



Village Manager Position Open - Apply by August 5, 2015



Created by an act of the Florida State Legislature effective December 31, 2014, becoming Estero's first permanent Village Manager is a once in a lifetime opportunity. The Village Council held its first meeting on March 17th and began the formal process of building a village government. A few employees have been hired and some basic management infrastructure installed, but the Village government remains a very large canvas with very little paint on it. If you are an experienced, energetic City Manager with outstanding people skills and someone who thrives on challenges, please forward your resume and cover letter immediately!

Estero derives its name from the Spanish word for estuary meaning where the river meets the sea.

Having once served as the ceremonial center of the Calusa Indians, Estero is now the home of some 35 gated communities where approximately 80% of the residents live. Estero is an upscale community and home to many retirees. The Village is located in Lee County along Florida's southern Gulf Coast approximately 20 minutes south of Fort Myers and 20 minutes north of Naples. Its immediate neighbor to the south is Bonita Springs.



While Estero is a new community legally, the Village of Estero is anything but immature. This delightful and charming town-turned-village has built itself on a vision of family values and a sense of community pride. The business community is lively and welcoming. Estero is home to two large, regional, malls – Coconut Point and Miramar Outlets. Both draw customers from nearby as well as throughout the county and from nearby counties. In fact, 60% of their business comes from outside the area. Just beyond the Village's boundaries lies the well-regarded Florida Gulf Coast University. Most importantly residents are friendly and enjoy their neighbors.



The Village has two large parks within its boundaries and both relatively close to its center. The first is Estero Community Park, a 55 acre park owned and operated by the County. It is an active sports park with all the activities one would typically associate with a sports park. The second is the 135 acre Koreshan State Historic Site, owned and operated by the State of Florida. It is more oriented towards individual

outdoor activities including fishing, picnicking, and boating, as well as camping, canoeing, hiking, and wildlife viewing. Amenities include a campground, boat ramp, canoe rentals, trails and a picnic area on the Estero River. Beach activities along the Gulf, and kayak rentals on the river are available within a relatively short distance outside the park.

Healthcare options in Estero and south Lee County are growing quickly in both range and depth of service. Two major healthcare systems serve the Estero area. Lee Memorial Health System, (LMHS) located throughout Lee County, has urgent care facilities in Estero and the NCH Healthcare System is located in nearby Collier County. LMHS is currently proposing a health and wellness destination in Estero including an ER and surgery center. Founded in 1964 the independent fire / rescue districts in conjunction with the County offer a high level of emergency medical response (ALS).

Lee County Public School District provides for the public education needs of Estero with 120 schools in the County. In addition to K through 12 schools there are 15 special center and community schools, 24 charter schools and 3 vocational schools. There is one K-5, one 6-8 and one high school in Estero. In addition to the aforementioned Florida Gulf Coast University, Lee County is home to 9 colleges and universities.

If all that is not enough, Southwest Florida International Airport is about 10 miles north of the Village and is an outstanding facility served by 13 airlines including American, Delta, Frontier, JetBlue, Silver, Southwest, Spirit, United, Sun Country, U.S. Air, and Westjet. International carriers providing service are airberlin and Air Canada. Needless to say, if you live in Estero, you are 20 minutes from flying anywhere in the world.

For the more adventuresome, you can park your car in Fort Myers or Marco Island and take a ferry to Key West.

So if you are looking for a once in a lifetime opportunity in local government and a great place to live, work and play, you have just found it!

History

Early settlers to the Estero area were Native American fishing families who were attracted by the spring-fed Estero River. The modern history of Estero began in 1894 when Cyrus Teed and his followers purchased and occupied a 320-acre tract in 1894 and established the Koreshan Commune.

Teed proposed a theory that we live on the inside of the Earth's outer skin, and that celestial bodies are all contained inside the hollow Earth. They were business-oriented and lived communally, prospering enough to found their own political party ("The Progressive Liberty Party") and incorporate the town on September 1, 1904 as Estero. The 1908 death of Dr. Teed (who claimed to be immortal) was a critical blow to the group's faith, whose membership dwindled into the 1960s. This original tract is now owned by the state of Florida as the Koreshan State Historic Site. At some point the City was disbanded.

