Home Depot	420	0.63%
7	The Breeze Corporation	350	0.52%
8	Lowes	250	0..37%
9	Gulf Coast Village	250	0.37%
10	Century 21	200	0.30%

Source: Cape Coral 2011 CAFR

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Table lll: Climate in Cape Coral

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
Average Number of Rainy Days	7	8	7	6	10	18	22	22	20	11	7	7	145

Source: NOAA

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 damage, but recovery is relatively quick. If you are more than 50 miles from the hurricane's center, it should 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. During the previous four years, politics had been controversial. Privatizing a few major governmental services had been considered, 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, which had been strained during negotiations in 2011, are being repaired. The City recently approved an agreement with the firefighters union after only two bargaining sessions. The result was 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 almost 1,600 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.

The city has a millage rate for 2011/2012 of 7.9570. The budget for all funds is $445.1 million. The general fund budget is $141.9 million, special revenue funds of $34.8 million, debt service of $32.3 million, capital projects of $716,300, $231.9 million for enterprise funds (primarily utilities), and $18.2 million for internal services.

The Fire Department

Fire services in Cape Coral were first provided in 1962 by a special district with volunteers. Shortly after Cape Coral incorporated in 1970, the district was abolished and the service became a City department. Over the years, Cape Coral's Fire Department has developed into a well-trained, highly professional operation with 10 stations. Its basic functions are firefighting and rescue at the advanced life support level. Its total budget is approximately $28 million and the Department has a little over 200 employees. About 175 are firefighters, 55 of which are certified paramedics.

The Issues

The Fire Department's primary issue is a reflection of the issues of the City as a whole and that is a scarcity of resources – both in the near and long terms. In 2007, the City's total assessed value was $21.7 billion. It was just under $9 billion in 2012, a drop of 60% since the 2007 peak. The result is a reduction in property tax revenue, and the City and Fire Department are carefully monitoring the use of all monies. Significant spending cuts have been made and staffing reduced. For example in 2007, the Department had 231 FTEs. In 2011, it had 206. Even with these reductions and the aforementioned increase in the employee's share of pension contribution, there are still concerns about the legacy costs associated with pensions and post-employment benefits.

The second challenge is that capital projects and equipment have been neglected since 2007. Between 2004 and 2008, the Fire Department averaged 16,000 calls for service annually. Since then, the average has been 18,000. During the same period, the number of fire stations has remained constant and only limited equipment has been acquired. And, as previously noted, the number of employees in the Department has declined. The result is response times are increasing.

The third challenge relates to labor issues. With the inability to give raises and the increased share of the pension costs to employees, labor has become restive.

The final challenge is that since resources are unlikely to increase in the near future, the Department must: (1) continue to implement best practices and other measures to increase efficiency; and/or, (2) identify alternative revenue sources.

The Ideal Candidate

Cape Coral's next Fire Chief will be a problem solver with a track record of success and of optimizing resources. He/she will embrace change management, will think outside the box and will be relentless in seeking ways to improve operations while reducing costs and identifying new revenues. The Chief will be a leader who can inspire the employees and take the department to the next level. "We have always done it this way," will not be a phrase the Chief is familiar with nor accepts. Only the best, in terms of both personnel and practices, will be enough. The individual will not be someone who spends all day behind a desk but will be someone who arrives unannounced at stations to chat with the crews – to hear their ideas and get their input. Building trust with not just staff but also residents will be important. Being humble and willing to admit a mistake will be important to establishing credibility.

Customer service will be a way of life and not just a catchy phrase. The Chief will be proactive and achievement-oriented yet patient with a sense of humor. While the individual will realize that it sometimes takes time to get things done in local government, he/she will have a healthy sense of impatience. The individual will anticipate problems so they can be remedied before they become significant issues. He/she will be someone of high integrity and who is very straightforward while still being diplomatic. The ideal candidate will also be an outstanding communicator and be as comfortable speaking

with the day laborer as with the CEO. The individual will have experience in dealing with collective bargaining contracts and participation in labor negotiations. Finally, the Chief will set high expectations for his/her staff and hold them accountable.

The ideal candidate will have a minimum of 10 years of progressively responsible experience in Fire and Rescue Services and at least three years as a Chief, Deputy Chief or Chief Officer in a municipality with a population greater than 50,000. A Bachelor's degree from an accredited college or university in fire science technology, business administration, or public administration is required. A Master's degree is preferred. Completion of the National Fire Academy Executive Officer program is also required. Extensive knowledge of fire prevention and investigation is required as is the ability to develop and maintain effective working relationship with the general public, other public agencies, the media, City Officials, etc. While it is not necessary that a candidate be presently certified in Florida, he/she must obtain at least the state firefighter certification and a Florida Class "E" Drivers License within one year of being hired. Preference will be given to those with a current Florida certification. Finally the position requires a number of other physical, intellectual and communications skills. A copy of the position description follows this document.

Compensation

The anticipated salary is approximately $120,000 with a range of $81,307 to $134,139. Benefits are generous but not exceptional.

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 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 RecruitSix@cb-asso.com by January 11, 2013. 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 6th and February 11th. Finalists will be interviewed on February 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

Fire Chief/Emergency Management Director

SALARY RANGE

$39.09 - $64.49 Hourly
$3,127.20 - $5,159.20 Biweekly
$6,775.60 - $11,178.27 Monthly
$81,307.20 - $134,139.20 Annually

GENERAL STATEMENT OF JOB:

Under the general supervision of the City Manager manages and directs the activities of the Fire Department. Establishes policies, sets goals and objectives, creates and monitors budget and serves as liaison between the department and the community. Position is responsible for the overall administration of the Fire Department and its operations including the activities of the administrative, operational, and technical divisions. Responsibilities and authority include over similar operations and activities of the City's Emergency Management Program. Duties are carried out in accordance with ordinances and accepted national/regional fire standards and recommendations. Position exercised high levels of independent judgement and discretion in the direction, scope and content of fire department functions and solving of special challenges or problems. Positions is responsible for supervising department staff. Performs related work as required.

Individual(s) assigned to this classification must report to work per their assigned schedule.

SPECIFIC DUTIES AND RESPONSIBILITIES:

Directs, evaluates, assists and reviews staff in the establishment, implementation, and review of departmental strategic plan.

Set priorities for the department and establishes goals and objectives. Measures progress toward established goals.

Prepares and monitors department budget.

Provides necessary directives and temporary orders for the efficient operation and administration of the department.

Establishes criteria and procedures for policy/guideline implementation.

Researches existing data and information for trends, inconsistencies, and continuity of program and functions within the department.

Directs and coordinates the Emergency Management Program.

Develops Overall City Emergency Response Plan.

Coordinates with other department directors the Emergency Response plan and individual department response and capabilities.

Meets with City Officials, Directors, City Manager to coordinate any necessary changes in Emergency Plan.

Prepares and executes the hurricane and tropical storm evacuation plan, including flooding and tornadoes.

Evaluates assigned personnel for efficiency and effectiveness; initiates personnel actions of hiring, promotion, discipline, termination, training and development; resolves personnel problems; provides technical support and guidance in their work activities.

Supervises assigned personnel.

Attends speaking engagement upon requests.

ADDITIONAL JOB FUNCTIONS

-Provides/coordinates unit testing needs.
-Attends City Council Meetings as required.
-Performs related work as assigned.

MINIMUM QUALIFICATIONS:

Bachelor Degree from an accredited college or university in one of the Fire Science Technologies, Business or Public Administration required. Master's Degree preferred. Must have a minimum of ten (10) years experience in related field with no less than three (3) years as a Chief, Deputy Chief or Chief Officer in a municipality with a population greater than 50,000. Completion of the National Fire Academy Executive Officer program. Must obtain Florid State Fire Fighter Certification within one (1) year of appointment. Must possess a valid Florida Class "E" Drivers License subsequent to employment.

ADDITIONAL MINIMUM QUALIFICATIONS REQUIRED: KNOWLEDGE, SKILLS, AND ABILITIES:

Has thorough knowledge of federal laws, state statutes, and local ordinances as they relate to Fire issues.

Has considerable knowledge of fire prevention techniques.

Has extensive knowledge of principles and techniques employed in fire investigations.

Ability to assign and review the work of a number of subordinate employees and to provide effective leadership at all times.

Ability to develop and maintain effective working relationship with the general public, other public agencies, the media, City Officials, etc.

Ability to prepare clears comprehensive oral and written reports.

Ability to assist in lifting and/or moving heavy objects or persons in the course of fire rescue, and physical restrains of persons in the course of fire activities.

Skills in the care and safe operation of a variety of fire equipment, and chemicals

Is skilled in the operation of motorized vehicles under adverse conditions.

Is able to analyze situations quickly and objectively.

Freedom from substance abuse, mental disorders, etc. which may interfere with performance of essential job functions as described herein.

Ability to think clearly and maintain composure under emergency situations.

Is able to work effectively under stressful conditions.

Is able to exercise discretion.

MINIMUM STANDARDS REQUIRED:

Physical Requirements: Tasks involve frequent walking, standing; some lifting and carrying objects of light to heavy weight (5-50 pounds). Physical agility and fitness for performing duties that require potential exertion, i.e., subduing subjects, climbing fences.

Data Conception: Requires the ability to compare and/or judge the readily observable, functional, or composite characteristics (whether similar to or divergent from obvious standards) of evidence, crime and accident scenes, and documentation.

Interpersonal Communication: Requires the ability to convey or exchange information. Includes giving and receiving instructions, assignments and/or directions. Requires the ability to convey a sense authority.

Language Ability: Requires the ability to read and interpret government, legal, and policy and procedures.

Intelligence: Requires the ability to draw valid conclusions in task processing and prioritization. Requires the ability to apply principles of rational and influence systems.

Verbal Aptitude: Must communicate efficiently and effectively in Standard English. Must speak with poise, confidence, and voice control.

Numerical Aptitude: Requires the ability to add, subtract, multiply and divide; calculate decimals and percentages.

Form/Spatial Aptitude: Requires the ability to judge length, width, depth, shapes, and visually read various information.

Motor Coordination: Requires the ability to coordinate hands and eyes accurately.

Manual Dexterity: Must possess excellent levels of eye/hand/foot coordination.

Color Discrimination: Requires the ability to differentiate between colors or shades of color.

Interpersonal Temperament: Requires the ability to deal with people from a variety of governmental agencies, city departments and residents/visitors in the community in both giving and receiving instructions. Must be able to perform essential functions when confronted with potentially violent persons.

Physical Communication: Requires the ability to speak and hear: (talking: expressing or exchanging information by means of spoken words; hearing: perceiving nature of sounds by ear).

Environmental Requirements: Tasks maybe performed in adverse weather conditions, e.g., dirt, cold, rain, fumes and high winds.

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