



# Collier County FY 2022 State of County Government

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BENTLEY VILLAGE



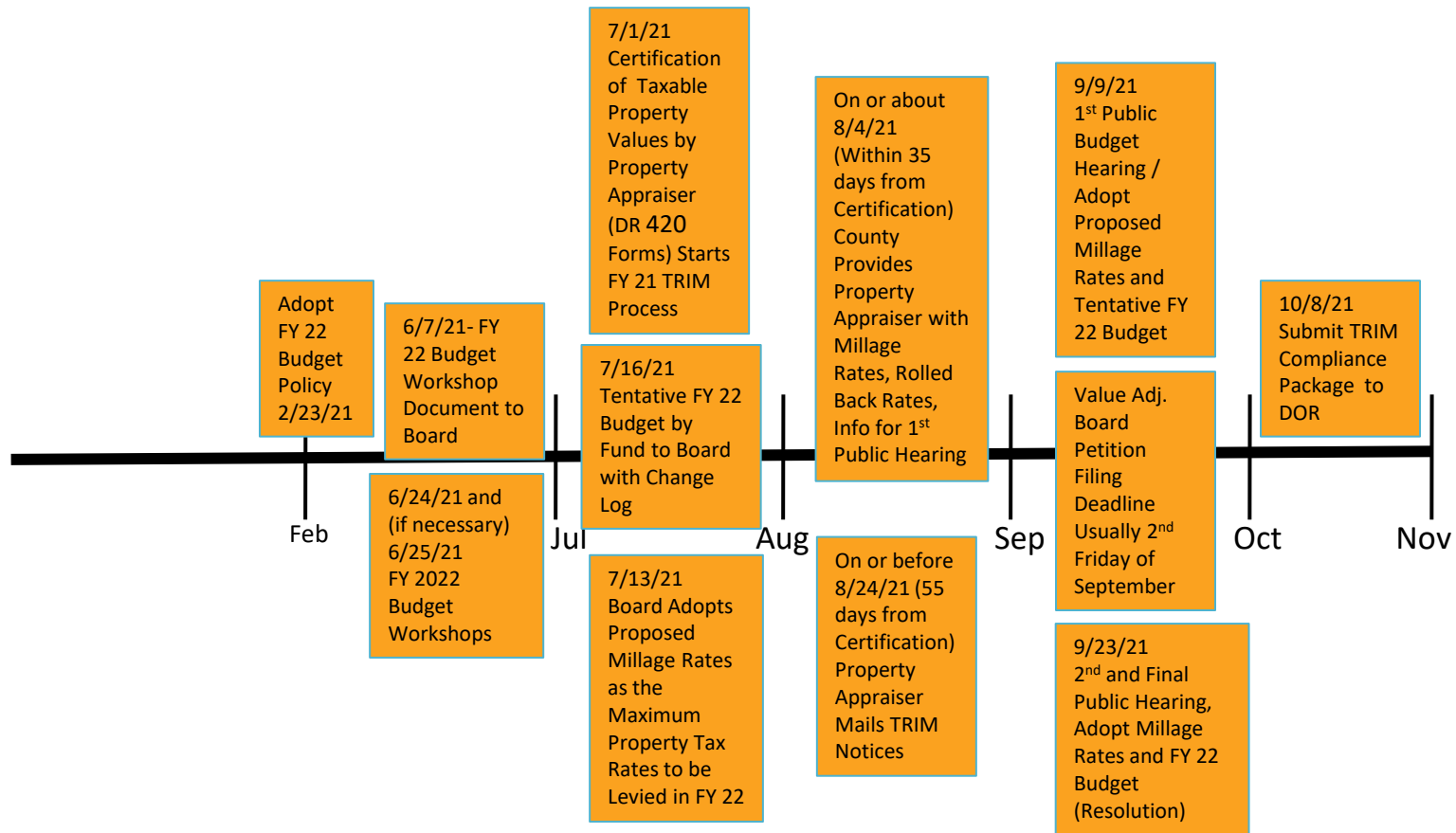
# Mark Isackson, County Manager

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Hired in the Spring 2021 to:

- Change the Organization / Restructure
- Improve / Streamline Operations
- Enhance Customer Service
- Invest in Workforce
- Continue Financial Approach & Philosophy

# FY 2022 Collier County Budget Timeline



# FY 2022 Budget Demographics

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- Over 200 operating, capital, special revenue and debt service funds
- • Ad Valorem taxes represent 26.5% of net budget and 69.2% of General Fund revenues
- • November 2020 Conservation Collier referendum to reestablish the tax levy for the purpose of acquiring, preserving and managing environmentally sensitive lands passed with 76.5% of the vote. Current millage is set at \$.2500 per \$1,000 of taxable value.
- Expenditures for Health, Safety and Welfare as well as mandates comprise 72.5% of General Fund appropriations
- Total of 3,909 permanent FTEs, with 2,077 devoted to the County Manager's Agency, County Attorney and BCC; for FY 09, prior to major organizational restructuring total permanent FTE count was 3,742 of which 1,999 was devoted to the County Manager's Agency, County Attorney and BCC
- • Total personnel costs including constitutional officers represent 16.5% of the FY 22 gross budget or \$404.2 million
- • Unaudited total general governmental principal debt outstanding in FY 21 totals \$395M; current debt to bondable revenue ratio is 6.5%
- General governmental new dollars programmed for capital initiatives total \$59M and include the new long term capital recovery reserve funded at \$7.5M; \$11.8M for continued improvements to the transportation network; \$6.5M for continued improvements to our parks system; an additional \$5M toward the Sheriff's helicopter, \$5M for the Sheriff's jail roof replacement, continued facility repair support not covered by the local option sales tax; continued set aside to upgrade the accounting and financial system; improvements to the County's website.
- All fund capital appropriations represent 15% of the gross budget
- Reserves across all funds and categories total \$713 million or 29% of the gross budget; this includes \$213 million within the voter approved local option infrastructure sales tax fund

# FY 2022 Budget Outcomes

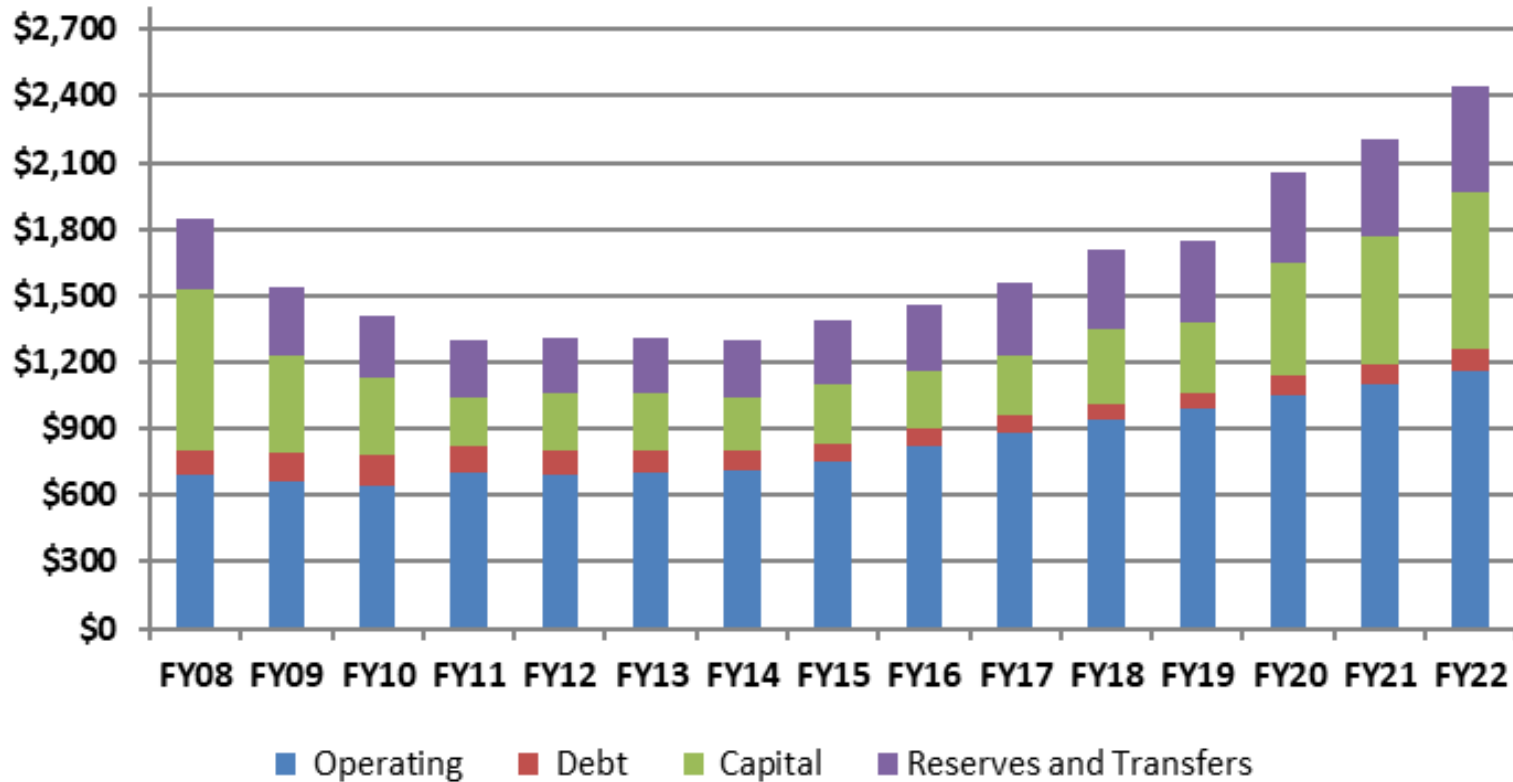
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- Budget guidance met for the ad valorem supported County Manager's Agency operations
- Millage neutral tax rate for General Fund and Unincorporated Area General Fund
- • Sheriff represents 41% of the General Fund millage rate or \$1.4507 per \$1,000 of taxable value;
- Maintained the County's exemplary credit rating among all three major rating agencies
- • General Fund and Unincorporated Area General Fund reserves increase. General Fund reserves increased every year since FY 2011.
- Principal debt and annual debt service are fully funded and policy compliant; new debt is never programmed within the adopted budget
- State and Federal mandates fully funded in the areas like health care and social services.
- Dollars appropriated a \$1,000 base wage adjustment plus a .54% pay plan maintenance component designed to remain competitive in a highly aggressive labor market and recognize existing employees for their continued commitment, service and loyalty to the agency. In addition, the EMS collective bargaining agreement was amended to remain competitive with outside agency first responders. The county is undergoing a study and after the results are reviewed, a new classification and compensation plan for County employees will be implemented.
- • County continues long standing commitment to school safety which was augmented by the state school safety mandate by allocating an additional \$3 million toward placing a sworn deputy in every public and charter school; school district passes along to the County dollars received by the state net of their administrative costs. This is the 4<sup>th</sup> and final year of this funding initiative
- FY2022 will be spent planning for and refining cost and execution schedules in advance of any funding and/or financing recommendations connected with transportation improvements east of CR 951, the Government Operations Business Park, further utility infrastructure expansion serving the NE, facilities projects contained with the master plan, and park capital infrastructure replacement

# Taxable Value History

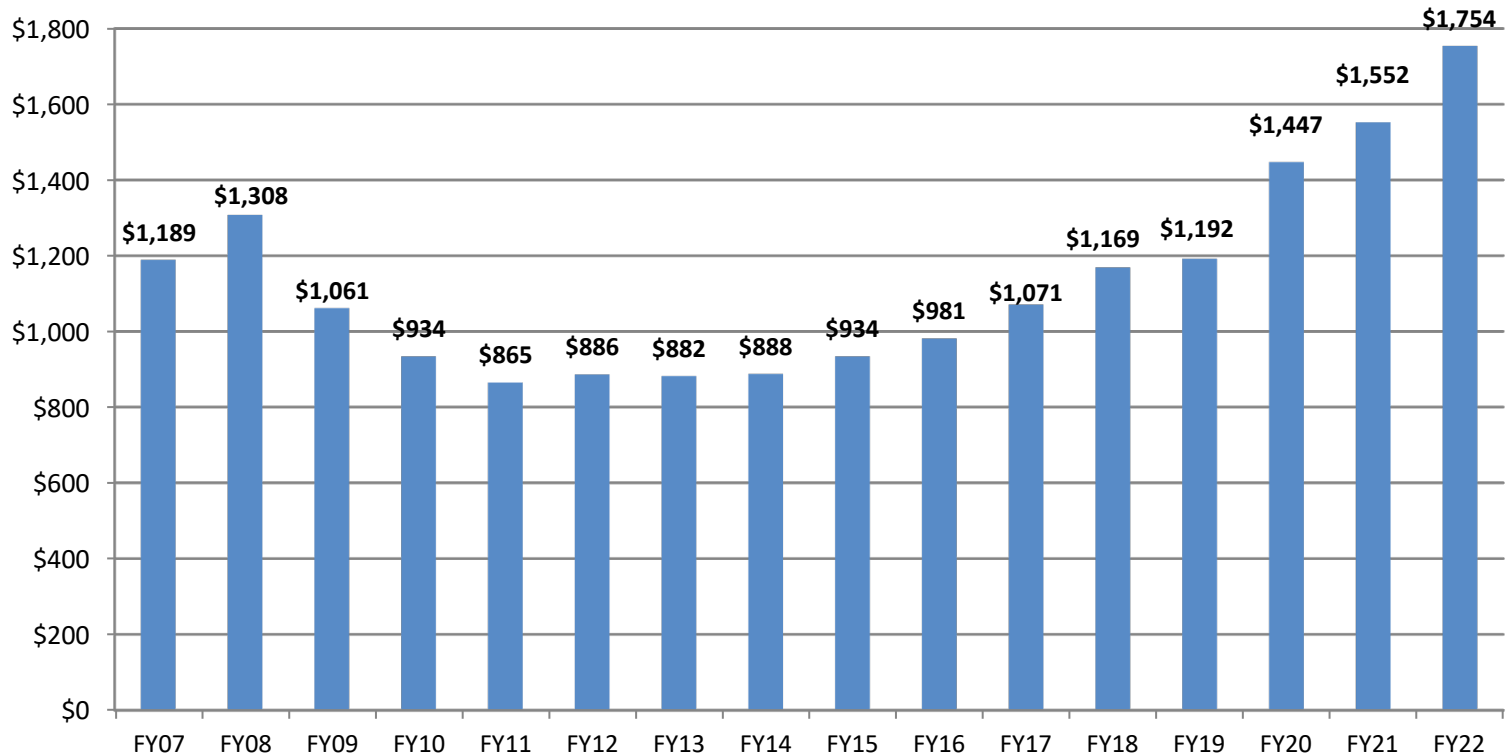
Tax Year	General Fund Taxable Values	Percent Change	Unincorporated Area General Fund Taxable Values	Percent Change
2008 (FY09)	78,662,966,910		50,860,023,424	
2009 (FY10)	69,976,749,096	-11.0%	44,314,951,279	-12.9%
2010 (FY11)	61,436,197,437	-12.2%	38,146,886,403	-13.9%
2011 (FY12)	58,202,570,727	-5.3%	36,013,774,963	-5.6%
2012 (FY13)	58,492,762,303	0.5%	36,026,786,779	0.0%
2013 (FY14)	60,637,773,315	3.7%	37,207,018,234	3.3%
2014 (FY15)	64,595,296,747	6.5%	39,634,174,211	6.5%
2015 (FY16)	70,086,389,131	8.5%	43,075,586,559	8.7%
2016 (FY17)	77,115,163,725	10.0%	47,455,161,371	10.2%
2017 (FY18)	83,597,615,791	8.4%	51,754,136,138	9.1%
2018 (FY19)	88,274,604,097	5.6%	54,773,401,334	5.8%
2019 (FY20)	93,175,403,621	5.6%	58,037,803,377	6.0%
2020 (FY21)	99,159,595,002	6.4%	62,320,804,025	7.4%
2021 (FY22)	104,755,223,016	5.6%	65,904,755,795	5.8%