Serious growth began again in the 1990s and the Village is now 94% built out. For most of those years, the area was content to be a portion of unincorporated Lee County. That changed after 2013 as Bonita Springs began to annex north and the community felt if it did not do something, it would lose its identity and ultimately become a part of its neighbor. Then Hertz announced it was moving its world headquarters to Estero. While residents were excited about the opportunity Hertz presented, they were disappointed with the

County approval of a very modern, steel and glass design for the headquarters facilities. Historically, the architecture in Estero has consistently followed a Mediterranean style. The result was they realized they had no control over what was built in their community. Finally, they realized they were a donor community and felt it would be nice if a larger percentage of their tax dollars stayed home.

In November 2014, 86% of the residents voted to incorporate as the Village of Estero. The Village was actually formed in December 2014, and the Village Council took office in March of this year.

Demographics

Given Estero is a brand new city, no definitive Census statistics exist. The Business of the Census did, however compile data for Estero as a Census Designated Place in 2010. At that time, the CDP’s 2010 population of 22,612 was comprised of 16% age 24 and younger, 10% 25 to 39, 20% 40 to 59 and 55% age 60 and over. The median age was 62. 95% of the population was classified as Caucasian, 1% African American and 2% Asian. 6% self-identified as Hispanic or Latino of any race. Owner-occupied housing units make up 83% of the housing. The average household size is 2.0 persons and the average family size is 2.3 persons. Of those persons 25 and older 93% have a high school diploma and 42% have a bachelor’s degree or higher. The average family income is

\$108,933 with 4% of all families falling below the poverty level. While the boundaries for the CDP and the Village are different, we believe the percentages and numbers reasonably accurately reflect the current population of Estero.

Climate

Estero’s climate falls under the category of “Humid Subtropical” which is characterized by relatively high temperatures and evenly distributed precipitation throughout the year. Summers are usually somewhat wetter than winters, with much of the rainfall coming from thunderstorm activity. The coldest month is usually quite mild, although frosts are not uncommon, and winter precipitation is derived primarily from frontal cyclones along the polar front.

Hurricanes strike the area from time to time but are not common. The last major storm to visit the region was Hurricane Charley in 2004.

Commerce

Estero’s central MSA location and governmental make-up have created the ideal setting for the large retail presence which dominates the Estero economy. However, in May, 2013 the Hertz Corporation announced it was moving its world headquarters and about 750 jobs to Estero. Scheduled to open in December, 2015 the \$75 million building is seen as the beginning of a

Table I: Climate Data for Estero Area

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average High °F	75	77	80	85	89	92	93	92	91	87	81	77
Average Low °F	54	56	59	63	69	74	75	75	74	62	62	56
Precipitation Inches	1.9	2.2	2.9	2.2	2.7	10.1	9.0	9.0	8.3	2.0	2.0	1.7

Source: Weatherbase

change in the economic environment. Following is a table of major employers in the area.

The Government

The Village of Estero was established as a Council-Manager form of government by the Florida legislature effective December 31, 2014. The date ensured the Village would receive state revenue sharing and sale tax dollars for 2015.

Estero’s vision is to maintain and enhance its already unique quality of life, distinct character, diverse housing, and economic and social opportunities. It intends to protect its natural resources, environment and the lifestyle of its residents. Estero emphasizes planning at every level as the path to achieving this vision.

The Village Council consists of seven Council members representing each of seven geographic districts. Members must reside in the District they represent but chosen by a vote of all village’s electors. The Council Members serve staggered

four year terms with elections falling in November of odd numbered years. The next election is in November 2017 when three of the Council seats will be before the voters. The Mayor and Vice-Mayor are selected by the Council from its membership and serve two year terms. All of the elected officials want what is best for the Village and work well collegially. They have a great deal of respect for the staff members whom have already been hired.

The Village Manager and Village Attorney are appointed by the Council. The Village Clerk is appointed by the Manager with consent of the Council. The Manager is the Village’s Chief Administrative Officer and supervises the administration of all departments except Village Attorney.

