



Collier County

ANNUAL REPORT 2018



Vision

To be the best community in America to live, work, and play.

Mission

To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow.

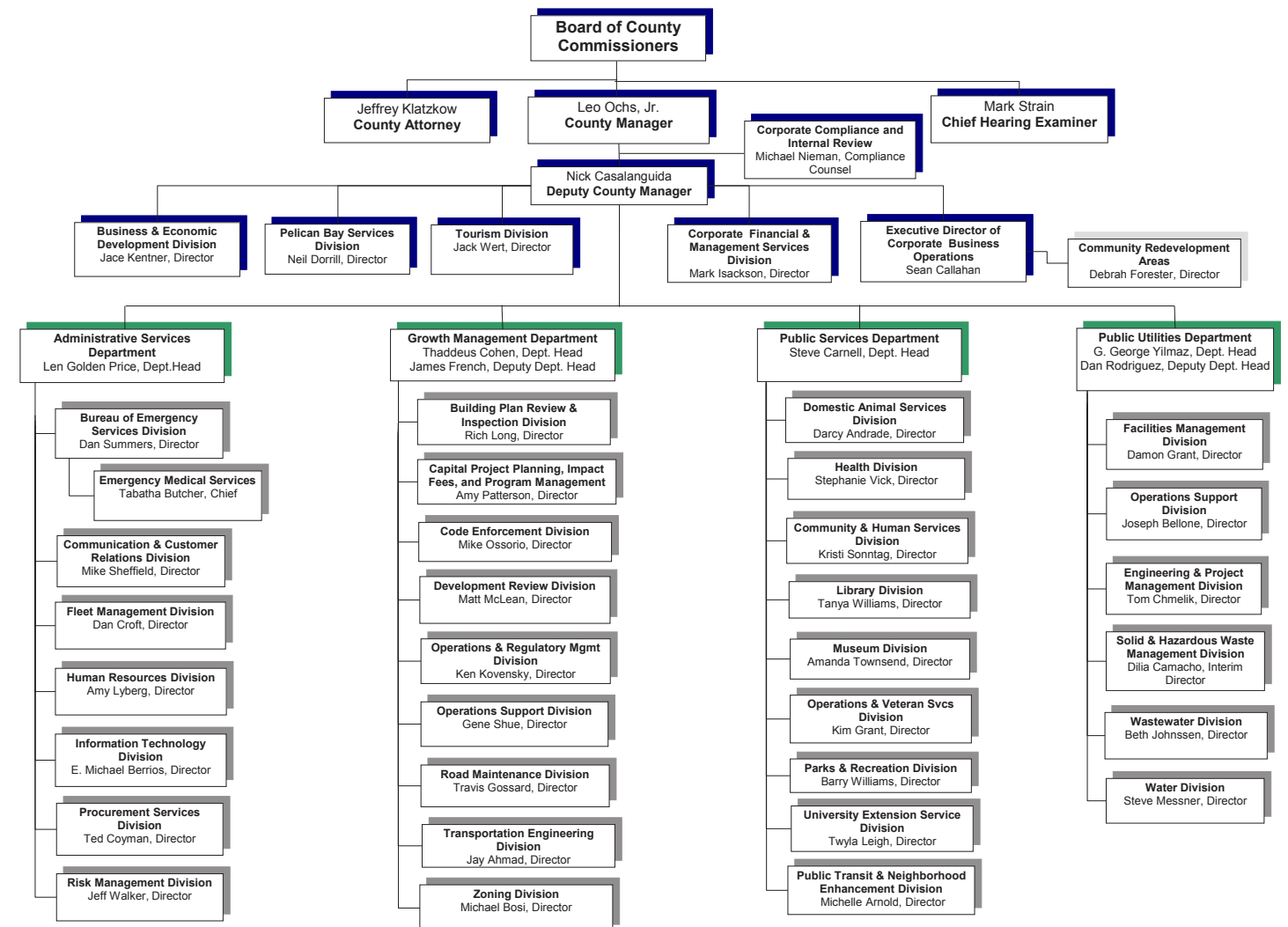
Core Values/Guiding Principles

Honesty, Integrity, Service, Accountability, Quality, Consistency, Respect, Knowledge, Stewardship, Collaboration, Self-Initiating, Self-Correcting

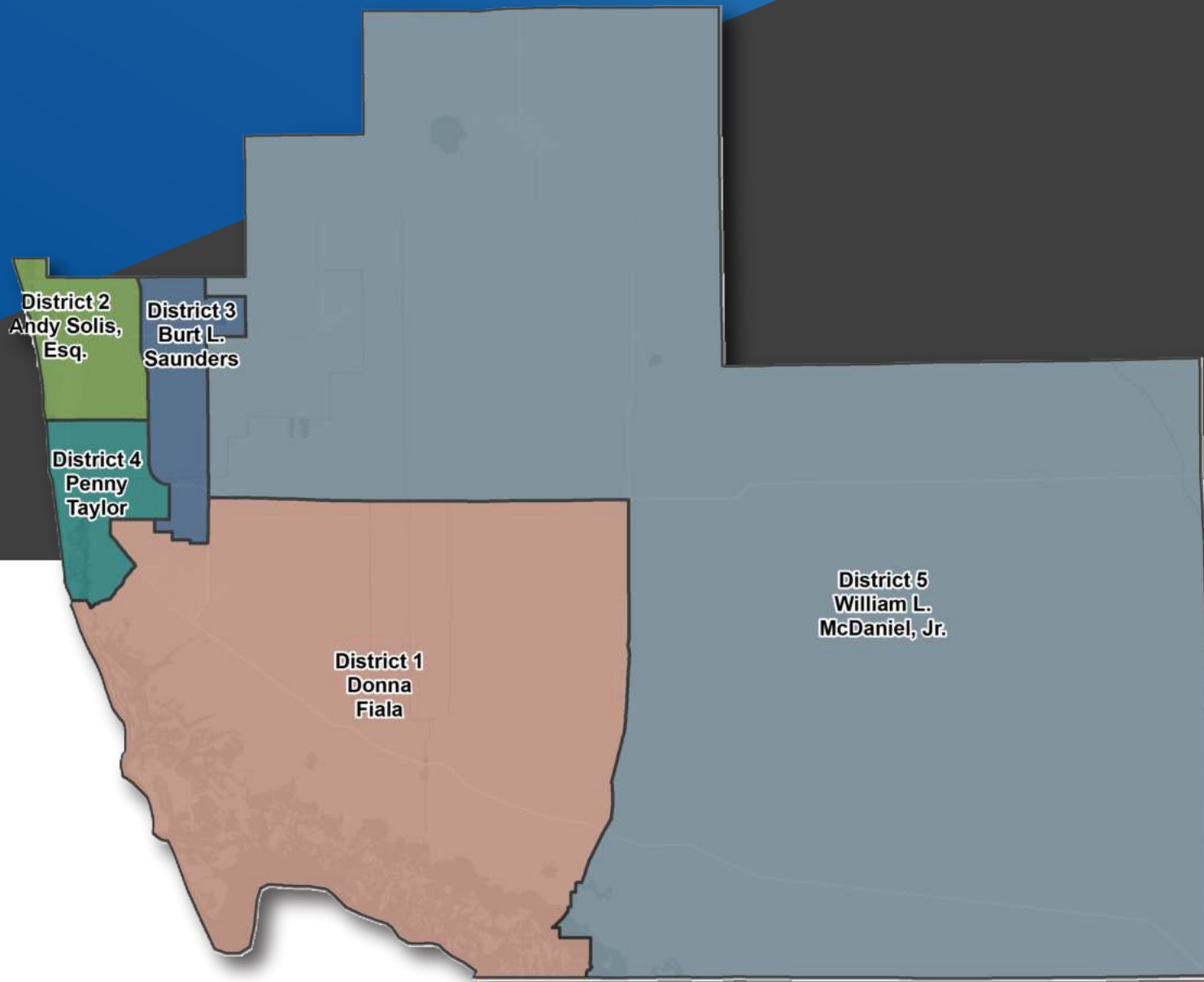
Motto

Exceeding expectations, every day!

ORGANIZATIONAL CHART



COMMISSION DISTRICT LINES



DISTRICT 1

Commissioner Donna Fiala

DISTRICT 2

Commissioner Andy Solis, Esq.
Chairman

DISTRICT 3

Commissioner Burt L. Saunders

DISTRICT 4

Commissioner Penny Taylor

DISTRICT 5

Commissioner William L. McDaniel, Jr.
Vice Chairman

BOARD OF COLLIER COUNTY COMMISSIONERS

The Board of County Commissioners consists of five elected officials who as the chief legislative body of the County, are responsible for providing services to protect the health, safety, welfare and quality of life of the citizens of Collier County.



Andy Solis, Esq.
Chairman
District 2



William L. McDaniel, Jr.
Vice Chairman
District 5



Donna Fiala
District 1



Burt L. Saunders
District 3



Penny Taylor
District 4

COMMISSIONER
ANDY SOLIS, Esq.

Chairman



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The future is very bright for our community. A healthy economy, very low unemployment, steady growth, and a very solid financial condition continue to be the foundation of our great county.



Letter from the Chairman

Dear Collier County residents:

2018 was a year filled with many challenges and successful "firsts." We began 2018 recovering from the effects of the largest hurricane ever to hit Florida. I was honored and humbled to act as Chairman of the Collier County Commission during this critical time.

The dedication and professionalism of your Collier County staff following Irma was truly inspiring. I was equally moved watching Collier residents come together with great compassion and generosity to help those most severely impacted by the storm and least able to recover. On behalf of myself and my fellow commissioners, I thank each and every volunteer and staff member that helped our community get back to being the best place to live, work, and play in such a short period of time.

2018 also saw our county take great strides in repairing and replacing our aging roads, bridges and utility systems. In March, two new bridges and other improvements on Vanderbilt Drive were opened to the public. Despite Hurricane Irma, this project was completed three months ahead of schedule and within budget. Collier County also commenced work on the county sports park, the first facility of its kind in Collier County and one that will contribute significantly to our tourism industry in the years to come.

Later in the spring, we expanded our economic development efforts with the opening of the Florida Culinary Accelerator @ Immokalee. This exciting venture unites the federal and local governments with the University of Florida to create an environment where new food products and processes can be developed right at the source of some of the freshest produce

in the U.S. In the few months since its opening, the Culinary Accelerator has helped nearly 25 gastronomic entrepreneurs through various stages of building their businesses, with one product already available in local stores, the Midwest, and even on Amazon. This initiative has the potential to significantly diversify the economy in Immokalee and throughout Collier County.

In June, the County Commission held its second workshop on the mental health and addiction crises in Collier County. A list of community priorities was presented and, for the first time in its history, Collier County will begin the process of developing a Behavioral Health and Addiction Strategic Plan.

In another "first," Collier County began implementing the recommendations contained in the Community Housing Plan to address the challenge of housing affordability in our community. This is critical to ensure that we continue to have sufficient first responders, teachers, medical personnel, senior housing, and hospitality workers that are vital to our economy and quality of life.

Probably the biggest surprise in 2018 came in the fall when Collier voters approved the additional 1 percent sales surtax. The approximately \$490 million expected to be generated will be used to expand much needed transportation infrastructure like the extension of Vanderbilt Beach Road into eastern Collier County, to replace aging infrastructure such as bridges throughout Golden Gate Estates, to help support the creation of workforce housing and a workforce training center, and to construct a Behavioral Health and Addiction Receiving Facility to address the mental health and addiction crisis, among other community priorities. All these projects funded by the surtax will help ensure Collier County continues to have the highest level of service and quality of life.

The future is very bright for our community. A healthy economy, very low unemployment, steady growth, and a very solid financial condition continue to be the foundation of our great county. Sustained conservative financial management resulted in Collier County receiving a AAA bond rating for the first time and allowed the commission to maintain an unchanged property tax rate for the ninth consecutive year. Our low debt burden means that Collier County is well positioned to handle future emergencies, address our water quality challenges, and to carefully manage future growth.

Thank you again for the opportunity to serve as Chair of the County Commission in 2018. I look forward to continuing to work with my fellow commissioners on behalf of all Collier County residents.

**Andy Solis, Chairman
Commissioner, District 2**



COUNTY MANAGER
LEO OCHS, JR



DEPUTY
COUNTY MANAGER
NICK CASALANGUIDA



From the County Manager

Dear Citizens, Members of the Board of County Commissioners, and Staff:

It is my pleasure to present the 2018 Annual Report. This report looks back at the past year's accomplishments in pursuit of our vision to be the best community in America to live, work, and play. The County Commission and staff work every day to sustain public trust and confidence in county government through sound public policy, professional management and active citizen engagement. We remain focused on providing programs and services that are customer driven, cost effective and responsive to the ever-changing needs of our community.

Sound financial planning and conservative budget management are the cornerstones of our commitment to fiscal stewardship. The fiscal 2018 budget featured no increase in the property tax rate, growth in contingency and cash flow reserves, continued high priority capital investment and a fully funded and policy compliant debt management program. In the past year, S&P Global Ratings raised Collier County's credit rating on all revenue bond debt from AA+ to AAA while affirming a stable outlook. This is indicative of the county's solid revenue framework, budgetary flexibility and overall solid cash position. In January, Moody's Investor Service "Annual Comment on Collier County" indicated that the county's credit position remains strong with a robust financial position, extensive tax base and favorable cash balances.

On November 6, 2018, voters approved the one-cent sales surtax that will go into effect January 2019. The revenue collected will be used to pay for a backlog of infrastructure and other community projects that will enhance safety, mobility, and hurricane preparedness in our county. We are grateful for the public's confidence and look forward to delivering these projects on schedule and budget. The sales surtax is required by law to end either at the end of seven years, December 2026, or the year that \$490 million has been collected, whichever happens first.

Although the county avoided another direct hit from a hurricane this year, staff worked diligently to restore the community in the aftermath of Hurricane Irma, with recovery-related expenditures exceeding \$135M. As cleanup and recovery work continues, so do plans to improve our community's resiliency against future storm events

This year the International City/County Management Association developed a video about our "Collier Inc." business model that was shown at the Annual Conference. This video promoted the county as well as highlighted the unique approach to government administration. As a part of this business model, the county continued to expand our Quality Assurance/Quality Control program. Using data collected in nearly 16,000 responses to nearly 500 surveys we improved and enhanced specific programs and services to serve our customers more effectively. Routinely, team members meet to discuss the feedback, and share lessons learned. We have adopted the "Plan, Do, Check, and Act" philosophy throughout the organization.

Yet again our community was ranked as the #1 Healthiest and Happiest Community in the United States for the third year in a row! The prestigious Gallup-Sharecare Well-Being index reviewed several elements of the Naples-Marco Island-Immokalee metropolitan area. The area was either first or second in the five well-being elements reviewed (Purpose, Social, Financial, Community, Physical). You can review the report at: https://wellbeingindex.sharecare.com/wp-content/uploads/2018/03/Gallup-Sharecare-State-of-American-Well-Being_2017-Community-Rankings_vFINAL.pdf

- No. 1 Destination for Luxury Travelers (USA Today)
- Top City in The Country for Job Growth (Moody's Analytics)
- No. 2 Best Beach Town to Live In (WalletHub)
- Top 5 Best Place to live in Florida (HomeSnacks)
- Top 10 Best Beach Town for Christmas (Coastal Living)
- Top 10 Places Where Americans Live the Longest (Realtor.com)

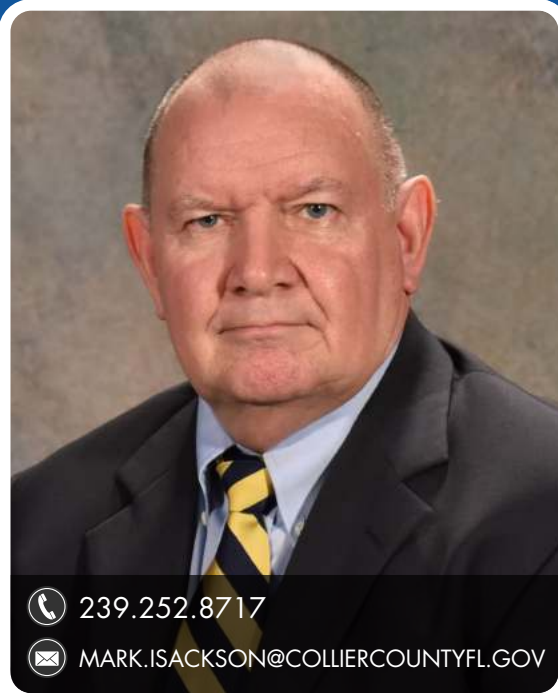
- Top 10 Destination for Adventure (U.S. Quality Tourism Index)
- Golf Capital of the World (Golfchannel.com)

In closing, I would like to thank our County Commissioners. We could not successfully fulfill our mission without their leadership, policy guidance and support. I would also like to express my sincere appreciation to the dedicated county employees who touch the lives of every citizen, every day, whether it's by responding to a medical emergency, maintaining roads, providing the highest quality drinking water, helping veterans receive benefits, or by keeping our parks, beaches and neighborhoods beautiful. Their service helps make Collier County the greatest place in America to live, learn, work and play.

In public service,

Leo E. Ochs Jr.
County Manager





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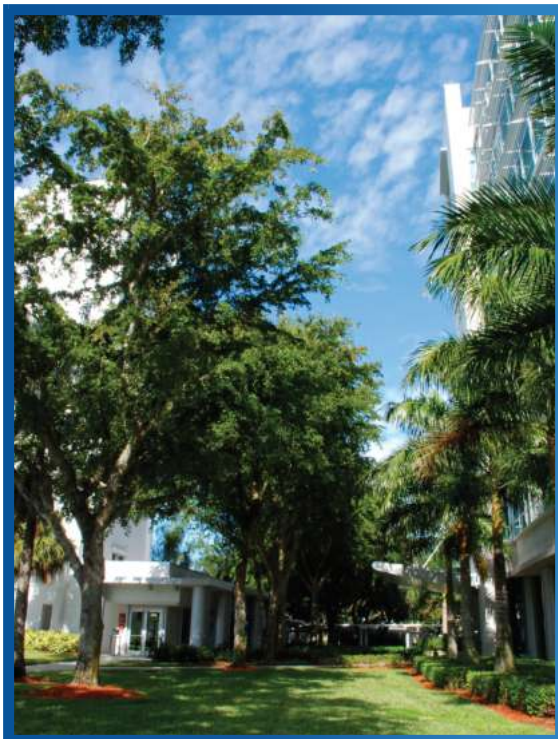
Office of Management and Budget

Preparing and managing the budget and available cash for more than 200 general governmental, special revenue, agency, debt service, and enterprise funds continues to be the primary mission of the Office of Management and Budget (OMB). No less important is the responsibility for centrally managing and ensuring compliance with the myriad federal, state, and local regulations for all grant awards received across the County Manger's Agency.

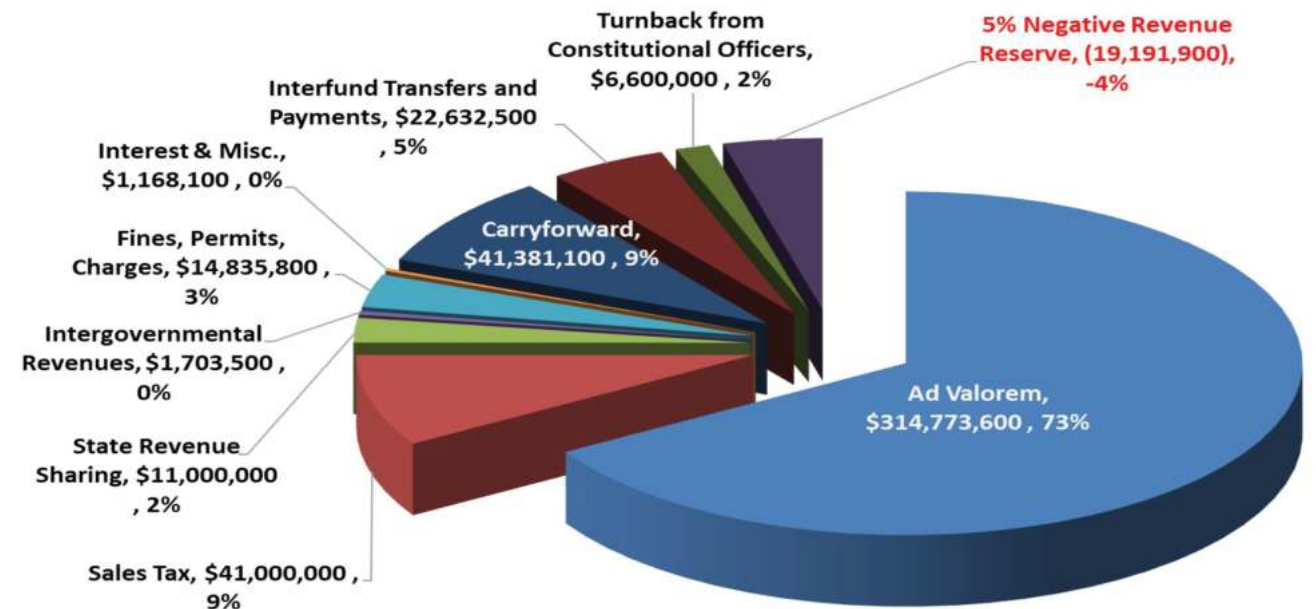
Through a small but dedicated staff of financial, accounting, economic and general management professionals, OMB serves as the central voice for budgetary control and compliance, budget management, cash management, communication with the rating agencies and consumers of the county's budget information.

Collier County has received the Governmental Finance Officer Association's highest recognition for budget presentation for the past 32 years. The county also continues to maintain an investment quality credit rating with all three rating agencies: Moody's, Standard and Poor's, and Fitch. Through prudent budgeting and retaining adequate reserve levels for a coastal community, the county was able to cashflow approximately \$100 million of expenditures throughout 2018 related to Hurricane Irma disaster clean-up and restoration while awaiting reimbursement from federal and state agencies without taking on additional debt. The budget will stay flexible by design to address continually changing community needs, unfunded mandates, and the Board of County Commissioners' priorities.

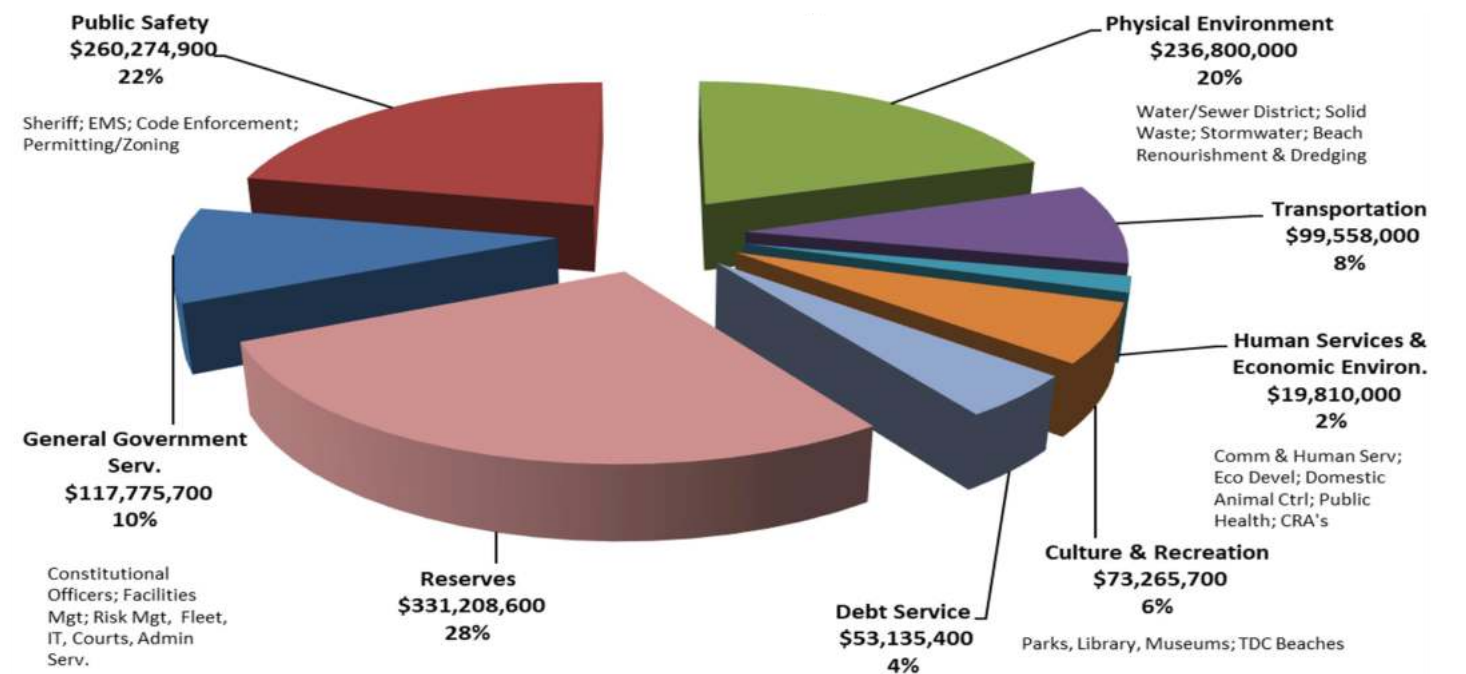
Mark Isackson, Director
Office of Management and Budget



FY 2019 GENERAL FUND (001) REVENUE SOURCES



FY 2019 ADOPTED NET BUDGET WHERE THE MONEY GOES



First Row Bottom (Left to right): Dan Summers, Bureau of Emergency Services Division Director; Len Golden Price, Department Head; Mike Berrios, Information Technology Division Director; Second Row: Mike Sheffield, Communication & Customer Relations Division Director; Tabatha Butcher, Chief of Collier Emergency Services Division; Dan Croft, Fleet Management Division Director; Third Row: Ted Coyman, Procurement Services Division Director; Amy Lyberg, Human Resources Division Director; Mike Cox, Manager Technical Systems Operations; and Jeff Walker, Risk Management Division Director.



Administrative Services Department

Administrative Services

DEPARTMENT HEAD Len Golden Price

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Bureau of Emergency Services Division

Communication & Customer Relations Division

Fleet Management Division

Human Resources Division

Information Technology Division

Procurement Services Division

Risk Management Division

If last year could be described as the “Year of Hurricane Irma,” then this year should be characterized as one of “Recovery and Renewal.” Through our Emergency Management efforts, we filed claims for approximately \$150 million in debris removal and damage to county property, took proactive measures placing us well ahead of other agencies in receiving our first \$11 million in FEMA reimbursement and \$15 million from our insurers, and improved our fueling and shelter capacities; however, these accomplishments in no way define the Department’s focus and achievements.

In 2018, the Administrative and Emergency Services team renewed its commitment to the Collier Inc., philosophy and priorities.

Customer Focus: Our Communications and Customer Relations Team increased public outreach through multiple outlets including print, television, and social media in three different languages, receiving more than 5 million hits.

Operating Excellence: The Operations and Planning Team increased transparency through existing technology by publishing meeting agendas not only for the Board of County Commissioners, but also its advisory and regulatory boards.

Quality of Place: Our nationally accredited, world class Emergency Medical Services consistently meet agency response goals and achieve better than three times the national average in Cardiac Arrest Resuscitation.

Team: Our Human Resources Team emphasized building and retaining a highly skilled and engaged workforce through a restructured on-boarding and orientation process, increased coursework from the Collier University Online Training Program (more than 1,300 courses) and provided management and leadership training. Always placing team members first, Risk Management’s Safety and Wellness programs continue keeping work related injuries to a minimum and maintaining the health and well-being of our team.

Sustainability: The Fleet Management Team, an ASE Blue Seal of Excellence certified shop, was named one of the nation’s 100 Best Fleets for the 10th straight year. Our in-house shop consistently maintains better than 95 percent vehicle availability at the lowest, most efficient cost, ensuring equipment is always available to maintain county services. The Information and Technology Team continues to maintain the integrity of our data, our systems, and our technology infrastructure.

“**Our nationally accredited, world class Emergency Medical Services consistently meet agency response goals and achieve better than three times the national average in Cardiac Arrest Resuscitation.**”

Fiscal Stewardship: Using our electronic bidding system, Procurement Services ensures county funds are spent responsibly through a highly transparent, competitive system of solicitation on the front end, and a combination of online and on-site auction services to recuperate the maximum possible when items are no longer of use.

Innovation & Planning: Taking customer service to new levels, the county initiated plans for a single source customer care system. Be on the lookout for Collier 311, launching in spring 2019, to reach us through a single access point (whether by phone, web, or mobile app) for all county services and information.

**Len Golden Price, Department Head
Administrative Services Department**



First Row Bottom (left to right): Matt McLean, Development Review Division Director; Thaddeus Cohen, Department Head; Jay Ahmad, Transportation Engineering Division Director; Second Row: Mike Ossorio, Code Enforcement Division Director; Gene Shue, Operations Support Division Director; Jamie French, Deputy Department Head; Rich Long, Building Plan Review & Inspection Division Director; Third Row: Travis Gossard, Road Maintenance Division Director; and Mike Bosi, Zoning Director.



Growth Management

DEPARTMENT HEAD
Thaddeus Cohen

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Building Plan Review & Inspection Division

Capital Project Planning, Impact Fees, and Program Management

Code Enforcement Division

Development Review Division

Operations & Regulatory Management Division

Operations Support Division

Road Maintenance Division

Transportation Engineering Division

Zoning Division

Growth Management Department

The Growth Management Department is keeping pace with new growth, demands for services and infrastructure as our citizens continue to recover from Hurricane Irma.

Building Plan Review and Inspection processed 17,368 re-roof permits and completed 223,081 inspections; a 17.5 percent increase. Development Review conducted more than 26,250 inspections; 90 percent were building construction. This year, 20 percent more right-of-way permits were issued, and 5 percent more subdivision and site development plan reviews were completed: 167 division plat pages were recorded, representing more than 2,600 new subdivision lots, a 15 percent increase.

Operations and Regulatory Management renewed 3,000 county contractor licenses and 4,400 state contractor licenses. Revenues totaled more than \$550,000. There were 64,000 building permit applications, an 80 percent increase. Operations Support implemented a new asset management system ahead of schedule and under budget. The system will assist in maintaining more than \$1 billion in infrastructure assets. The Zoning Department sent 50 land use petitions to the Hearing Examiner, the Planning Commission and the Board of County Commissioners this past year. Four planning restudies covering eastern Collier County are progressing. The Immokalee Area Master Plan

and the Golden Gate Area Master Plan are set for Transmittal Hearings.

2018 marked the fourth consecutive year of net operating profit for the Collier County Airport Authority. The Marco Island Executive Airport saw construction begin on its new terminal facility designed to enhance safety and boost the economic viability of the airport. The taxiway rehabilitation project at Immokalee Regional Airport was completed ahead of schedule and under budget.

Transportation Engineering has 14 bridges in design with three major bridge projects completed. Vanderbilt Drive has two new bridges with wide shoulders and a shared use pathway in a very high pedestrian traffic area. The old bridge connecting Chokoloskee Island to Everglades City was replaced. The new bridge has a higher clearance for boat traffic and parking for fishing access.

Road Maintenance removed 575 tons of dirt/debris. Over 41 roadway lane miles were resurfaced; 40 plus lane miles of roadway markings were re-painted. The Limerock Road Conversion Program paved approximately 21 lane miles. New landscape projects on Collier and Santa Barbara Boulevards added 6.59 miles of landscaped medians to the system.

Capital Project Planning was notified that a \$3 million grant was included in the Supplemental Appropriation to the U.S. Army Corps of Engineers for a Feasibility Study to determine whether Collier County would be eligible for long term federal grants to re-nourish our beaches. Transportation Planning secured a grant of more than \$13 million for the Immokalee Complete Streets Project. Code Enforcement successfully handled 7,513 cases, 29,474 inspections and staff continued to reach out with community leaders to seek compliance through cooperation.

**Thaddeus Cohen, Department Head
Growth Management Department**

“**Transportation Planning secured a grant of more than \$13 million for the Immokalee Complete Streets Project.**”



First Row Bottom (left to right): Twyla Leigh, University Extension Service Division Director; Amanda Townsend, Museum Division Director; Tanya Williams, Library Division Director; Michelle Arnold, Public Transit & Neighborhood Enhancement Division Director; Second Row: Kristi Sonntag, Community & Human Services Division Director; Barry Williams, Parks & Recreation Division Director; Kim Grant, Operations & Veterans Services Division Director; Steve Carnell, Department Head; and Darcy Andrade, Domestic Animal Services Division Director (not pictured).



Public Services

**DEPARTMENT HEAD
Steve Carnell**

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- Community & Human Services Division**
- Domestic Animal Services Division**
- Health Division**
- Library Division**
- Museum Division**
- Operations & Veterans Services Division**
- Parks & Recreation Division**
- Public Transit & Neighborhood Enhancement Division**
- University Extension Services Division**

Public Services Department

Our Public Services team began the year working with our community to dig out from the damage left behind by Hurricane Irma. The Museum of the Everglades, which was completely flooded, re-opened before Christmas and experienced outstanding visitor traffic thereafter. Across the street, our Everglades City Library branch resumed regular operations in February. The Parks and Recreation Division successfully re-opened most of our baseball and softball facilities in time for the spring leagues that began in January. The county's University of Florida Extension facility experienced severe damage to its roof, classrooms and offices. The building is now scheduled to re-open in February 2019.

Our biggest "splash" of the year may have been the grand opening of the Eagles Lakes Aquatic Center, a state-of-the-art facility that includes five different water features. The facility opened on Father's Day and was an instant hit with the community. It has become home to the Lely High School swim and dive teams and the Healthy Children's Coalition, which sponsors free swim lessons there for children.

The county's museums celebrated the opening of two extensive historic restoration projects: the E. George Rogers Art Studio at the Government Center site, and the 1947 Budd Tavern train car at the Naples Depot. Also, our

museum staff were part of the host team for the Florida Association of Museums Annual Conference held in Naples in September.

The Public Transit team made changes to several bus routes. Improvements to the route serving Vanderbilt Beach and Wiggins Pass resulted in an increase of nearly 2,000 riders. The Neighborhood Enhancement team oversaw the completion of significant drainage improvements in the Forest Lakes community, and the successful installation of a new state-of-the-art irrigation system for several landscaped medians in Golden Gate City.

Our Community and Human Services (CHS) Division continues to implement a new communitywide housing plan intended to encourage the development of affordable housing. To date, 20 recommendations from the plan have been adopted. CHS staff also facilitated distribution of the following:

- Down payment assistance to first time home buyers.
- Funds to repair or replace hurricane damaged homes.
- 63,445 meals to those in need.
- Home care services to more than 600 seniors.
- Prescription drug assistance to 344 adults.

“ Our biggest “splash” of the year may have been the grand opening of the Eagles Lakes Aquatic Center, a state-of-the-art facility that includes five different water features.

Our Operations and Veterans Services Division assisted 3,412 local veterans in receiving federal benefits and transported nearly 600 vets to various medical appointments.

Our Domestic Animal Services Division placed 93 percent of the animals taken in at the Naples Shelter with new families and/or local animal rescue groups.

We enter 2019 continuing to strive to keep Collier County a great place to live, work and play.

**Steve Carnell, Department Head
Public Services Department**



First Row Bottom (left to right): Beth Johnssen, Wastewater Division Director; Amia Curry, Operatios Support Manager; Dilia Camacho, Solid & Hazardous Waste Management Division Director; Second Row: Joseph Bellone, Operations Support Director; Dr. G.George Yilmaz, Department Head; Dan Rodriguez, Deputy Department Head; Steve Messner, Water Division Director; and Damon Grant, Facilities Management Division Director.



Public Utilities Department

The Public Utilities Department, aligned with the Facilities Management Division, maintained a focus and commitment to long-range strategic planning and expansion, while remaining committed to environmental stewardship, public health and safety, and investing in major capital improvements to replace and enhance aging infrastructure, ensuring compliant, reliable and sustainable services now and into the future.

In September, the Collier County Water-Sewer District requested Board approval for the expansion of its boundaries to serve all unincorporated areas of the county not established as conservation lands. Staff worked cooperatively with land owners in the northeast to develop a coalition in support of the expansion, which makes utility services available to future developments in the northeast.

In July, the Board approved amendments to the Utilities Standards to implement new annual reporting requirements for private pump stations and to subject them to inspection and enforcement action by the Public Utilities Department. The amendment facilitates the conveyance of private pump stations and associated collection systems to the county if the owner brings them in compliance to current utilities standards. Acquisition of the Golden Gate utility system from the Florida Governmental Utility Authority was completed in March.

User rates for the average customer were reduced approximately 30 percent. In April, 3,700 potable water customers in Golden Gate City were connected to the Collier County Water-Sewer District's regional potable water system through interconnects.

The county's water and wastewater systems, field operations, labs and plants operated in full compliance and provided quality service and best value to its customers. The Department produced 9.3 billion gallons of potable water, treated 6.7 billion gallons of wastewater resulting in 5.4 billion gallons of irrigation quality water being delivered to approximately 70,000 metered connections.

The Solid and Hazardous Waste Management Division had approximately 41,698 collections per day of municipal solid waste and 20,849 collections per day of recyclables, for a total of approximately 62,547 daily collections. The new, Northeast Recycling Drop-off Center begin servicing the residents of Northeast Collier County in December 2018.

The Technical Support and Logistics team provided department and agency-wide services, including streamlining the process by which county divisions and

constitutinals plan, acquire, and construct additional service space. A GIS inventory and interactive application were developed to provide the ability to search for county parcels or related requests for space. As part of the asset management initiative, an effort to inventory and integrate all the county's interior space is currently underway. This effort will convert all the facilities into GIS so that it may be utilized for interior space planning optimization and asset management.

The Public Utilities Department continued to sustain the highest rating from Fitch of AAA and from Moody of Aa1, both favorable ratings for future borrowing needs.

Dr. G. George Yilmaz, Department Head Public Utilities Department



“ Acquisition of the Golden Gate utility system from the Florida Governmental Utility Authority was completed in March. User rates for the average customer were reduced approximately 30 percent. ”

Public Utilities

DEPARTMENT HEAD Dr. G. George Yilmaz

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Engineering & Project Management Division

Facilities Management Division

Operations Support Division

Solid & Hazardous Waste Management Division

Wastewater Division

Water Division

First Row Bottom (left to right): Sean Callahan, Corporate Business Operations Executive Director; Jace Kentner, Business and Economic Development Director; Mark Isackson, Office of Management and Budget Director; Second Row: Michael Nieman, Corporate Compliance and Internal Review Compliance Counsel; Jack Wert, Tourism Director; and Debrah Forester, Community Redevelopment Agencies Director (not pictured).



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Tourism Director
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Community Redevelopment Agencies Director
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Corporate Business Operations

2018 was another year of tremendous growth for Collier County and its Tourism, Business and Economic Development (B&ED), and Community Redevelopment Agency (CRA) offices.

The Tourism Division continued to support visitors from across the globe with more than 1.8 million short-term guests enjoying our award-winning beaches, unique outdoor attractions, abundant arts and culture offerings, and world-class shopping and dining destinations. These visitors supported our economy with more than \$2.1 billion in direct spending, supporting the tens of thousands of residents working in the industry.

Tourism launched a new marketing campaign, "Love, Paradise," and the U.S. Travel Association awarded the division an ESTO Destiny Award in marketing for the social media recovery campaign launched post Hurricane Irma. Construction began on a \$70 million amateur sports and special events complex supported with Tourist Development Taxes, and a new initiative was launched to strengthen partnerships within the burgeoning arts and culture community – both increasing the marketing opportunities and new and expanding events for the area.

B&ED continued to promote diversification and economic growth resulting in Collier County achieving the ranking of the third most industrially diverse economy in the state and being ranked 18th on The Milken Institute's index of "Best-Performing Cities" in the nation. Taxable sales showed a 5 percent year-over-year growth to \$772 million, and our unemployment rate dropped to 3.1 percent in October. The Division continued to focus on business retention, expansion, attraction and entrepreneurship by maintaining three successful public-private partnerships and adding three new incentive programs – Innovation Zones, Opportunity Zones, and a Certified Sites Program. The Florida Culinary Accelerator at Immokalee opened in March and launched its first product later in the year. The Naples Accelerator continued to grow its membership, opening the first Business Disaster Recovery Center in Florida post Hurricane Irma.

The CRA areas saw similar advancement and completed key projects to help spur growth. In Bayshore, staff and the community continued to make progress on an update to the original redevelopment plan for the area. Several key projects were advanced, including completion of design and permitting for the \$4.9 million Thomasson Drive Improvement Project, and the award of a joint \$227,960 project with the City of Naples to continue improving fire safety by increasing water pressure and installing fire hydrants in the community.

The Immokalee CRA completed construction of \$742,000 in sidewalk improvements and coordinated to draft the Immokalee Area Master Plan, scheduled for adoption this year, and assisted with soliciting community input. This plan will take a fresh look at the future development of the area.

Whether a visitor, community member, or business, the future is bright and continued growth is on the horizon in Collier County.

**Sean Callahan, Director
Corporate Business Operations**





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Corporate Compliance and Internal Review Compliance Director
Michael Nieman



Office of Corporate Compliance and Internal Review

The Corporate Compliance and Internal Review Division collaboratively facilitates the design, development, implementation, monitoring, and management of the Internal Controls Program throughout Collier County Government. The internal controls framework was adopted by the Agency in alignment with the Federal Government and the Committee of Sponsoring Organizations (COSO). The Division continues to leverage Comensure, a cloud-based software, to actively manage the internal controls program.

As of November 2018, there are 20 divisions with an established internal control system and 10 divisions in the implementation phase. System users increased from 124 in 2017 to 263 in 2018 an increase of 112 percent. The number of internal controls increased from 577 in 2017 to 1,032 in 2018, an increase of 79 percent. Total process improvements established collaboratively are 238, a 64 percent increase from 2017.

Leadership and staff have collaboratively designed best practices to aid in efficiently streamlining operations, reducing duplication of efforts, and saving tax payer money while promoting transparency, productivity, and accountability.

The staff facilitates certification of internal controls and provides ongoing communication through quarterly reviews to directors and department heads. Quarterly reviews provide leadership with the timeliness of certification, quality of testing, analysis of controls, new process improvements, and remediation actions for the division. Internal Control staff provides consulting services for continuous process improvement while managing approximately 1,032 controls to date. Approximately 100 controls are now tested and actively certified monthly throughout the Agency.

The Division actively designs and completes special projects in alignment with the COSO Integrated Framework. These new projects include the implementation of a Fraud Hotline, Fraud Risk Assessment in conjunction with COSO Principle 8, and a Process Improvement Valuation Pilot Program. Additionally, staff has provided consulting services throughout the Agency to support mitigation of risk to critical business functions.

Michael Nieman, Director
Office of Corporate Compliance and Internal Review



Crystal K. Kinzel,
Clerk of the Circuit Court

Office of the Clerk of Courts
Courthouse Annex, 2nd Floor
3315 Tamiami Trail E., Suite 102
Naples, FL 34112-5324
Phone: (239) 252-2646
Fax: (239) 252-2755
Monday – Friday 8 a.m. – 5 p.m.
www.collierclerk.com

Clerk of Courts Offices

Eagle Creek
12668 Tamiami Trail East, Naples, FL 34113
Phone: (239) 252-2654
Golden Gate
4715 Golden Gate Parkway, Naples, FL 34116
Phone: (239) 455-5911
North Collier Government Service Center
2335 Orange Blossom Drive, Naples, FL 34109
Phone: (239) 252-5477

Everglades City Hall
102 Copeland Ave. North, Everglades City, FL 34139
Phone: (239) 695-2511
Immokalee Courthouse
106 South First Street, Immokalee, FL 34142
Phone: (239) 657-2689



Kevin J. Rambosk,
Sheriff

Collier County Sheriff's Office
3319 Tamiami Trail E.
Naples, FL 34112-4901
Phone: (239) 774-4434
Monday – Friday 8 a.m. – 5 p.m.
www.colliersheriff.org

Sheriff Substations

Emergency Services Center
8075 Lely Cultural Parkway, Naples, FL 34113
Phone: (239) 252-9400
Golden Gate
4707 Golden Gate Parkway, Naples, FL 34116
Phone: (239) 455-3121
Immokalee
112 South First Street, Immokalee, FL 34142
Phone: (239) 657-8451

Everglades City
32020 Tamiami Trail E., Ochopee, FL 34141
Phone: (239) 252-9900
Golden Gate Estates
1195 County Road 858, Naples, FL 34120
Phone: (239) 252-9250
North Naples
776 Vanderbilt Beach Road, Naples, FL 34108
Phone: (239) 252-9100



Jennifer J. Edwards,
Supervisor of Elections

Collier County Supervisor of Elections Office
3750 Enterprise Avenue
Naples, FL 34104
Phone: (239) 252-8683
Fax: (239) 774-9468
Monday – Friday 8 a.m. – 5 p.m.
www.colliervotes.com



Larry H. Ray,
Tax Collector

Tax Collector Offices

Collier County Tax Collector's Office
3291 Tamiami Trail E.
Naples, FL 34112-5758
Phone: (239) 252-8171
Fax: (239) 252-8852
Monday – Friday 8 a.m. – 5 p.m.
www.colliertax.com

Growth Management

2800 Horseshoe Drive N, Naples, FL 34104
Phone: (239) 252-2477

Green Tree

2348 Immokalee Road, Naples, FL 34110
Phone: (239) 598-2525

Everglades City

102 Broadway Ave E., Everglades City, FL 34139
Phone: (239) 695-2511

Immokalee

106 South First Street, Immokalee, FL 34142
Phone: (239) 657-2054

Marco Island

1040 Winterberry Drive, Marco Island, FL 34145
Phone: (239) 394-6986

Wilson Blvd

50 Wilson Blvd South, Naples, FL 34117
Phone: (239) 348-1011

Airport Road

725 Airport Road South, Naples, FL 34104
Phone: (239) 434-4600

Eagle Creek

12668 E. Tamiami Trail, Naples, FL 34113
Phone: (239) 417-3036

Golden Gate

4715 Golden Gate Parkway, Naples, FL 34116
Phone: (239) 455-2858

Naples City Hall

735 Eighth Street South, Naples, FL 34102
Phone: (239) 434-5687

Orange Blossom

2335 Orange Blossom Drive, Naples, FL 34109
Phone: (239) 252-8177



Abe Skinner,
Property Appraiser

Property Appraiser

Collier County Property Appraiser's Office
3950 Radio Road
Naples, FL 34104-3750
Phone: (239) 252-8141
Fax: (239) 252-2071
Monday – Friday 8 a.m. – 5 p.m.
www.collierappraiser.com

Golden Gate

4715 Golden Gate Parkway, Naples, FL 34116
Phone: (239) 348-0246

Immokalee Office

106 South First Street, Immokalee, FL 34142
Phone: (239) 657-2054

Orange Blossom

2335 Orange Blossom Drive, Naples, FL 34109
Phone: (239) 252-8177

MAKE THE RIGHT CALL IN COLLIER COUNTY

Collier 311 is available 24/7 on www.collier311.com and via the Collier 311 mobile app.



FOR EMERGENCY SERVICES



FIRE



POLICE



MEDICAL



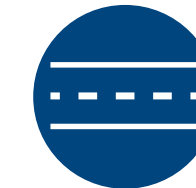
FOR NON-EMERGENCY SERVICES



TRASH & RECYCLING



CODE COMPLIANCE



ROADS & TRAFFIC

and so much more...



In Memoriam
Dwight E. Brock

Collier County Clerk of the Circuit Court and Comptroller from 1993-2018. Mr. Brock passed away on June 12, 2018, during his seventh term of office.



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