# Collier County Gross Budget (In Millions)



# Collier County Net Budget

(in millions)

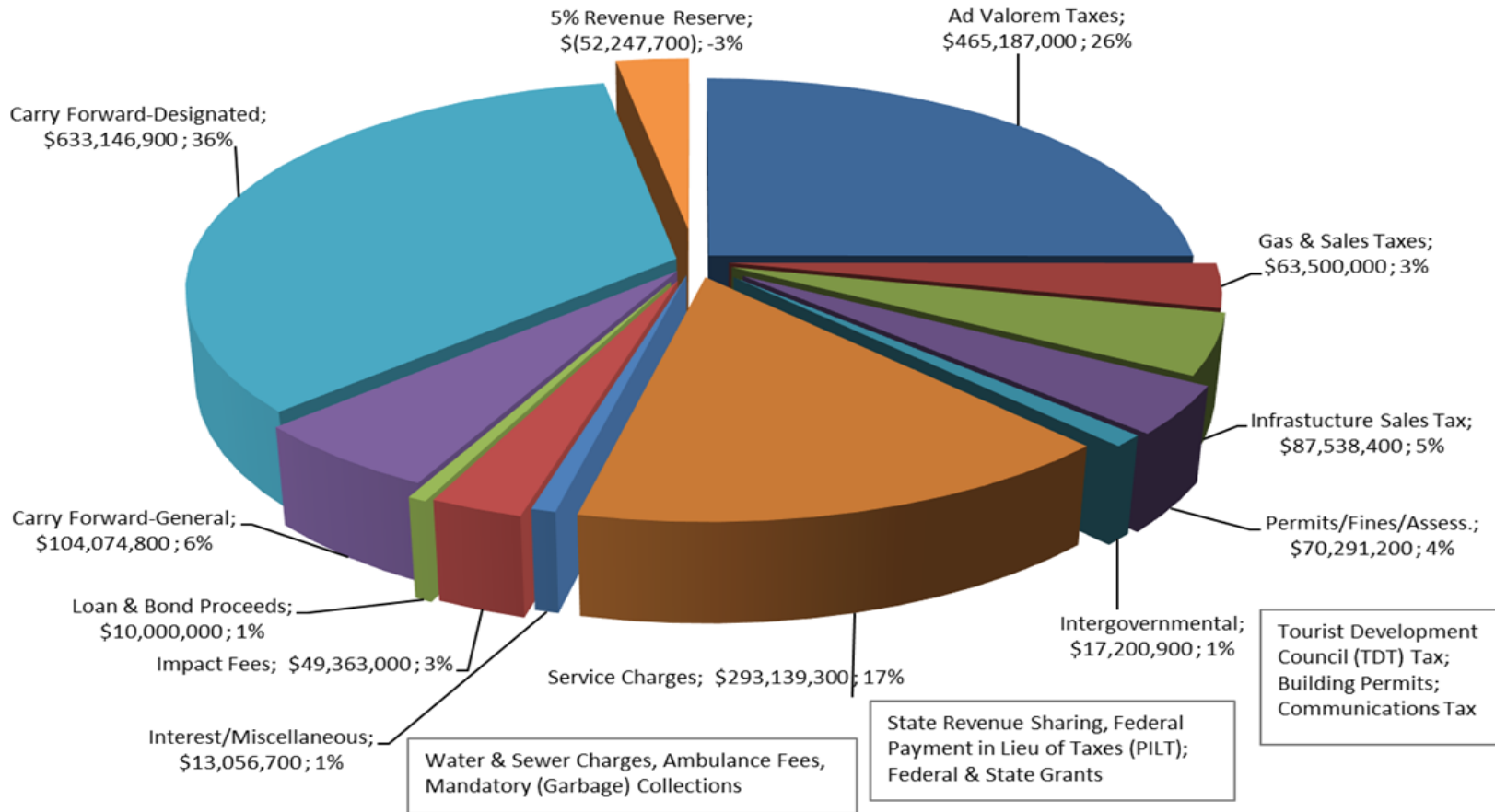


The gross county budget in the amount of \$2,447,796,500 includes double counts or internal money shifts. These double counts or internal money shifts occur wherever an amount of money is received into one fund and then expended to another fund where the final expense is recorded. The net budget eliminates these double counts or internal money shifts.



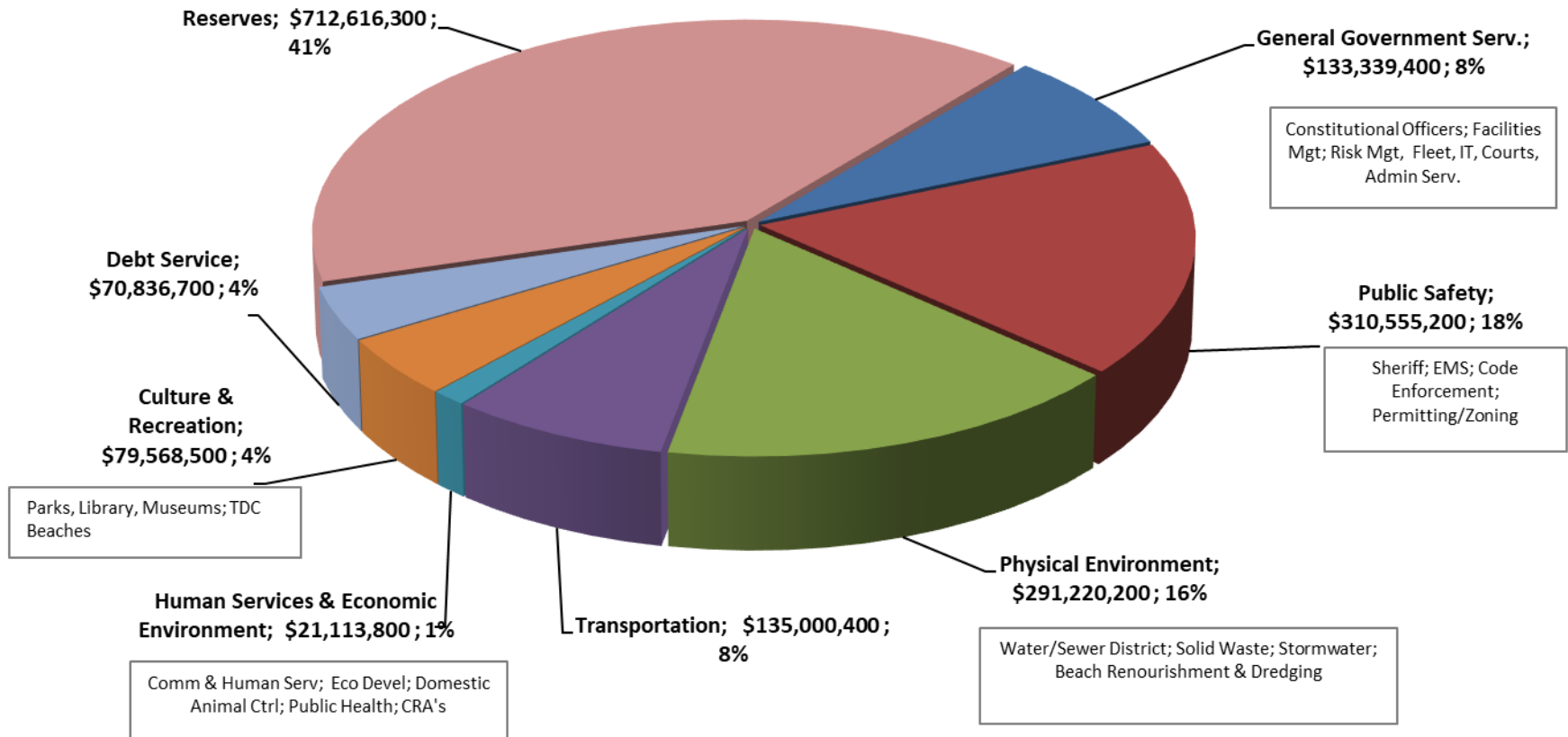
# Where The Money Comes From:

## FY 2022 Net Adopted Budget \$1,754,250,500



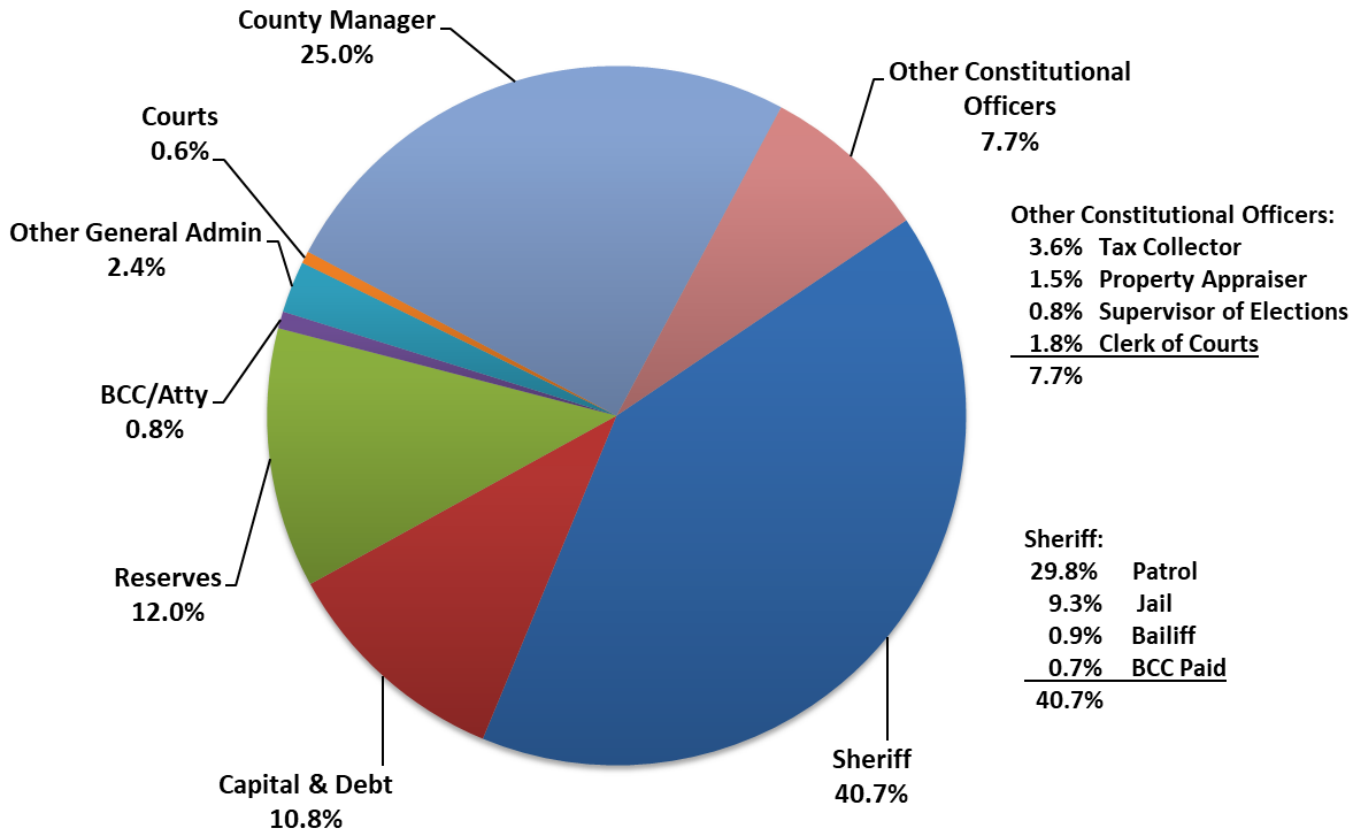
# Where The Money Goes:

## FY 2022 Net Adopted Budget \$1,754,250,500



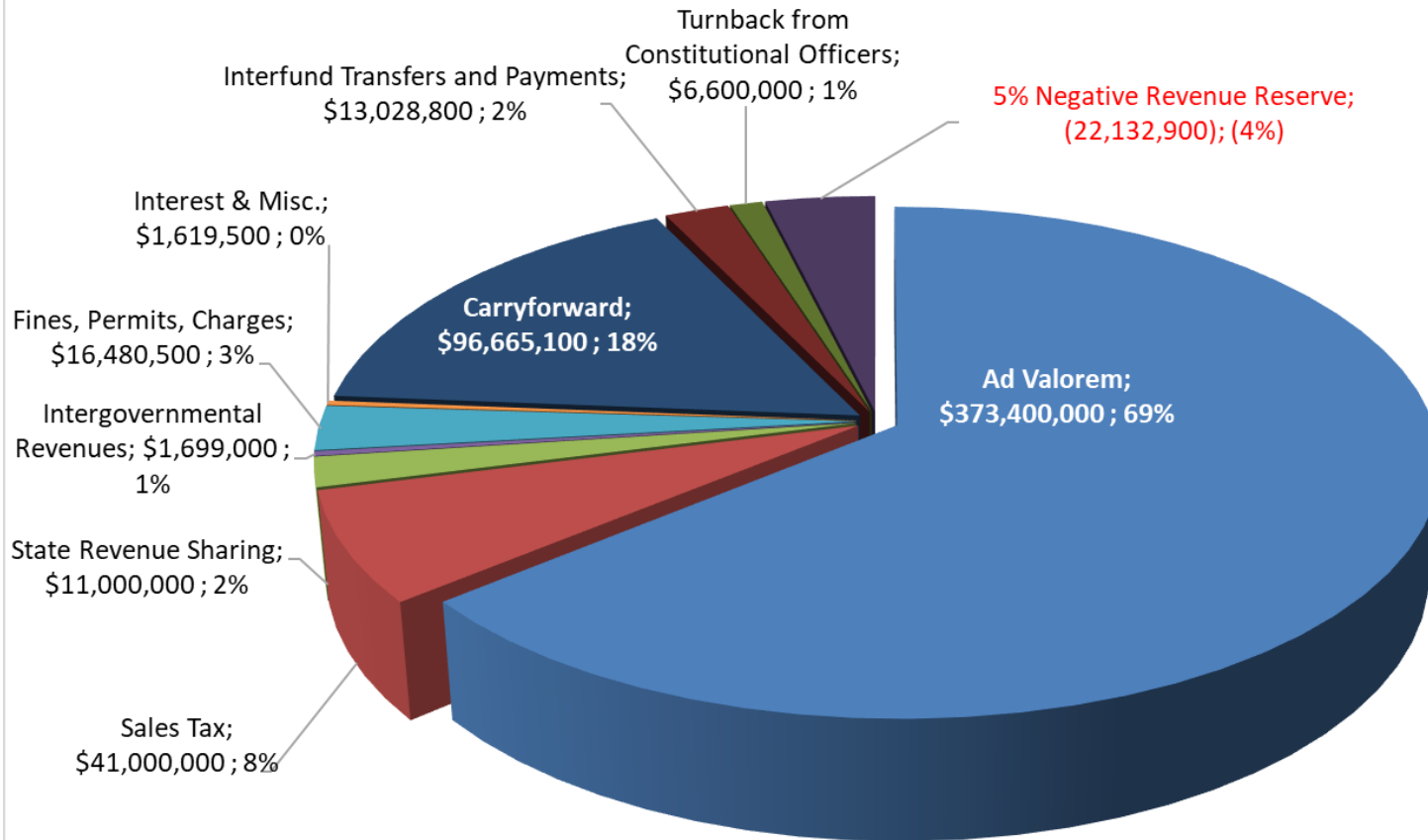
# General Fund Category Breakdown

**FY 2022 General Fund (001) Budget  
\$539,360,000**

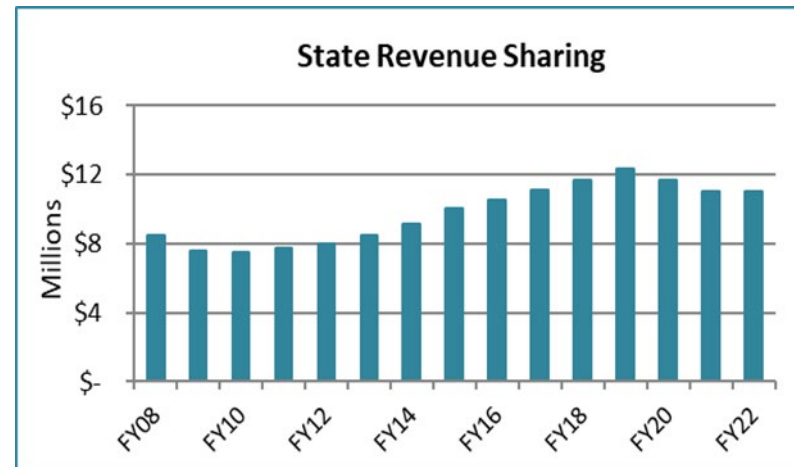
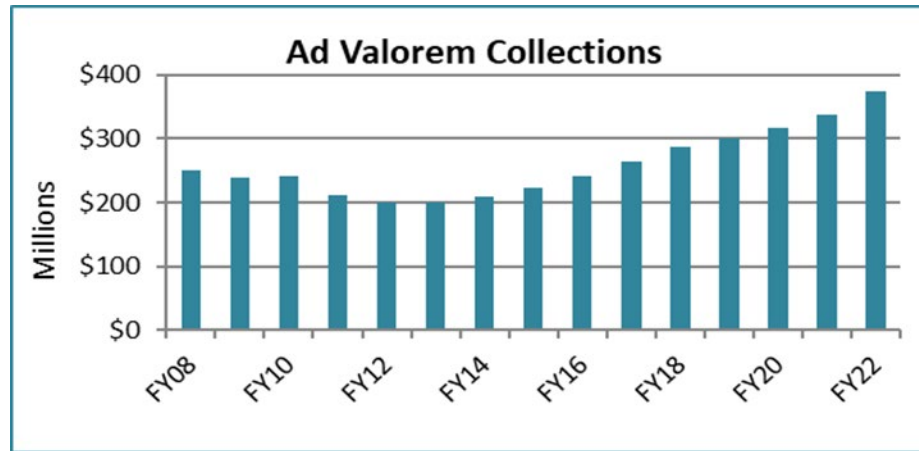


# General Fund

## FY 2022 General Fund (001) Revenue Sources



# General Fund Revenues

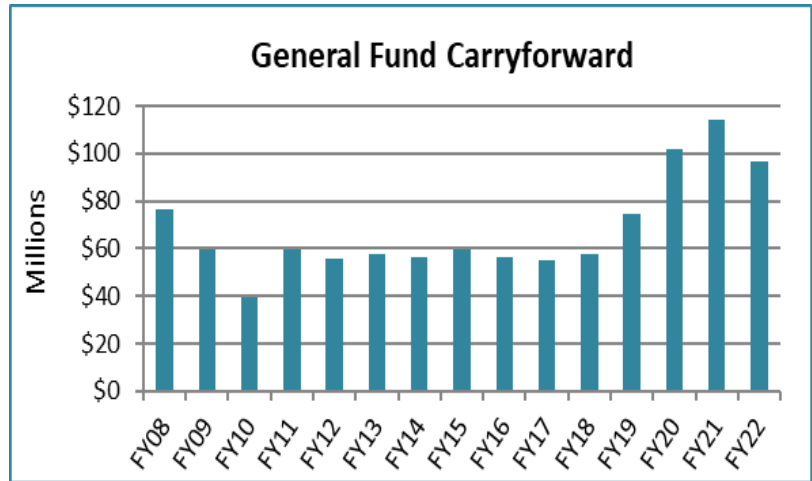
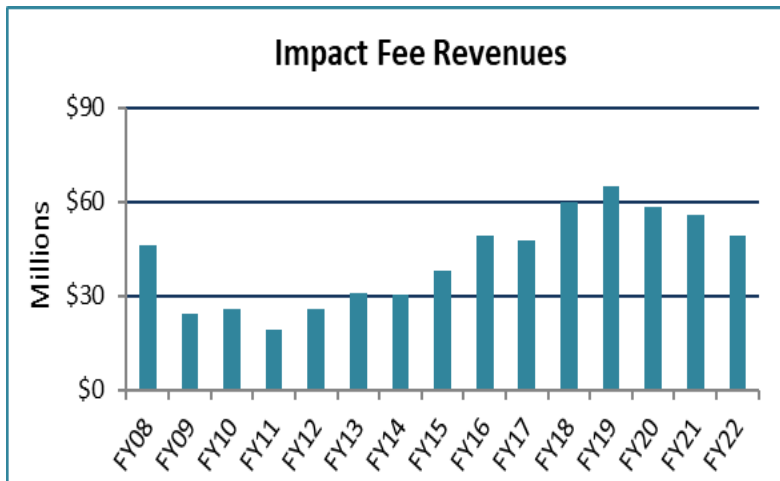
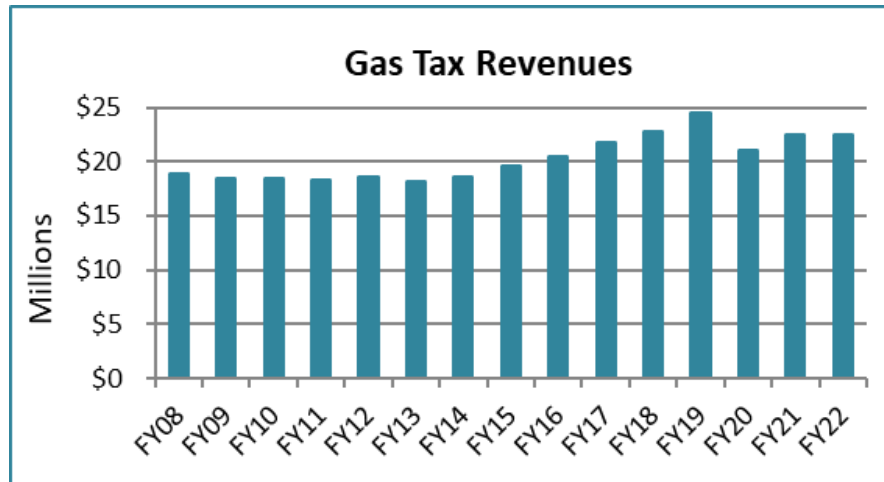


FY08-FY20 reflects actual proceeds collected

FY21 is the Forecasted amounts

FY22 is the Adopted Budget amount

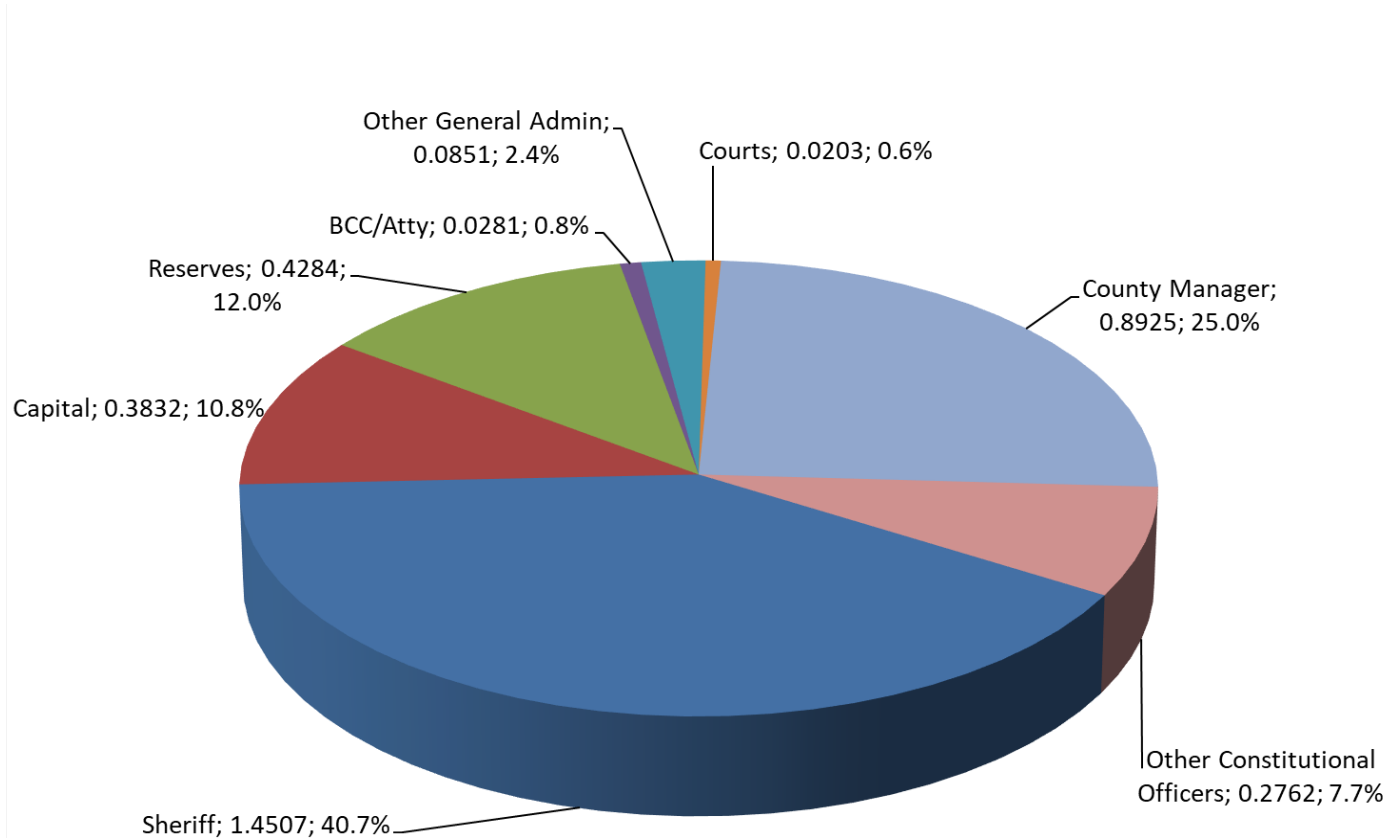
# Other Revenues



FY08-FY20 reflects actual proceeds collected  
 FY21 is the Forecasted amounts  
 FY22 is the Adopted Budget amount

# General Fund (001)

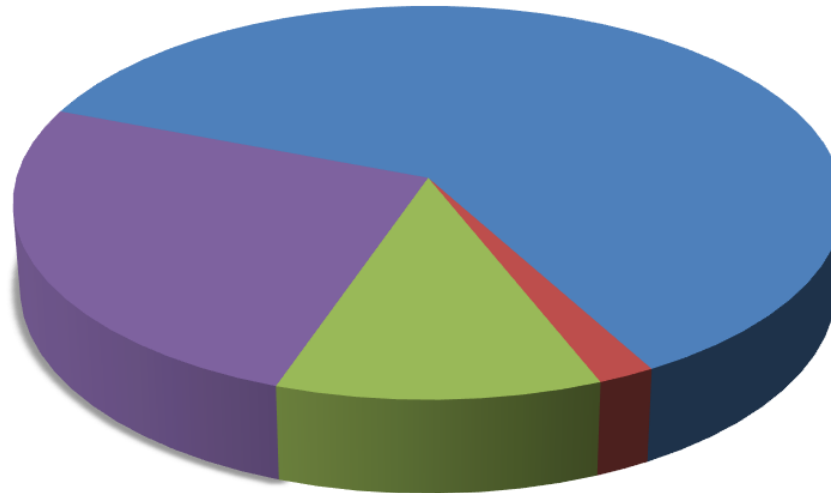
## FY 2022 Budget Millage Rate of 3.5645



**General Governmental, 25.5%**

Roads	30,000,600
Stormwater	5,300,000
Other G&A	6,109,800
County Attorney	3,002,300
County Manager	1,775,100
Budget/Mgmt /Grants	1,430,300
Corp Compli & Int Review	1,493,000
CollierTV/Comm.	127,400
Domestic Animal Svcs	3,519,500
Library	8,493,000
Museum	652,300
Veteran Serv	377,400
Parks & Rec.	17,004,800
Social Svcs & Seniors	2,712,400
Univ Extension Svcs	819,900
Sea Turtle Monitoring	133,000
Sports Complx-Ops&Cap	7,264,100
Facilities Mgmt	20,833,000
Other Cap Proj	8,890,200
Real Estate Svcs	882,600
Info Tech	500,000
Employee Svcs	2,485,900
Purchasing	2,509,200
Department Admins	2,659,300
CAT/Transp. Disadvant .	5,626,000
Econ. Dev/Impact Fees	996,000
Courts	2,273,900
<b>TOTAL</b>	<b>\$137,871,000</b>

# FY 22 General Fund (001) Budgeted Expenditures by Category



**Total \$539,360,000**

**Health, Safety, Welfare, 61.2%**

Mental Health	3,059,500
Health Dept.	1,862,500
Emergency Svcs	28,058,800
State Atty	422,300
Public Def.	309,400
Judges	67,300
Sheriff	231,235,000
Reserves	64,856,900
<b>TOTAL</b>	<b>\$329,871,700</b>

**Debt Service, 2.0%**

Special Obligation Bd	8,908,000
Loans to Impact Fee Fds	1,832,000
<b>TOTAL</b>	<b>\$10,740,000</b>

**Mandates, 11.3%**

Board Office	1,389,200
Dept of Juv Justice	1,564,900
Medicaid	3,300,000
Beach Parking	500,000
Facilities (Utilities)	2,794,600
Reg. Plan. Council	0
CRAs; EcoDev & InnovZon	9,545,200
Elections	4,399,100
Prop. Appraiser	8,105,700
Tax Collector	19,299,500
Clerk of Courts	9,979,100
<b>TOTAL</b>	<b>\$60,877,300</b>



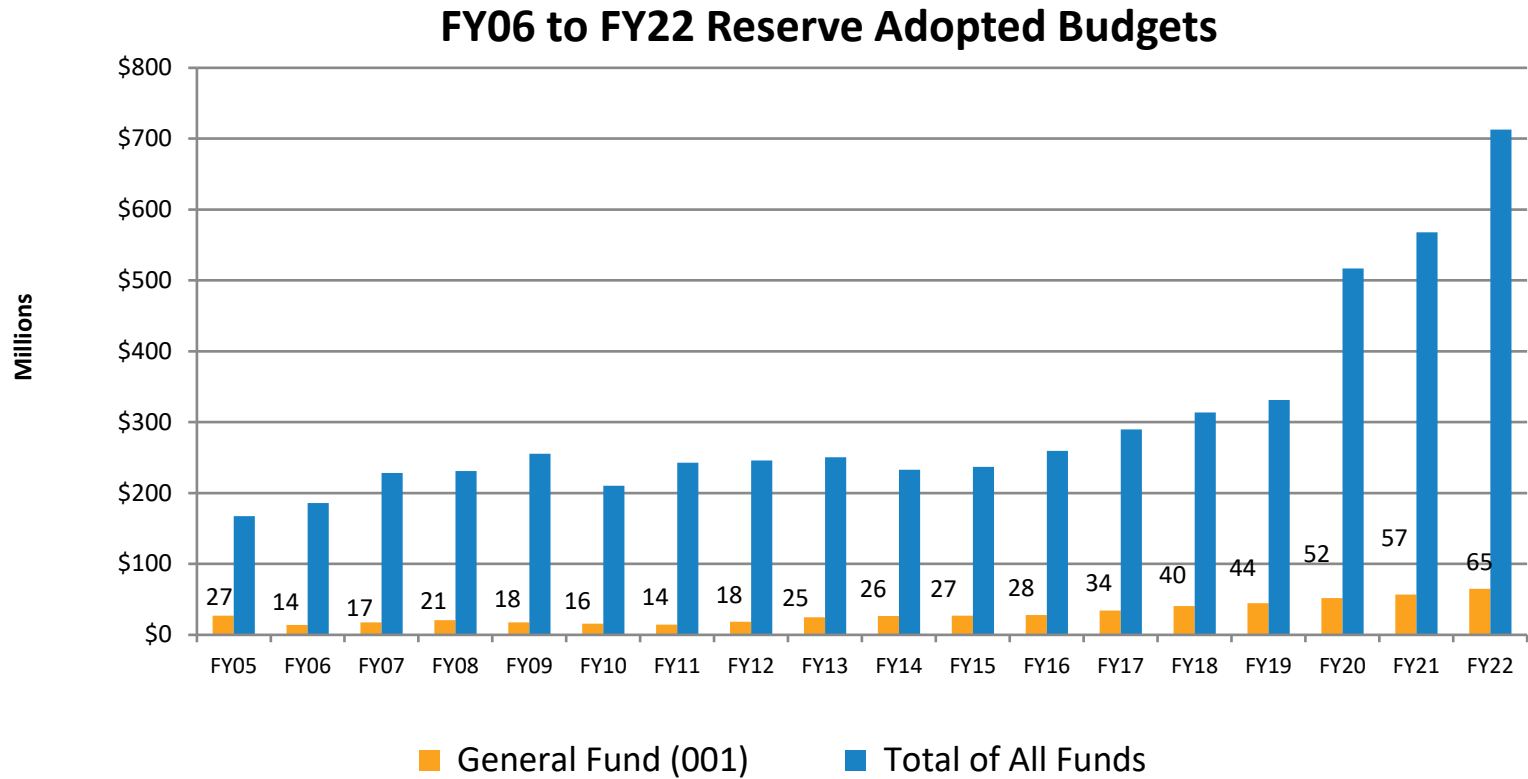
# General Fund & Unincorporated General Fund Supported Capital

## General Fund (001) and Unincorporated Area GF (111) Supported Capital Recap:

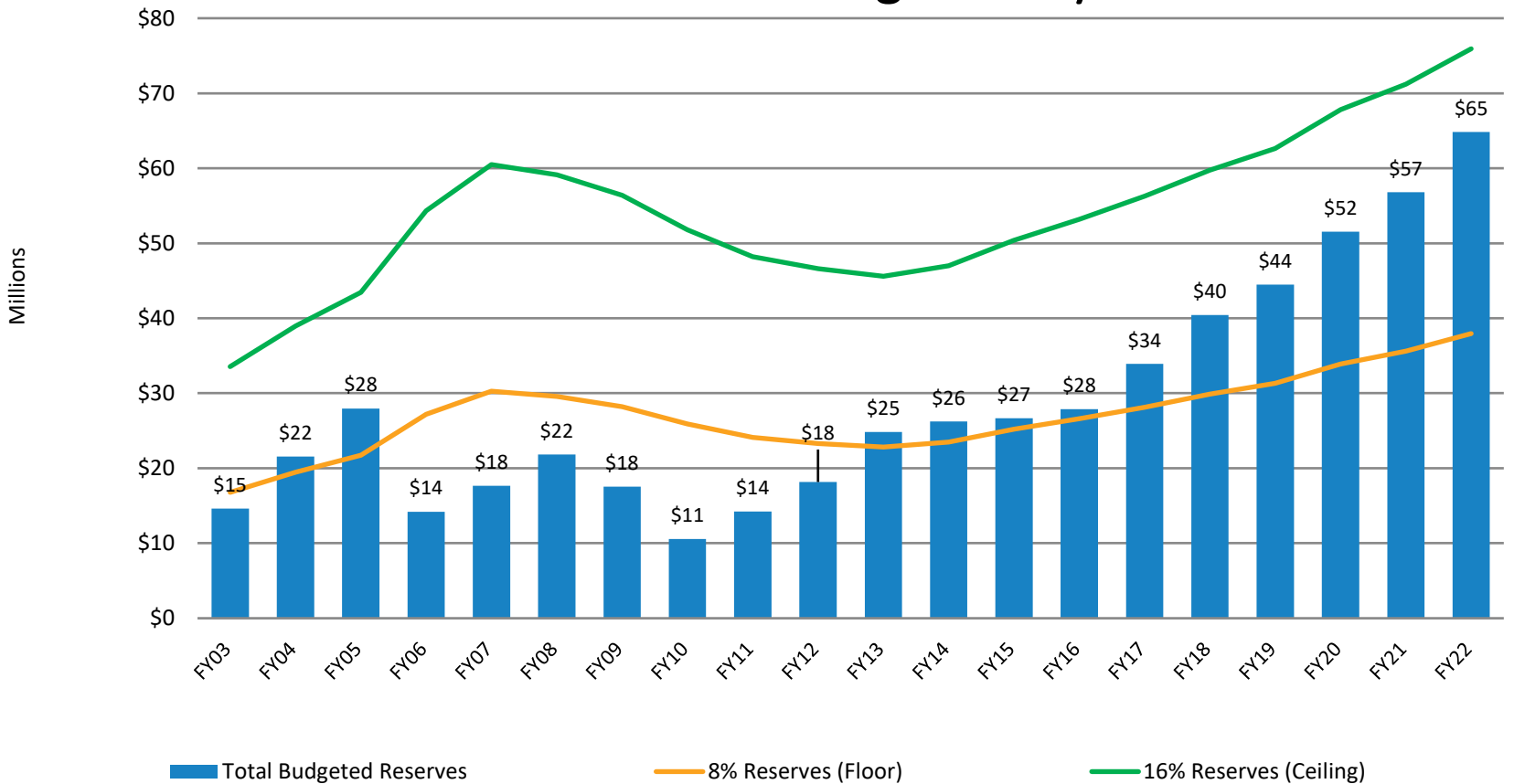
Capital Projects	FY 2021 Adopted Budget	FY 2022 Recommended Budget
Voting Machines	\$475,000	\$0
→ Sheriff Facilities & Helicopter	\$2,000,000	\$11,000,000
→ Clerk of Courts move to Annex	\$1,800,000	\$735,000
→ Accounting System (SAP) Upgrade/Replacement	\$0	\$2,000,000
Medical Examiner Renovation & Expansion	\$2,500,000	\$0
Senior Center	\$500,000	\$0
Golden Gate Golf Course – Zoning & Site Devel	\$1,000,000	\$0
Building Repair and Maintenance	\$5,000,000	\$5,000,000
Video Monitoring System	\$0	\$2,251,900
→ Library Books	\$600,000	\$500,000
Website Improvements & Other Software	\$50,000	\$340,000
Misc. Capital (301)*	(\$1,659,100)	(\$1,083,300)
Cashflow FEMA Consultant Contract pending Reimbursement	\$3,326,500	\$0
Capital Recovery Reserve	\$5,000,000	\$7,500,000
Park & Recreation Repairs & Maintenance – Regional Pks (306)	\$3,350,000	\$3,070,000
Park & Recreation Repairs & Maintenance – Community Pk (306)	\$2,950,000	\$3,450,000
→ Transportation Capital (310)	\$11,817,300	\$11,817,300
Pelican Bay (322)	\$520,000	\$520,000
→ Stormwater Capital (325)	\$7,994,400	\$5,803,000
Museum (314)	\$0	\$200,000
Sports Complex (370)	\$0	\$4,235,000
Airport Capital (496-499)	\$1,426,500	\$0
→ Loans to Impact Fee Funds	\$2,192,100	\$1,832,000
<b>Grand Total – Transfer from General Funds (001 &amp; 111)</b>	<b>\$50,842,300</b>	<b>\$59,170,900</b>

# Reserves

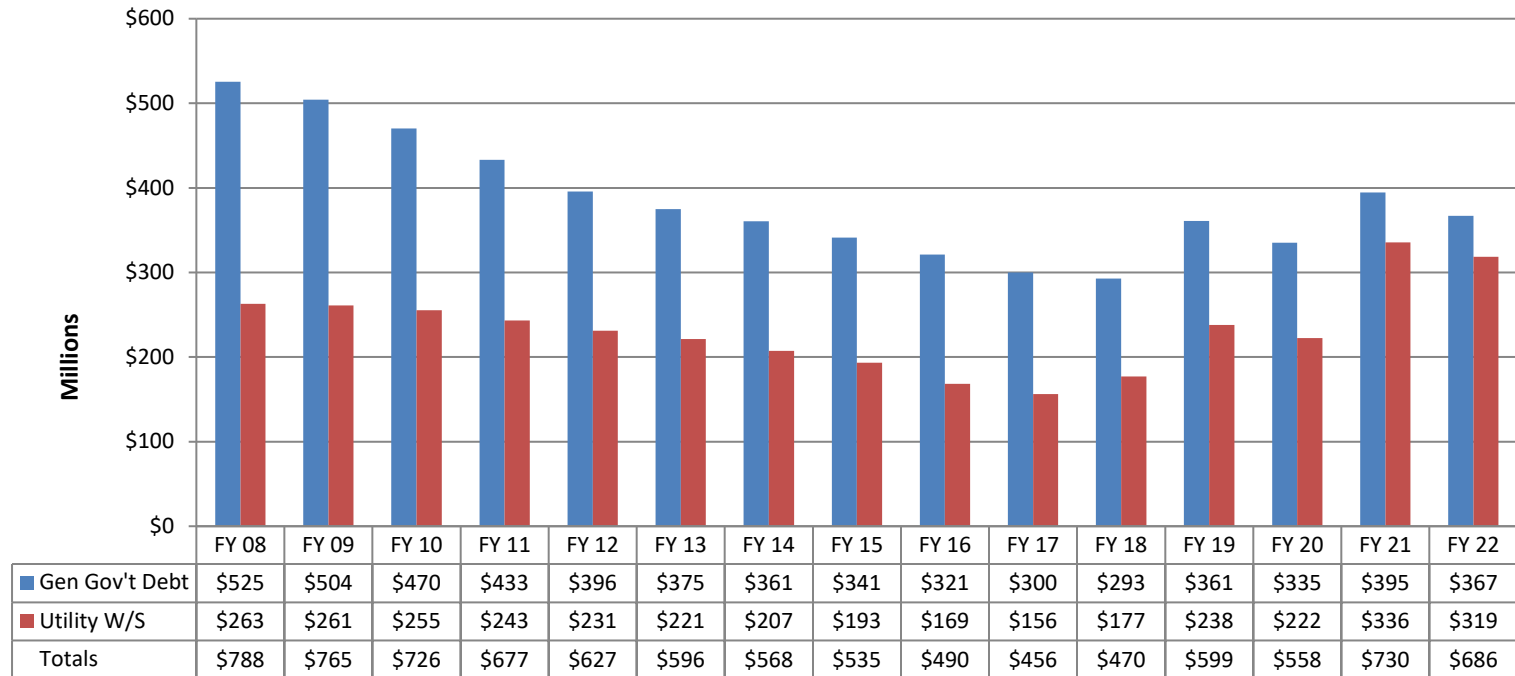
## General Fund and Total Funds History



# General Fund Budgeted Reserves Verses the 8% Expense Floor /16% Expense Ceiling Contained in Budget Policy



# Total Outstanding Principal Debt

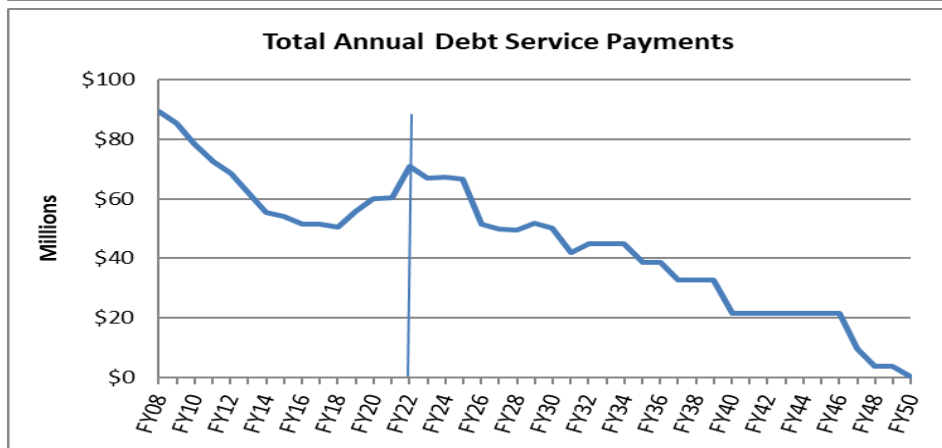
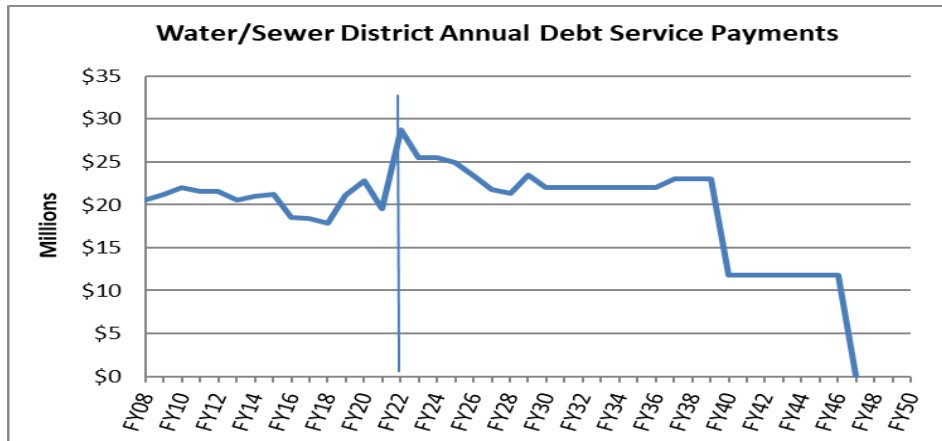
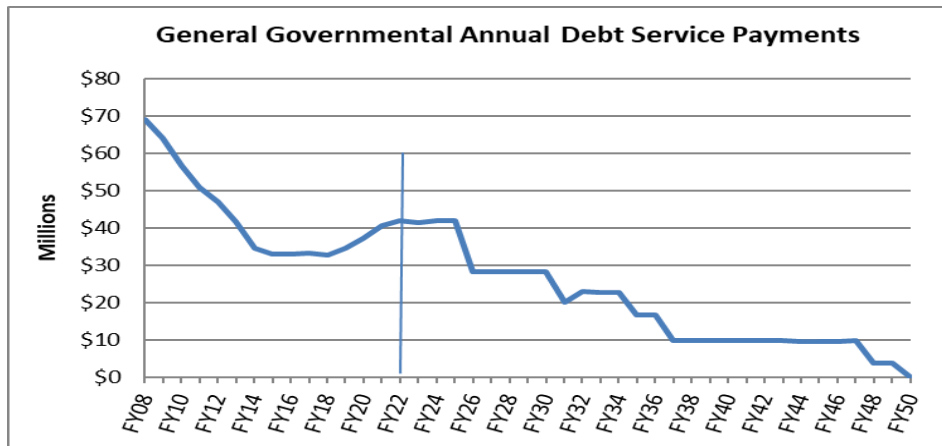


FY18: \$36m Bond for GG Utility

FY19: \$29m Loan for GG Golf Course and \$76.2m Bond for Water / Sewer Expansion

FY21: \$128m Bond for GG & NE Utility Improvements and \$100m Bond for Park, Stormwater & Land Purchase

# Debt Service



# One Percent (1%) Local Govt. Infrastructure Surtax Ordinance No. 2018-21 - Exhibit A

	Total Estimated Cost	Current Funding	Current Shortfall	7-Year Sales Tax
<b>Transportation</b>	<b>\$289.0M</b>	<b>\$87.0M</b>	<b>\$202.0M</b>	<b>\$191.0M</b>
Vanderbilt Beach Rd Extension - Collier Blvd to 8th/16th	\$100.0M	\$26.0M	\$74.0M	\$74.0M
Pine Ridge Rd, Livingston Rd	\$31.0M	\$8.0M	\$23.0M	\$23.0M
Bridge Replacements (11)	\$23.0M	\$16.0M	\$7.0M	\$7.0M
Randall Intersection	\$14.0M	\$7.0M	\$7.0M	\$7.0M
Airport Rd - widening from Vanderbilt to Immokalee	\$17.0M	\$13.0M	\$4.0M	\$4.0M
Triangle Blvd	\$6.0M		\$6.0M	\$6.0M
New Bridges - Golden Gate Estates Mobility (11)	\$88.0M	\$17.0M	\$71.0M	\$60.0M
Sidewalks	\$10.0M		\$10.0M	\$10.0M
<b>Facilities &amp; Capital Replacements</b>	<b>\$192.0M</b>	<b>\$43.0M</b>	<b>\$149.0M</b>	<b>\$139.0M</b>
Forensic/Evidence Building	\$33.0M		\$33.0M	\$33.0M
Big Corkscrew Island Regional Park	\$60.0M	\$20.0M	\$40.0M	\$40.0M
DAS shelter Improvement/Replacement	\$6.0M		\$6.0M	\$6.0M
HVAC, Roofing, and Capital Equipment Replacements at Sheriff's & County facilities	\$62.0M	\$23.0M	\$39.0M	\$39.0M
Hurricane Resilience	\$25.0M		\$25.0M	\$15.0M
EMS Substations	\$6.0M		\$6.0M	\$6.0M
<b>Community Priorities</b>	<b>\$100.0M</b>		<b>\$100.0M</b>	<b>\$90.0M</b>
Career and Technical Training Center	\$15.0M		\$15.0M	\$15.0M
VA Nursing Home	\$40.0M		\$40.0M	\$30.0M
Workforce Housing Land Trust Fund	\$20.0M		\$20.0M	\$20.0M
Mental Health Facility	\$25.0M		\$25.0M	\$25.0M
<b>Grand Total</b>	<b>\$581.0M</b>	<b>\$130.0M</b>	<b>\$451.0M</b>	<b>\$420.0M</b>

# Economic Assessment/Fiscal Neutrality

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- Required by the Land Development Code
- Used to demonstrate Fiscal Neutrality or identify deficiencies
- Currently using a static model
- Methodology must be accepted by the County
- Interactive process with Infrastructure Facility Managers
- Relies on adopted data
- Peer reviewed

# Economic Assessment/Fiscal Neutrality

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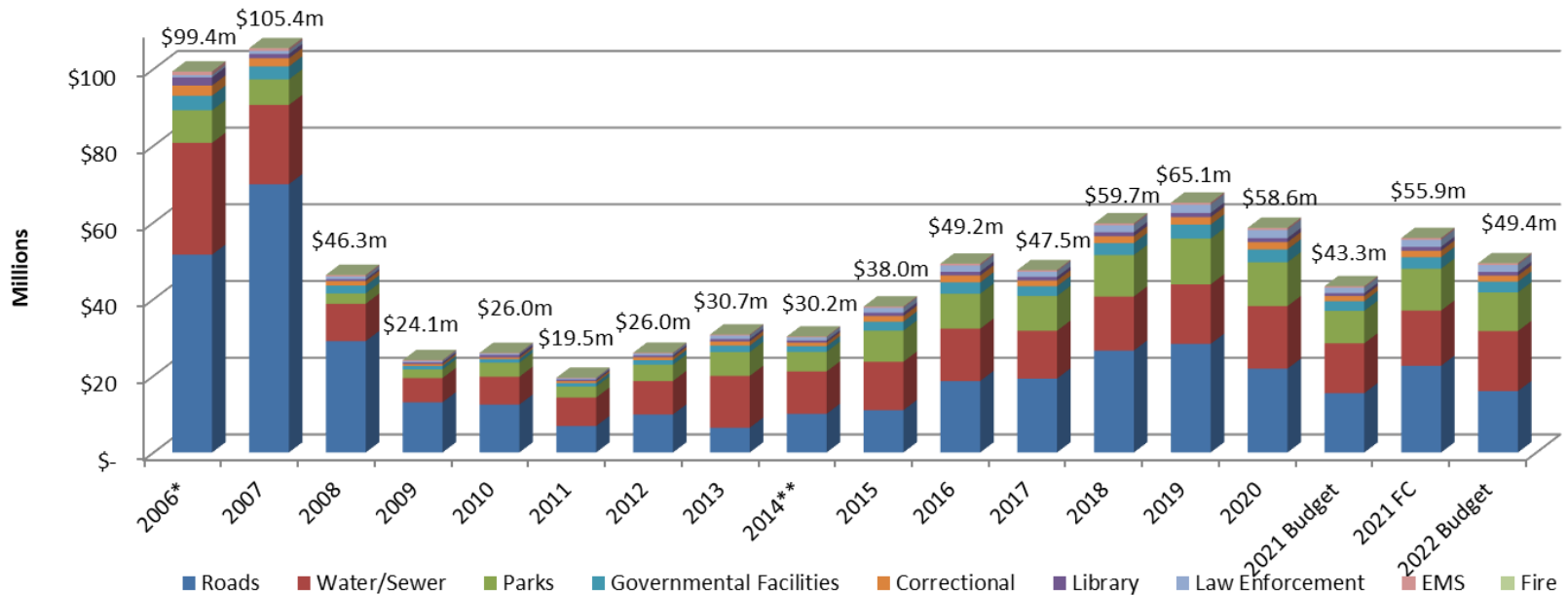
- Required to demonstrate development is fiscally neutral or positive to the tax base
- Framework and assumptions should be consistent with County fiscal policy
- Integrates analysis of funding sources as well as level of service
- Provides strategies to address deficiencies created specifically by proposed development
- Can not require development to cure existing deficiencies



# Historic 10-Year Growth

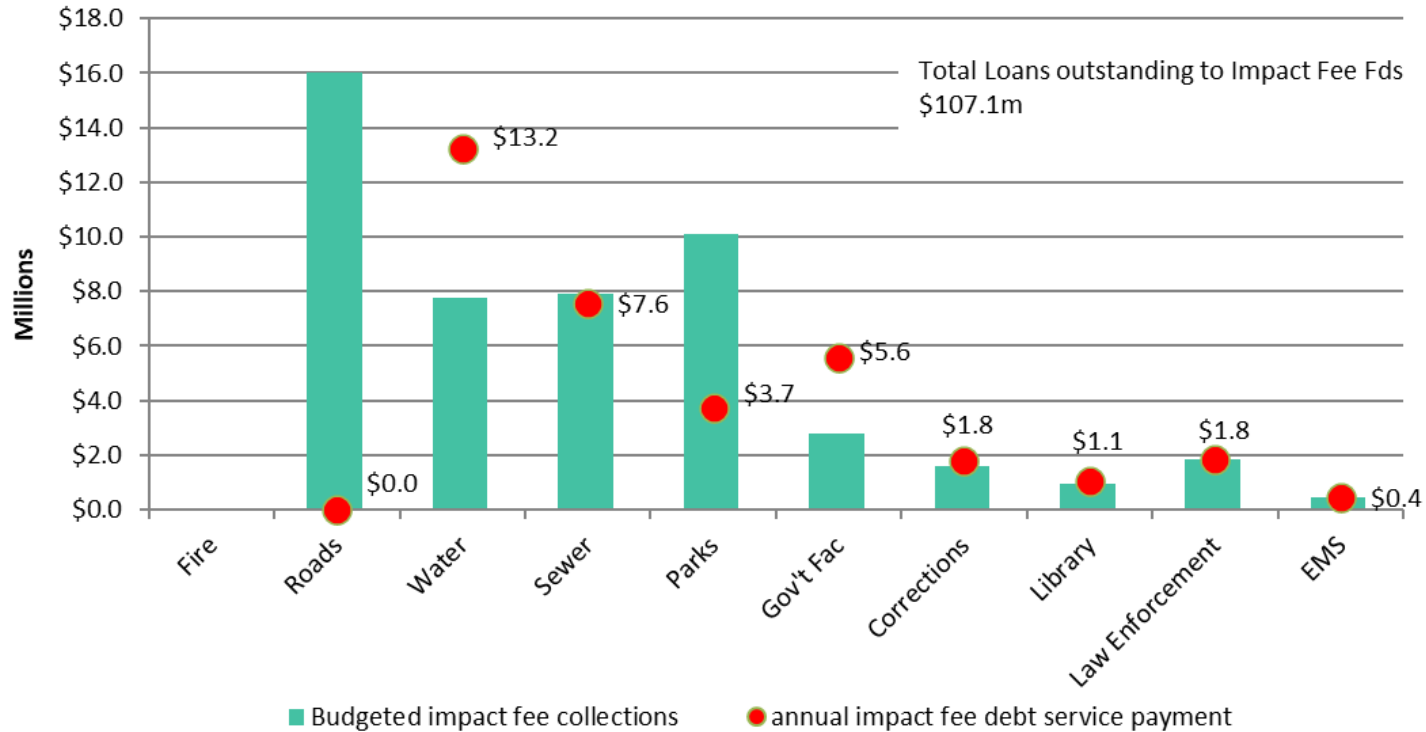
Year	Population	10-Year Growth	Growth Rate
2020	375,752	53,171	16.48%
2010	322,581	68,501	26.96%
2000	254,080	101,981	67.05%
1990	152,099	66,128	76.92%
1980	85,971	47,931	126.00%
1970	38,040	22,287	141.48%
1960	15,753	9,265	142.80%
1950	6,488	1,386	27.17%
1940	5,102	NA	NA

# Impact Fee Collections

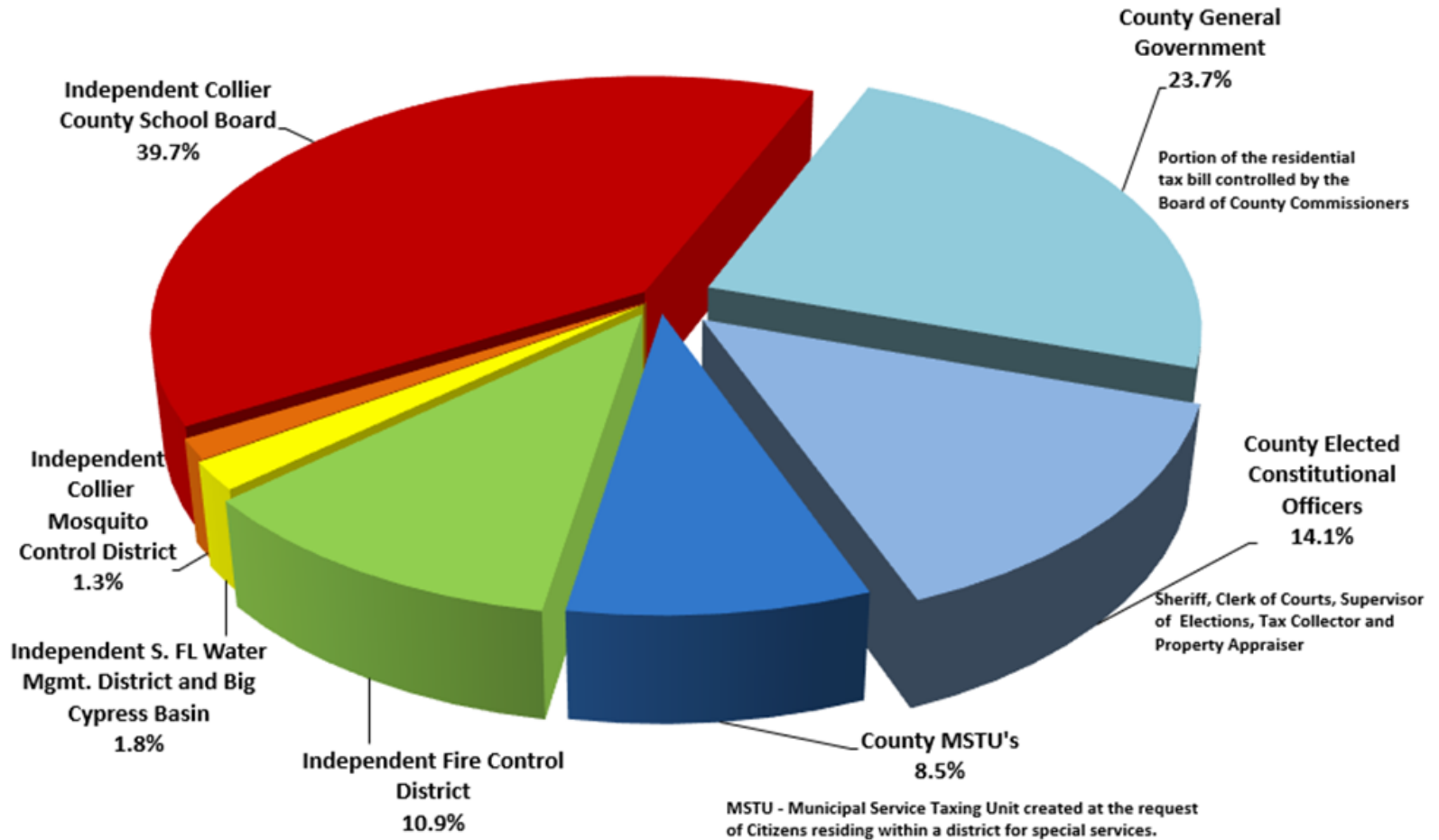


# FY2022 Impact Fee Collections Verses Annual Debt Payments

FY 2022 Impact Fee Collections verses Annual Debt Payments



# Breakdown of Typical FY 2022 Unincorporated Area Residential Tax Bill



# Transportation Projects

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# Veterans Memorial Blvd Extension

Timing: Estimated  
Phase 1 - partial completion  
Phase 2 - June 2023  
Funding: \$31.1M

Design, permit and construct a new 4-lane roadway extending Veterans Memorial Boulevard west to Old US 41 along with 6-foot concrete sidewalk, 10-foot pathways, on-street bike lanes, two new signals (elementary and new high school), turn lanes (elementary and new high school), wet and dry detention ponds, public utilities (water and wastewater).

Currently Under Construction



# Vanderbilt Beach Road Extension

Timing: Estimated  
Construction  
Start - April 2022  
End - October 2024  
Funding: \$145.5M

Construct a 7-mile extension of Vanderbilt Beach Road. 6-lane divided urban from east of Collier Blvd to Wilson Blvd., followed by two lanes up to 16<sup>th</sup> St. NE.

Construction Estimated to begin Spring of FY 22

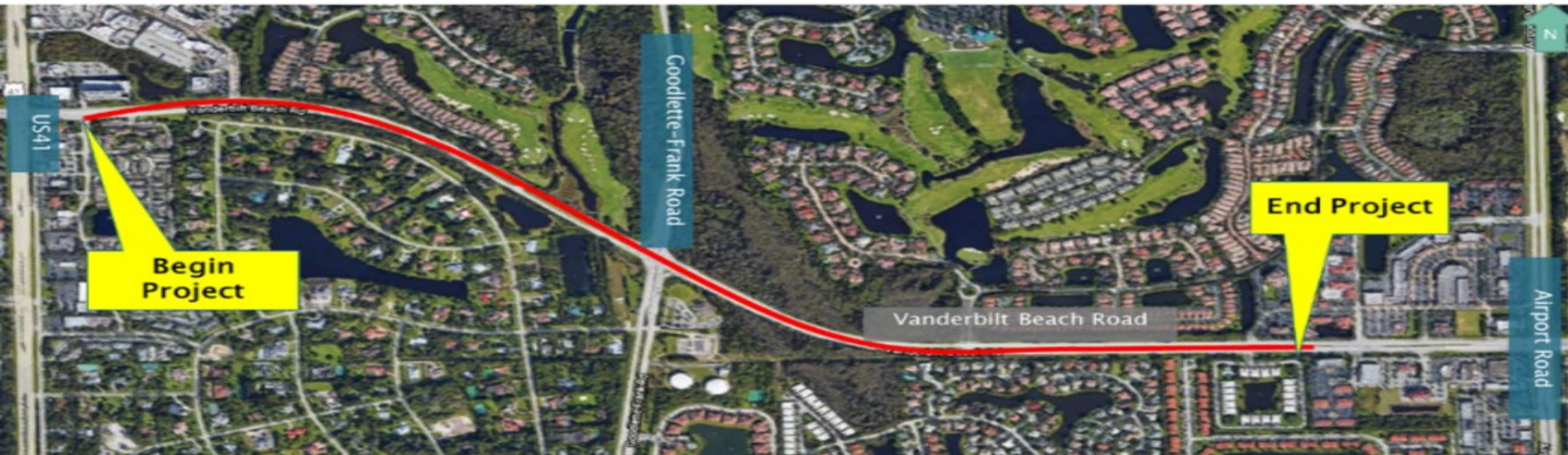


# Vanderbilt Beach Road Widening

Timing: Estimated Construction  
Start - July 2023  
End - August 2025  
Funding: \$14.8M

Widening Vanderbilt Beach Road from four-lanes to six-lanes (mostly within the median). Modifying the median opening at Bay Laurel Drive from a full median opening to a directional left median opening. U-turn lane(s) at the median opening west of Goodlette-Frank Road. Restriping the Strada Place exit lanes (southbound lanes). Addition of a second left turn from eastbound Vanderbilt Beach Road to northbound Goodlette-Frank Road. Upgrade street lighting to light-emitting diode (LED) lighting. Stormwater drainage improvements.

Construction Estimated to begin Summer of FY23





# Pine Ridge & I-75 Corridor improvements (County coordination with FDOT)

Timing: Estimated  
Construction  
Start - July 2024  
End - ?  
Funding: \$29.2M

Improvements at the intersection of Livingston Road and Pine Ridge Road (Continuous Flow Intersection), at the intersection of Whippoorwill Lane and Pine Ridge Road and at the I-75 interchange on Pine Ridge Road (Diverging Diamond Intersection).

Construction Estimated to begin in Summer of FY 24

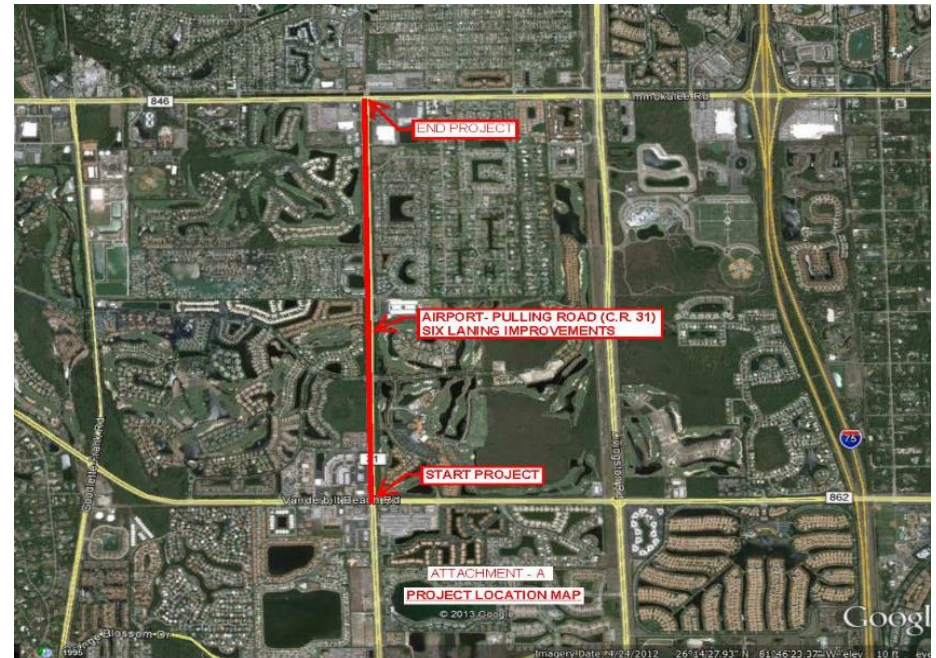


# Airport Road Widening

Timing: Estimated  
Construction  
Start - July 2024  
End – January 2026  
Funding: \$19.9M

Capacity improvement of Airport Road from north of Vanderbilt Beach Road to Immokalee Road. There will be a third southbound through lane, extend the third northbound through lane, improve the drainage within the project area, add on-street bike lanes and sidewalks, and improve the signals on this roadway.

Construction Estimated to begin Summer of FY24



# Immokalee Road Corridor Congestion Study



There are 9 intersections within these limits are labeled “A” to “I”, as shown above

- A: Livingston Rd.
- B: Juliet Blvd./Strand Blvd.
- C: Southbound On/Off Ramps I-75
- D: Northbound On/Off Ramps I-75
- E: Northbrooke Dr./Tarpon Bay Blvd.
- F: Oakes Blvd.
- G: Valewood Dr.
- H: Palazzo Dr.
- I: Logan Blvd.

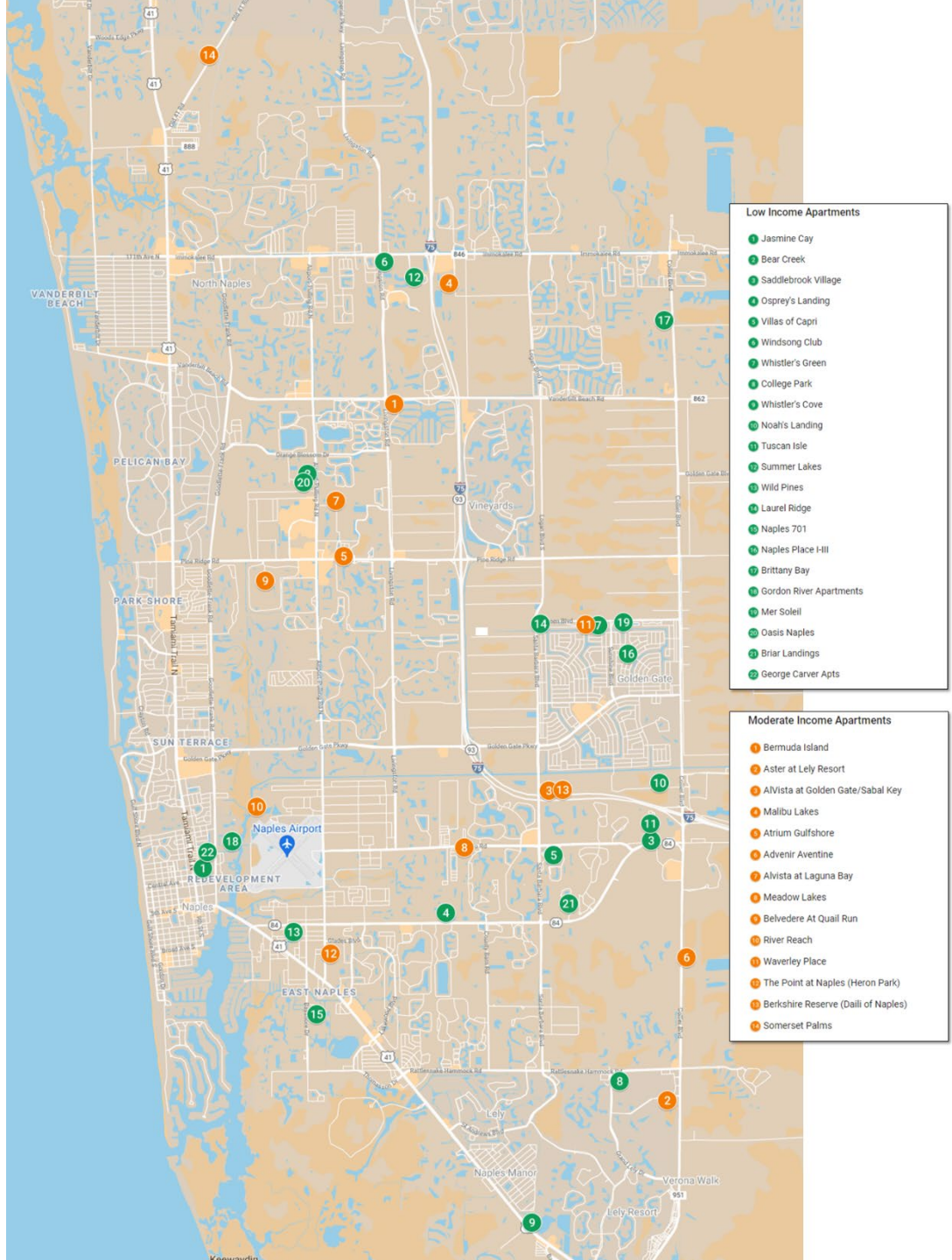
Improvement to the Corridor is incorporated into the adopted Long Range Transportation Plan with interchange improvements (inclusive of Strand & Northbrooke) and Livingston intersections programmed in FY 26-30.

# Affordable Housing



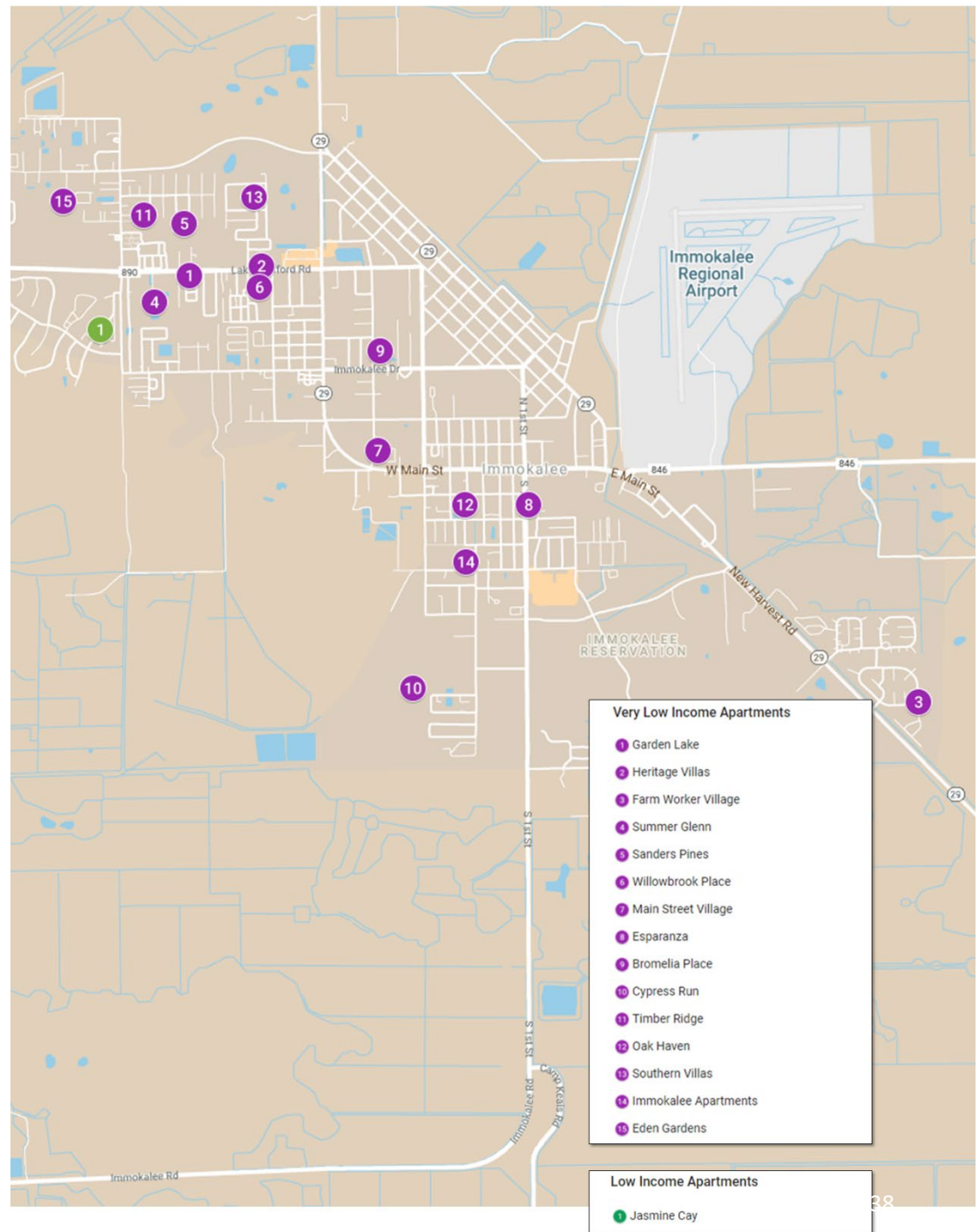
# Urban Area

- More than 61% of jobs pay less than \$33,250 per year
- Nearly 60,000 households are considered cost burdened
- Median-earning households can't afford median-priced homes
- Rental rates are up more than 15% since 2017



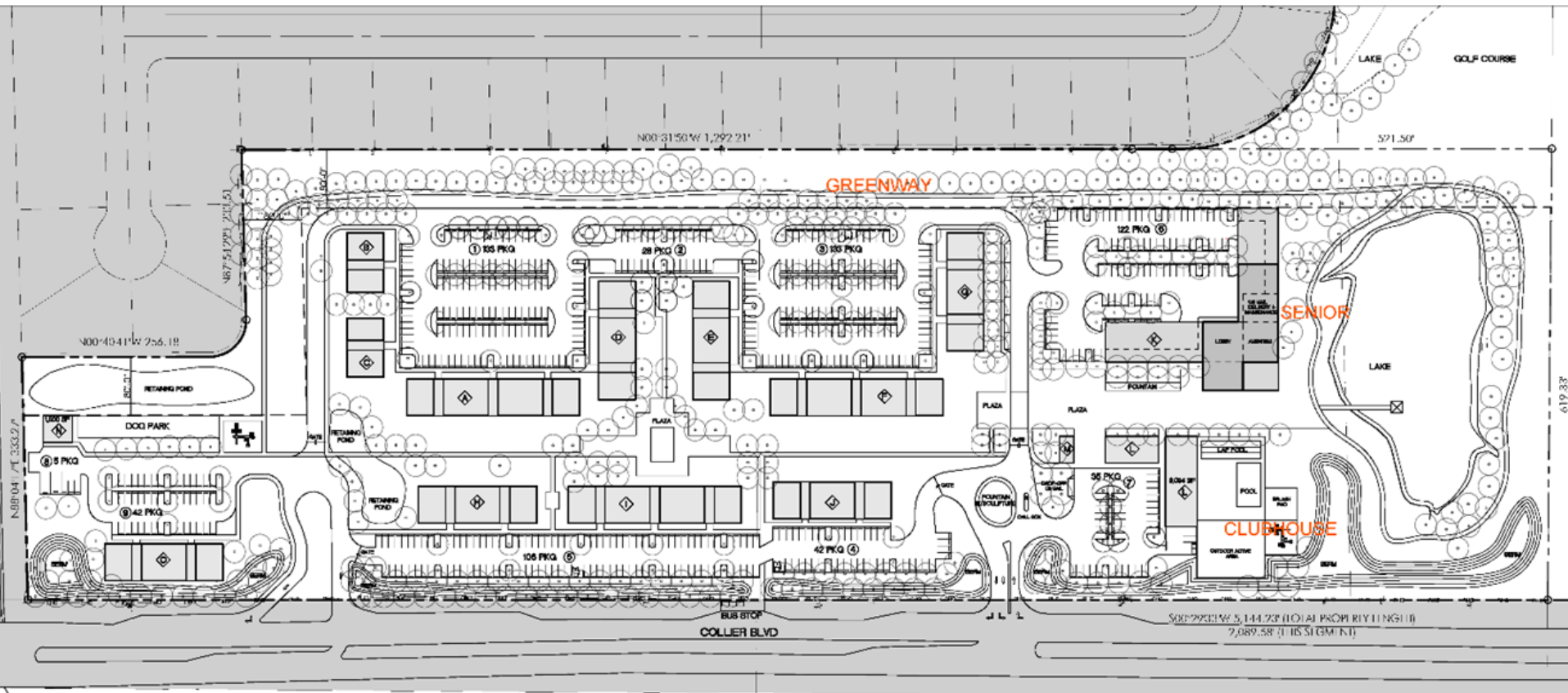
# Immokalee

- The average home price is more than \$341,000
- The Average 2-bedroom monthly rent hovers at more than \$1,500/month





# Golden Gate Golf Course





# Park Projects

# Big Corkscrew Island Regional Park

Timing: Estimated  
Phase 1  
Completion  
January 2022  
Funding: \$54.8M

## *Facility Amenities*

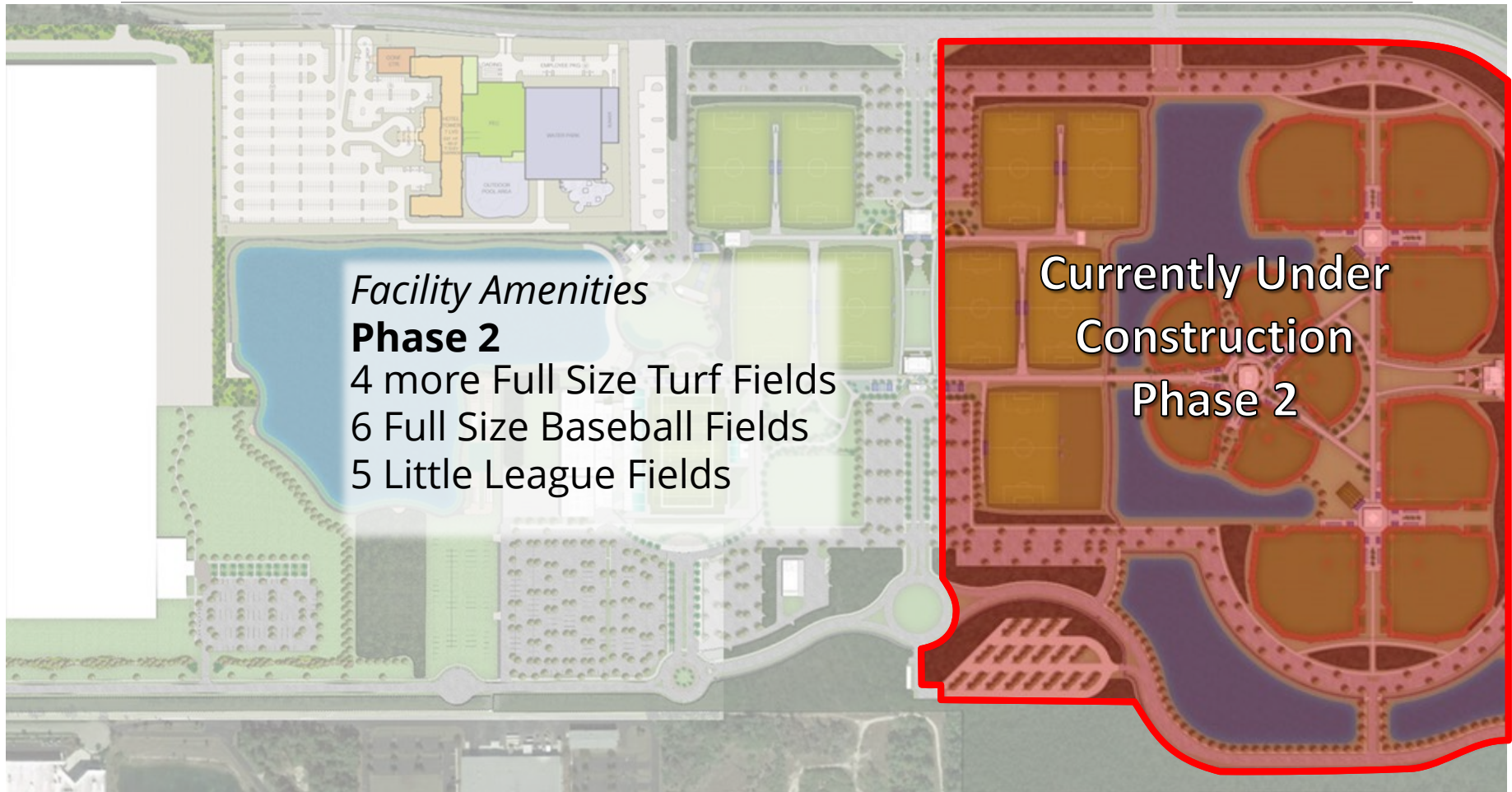
### **Phase I**

Community Center  
Aquatic Center  
Event Lawn With Stage  
4 Multipurpose Athletic Fields  
2 Concession Pavilions  
Playground  
2 Basketball Courts  
2 Tennis Courts  
6 Pickleball Courts  
Walking Paths

# Paradise Coast Sports Complex



# Paradise Coast Sports Complex



# Future County Projects





Core Campus #3

Core Campus #4



Core Campus #2

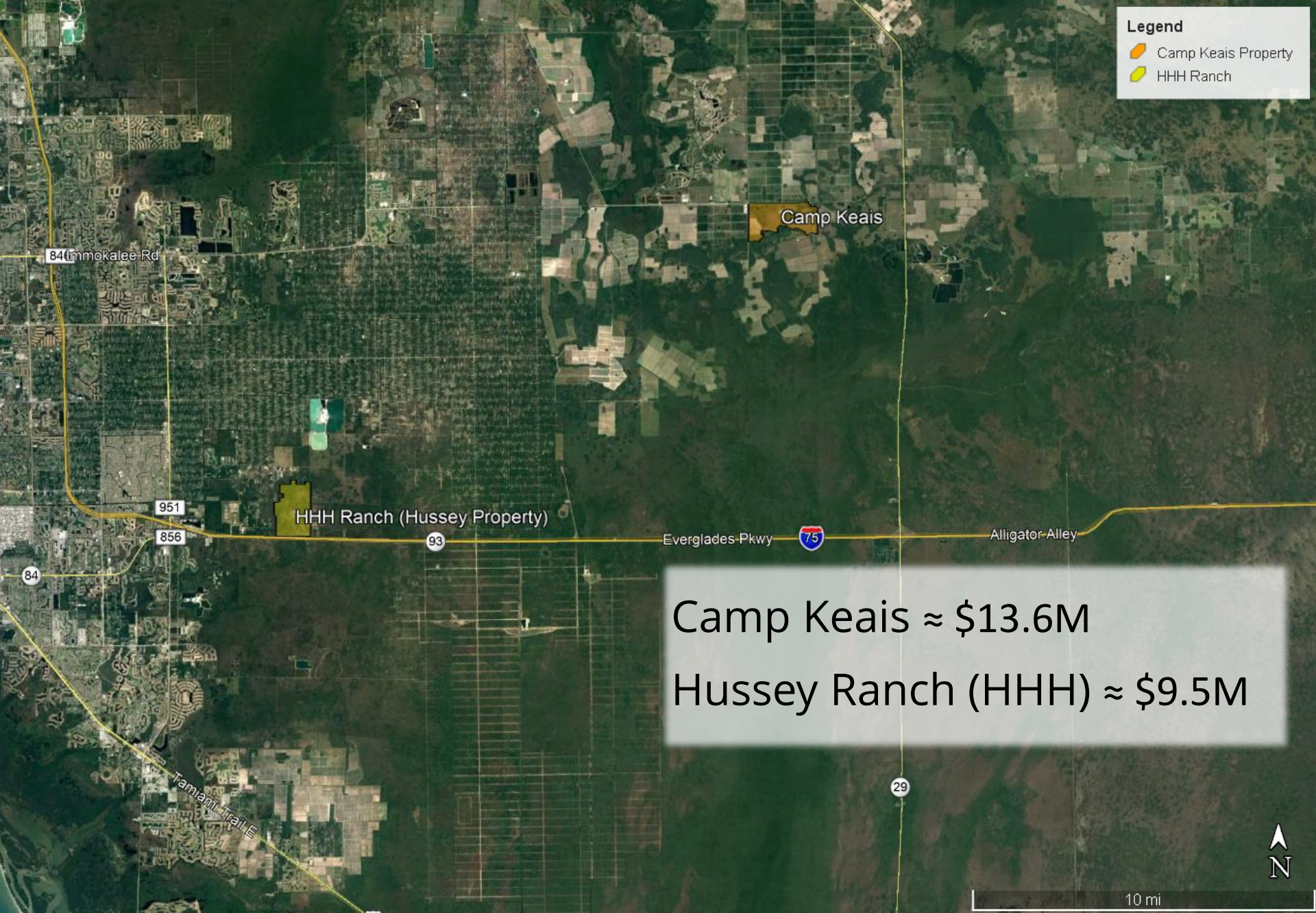
Main Campus

Collier Blvd

Immokalee Rd

**Legend**

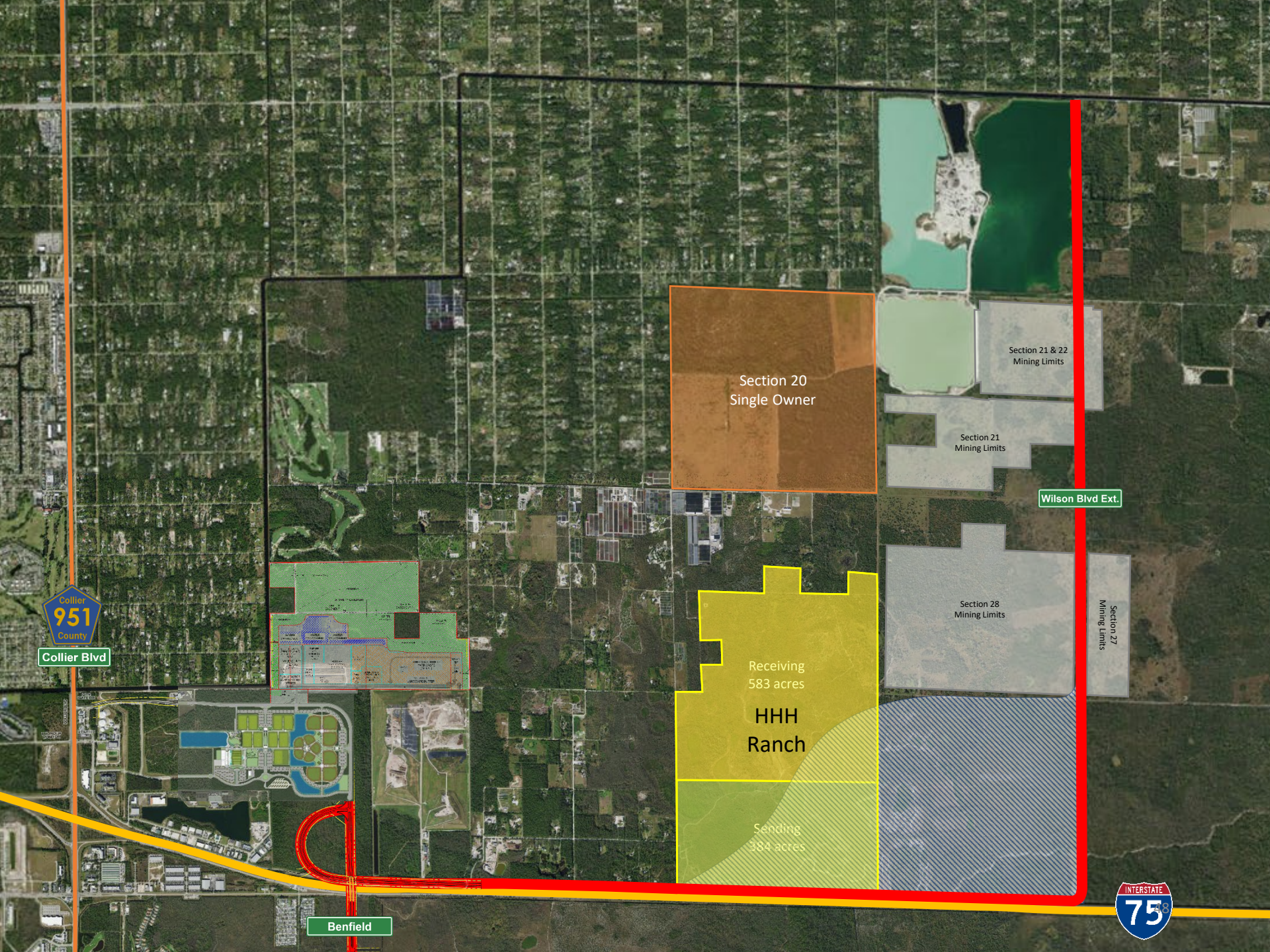
-  Camp Keais Property
-  HHH Ranch



Camp Keais ≈ \$13.6M  
Hussey Ranch (HHH) ≈ \$9.5M



10 mi



Section 20  
Single Owner

Receiving  
583 acres  
HHH  
Ranch  
Sending  
384 acres

Section 21 & 22  
Mining Limits

Section 21  
Mining Limits

Section 28  
Mining Limits

Section 27  
Mining Limits

Wilson Blvd Ext.

Benfield

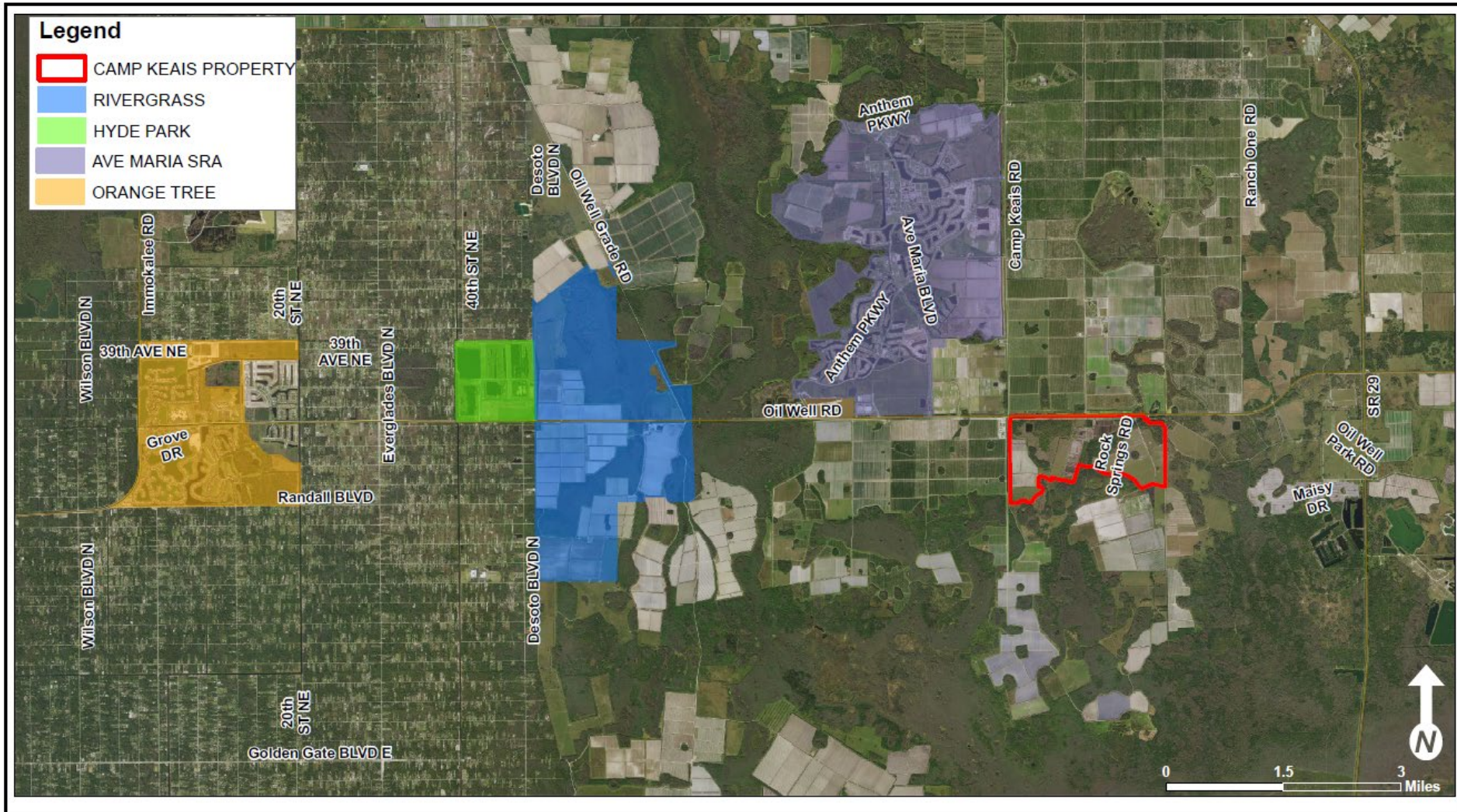
Collier  
951  
County

Collier Blvd

INTERSTATE  
75

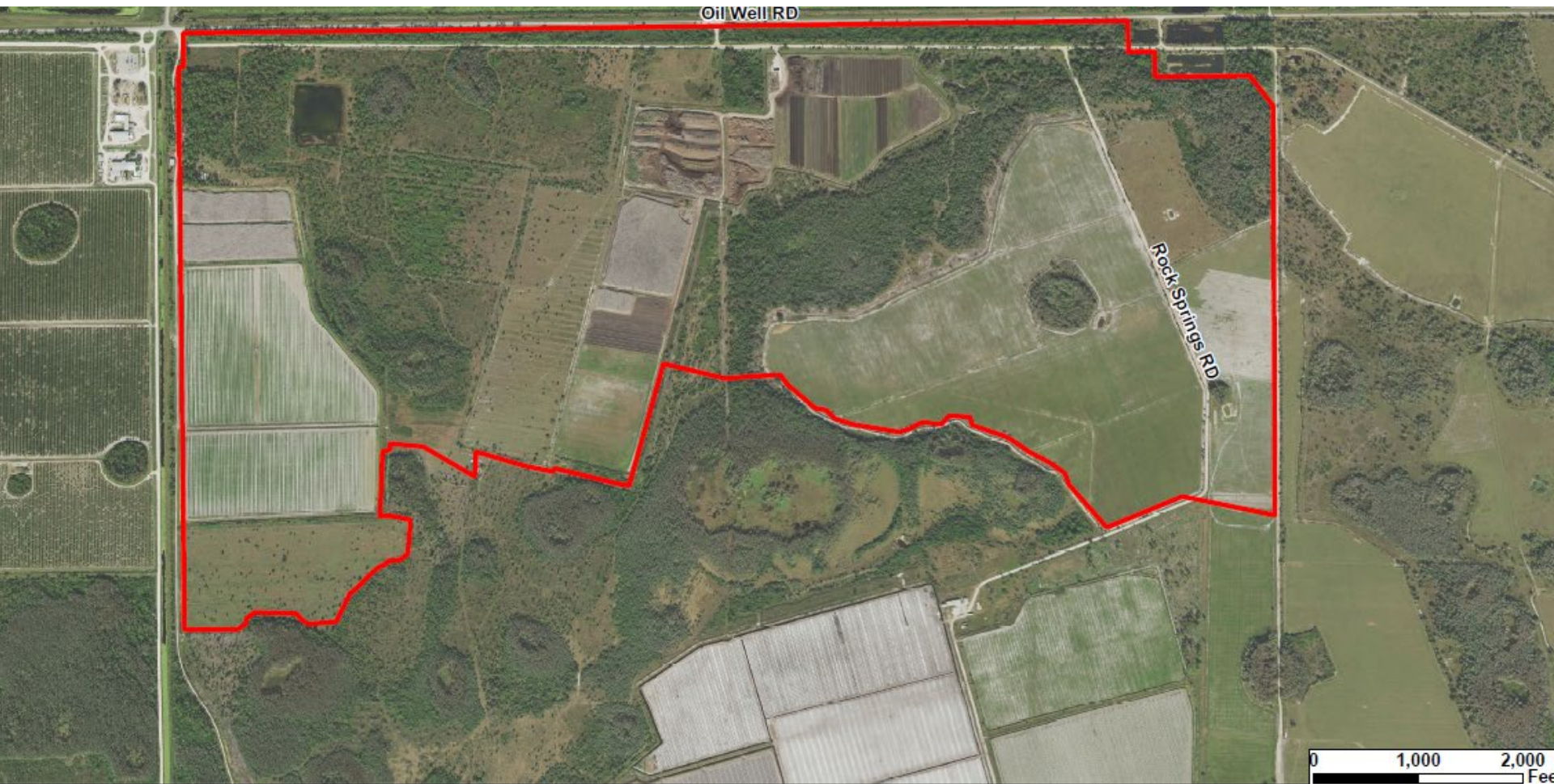


# Surrounding Communities Map



# Aerial Map

The subject property is approx. 11 miles East of the Waterways PUD



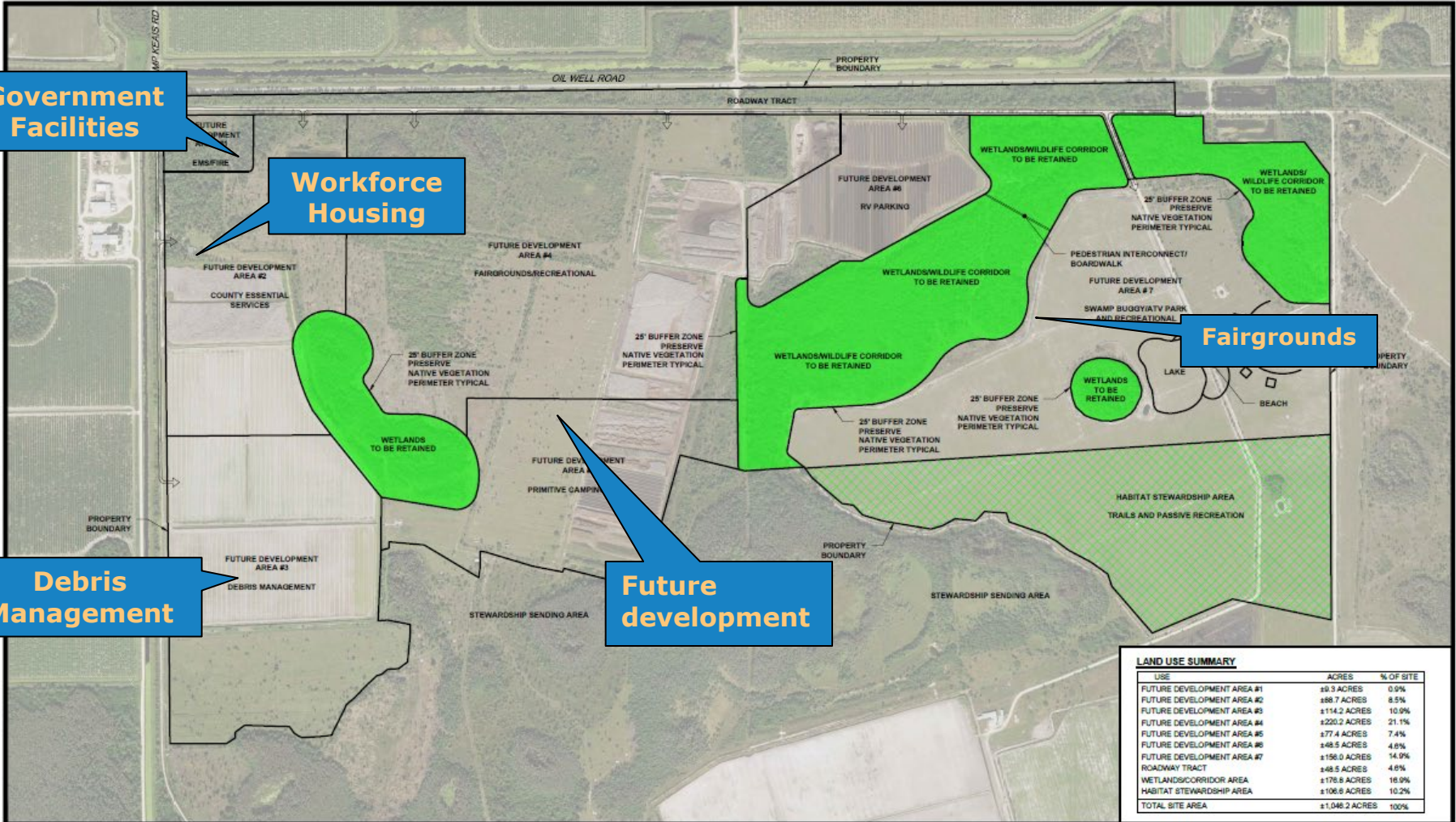
**Government  
Facilities**

**Workforce  
Housing**

**Fairgrounds**

**Debris  
Management**

**Future  
development**



**LAND USE SUMMARY**

USE	ACRES	% OF SITE
FUTURE DEVELOPMENT AREA #1	±9.3 ACRES	0.9%
FUTURE DEVELOPMENT AREA #2	±88.7 ACRES	8.5%
FUTURE DEVELOPMENT AREA #3	±114.2 ACRES	10.9%
FUTURE DEVELOPMENT AREA #4	±220.2 ACRES	21.1%
FUTURE DEVELOPMENT AREA #5	±77.4 ACRES	7.4%
FUTURE DEVELOPMENT AREA #6	±48.5 ACRES	4.8%
FUTURE DEVELOPMENT AREA #7	±150.0 ACRES	14.9%
ROADWAY TRACT	±48.5 ACRES	4.8%
WETLANDS/CORRIDOR AREA	±178.8 ACRES	16.9%
HABITAT STEWARDSHIP AREA	±106.8 ACRES	10.2%
TOTAL SITE AREA	±1,046.2 ACRES	100%

**DE DAVIDSON**  
 4065 Radio Road, Suite 201  
 Naples, Florida 34104  
 P: 239-434-0500  
 Company Of: AECOM  
 No. 10225-08

COLLIER COUNTY CAMP KEAIS CAMPUS  
 MASTER CONCEPTUAL PLAN 01  
**ATTACHMENT G-1**

SCALE 1:800