The Village Council envisions operating on the “Government Lite” concept. It presently has six employees who include the Village Manager (interim), Village Attorney, Village Clerk, Finance Director, Community Development Director, and the Executive Assistant. General government

services, except Fire/EMS, are to be provided by Lee County pending the completed organization of the Village. A “Transition Book” sets forth the manner of transitioning to a full-service village. Currently the Village’s offices located in the Estero Fire Rescue building while it seeks its own space.

Full service, however, may be a bit of a misnomer. The Estero and San Carlos

Table II: Lee County Major Employers

Rank	Employer	Industry	# of Employees
1	Lee Memorial Health Systems	Healthcare	10,400
2	Lee County Schools	Education	10,300
3	Publix	Retail	6,800
4	Naples Community Hospital	Healthcare	3,900
5	Walmart	Retail	3,500
6	Lee County	Government	2,500
7	Chico’s FAS Inc.	Retail	2,000
8	Arthrex	Manufacturing	1,600
9	Florida Gulf Coast University	Education	1,500
10	EverBank	Finance	1,200

Source: Lee County Economic Development Office

fire rescue districts, along with Lee County, provide the Villages fire/rescue services. The former are independent special districts with their own taxing authority. The services of the later are paid for by County taxes. The County Sheriff provides police services and it is anticipated that he will continue to do so in the future. Should the Village desire a higher level of service than is presently provided, the Village would pay the difference. As previously mentioned, the Village has only two parks within its geographic limits, (one operated by the County and one by the State). Water and sanitary sewer are provided by Lee County and Bonita Springs Utilities. The major thoroughfares are state and county roads. Almost all the local roads are the responsibility of the home owners' associations within the gated communities. That leaves about 25 miles of road for the Village to maintain and it is anticipated it will contract with private vendors. Library services are provided by the County. When all is said and done, the Village is left with responsibility for planning, zoning, building, some roads and stormwater with its limits.

The budget for the Village for FY 2015/2016 is approximately \$10.7 million. In order to receive State Revenue Sharing and Sales Tax dollars, the Village combined with the Fire District must have a combined millage of \$3 per \$1000 of assessed value. At the present time, that means the Village must levy a millage of \$.8394 per thousand. At that rate, using the assumptions from the incorporation study, the Village will have a surplus of \$1,837,710 at the end of the fiscal year (September 30, 2015). By the end of 2020, it anticipates surplus of \$26 million with an annual budget of \$12 million.

The Challenges

The principal challenges facing the Village of Estero are relatively few but not insignificant. First, planning has historically been done on a development by development basis. Now the Village needs to focus on its future and where it wants to be in 5, 10 and 20 years. The 37 gated communities and other elements of the Village must become more fully integrated of the greater community. That means the creation of a strategic plan, a Comprehensive Plan (which describes its current and future land use) and land use regulations, must be completed and that will take time. It also means things like bike trails and events to draw the community together are needed.



Second, while Estero has taken some major steps towards becoming a fully operational village, much remains to be done. In addition to some of the items mentioned in the preceding paragraph, interlocal agreements with the County need to be completed. Policies and procedures need to be instituted. Office space for the short and long term must be identified and acquired and so on.

Third, the Village is 94% built out meaning only about 1,000 acres remain to be developed. The use of the remaining land will need to be carefully considered so that, to the degree possible, the Village can optimize its use for the benefit of all the residents. For example, it does not have a real downtown and would like to create one. Encouraging a nice, mixed use development on some of the remaining land may be the answer.

Externally, the Village also faces challenges. Environmentally sensitive land lies to its east. Called the Density Reduction Groundwater Resource area, this region is a recharge area and should not be developed. On the other hand, the County Commission is very pro-development and two large developments are being considered for the area. Lee County's current population is 600,000 but the population is anticipated to be 1,000,000 in 2030. Minimizing the negative impacts of what happens outside its boundaries will be a significant long term issue for Estero. Further, the regional transportation system will need to be upgraded. Right now, the north-south roads are more than adequate. The same is not of the east-west roads and will be insufficient should development occur to Estero's east.

