



CAPE CORAL, FLORIDA

HUMAN RESOURCES

DIRECTOR



GovHR USA
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THE COMMUNITY

Cape Coral (approx. pop. 221,000) is Lee County's peninsular city, located along Southwest Florida's beautiful, renowned Gulf Coast. Nestled between the scenic Caloosahatchee River, Charlotte Harbor, and the Intracoastal Waterway, Cape Coral is known as a "Waterfront Wonderland."

"The Cape" is the 8th largest city in Florida and the largest city between Tampa and Miami, comprising 122 square miles. It is a tropical community with year-round recreational activities, warm and friendly residents, and an excellent quality of life.

Cape Coral began in the 1950s as one of the first master-planned communities. Today, the city is one of the fastest-growing cities in the nation. What makes Cape Coral truly different from other cities is its sense of community – residents care about neighbors, and when they need help, they pitch in.

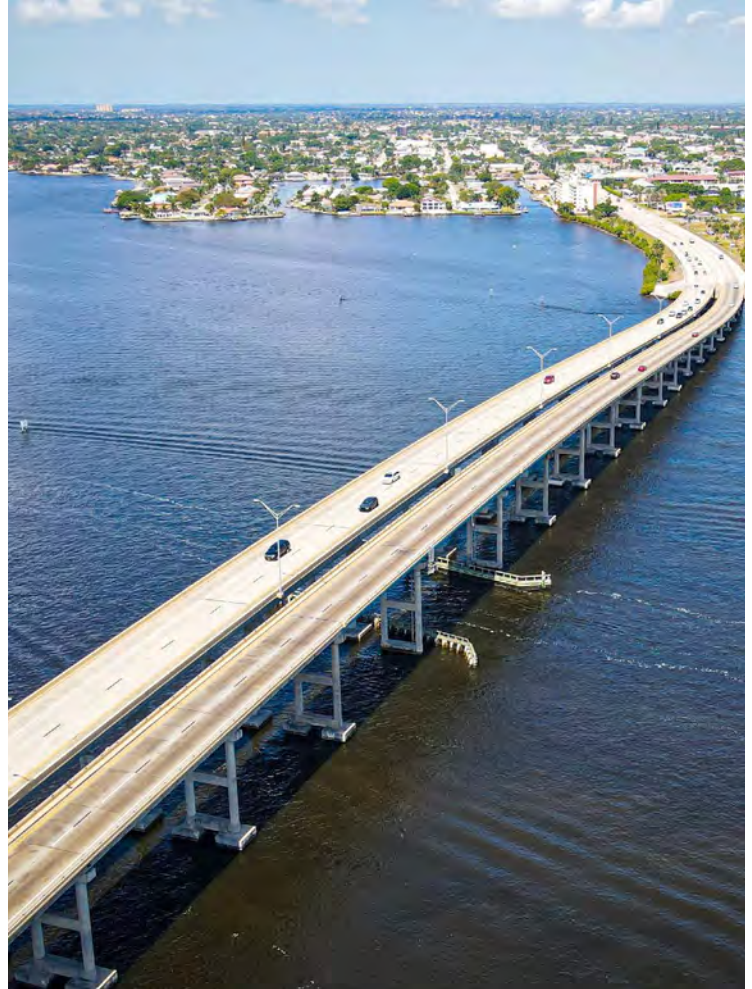
The Cape's picturesque waterfront paradise has many attractions for residents and tourists alike. It's 400 miles of canals (some of which are nearly 200 feet wide!) are open to boating and fishing with direct access to the Caloosahatchee River and the Gulf of Mexico. Downtown Cape Coral has an array of stores, shops, restaurants, and a weekly farmer's market, which is a center of the community and offers an array of heavenly choices.



Community amenities include the Cape Coral Parks System and a city-owned golf course and more. Community events include numerous cultural, arts, and annual celebrations and festivals, including Bike Nights, Sounds of Jazz, Tour de Cape, and Red, White & Boom. For outdoor and cultural enthusiasts, there are golf courses, tennis courts,

athletic parks, nature preserves, museums, music, and plays. Those who love nature will find wonderful local ecological preserves and parks where wildlife abounds. And since Cape Coral boasts over 300 days of sunshine each year and you wake up most mornings to bright, clear skies, there is ample time to enjoy all our events and activities year-round!

Trends in the Cape Coral Housing market reflect growth and revitalization for the city. Although Cape Coral offers the luxury of coastal South Florida living; the homes are affordable by the standards of most real estate throughout the country. The city's public schools are operated by the Lee County School Board, which is planning to construct as many as 40 new schools in Lee County in the next decade. The city also has a Municipal Charter School System providing K-12 education for 3,278 students.



Cape Coral is only 14 miles from the Southwest Florida International Airport, which serves nearly eight million passengers annually. Other commercial airports in the region are in Sarasota, Tampa, West Palm Beach, Fort Lauderdale, Miami, and Punta Gorda.

Over the last several years, Cape Coral has received various accolades as a great place to live, work, and play, including awards recognizing the city for safety, the fastest growth rate (population and economy), the most affordable, and the most anticipated job growth. Cape Coral is consistently ranked as #1 or #2 in terms of safety for cities its size in Florida and is currently ranked in the Top 10 cities nationwide for population growth.

For more information about the city, go to:

- [20+ Fastest-Growing Cities In The US \(2023\)](#)
- [City of Cape Coral Economic Development Activity Report \(By Quarter\)](#)
- [Cape Coral Continues Unprecedented Growth](#)

THE ORGANIZATION

The City of Cape Coral's vision is to thoughtfully grow into a vibrant and inclusive community that encourages residential character, creates economic opportunity and ensures respect for its unique environment. Its mission is to provide services and resources that enhance the quality of life for those who live, learn, work, and play in Cape Coral.

Incorporated in 1970, the Cape has a Council-Manager form of government. The Council consists of a mayor and seven (District) Council members elected at large to four-year staggered terms with a two-term limit and we have three charter officers—City Attorney, City Auditor, and City Manager, each of whom reports to the City Council.

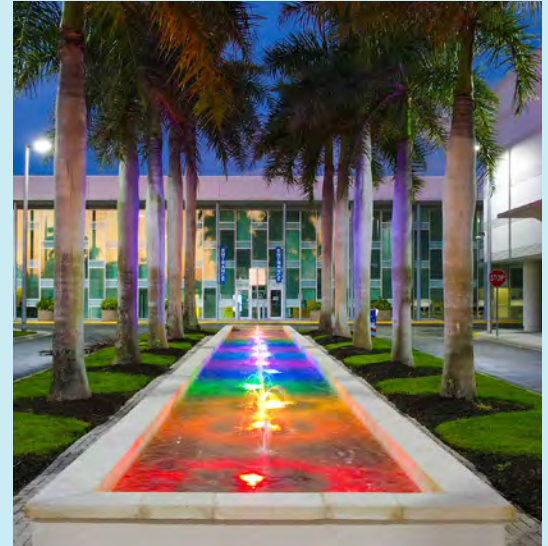
Cape Coral is a full-service city with several departments and offices, including Capital Improvements Projects, Communications, Development Services, Economic and Business Development, Financial Services, Fire, Human Resources, Parks and Recreation, Police, Public Works, Information Technology Services, Utilities, and two-component units consisting of a Community Redevelopment Agency (CRA) and K-12 Municipal Charter School System.

The city has about 1877 full-time equivalent positions not including the CRA with two and the Charter School System with 357 positions and a total FY2023 adopted budget of \$966 million, including a General Fund of \$216 million and a Capital Projects Fund of \$70 million.

The city has a robust Strategic Plan that aligns with the Board's goals and priorities of city Services and Amenities; Communication; Economy, Education, and Workforce; Fiscal Sustainability; Infrastructure; and Environmental Sustainability.

The city is fiscally conservative, proactive in meeting challenges, and consistently supportive of allocating resources for superior services and values its businesses and wants to continue encouraging economic development while managing sensible growth and protecting the environment. Citizen participation and involvement in the governmental processes are highly valued, as is transparency as our government operates "in the Sunshine" under very broad open public records laws.

Our City team works together across all business units under a shared commitment to their following vision, mission, guiding principles, and core values.



OUR VISION

Cape Coral will thoughtfully grow into a vibrant and inclusive community that encourages residential character, creates economic opportunity, and ensures respect for its unique environment.

OUR MISSION

Provide services and resources that enhance the quality of life for those who live, learn, work, and play in our City.

GUIDING PRINCIPLES AND CORE VALUES

Integrity and Transparent Government

We conduct ourselves, always, with the highest degree of integrity, respect, and fairness to promote Open and Transparent Government.

Environmental Sustainability

We serve as stewards of the environment by protecting the well-being of future generations while advancing Environmental Sustainability.

Public Safety and Quality of Life

We are committed to high levels of Public Safety to maintain a safe, prosperous, and enjoyable Quality of Life for all members of the community.

Fiscally Responsible

We safeguard the public's resources and hold ourselves fiscally responsible for efficiency, effectiveness, and future planning.

Citizen and Community Engagement

We focus on listening to and supporting the needs of our community through Citizen and Community Engagement.

Innovative Thinking

We use Innovative Thinking to anticipate opportunities and trends to transform our community and enhance the value of services provided.

DIVERSITY, EQUITY & INCLUSION

At the City of Cape Coral, diversity enriches our staff, and we embrace an environment that respects, celebrates, and encourages open communication and differences of opinion. We continue to build a culture where all employees can bring their best selves to work and THRIVE.



THE DEPARTMENT

Human Resources identifies and articulates strategic human resource management solutions, provides skilled advice and counsel, identifies and implements best practices, and recognizes individual and organizational success. The Director will oversee the Proposed FY2024 Department Budget of \$51.5MM with \$2.4MM from the general budget and \$49.1MM from the Self-Insurance Health Plan Fund.

There are 18.6 staff positions in the proposed FY 2024 budget. The following positions are direct reports: Human Resources Administrator, Benefits Manager, Talent Acquisition Manager, Labor Relations Manager, Training & Development Specialist, and Sr. Administrative Specialist.

Human Resources mission is to drive the City of Cape Coral's growth and sustainability through providing total compensation, development and talent strategies, compliance to employment legal matters, and strengthening of working relationships through Interest Based Bargaining and teamwork with labor representation.

The department was honored with the IPMA-HR (PSHRA) Agency Award for Excellence in 2019.





THE POSITION

The Human Resources Director serves as an officer of the city in accordance with the City Charter and as Department Administrator to ensure all activities are carried out in accordance with approved city ordinances, union agreements, administrative regulations, and related federal, state, and local regulations.

For complete list of all duties and responsibilities and required minimum knowledge, skills, and abilities, please see the [Human Resources Director Class Specification](#).

MINIMUM QUALIFICATIONS

- Bachelor's degree from an accredited college or university in Human Resources, Public Administration, Business Administration, or related field.
- Ten (10) years of progressively responsible experience including five (5) years in a supervisory role.
- Working knowledge of employment regulations, personnel administration, labor contract administration, and fiscal responsibility including strategic planning, budgeting, delegating, problem-solving, listening, and analyzing information.
- A valid Florida state driver's license or valid license from another state to transfer within thirty (30) days of hire or promotion.
- Emergency Response Status: If assigned, staff in this position will be required to report and carry out duties as directed for the duration of an emergency. Depending on the nature of the emergency, this may require working around the clock for several days on short notice.



OPPORTUNITIES

- **Munis Employee Resource Planning (ERP) Implementation** – Partner with other departments to go live with the HR/Payroll module effective January 1, 2024.
- **Compensation and Classification Study** – In process for all city positions with results and implementation in two phases:
 - 10/2023 – International Painters & Allied Trades Union (IUPAT) & non-represented positions
 - 1/2024 – Police (FOP) and Fire (IAFF)
- **Retention and Succession Planning** – Research and brainstorm creative, cross-departmental ideas not only to attract top-tier candidates but also to retain valued current staff and create a talent pipeline by preparing staff to assume new positions as others retire or move on.
- **Special Projects** such as:
 - **Administrative Personnel Policies** – Current policies are outdated and should be reviewed and updated based on best practice(s). Identify progressive government workforce policies and pinpoint how best to stay current or get ahead of emerging trends.
 - **Existing Benefit Programs** – Review ways to improve efficiencies – migrate to online versus paper, streamline processes, where needed, and determine if customer service standards are being met in EAP and other programs, etc.
- **Internal Training Programs** – Research, prioritize and develop internal programs such as:
 - **City-wide Supervisory Training** – For those new in their role of supervisor who are looking to sharpen leadership skills and understand compliance, contractual and/or other issues in which new leaders will be involved.
 - **Retiree Transition Assistance** – Explore developing a proactive program to help prepare long-term employees for transition into retirement.

CHALLENGES

- **Process Improvement** – Assessment of current 'as is' processes with a focus on streamlining human resources processes such as recruitment, transfers, promotions, and cross-training. Engage current staff to leverage institutional knowledge and partner with staff across the organization to support creative, best-practice strategies to shorten the length of time to hire and approve transfers and/or promotions within reasonable timeframes to ensure continued organizational capacity to deliver superior services.
- **Collective Bargaining** – Planning for, preparation and/or a contract negotiation(s) are ongoing in most years and there are two (2) union contracts that will be negotiated and ratified by the end of 2024. The new director must understand collective bargaining agreements, meet with department leaders, and identify elements for change or modification.
The city has three (3) unions covering approximately 1,120 employees with eight (8) collective bargaining units as follows:
 - **International Painters & Allied Trades Union (IUPAT)**
 - **International Associations of Fire Fighters (IAFF)**
 - **Fraternal Order of Police (FOP)**
- **Cape Coral is one of the fastest growing economies in the country** – The city is not currently operating in a 'keep the trains running' atmosphere. It's expected that both the number of residents and the employee workforce will continue to grow over the next decade. The new director will need to strategically work with other department leaders and staff to plan for adding new services, divisions, and/or staff to meet the needs of all in the community.



THE IDEAL CANDIDATE

The successful candidate will have the following management style and personal characteristics.



- **Change Champion** – Passionate about building relationships with staff, unions, and the community to help drive meaningful change. Someone who is approachable, interactive, and visible while working alongside the HR team to improve morale and heighten the department's stature as a welcoming professional resource partner.
- **Proactive with Team Orientation** – A leader who can establish and maintain positive, trusting, and highly productive relationships and work closely with staff to support the development of an organizational team culture that provides effective and efficient public service delivery with the highest level of customer service.
- **Skilled in Labor Relations** – One who intrinsically understands and values the fact that mutual respect and collaborative interactions throughout the year will result in better and more expedient outcomes during negotiations, grievances, and other interactions.
- **A strong compassionate leader** – One who takes the time to get to know team members and instinctively recognizes that asking questions, listening, and gaining buy-in from staff, peers, and others in the organization – before moving forward – makes for better decision-making and an overall improved result.
- **Open, Honest, Transparent** – Possesses a high level of emotional intelligence with the ability to effectively engage others with diverse personalities in a tactful, mature, calming, and flexible manner to build trust, transparency, and productive relationships.
- **Experienced HR Leader** – Demonstrated history of implementing and administering best practice human resource policies, procedures, and programs, works well under pressure, and successfully manages multiple projects and initiatives.
- **Servant leader** – Subscribes to the philosophy that the #1 goal of any leader in government is to work for the good and benefit of the community in all endeavors.
- **A good listener and excellent communicator** – Embrace clarity, has strong time management and organizational skills, and can make timely, fair, firm, and unbiased decisions.
- **Comfortable working in a fast-paced environment** – Addresses and resolves new, recurring, and ongoing issues with multiple high-level projects running concurrently.

MORE INFORMATION AND APPLICATION INSTRUCTIONS

- **Benefits** – The city offers an excellent benefits package, including:
 - City-paid employee health coverage (additional for spouse or family)
 - Employee Health & Wellness Center for health care services
 - 5 weeks PTO (sick & vacation)
 - 11 paid holidays
 - Defined Benefit Pension Plan – 9.9% employee contribution
 - City-paid life and long-term disability
 - Optional Vision and Dental Plans
 - Tuition reimbursement
 - Gym membership reimbursement
 - And much more!

For more detailed information go to: [Cape Coral 2023 Employee Benefits Highlights](#)

- **Hiring Range** is up to \$150,000 depending on qualifications. Florida does not have a state-level income tax.



GOVERNMENT IN THE SUNSHINE

Information contained on the [Florida Sunshine Law](#) assists the public and governmental agencies in understanding the requirements and exemptions to Florida's open government laws. The Attorney General's Office compiles a comprehensive guide known as the Government-in-the-Sunshine manual.

The City of Cape Coral is dedicated to building and maintaining public trust by keeping government open and accessible to the citizens it serves. Please be aware that aspects of this recruitment are open to public records requests throughout the process.

Next Steps

If you are selected to move forward in the process, please be aware that the anticipated recruitment schedule has been confirmed as follows:

- **Participate in a videotaped screening** (with consultants via zoom) – Weeks of 10/9/2023 and 10/16/2023.
- **Cape Coral Recruitment Team** – Finalist selection by 10/30/2023

After finalists are selected:

- **Background Checks** – GovHR and candidates
- **Leadership Assessment** – Candidates
- **In-Person Interviews** – Thursday, 11/16/2023 and Friday, 11/17/2023

- **Relocation assistance** is available to the selected candidate. Please note that supplemental income is taxed as such per IRS Guidelines

- **Deadline date** is **Friday, October 6, 2023**, at 5:00 PM EST. The posting and application instructions can be found on the GovHR USA career center at: www.GovHRjobs.com.

Please submit résumé, cover letter, and contact information for three to five professional or supervisory references.

Any questions regarding this recruitment may be directed to:

Joan Walko, GovHR USA
Senior Vice President
(410) 499-9586

The City of Cape Coral is an Equal Opportunity Employer and welcomes applications from suitably qualified and eligible persons regardless of race, religion, color, sex (including pregnancy and gender identity), sexual orientation, parental status, national origin, age, disability, family medical history or genetic information, political affiliation, military service, or any other non-merit based factor.



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**EXECUTIVE
RECRUITMENT**