The Ideal Candidate

Estero is looking for a proactive, exceptional manager and leader to partner with the Village

Council in taking the Village to the next level. The individual will be someone of the highest integrity as well as being very energetic and enthusiastic. He/she will be someone who is upbeat and positive. The individual will be analytical and always seeking better, faster, more efficient and more effective ways to solve problems and achieve the goals of the elected body and their constituents. He/she will be able to look over the horizon and anticipate potential issues and establish systems that will insure these problems are never realized.

The first permanent manager will recognize he/she is dealing with a relatively inexperienced elected body and do what is needed to ensure its success. While recognizing whom the manager works for, the individual will act as a partner and advisor. The Council truly wants what is best for the Village's residents and businesses. It needs a steady hand to help guide the government to best practices. The Council also expects the Manager to provide options with recommendations that have been thoroughly vetted and are presented with the appropriate supporting information. It can then evaluate the options and make the best decision. The elected officials are not looking for a "yes" man or woman. They want someone who will voice and support his/her opinion in the appropriate setting and standby that opinion until the Council as a body makes its decision. Once that decision is made, whether or not the Manager agrees with it, he/she will support the decision with enthusiasm and do his/her very best to implement it.

Outstanding communications and interpersonal skills, and a strong belief in transparency will be important characteristics of the first permanent Manager. He/she will be someone who is accessible and approachable. The Manager

will be someone who listens carefully before acting, thinks strategically and is achievement oriented. Residents trust their government and it is important that that trust be maintained through open and honest communications. Sensitivity to others will also be important.

The individual will be responsive and believe strongly in outstanding customer service. Estero is a high end community that expects first rate services. Residents also expect a responsive government that will work with them to achieve their desires. It is not always possible to accomplish exactly what a resident wants in the way the resident wants it done. It is, however, often possible to achieve something very similar through alternative means. If such an outcome is possible, that is what the elected body expects. If it is not possible, the body expects the resident will receive a good explanation concerning why it cannot be done.

The Village Manager will be someone who leads and works well with staff. He/she will believe in staff development, mentoring and fairness. The individual will believe in life-long learning and encourage staff development. He/she not be a micromanager but rather someone who sets reasonable and clearly enunciated goals for staff members, provides the resources necessary to achieve those goals and then steps back so they can do their jobs. The Manager will encourage creativity which sometimes includes failure. He/she will expect to be informed and will hold the staff accountable for

results. The individual will also recognize everyone has weaknesses and work with staff members to improve upon those weaknesses. Where that is not possible, the Manager will work with the employee to transition them into a position that better suits their skills whether it is inside or outside the government. Termination of employment is not desirable but it is sometimes necessary.

Estero is fiscally conservative and expects its first permanent manager to have outstanding budget and financial skills. While the Village is not facing a financial challenge, it wants its money spent wisely. It also is looking for someone who understands the value of strategic and long range planning and budgeting. It wants someone who plans for both the best and the worst and is fully prepared for either and everything in between.



Skill in contracting, intergovernmental relations and negotiations will be important. Proficiency in police management (preferably through a contract), in economic development, infrastructure management and grant writing are a significant plus. Most importantly, given the nature of what services the Village has retained and provides directly, experience and knowledge of planning, zoning, and building will be critical. Finally the ideal candidate will understand the application of information technology and how it can improve Village operations.

Ideally the individual will have experience in a new city as well as in Florida and be intimately familiar with Florida law governing municipalities. Alternatively, he/she will be able to master state law very quickly.

Finally, the ideal candidate will have at least 10 years' experience as a City Manager or Assistant and a Master's Degree in business administration, public administration or another applicable field.

Compensation

The salary range is \$ 135,000 to \$175,000. Benefits will be competitive.

Residency

Residency within the Village limits is not required but preferred.

Internal Candidates

The recruitment is truly open to all interested parties and the Council is not predisposed to any candidate. It is a level playing field.

How to Apply

E-mail your resume to Recruit32@cb-asso.com by August 5th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 220-4320.

The Process

Applications will be screened between August 6th and 31st. A reception and interviews will be held on September 10th and 11th with a selection shortly thereafter.

Other Important Information

The Village of Estero is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. Under the Florida Public Records Act, all applications are subject to disclosure upon receipt. A veteran's preference will be awarded if applicable under Florida law.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING