

A black and white photograph of a long wooden boardwalk extending to the ocean under a cloudy sky. The boardwalk is made of wooden planks and has a railing with vertical posts and horizontal slats. The ocean is visible in the distance, and the sky is overcast.

Reflections

Collier County Government Annual Report 2004

on a year's past





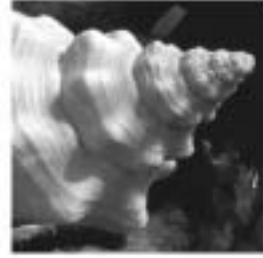
7 ADMINISTRATIVE SERVICES DIVISION



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19 CLERK OF COURTS



21 SHERIFF



23 PROPERTY APPRAISER



25 SUPERVISOR OF ELECTIONS



27 TAX COLLECTOR



Collier County government enjoyed another successful year providing critical public services and programs to our growing community. Through the leadership and vision of the Board of County Commissioners, county government has worked tirelessly to exceed our customers' expectations, plan responsibly for our future and serve as good stewards of our tax dollars.

During 2004, Collier County government employees in the six primary branches of county government - the BCC, Sheriff's Office, Clerk of Courts, Property Appraiser, Supervisor of Elections and Tax

Collector - worked hard to provide services that will ensure the continued health, safety and welfare of our community. New roads, expanded water and sewer plants, new parks and drainage projects are just a few examples of the many efforts that were made to preserve and improve our community's wonderful quality of life - despite the challenges we faced during this daunting and unprecedented hurricane season.

We invite you to read about our many accomplishments and learn more about our continuing efforts to keep Collier County one of the premier places to live, work and play.

BOARD OF COUNTY COMMISSIONERS



DONNA FIALA
District 1 Chairman



FRANK HALAS
District 2



TOM HENNING
District 3



FRED COYLE
District 4 Vice Chairman



JIM COLETTA
District 5

Throughout the past year, I have been privileged to serve as Chairman of the Board of County Commissioners. What a pleasure it has been to work with these dedicated Commissioners who have brought a new sense of trust, respect and integrity to this Commission. We strive to be responsive to the community we serve, listen to their concerns and make the best decisions we can to improve the quality of life for our residents and visitors.

We've had some wonderful successes in 2004 that I'd like to share with you. In the Transportation Services Division, we implemented our Transportation Checkbook Concurrency initiative, which ensures adequate road capacity is available as our population grows. In my opinion, this is one of our greatest achievements in planning for more responsible growth.

The final segment of Livingston Road between Vanderbilt Beach Road to Immokalee Road was completed, establishing the third north/south corridor connecting Lee and Collier counties.

We proceeded with construction of Golden Gate Parkway, Goodlette-Frank Road and Immokalee Road. By year's end, we broke ground on the Golden Gate Overpass and Vanderbilt Beach Road widening project. Also, Phase I of the Computerized Signal System has been finalized and Phase II has been initiated, with field staff monitoring and updating signal timings on a regular schedule.

Our Collier Area Transit (CAT) has been a resounding success with ridership of 627,824 passengers as of September 30, 2004, compared to 475,820 in fiscal year 2003. New bus shelters have been constructed and routes expanded, including service to Marco Island.

Lastly, we have initiated the Median and Roadside Landscaping Program on all of our major road corridors and I am thrilled with the results thus far! We have also completed the missing links of sidewalks to connect the system.

Our new Bureau of Emergency Services really had a workout during this year's hurricane season with four major hurricanes threatening Collier County and our neighbors across Florida. They were also on the scene for technical support in a tower collapse and fire incident, a Naples Landfill fire and numerous brush fire events. In addition, Emergency Services staff completed a regional tabletop bioterrorism drill in conjunction with the state Health Department. This has been a major success for Collier County this year.

In the Public Services Division, Commissioners approved a partnership and lease agreement with the Children's Museum of Naples, which will be located in the new North Naples Regional Park that is expected to open in May 2006. This newest park to our system will include a water park, playground areas, and numerous ball fields.

Restoration continues at Lake Trafford. In honor of the driving force behind this initiative, Lake Trafford Park has been renamed the Ann Olesky Park.

Commissioners approved real estate incentives for beach and boat access, which allowed Parks and Recreation to purchase several residential lots near Bayview Park to provide more parking and boating access to those in the county who don't have direct access in their neighborhoods.

The Vanderbilt Beach Parking Garage is on the horizon. When completed in early 2006, more Collier County residents will have the opportunity to enjoy beautiful Vanderbilt Beach in North Naples.

Our museum system is proud to announce that the pioneer museum in Immokalee, Roberts Ranch, was listed with the National Register of Historic Places, making it the 18th national historic landmark to be listed in Collier County. The county is also moving forward with plans to lease the Naples Depot, which will serve as the gateway to our Collier County Museum system.

Congratulations go to our Collier County Library Department, which won area and state public relations awards for the Love My Library Campaign. They also completed construction of the addition to the Immokalee Branch Library.

This year began the total revamping of Domestic Animal Services (DAS). An ambitious media campaign to raise awareness and create a better public image for the shelter was launched.

There have been significant results in the Tourism Department, including promotions aimed at increasing the number of room nights in Collier County hotels, a new campaign slogan and logo, the redesign and implementation of a completely new Tourism Web site, and the creation of a 48-page Visitor Guide for the entire destination of Collier County at no cost to the county.

The Airport Authority hired a new airport director as they move on to a new phase in airport management. The authority also developed a five-year plan to guide future operations.

Our Community Development and Environmental Services Division (CDES) has had a whirlwind year. The Conservation Collier program has been aggressively implemented, and much sooner than expected. This is the program the voters approved to purchase environmentally-sensitive lands for preservation. Several acquisitions have already been made.

Five Economic Development Council (EDC) incentive programs have been developed and implemented, which fostered the creation of the county's Housing Development Corporation.

A great deal of time has been expended to develop design standards and baselines for the Rural Lands Stewardship Sending and Receiving Areas. A Transfer of Development Rights (TDR) Program has been approved and is being implemented, which will, in turn, protect environmentally-sensitive wetlands and uplands.

A two-year-long, politically-charged, high-pressure project called the "Contract with the Community" on concurrency was directed by the Board and CDES delivered exactly what we requested. I am pleased to say they did an excellent job.

The Public Utilities Division has either completed or is currently working on more than 206 water and wastewater capital projects with a budget of more than \$285 million. Additionally, there are six solid waste projects that staff is addressing.

Customer acceptance of the ability to pay water and wastewater utility bills electronically by using the Internet has been phenomenal.

The Wastewater Team competed in the Water Environment Federation National Operations Challenge competition and placed second in the nation. That champion team deserves congratulations.

I am extremely proud of our Board's 2004 accomplishments and look forward to another year of progress. I want to thank the citizens of Collier County, their Commissioners and aides, and all the dedicated Collier County government staff for making my year as Chairman a very productive and rewarding experience.



Donna Fiala, Chairman
Commissioner, District 1

COUNTY MANAGER'S OFFICE



JIM MUDD
County Manager



LEO OCHS, JR.
Deputy County Manager

Collier County government's mission is "to deliver services to our residents and visitors that exceed expectations." As your County Manager, I am proud to say that this Collier County government organization made great strides in 2004, laying claim to numerous successes that will pave the way to a rewarding future. And, as we vision for the future, I think it's imperative we reflect on the most immediate past. To me, 2004 was an exceptionally challenging year in which we maximized our resources and realized our potential as we continued our quest to improve services to our customers, the residents and visitors of Collier County.

This was an especially trying year for residents and visitors who were here during the devastating hurricane season. It was the first year since 1886 that four major hurricanes impacted one state. County employees worked around the clock to ensure that residents were safe and that vital services were operational. More than 800 county employees from all five divisions were involved in at least one of the four hurricanes: Charley (Category 4), Frances (Category 3), Ivan (Category 4), and Jeanne (Category 3).

Thankfully our county was not greatly impacted by the hurricanes and normal business resumed quickly. I encourage you to read each division's section in this report to learn more about their accomplishments during this tumultuous period.

Collier County government began the "new year" by first presenting to the Board of County Commissioners (BCC) a Strategic Plan that vertically aligned the organization processes with the strategic goals and objectives set by the Board. Adhering to the overall strategic goal of "rebuilding and maintaining public trust," staff dedicated resources to three objectives, including revising the Growth Management Plan (GMP) and Land Development Code (LDC) to improve the county's ability to manage and control the rate and quality of future development; developing reliable public infrastructure and resource management processes; and improving the financial planning, management and reporting processes.

In addition to finalizing GMP and LDC revisions, we established a computerized program for Adequate Public Facilities Certification to implement Transportation Checkbook Concurrency. The GMP for Transportation Checkbook Concurrency was officially adopted in March 2004. Also, we prepared the Annual Update and Inventory Report (AUIR) of required county infrastructure in conjunction with the LDC and Concurrency amendments.

In developing reliable public infrastructure and resource management processes, the budgets presented to the Board for FY 04 and 05 included capital sections that provide greater detail about the projects and clearly indicate the funding source of each. Focused on staying concurrent in every

county category, the AUIR was discussed in a workshop that included a review of current and future capital projects.

Quarterly, we conduct Capital Projects Review sessions with project managers to assure capital projects are on schedule and within budget. These reviews improve capital project efficiencies through increased communication, accountability and oversight. We also are continuing the multi-year endeavor to improve and refine our contract management procedures. In 2004, we implemented enhanced change order and work order approval processes. Assuring increased accountability and oversight, we submit monthly reports to the BCC that summarize administrative change order activity.

In improving our financial planning, management and reporting processes, we proposed to the BCC in March 2004 a budget policy for FY 05 that gave Commissioners the opportunity to discuss priorities with staff prior to development of their annual budgets. Again, this budget guidance was detailed, exacting and demanding by design yet comprehensive and user-friendly. This policy was again reviewed and endorsed by the county government's Productivity Committee. I am proud to say that the March projections for the FY 05 budget were less than one percent different than the actual FY 05 General Fund budget. Presenting our budget again this year by function – rather than the more complicated fund type – resulted in increased comprehension, a notable accomplishment from budget cycles several years ago.

All our impact fees have been updated per study or Consumer Price Index-adjusted. Under study is a new impact fee for law enforcement scheduled to be presented to the BCC in FY 05. With the exception of school impact fees, which haven't been updated in more than a decade, I believe our impact fees are in optimum condition for Collier County. And the BCC has asked the Collier County School Board to address the deficit in the school impact fee studies.

Throughout 2004, we have strived to increase staff's efficiencies and effectiveness in communicating with the public. Our electronic Agency Issue Management System (AIMS), and its mandated five-day turnaround time by staff, has continued to improve response to, and the resolution of, issues of concern from Commissioners and taxpayers.

To further improve coordination between the Commissioners, the County Manager, the County Attorney and the Constitutional Officers, representatives from both the County Attorney's Office and the Clerk of Courts Office continue to attend meetings with division administrators and management office department directors. A representative of the Clerk of Courts Office also is present on the dais during regular BCC meetings.

In an all out effort to get county information out to the public, I have been a guest speaker at 37 engagements during 2004. We also coordinated the scheduling and staging of seven town hall meetings, videotaped 12 programs featuring the County Manager as host that were broadcast monthly on county government television, and provided monthly articles on a variety of topics to the *North Naples Journal* and *Pelican Bay Journal*.

In addition to town hall meetings in all five County Commission districts, we also conducted 34 workshops, which allowed the Board more opportunities to discuss in-depth the major issues facing the county and provide policy-level direction.

To further improve efficiency and effectiveness, we implemented a new electronic agenda system which has reinforced reviews at every level of the organization. Although we are still providing paper copies upon request, the electronic version has expedited and facilitated the agenda process.

Expanding our legislative program, we have increased our participation in the Florida Association of Counties (FAC) and have formed an alliance with surrounding counties to create the South Florida Legislative Coalition, which allowed for a pooling of resources that resulted in the first-ever Southwest Florida Legislative Day in Tallahassee in March 2004. In the past year, I have met with Southwest Florida county and city managers on six occasions.

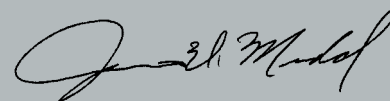
We revised the pay plan again this year, saving the county \$370,000 in 2004, and expected savings will compound to more than \$1 million by 2006. The employee turnover rate is 11 percent, which represents a decrease from 18 percent in 2003. Our vacancy rate is 4.1 percent, meaning we have averaged about 40 vacancies monthly.

Because I have not been able to note all our successes in 2004, I invite you to peruse the pages of this *Collier County Government Annual Report* as our five divisions, 37 departments and five Constitutional Offices describe their accomplishments in greater specificity.

As you review this record of our achievements, I sincerely hope we have exceeded your expectations. My staff, empowered by the cooperation and participation of a responsive Board, has certainly exceeded mine in service delivery to our customers – the public. As your County Manager, I am very proud of Collier County government and the imprint imbedded on the quality of life in Collier County in 2004. The accomplishments of 2004 show a progressive influence and visionary interpretation which serve as a blueprint for the future. As we strive to always vision for the future, it's critical that we never lose sight of the lessons gleaned from the past and present.

As your County Manager, I can assure you that your county government will continue on a smart, deliberate and measured path that keeps abreast of growth, preserves our coveted natural resources and meets head on the difficult challenge of achieving the perfect balance.

I promise you that I will continue to do my best to assure Collier County will always be a great place to live, work and play. After all, your home is my home. There's a reason it's known worldwide as *Paradise*.



■ ADMINISTRATIVE SERVICES



During the hurricane season, the Administrative Services Division's staff provided 24-hour support to ensure that county telecommunications were fully operational. Staff processed hundreds of emergency purchase orders, completed applications for hazard mitigation grants and Federal Emergency Management Agency (FEMA) reimbursement paperwork, and assisted departments in preparing payroll entries to ensure proper record keeping for FEMA purposes and appropriate compensation for time worked. County employees also offered janitorial services at the 12 shelters opened throughout the county.

The FACILITIES MANAGEMENT DEPARTMENT, custodian and manager of 627 buildings and structures that total 2.5 million square feet, upgraded its Operations Center from analog to digital video to allow staff to digitally record all video surveillance. Additionally, the department purchased new XM Weather Satellite technology to track storms and lightning and developed a new preventative maintenance program to systematically address building maintenance issues.

The FLEET MANAGEMENT DEPARTMENT is the first governmental agency accepted as a Sterling Warranty Shop, approved with the Sterling Warranty Certification, and is the first and smallest organization to receive this honor. Additionally, the department has been recognized in *Utility Fleet Magazine* as one of the top 100 fleets in the country. Staff designed and implemented a fuel interface program to download fuel transactions via computer rather than manually entering 100 plus transactions daily and upgraded a software program to capture vehicle and equipment data. Staff completed 6,667 work orders for 1,105 vehicles, processed 68 new vehicles and 169 new pieces of equipment, and saved the county \$53,000 by pursuing all concessions offered by manufacturers.

GRANTS COORDINATION worked to obtain \$29 million in federal, state and local grants, and closed out FY 04 with an additional \$10 million. An additional \$3.5 million in grant funds were applied for and pending in FY 04.

In keeping with the HUMAN RESOURCES DEPARTMENT's (HR) mission to provide quality strategic leadership and technical expertise to customers, HR coordinated with the Facilities Department to implement a fingerprinting system to screen employees whose positions are considered sensitive to Homeland Security. Additionally, the department's Web site was updated to enable customers to apply for employment online and find HR-related forms. The department moved its new headquarters to Building B to better serve customers, completed a major market survey in 2004 to ascertain competitiveness in the marketplace, and offered wellness programs to employees that ultimately produced a savings in real dollars of approximately \$286,000 in preventable medical costs.

The INFORMATION TECHNOLOGY DEPARTMENT (IT) operates the Board of County Commissioners' agency data network and applications, and supports and maintains over 1,000 computer workstations. IT manages a multi-agency telecommunications system, the countywide public safety radio system, and safeguards the agency's electronic records and databases. The department completed an expansion of the 800 MHz public safety radio system to improve coverage in areas that have experienced rapid

population growth, which remained fully operational throughout all of the hurricane activity. Additionally, a novel, low-cost, automatic vehicle location system application developed in partnership with the Emergency Medical Services Department won the Government Technology Leadership Award.

The PURCHASING DEPARTMENT implemented a number of new efficiency and service initiatives that are saving the agency time and money every day. Significant initiatives include the loading of all county contracts into the SAP financial management system, where users can now directly access contract information. This greatly curtails phone calls and the faxing and mailing of paperwork between offices. The department also implemented a standard, automated work order process in SAP, which establishes common guidelines and an automated environment for the preparation, review and approval of work orders under various contracts. Other similar program initiatives completed in FY 04 included enhancements to the county's Purchasing Card program that have increased accountability and compliance with the requirements of the program and the establishment of an administrative policy for the tracking of inventory and supplies in each department.

The department had several other significant achievements during the year. In March, the county's largest surplus property auction ever was held, recording sales of nearly \$638,000. In August, the department successfully negotiated a contract with Wharton-Smith Inc. to complete work on the South County Water Plant Expansion project. The new contractor completed the work three weeks ahead of schedule and in time to meet the peak demands of the winter season. The department also successfully implemented a prequalification process for the hiring of construction inspectors that will ultimately simplify and expedite the hiring of these services for various road projects now and in the future.

The RISK MANAGEMENT DEPARTMENT recovered \$243,610 through a Subrogation Recovery Program that was implemented in 2002 to recover funds owed the county as a result of damage to county assets. In addition, the Occupational Safety staff conducted training for 1,600 employees regarding back strengthening, driver safety, hearing conservation and maintenance of traffic. The department saved nearly \$14,400 in avoided physician and emergency room visits, with approximately 60 percent of Workers' Compensation claimants being treated in-house (at least initially). Staff managed care more efficiently by directing employees immediately to specialists, where applicable, avoiding unnecessary general physician costs. Finally, it is estimated that 300 general health visits were completed in FY 04 as compared to 257 in FY 03. These initiatives combined resulted in savings in excess of \$75,000.



■ COMMUNITY DEVELOPMENT & ENVIRONMENTAL SERVICES



The Community Development and Environmental Services Division's building inspectors and code enforcement officers were deployed following the hurricanes to conduct damage assessment inspections. Thirty-five assessment teams inspected private property buildings in the affected areas and placed placards on the buildings to indicate the level of damage sustained. More than 300 homes in Collier County experienced some level of damage during the hurricane season. A total of 442 claims were filed with the Federal Emergency Management Agency.

The BUILDING REVIEW AND PERMITTING DEPARTMENT issued 30,203 permits in FY 04. This has kept the building inspectors busy conducting an average 578 inspections per day for a total of 162,035 for the entire department. The Contractor Licensing section issues licenses to contractors as well as investigates complaints. In FY 04, investigators settled numerous disputes between contractors and homeowners that resulted in \$362,410 being returned from the contractor to the homeowners.

CODE ENFORCEMENT continued to have many successes and increased results in FY 04. Over this past year, code investigators performed 68,454 site visits and conducted regular sweeps of neighborhoods to address ongoing problems. A new Property Maintenance Ordinance was written and adopted that provides for inspections of rental dwelling units, enhances minimum housing standards and creates a process for obtaining boarding certificates for vacant/abandoned structures.

COMPREHENSIVE PLANNING staff developed and implemented the most stringent real time public facilities concurrency management system in Florida to support new development approvals. Staff also developed and implemented the first Rural Lands Stewardship Credit System which is a model for the state and region, and which made possible the development of the new Ave Maria University in Collier County.

In addition, staff worked with a stakeholders group, Transportation staff, and consultants to complete the rewrite of Division 3.15 of the Growth Management Plan. This completed a two-year highly publicized, highly aggressive project to deliver on the BCC's "Contract with the Community" on concurrency.

THE ENGINEERING DEPARTMENT is the lead department in monitoring FEMA activities. Negotiations between city and county officials and FEMA resulted in delaying the effective date for proposed new flood maps until the middle of 2005. FEMA agreed with the city/county argument that much of the data used to create the maps was outdated.

Department staff reviewed and approved the construction documents and plats for 66 subdivisions, reviewed site development/improvement plans and amendments for 396 projects, provided over 16,000 inspections for residential homes and site development plans, and inspection services for over 2,345 potable well installations.

The ENVIRONMENTAL SERVICES DEPARTMENT's Conservation Collier program got off to a great start in its first year. Applications for 21 parcels/projects totaling approximately 286 acres were received and evaluated under program criteria. Out of the applications received, nine parcels/projects were recommended and approved for purchase. All but two of these are currently moving through the acquisition process. Of those in the process, two, totaling six acres, have already been acquired, closing dates have been set for another approximately 100 acres, and one 80-acre parcel is still undergoing appraisal. Conservation Collier is evaluating a second group of properties/projects totaling 319 acres.

The FINANCIAL ADMINISTRATION AND HOUSING DEPARTMENT staff administered Community Development Block Grant (CDBG) programs including the following: Economic diversification activities totaling \$77,600 in CDBG funds; public facilities activities totaling \$303,000; public services activities totaling \$319,730; and affordable housing/rehabilitation activities totaling \$1,335,000 in CDBG and HOME funds. Through the HOME program, 20 very-low and low-income households received homebuyer-counseling services and 27 low-income households were approved to receive rehabilitation assistance. In addition, 16 very-low income households in Immokalee were provided with permanent housing and 15 very-low income participants received rental assistance through the Collier County Housing Authority.

The OPERATIONS DEPARTMENT is one of the most diverse departments in Collier County government, encompassing functions related to utility regulation, cable franchise administration, graphics support, addressing, and records management/switchboard. All elements have recorded successes over the past year, but some projects are particularly noteworthy. Staff negotiated a 20-year cable franchise with Strategic Technologies Inc. (STI). Initial service area will be the Heritage Bay development, but once STI's initial service area is constructed, STI will be ready to compete head-to-head with Comcast and Time Warner. Additionally, addressing compliance officers continued working on 911-address compliance throughout the county, but have focused primarily on Immokalee. Staff is currently working with over 2,000 residents to have their addresses displayed correctly.

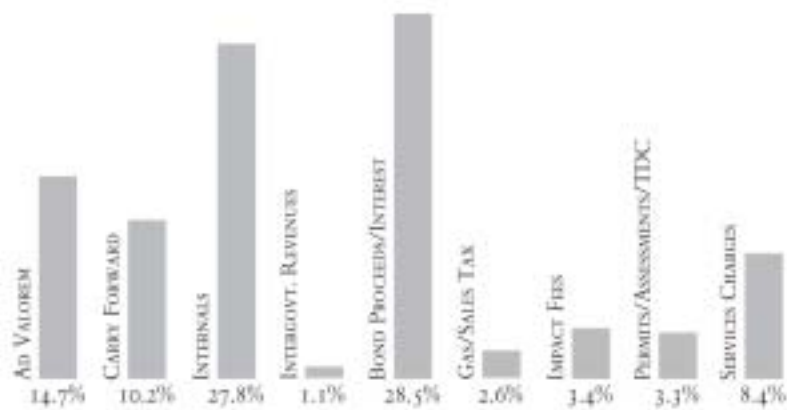
The ZONING AND LAND DEVELOPMENT REVIEW DEPARTMENT's Land Development Code (LDC) was recently re-codified and reformatted to allow the public easier access and a better understanding of the land development regulations that govern their property. The improved format is more user-friendly with less jargon and eliminates the use of extended section numbers.

The architectural and site design standards and guidelines of the LDC have gone through the first comprehensive review since adoption in 1996. For over a year and a half, a committee comprised of local architects, landscape architects and engineers met with planning staff department with the goal of improving present requirements.



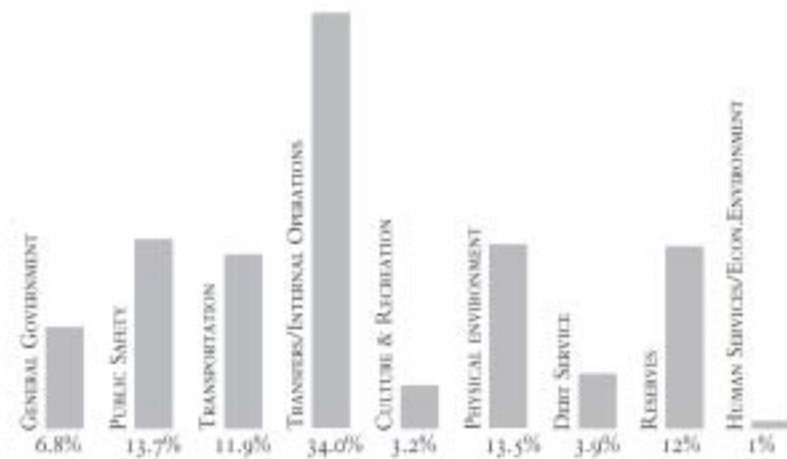
■ MANAGEMENT OFFICES

SOURCES OF COUNTY GOVERNMENT DOLLARS (FY 2005)



Description	Budgeted Amount	Percentage
Ad Valorem	\$246,541,600	14.7%
Carry Forward	170,827,700	10.2%
Internals	465,755,100	27.8%
Intergovt. Revenues	17,822,000	1.1%
Bond Proceeds/Interest	476,325,200	28.5%
Gas/Sales Tax	43,767,500	2.6%
Impact Fees	56,524,900	3.4%
Permits/Assessments/TDC	55,347,600	3.3%
Services Charges	140,698,200	8.4%
Carry Forward-Capital Funds	(\$259,762,200)	
Revenue Reserve	(\$27,618,300)	
Total	\$1,386,229,300	100.0%
Less:		
Internal Reimbursements	\$(51,633,000)	
Interfund Transfers	\$(414,122,100)	
Net Total	\$920,474,200	

WHERE COUNTY DOLLARS GO (FISCAL YEAR 2005)



	Cost Centers	Projects	Total
General Government	\$70,146,300	23,588,700	93,735,000
Public Safety	158,102,100	31,639,800	189,741,900
Transportation	30,837,000	134,450,000	165,287,000
Transfers/Internal Operations	444,063,200	27,483,800	471,547,000
Culture & Recreation	28,069,300	16,261,100	44,330,400
Physical Environment	81,522,400	106,432,300	187,954,700
Debt Service	53,542,200	-	53,542,200
Reserves	113,449,600	53,701,700	167,151,300
Human Services/Econ. Environment	12,258,400	681,400	12,939,800
Total	\$991,990,500	394,238,800	1,386,229,300
Less:			
Internal Reimbursements	(51,136,500)	(496,500)	(51,633,000)
Interfund Transfers	(404,730,400)	(9,391,700)	(414,122,100)
Net Total	\$536,123,600	384,350,600	\$920,474,200

On Aug. 11, the Emergency Operations Center activated for the first time in FY 04 in preparation for Hurricane Charley. Over a period of 50 days, the Bureau of Emergency Services was placed under four separate State of Emergency declarations and was either activated or assisting with recovery operations.

Staff coordinated evacuation routes, facilitated the evacuations of special needs patients, and opened 12 shelters throughout the county to accommodate those living in a mandatory evacuation zone. Additionally, staff deployed to the neighboring counties of Lee, Charlotte and DeSoto to help with cleanup efforts after Hurricane Charley. The Collier Information Center, a 24 hour-a-day hotline, was opened to field more than 26,000 hurricane-related calls during the four hurricanes.

The Emergency Management Department and the public safety departments have been realigned into the newly created BUREAU OF EMERGENCY SERVICES. The plan moved the Emergency Medical Services (EMS) Department from the Public Services Division into the Bureau of Emergency Services along with Emergency Management, Isles of Capri Fire District, Ochopee Fire District and the Office of the Medical Examiner.

The Bureau worked diligently to resolve EMS response protocol, payment and future level of service issues with Naples Community Hospital. The county's cardiac arrest saves are at approximately 36 percent, which represents the highest success rate recorded in Collier County.

The COMMUNICATION AND CUSTOMER RELATIONS DEPARTMENT conducted more than 200 television, radio and newspaper interviews, and distributed 130 news releases during Hurricanes Charley, Frances, Ivan and Jeanne. The department also worked closely with several local media outlets to provide updates regarding evacuations, shelter openings and power outages, as well as other critical information. In addition, all Board of County Commissioners special meetings were broadcast live and replayed on Collier County government television and updated hurricane information and special reports were continuously broadcast.

Throughout 2004, more than 800 hours of live BCC meetings and other county commissions and advisory boards were produced and broadcast. A new television show entitled *Happy Tails*, a 30-minute program that showcases available pets for adoption, began airing on both Comcast/Marco Island Cable Channel 11 and Time Warner Channel 16.

The OFFICE OF MANAGEMENT AND BUDGET received the 2004 Government Finance Officers Association Distinguished Budget Presentation Award for the 17th consecutive year. The department updated the Board-approved road financing plan, prepared an analysis to redistribute local option gas taxes among Collier County, the City of Naples, the City of Marco Island, and Everglades City which resulted in a significant increase in gas tax revenue allocated to Collier County, and participated in a bond validation process to clarify outstanding legal issues relative to the county's ability to pledge gas tax revenues to finance road construction projects. The bonds were validated in Circuit Court, which will allow the county to proceed with the issuance of the second series of gas tax revenue bonds in

FY 05 to continue the road construction program.

The FY 05 budget policy guidance outlined target budget allocations for all agencies in order to maintain a "millage neutral" general fund budget. Furthermore, staff updated multi-year forecasts to facilitate Board understanding of policy and funding issues associated with FY 05 budget decisions, prepared timely responses to address the potential impacts of Pelican Bay being annexed by the City of Naples, and participated in public forums to disseminate the data contained in the report. In addition, the department coordinated the acquisition of the Fleischmann property, the Arthrex building to house Transportation Services operations, the Hanson Community Development and Environmental Services software, and Conservation Collier properties through the use of Commercial Paper Loans.

The TOURISM DEPARTMENT embarked on an ambitious, multi-faceted promotional campaign that has increased Collier County's exposure as an all-around destination for vacationers and business travelers around the globe. The Greater Naples, Marco Island, Everglades Convention and Visitors Bureau (CVB) was awarded three Hospitality Sales and Marketing Association International Silver Adrian Awards for its new Paradise Coast advertising campaign, the new Paradise Coast television commercial, and for the Welcome to Florida's Last Paradise annual visitors guide magazine. Bronze Adrians were awarded for the bureau's new sales DVD for meeting planners, a destination brochure, the bureau's new trade show exhibit, and the new www.paradisecoast.com CVB Web site. Two Bronze Public Relations Awards were issued for feature article placements by the CVB in the New York Post and Travel Agent magazine. The Adrian Awards is the world's largest and most prestigious travel marketing competition for advertising, public relations and Web marketing.

The department achieved record Tourist Development Tax collections for FY 04 of \$9,720,225 which was 16 percent above FY 03. Staff worked to enhance tourism research services to better analyze the important positive economic impacts of tourism on Collier County and its residents to include visitor profiles and interests. Additionally, the department worked with key community leaders to successfully attract Delta Airlines to serve the Naples Airport with direct flights to and from Atlanta.

The department worked strategically with the Bureau of Emergency Services during four hurricane emergencies, including the establishment of a live hotel hotline to assist evacuees coming into Collier County from other parts of South Florida.

■ PUBLIC SERVICES



The PUBLIC SERVICES DIVISION provided invaluable Spanish-speaking volunteers to help translate emergency messages to the local media as well as assisted with health and safety messages during the hurricanes. Staff members offered free boarding at the DAS shelter for the animals owned by the hurricane evacuees who were registered at local shelters. The division also opened the Vineyards Community Center as a “cooling center” for those residents who were without air conditioning.

The DOMESTIC ANIMAL SERVICES DEPARTMENT (DAS) used an innovative approach to improve public education concerning the homeless pet population in Collier County by launching a new television pet adoption program with the Communication and Customer Relations Department called *Happy Tails*. The bi-monthly, 30-minute program showcases animals available for adoption.

Additionally, DAS purchased a high-tech software system, Chameleon, to track animals through their journey with DAS and provide a current update on the department’s Web site of available adoptees. The department established the DAS Advisory Board, which meets monthly, to provide suggestions for improvements. DAS successfully partnered with the Humane Society of Collier County to secure funding for a mobile spay/neuter bus to provide low-cost and no-cost spay and neuter service in the rural areas of the county.

The HUMAN SERVICES DEPARTMENT provides assistance to the community through the award-winning Retired and Senior Volunteer Program (RSVP), and Services for Seniors Program. RSVP received the Helen K. Fallert Award from Senior Solutions of Southwest Florida. RSVP volunteers serve approximately 100 organizations including private businesses, non-profit organizations and government entities.

The LIBRARY DEPARTMENT’S facilities experienced a six percent increase in visits during FY 04 compared to the previous year. The facilities were frequented 1,482,772 times throughout the year. A total of 104,877 people attended various library programs throughout the year. The department also experienced a three percent increase in the number of books circulated in FY 04 totaling 2,877,230. Volunteers also donated thousands of hours to the library.

The Immokalee Branch Library was expanded nearly 4,100 square feet to include an enlarged and versatile children’s area, where traditional story times and other exciting and innovative programming for children and families take place, a large multi-purpose room and state-of-the-art computer lab.

The MUSEUM DEPARTMENT completed the restoration of Roberts Ranch in Immokalee and the surrounding buildings, which serve as an education site about the history of Florida’s agriculture. The historic turn-of-the-century pioneer homestead is now open to school children and group tours. Roberts Ranch has also earned its place on the National Register of Historic Places as a national landmark.

The department opened phase one of a multi-year project to improve and expand educational displays at both the main Naples Museum and Everglades City Museum. The dramatic upgrades and

improvements add to the historic atmosphere at the museums and provide for greater appeal to visitors.

The PARKS AND RECREATION DEPARTMENT opened Wheels, a new skatepark with BMX tracks, at the Golden Gate Community Center. The park was highlighted in the *Florida Motosport Magazine*. Construction of the North Naples Regional Park, located at 5000 Livingston Road, began. Once completed, the park will offer playground areas, soccer fields, softball fields, a community center, gymnasium and a water park. The park is scheduled to open in the spring of 2006.

The department also continued to expand upon its Beach and Boat Access Master Plan to provide more unfettered access to beaches and water. The department purchased additional land in East Naples near Bayview Park to expand public parking for the park’s two boat ramp lanes. The project will be a multi-year project with the potential for a water taxi to run from Bayview to Keeywadin Island, which is currently only accessible by boat.

The National Association of Counties recognized the Parks and Recreation Department’s Park Rangers To Go Program with an Achievement Award in 2004 for the program’s interactive approach to educate the public about natural history. Park Rangers To Go is a benchmark program, which includes textbooks and materials for school children as well as an interactive learning experience for adults. The outreach program also includes assisted living facilities and individuals with special needs, such as Alzheimer patients.

The 2004 National Healthy Beaches Campaign certified Collier County’s Barefoot Beach Preserve and Clam Pass Park as healthy beaches. The campaign evaluated the beaches using stringent criteria including water quality standards, cleanliness and environmental quality.

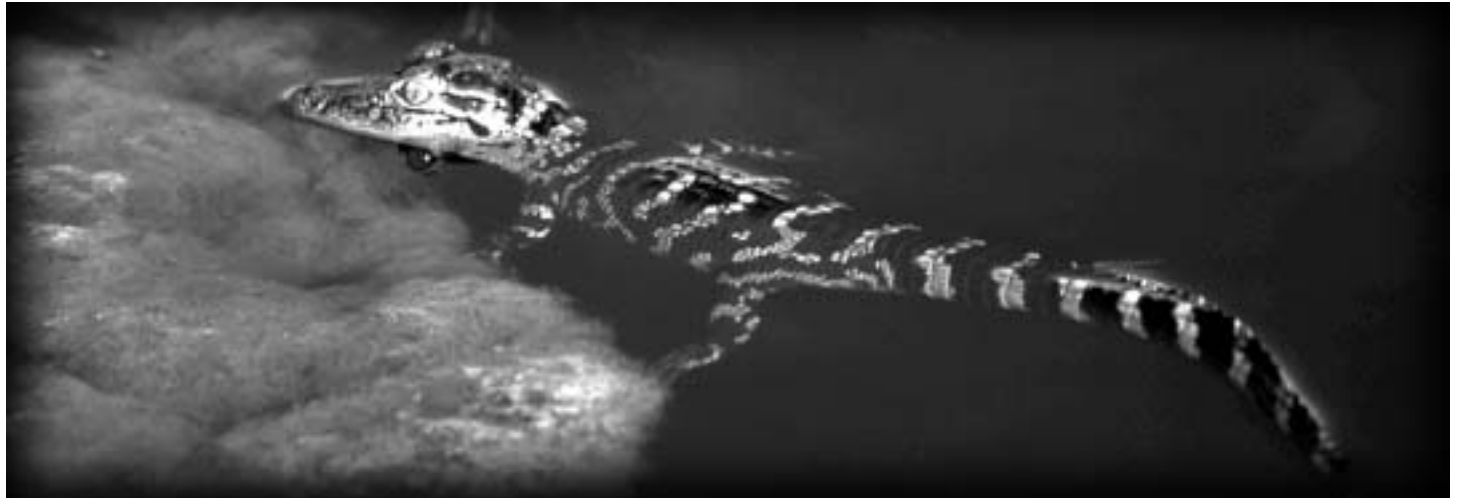
The department began a study, in conjunction with the Florida Department of Environmental Protection (FDEP), to evaluate if rubberized grass on soccer fields would reduce the risk of injuries and assist with stormwater runoff. With Board of County Commissioners’ approval, the department was able to obtain a \$30,000 Waste Tire Grant from the FDEP.

The UNIVERSITY EXTENSION SERVICE assisted 21 Immokalee families in pre-qualifying for home ownership through its outreach program with the Empowerment Alliance of Southwest Florida. More than 150 people were provided with information to encourage them to reach the goal of owning their own homes. Approximately 30 percent of those individuals followed their dreams and purchased their own home.

VETERAN SERVICES DEPARTMENT staff provided help to more than 2,700 veterans and their dependents during FY 04. Volunteer drivers transported 530 veterans to medical appointments at Veterans Administration facilities throughout Southwest Florida and donated 1,982 hours of their time to help the veterans of Collier County.



■ PUBLIC UTILITIES



The Public Utilities Division's staff was faced with a massive cleanup effort during the hurricane season. The Hurricane Charley-related horticultural waste collected at the Naples Landfill alone weighed 10,745 tons. In previous years, typically 3,500 tons were collected during August. Additionally, the Wastewater Department divided their 65 employees into two 12-hour shifts to staff, maintain and monitor 16 essential lift stations around the county. As a result, only one out of 49,000 service connections backed up with minor damage to a residence.

In the ENGINEERING DEPARTMENT, construction continued on the expansion of the North County Water Reclamation Facility to 24.1 million gallons per day (MGD). The South County Water Reclamation Facility expansion to 16 MGD was substantially completed in October with final completion targeted for January 2005. Two new 1.5 million gallon equalization tanks located at the North County Water Reclamation Facility were placed online and are being utilized to shave peak flows coming into the facility, resulting in more efficient plant operation. The reclaimed water main installation along Vanderbilt Beach Road started in March and was completed and placed into service in August. In May, the revised Utility Standards and Ordinances were adopted by the Board of County Commissioners to improve the quality of water and wastewater installations by the development community and county alike. Work on the Carica Road Exploratory Potable Water Aquifer Storage and Recovery Well Project began in September. The first well is anticipated to be completed in March 2005.

The OPERATIONS DEPARTMENT made significant updates to the Water and Wastewater Master Plans resulting in revised Impact Fees being approved by the BCC in May. A new methodology of determining impact fees for large water meters based on new meter flow standards was developed resulting in an improved alignment of assessed fees with intended use. The department assisted in closing out an approximate \$22.2 million loan for the most recent five million-gallon expansion of the North County Water Reclamation Facility and the initiation of a new \$6.9 million pre-construction loan for new reclaimed water and sewer force mains. In addition, staff worked with the county Finance Committee in refunding approximately \$50 million in outstanding capital improvement revenue bonds at significantly more favorable rates. The department also worked with various developments in an attempt to resolve outstanding impact fee issues. These efforts resulted in many successful resolutions and will be a focus area in 2005.

The POLLUTION CONTROL AND PREVENTION DEPARTMENT responded to 193 pollution complaints. With partial funding from the South Florida Water Management District, the department sampled and tested approximately 50 surface water stations monthly and an additional 13 stations quarterly. The data generated was used to provide information regarding land use and development, to assess the potential sources of contamination of ground water and to provide an overview of Collier County's surface water quality. The department performed 502 petroleum storage tank inspections. In addition, every regulated facility was inspected at least once during the past year. The department issued permits to 120 sludge trucks and issued one permit for land application of sludge as fertilizer. Also, 61 wastewater

treatment plants were inspected. A total of 838 facilities that generate or have the potential to generate hazardous waste were verified by survey or onsite inspection. Also, a total of eight environmental audits were performed for various county departments. The audit reports are generated in response to property acquisitions and provide a level of confidence that the properties will not be an environmental liability if purchased by the county.

Consistent with the SOLID WASTE MANAGEMENT DEPARTMENT's integrated solid waste management strategy, the BCC approved a Non-Residential Recycling Ordinance this year making recycling mandatory for businesses throughout Collier County. The department awarded \$30,000 in Waste Tire Grant money to the Parks and Recreation Department resulting in approximately 7,000 waste tires from Florida being reduced to crumb rubber and used to cover approximately 58,000 square feet of turf on Soccer Field #1 at Vineyards Community Park. In conjunction with the Environmental Services Department, the department completed the largest deployment of artificial reef materials, depositing a total of 5,776 tons of concrete culverts, pilings, limestone boulders and assorted concrete rubble on the floor of the Gulf of Mexico at nine sites from Wiggins Pass to Marco Island.

The UTILITY BILLING AND CUSTOMER SERVICE DEPARTMENT introduced a new service in February that allows water/wastewater customers to pay their bills with a credit card over the Internet. The ability to pay utility bills over the phone using a credit card and the ability to pay at the service counter with a debit card were also initiated. Additionally, new Internet services include the ability for realtors, attorneys and title companies to obtain real property information needed to close real estate transactions. Balances owed on Collier County held liens, special assessments, financed impact fees and water/wastewater accounts can be obtained from the county's databases.

The WATER DEPARTMENT distributed nearly 8.8 billion gallons of high quality drinking water, averaging nearly 24 MGD. A new single-day record of 31.34 million gallons of water distributed was established on April 10. A new maximum month average day demand record of 26.89 MGD was also set in April. The annual Consumer Confidence Report was sent to each customer in July. The replacement of small residential and commercial water meters was completed in September that changed all the meters in the system to an Automatic Meter Read system utilizing two-way radio technology. This improved the accuracy and efficiency of the water metering process.

The WASTEWATER DEPARTMENT converted 6.2 billion gallons of wastewater to high quality reclaimed water and then distributed 5.5 billion gallons for beneficial reuse as irrigation water. An inflow/infiltration project, including the lining of over six miles of clay pipe, lining of wet wells and manholes, adding telemetry equipment to wastewater pumping stations, and adding odor control equipment to all master pumping stations, was initiated. The Wastewater Laboratory implemented an Industrial Pre-Treatment Program that includes enforcement of the Fats, Oil and Grease program. In September, the laboratory celebrated its 5,000th day without a loss-time accident.



■ TRANSPORTATION SERVICES



During the hurricanes, the Transportation Division offered free Collier Area Transit (CAT) bus service for evacuees. CAT buses traveled to places that were not on current CAT routes, including Everglades City and Immokalee. Additionally, Road Maintenance Department crews cleared debris and downed trees from roadways. Also, county staff rented low-wattage radio transmitters to broadcast messages in English, Spanish and Creole to advise travelers of shelter locations, hotel room availability and phone numbers to call for further information. Crews also placed message boards and fixed signs on I-75 and along county roads advising of shelter locations and directions to shelters.

The ALTERNATIVE TRANSPORTATION MODES DEPARTMENT's CAT system created several new routes including the Marco Express (from Immokalee to Marco), Marco Island Circulator (circles around Marco Island) and the Yellow Route, which travels from Airport Road to Vanderbilt Beach Road to Vineyards Boulevard to Pine Ridge Road to Collier and Davis boulevards. The three-and-a-half year-old transit system also added buses to other established routes to increase frequency to bus stop locations and provided service in opposite directions. Ridership increased on all routes by 32 percent to nearly 628,000 passengers in fiscal year 2004.

The LANDSCAPE SECTION was responsible for landscaping a two-mile section of Rattlesnake Hammock Road from U.S. 41 to Polly Avenue; a 2.3 mile section of Pine Ridge Road from Airport-Pulling Road to Napa Boulevard and a two-mile section of Airport-Pulling Road from Cougar Drive to Vanderbilt Beach Road.

The PATHWAYS SECTION installed 12 new sidewalks throughout the county at an approximate cost of \$700,000.

Crews in the ROAD MAINTENANCE DEPARTMENT resurfaced 53 lane miles of roadways, paved approximately 11 lane miles of limerock roads, and used an innovative surfacing technique termed "micro-surfacing" on an additional 12 miles of secondary roads. Crews continued to maintain more than 1,283 centerline miles of roadways, swales and drainage ditches throughout the county including primary state roads under a contract with the Florida Department of Transportation while the Aquatic Plant Control Section managed and maintained 400 miles of canals and secondary drainage ditches.

The RIGHT OF WAY PERMITTING SECTION of the Road Maintenance Department was very busy this year processing more than 2,200 applications and performing over 1,200 inspections. This seven-person section collected over \$500,000 in review fees reaching a self-sufficiency milestone one year ahead of the planned schedule.

The STORMWATER SECTION of the ROAD MAINTENANCE DEPARTMENT completed construction of a 600-foot section of a ditch along Fifth Street in Immokalee at a cost of approximately \$372,000.

The Palm Street Stormwater Outfall Project in East Naples consisted of enclosing over 1,300 feet of open drainage ditch just one block east of U.S. 41 from Palm Street to Sandpiper Street and into Naples Bay. The \$595,000 improvement provides additional water quality treatment of stormwater

prior to discharge into Naples Bay, improves Collier County's ability to properly maintain the area's stormwater system by relocating the system within adequate easements and rights of way and decreases previously experienced flooding in this low lying area. The Naples Point Dredging Project was completed on time and within the \$96,000 budget. This canal-maintenance dredging project removed a large sandbar, which had been increasing in size for several years in the lower reaches of the Golden Gate Main Canal. Removal of this sandbar eliminated an increasing restriction of stormwater flow within a critical drainage outlet facility.

Also, this summer the TRAFFIC OPERATIONS DEPARTMENT was formed and finalized Phase I and initiated Phase II of the Computerized Signal System, and established signal timing field staff to monitor and update signal timings on a regular schedule.

Following Board approval in July, the TRANSPORTATION ENGINEERING AND CONSTRUCTION MANAGEMENT DEPARTMENT began construction of the Golden Gate Parkway Grade Separated Overpass and the Vanderbilt Beach Road Widening Improvement Project (from Airport-Pulling Road to Collier Boulevard). The five-mile Vanderbilt Beach Road Improvement Project received a low bid of \$35.5 million. The construction of an overpass over Airport-Pulling Road and the widening of Golden Gate Parkway to six lanes from Livingston Road to Airport-Pulling Road, at an anticipated cost of \$32.9 million, are expected to be completed in late 2006 - in time to handle the traffic exiting from the Florida Department of Transportation's new interchange from Interstate 75 at Golden Gate Parkway.

Improvement projects that were completed this year include the construction of the \$1.7 million Lakeland Avenue Bridge between Immokalee Road and Piper Boulevard; \$726,000 worth of intersection improvements at Davis and Collier boulevards; and \$602,000 to reconstruct Transfer Road, which included building two connector roadways to South Horseshoe Drive.

Construction of the \$1.86 million two-mile road-widening improvement project along 13th Street S.W. from 16th Avenue S.W. to Golden Gate Boulevard began in the summer of 2004 and is scheduled for completion in early 2005.

The TRANSPORTATION PLANNING DEPARTMENT finalized major revisions to the Growth Management Plan (GMP) and Land Development Code (LDC) this year and developed a computerized program for analyzing the traffic impacts of new development, thereby establishing Checkbook Concurrency. Under Checkbook Concurrency, the county will not allow proposed residential or commercial development to proceed unless adequate transportation infrastructure is in place and/or unless necessary improvements are scheduled for construction within two years or unless the development is statutorily vested from concurrency.



■ CLERK OF COURTS



To provide the most efficient service at the least possible cost.

The Office of the Clerk of Courts was established to function as a public trustee representing the interests of the citizens of the county. Clerk of Courts Dwight Brock continues to serve as the clerk, auditor and accountant to the Board of County Commissioners, as the repository for official public records, and the ministerial arm of county and state courts. The accomplishments and successes noted in this report have been achieved through the implementation of his mission statement “providing the most efficient service at the least possible cost.”

The Clerk of Courts has received, for the 18th consecutive year, the Excellence in Financial Reporting Award from the Government Finance Officers Association of the United States and Canada. Additionally, the office received, for the second year, the Distinguished Budget Presentation Award from the Government Finance Officers Association, with Collier County being one of only two counties in Florida to receive this honor. Furthermore, the Clerk returned \$3,519,462 of unexpended fees to the operating account of the Board of County Commissioners; disbursed to the Board's General Fund \$10,561,278 of interest income; assisted the State Attorney's Office in prosecuting incidents of white collar crime in Collier County; successfully implemented the SAP payroll module for the Clerk's Agency; continued to work with the Purchasing Department of the Board to implement increased controls in the area of contract management; completed four audits in the areas of Parks and Recreation, Emergency Management Services, Veteran Services and Wastewater Collections; and issued six management advisories designed to enhance the control environment and to review specific issues.

As the repository of Official Public Records, the Clerk recorded 211,095 documents consisting of over 1,000,000 pages of public records reflecting the continued growth in Collier County; implemented an online system to provide citizen access to images of documents in Public Records; installed software to image historical records in order to add them to the online system; and completed the legislatively mandated changes to documents in public records.

As the ministerial office of the courts, the Clerk successfully collected more than 80 percent of county court fines within a three-year span, which was one of the highest collection rates in Florida. Additionally, the collection program was recognized by the National Center for State Courts as one of the most effective programs in the nation. The office processed 21,375 criminal court cases, 16,272 civil cases, and 60,861 traffic cases.

This past year brought the final implementation for Revision 7 to Article V, the Judicial System of the Florida Constitution. Accomplishing this required substantial data gathering and reporting, implementation of changes to the Clerk's computer system, and countless hours of analysis and discussion by the staff in the Clerk's office.



SHERIFF



To preserve and protect the lives, property and constitutional guarantees of all persons.

Whether you've decided to make Collier County your full-time or part-time home, members of the Collier County Sheriff's Office are confident that you will enjoy our community. Sheriff Don Hunter's Office has deployed creative approaches to combating crime and, as a result, we continue to enjoy the lowest crime rate ever. We attribute this accomplishment to the men and women of the Collier County Sheriff's Office along with the citizens and business owners of the community who have taken the time to be involved, either as watchful eyes or active participants in deterring crime through participation in our crime watch programs and events.

One of the agency's biggest accomplishments in 2004 was the progress made toward addressing the rapidly growing jail population in Collier County that prompted the expansion of the current Naples Jail facility. As the 2005 completion of the expansion draws closer, the new state-of-the-art facility will offer better services and functionality over the current jail facility's capacity of 588, which has long been in need of additional space. When the addition opens, it will have 512 additional beds providing housing for 1,100 inmates. Built in concert with the jail expansion is the first on-campus parking garage, which incorporates a new evidence compound and storage facility.

With thousands of people moving to Collier County each year, roadways have become congested and traffic-related issues have begun to surface. As a major focus, the Collier County Sheriff's Office declared 2004 as the Year of Safe Roads. Although writing citations and conducting traffic enforcement details are not necessarily a pleasant experience for our motorists, we are seeing significant positive impacts on our traffic problems, crashes and fatalities.

A Commercial Motor Vehicle Unit, one of only two in the state, has completed its first full year of service during which over 300 commercial vehicles have been inspected. These inspections have improved relationships with commercial motor vehicle carriers and have resulted in safer roadway usage. The local trucking community has begun to police itself in anticipation of increased vehicle inspections and enforcement.

An Aggressive Driving Grant has allowed the Sheriff's Office an opportunity to deploy two unconventional cars, equipped with audio and video recording devices, as a platform for aggressive driving apprehension and prosecution.

Sheriff Hunter's Office offers a variety of other programs to educate the public in ways to improve safety in their neighborhood and learn more about their sheriff's office. We sponsor crime prevention programs, neighborhood watch, construction theft prevention programs, summer camps, youth programs, junior deputies, explorers and others.

One of our large-scale successes is our Community Observer Patrol (COP) program. This initiative places trained volunteers, without police powers, behind the wheel of specially-marked vehicles within communities and throughout the county. They are equipped with cell phones and radios

used to report suspicious activity. These highly visible volunteers act as a significant deterrent to home and vehicle burglaries as well as other types of crime.

Another important community-based task force initiative is our Community Oriented Police (COPS) deputies. COPS deputies address blighted homes and buildings while they work closely with troubled neighborhoods. Deputies develop youth programs, hold safety seminars, and address specific crime trends and issues that affect each community's quality of life. Our task forces help to instill ownership and community pride. As these groups form and grow, a stronger bond is developed between citizens and their deputies.

In addition, the Citizens' Academy, a tuition-free, 34-hour course open to the public, offers insight into all aspects of Sheriff's Office operations, featuring presentations from members of the agency, ride-along with deputies, and an opportunity to experience the gun range. Applications for the Citizens' Academy are available at the training facility, district substations, and the Sheriff's Office Headquarters or you may call 793-9432.

The Sheriff's Office also has a gun range that is open to the public the third Saturday of each month, from 8 a.m. until noon. The Training Bureau coordinates the Sheriff's Office Civilian Firearms Safety Course, which is offered to the public at no charge. This class consists of four classroom sessions and four range sessions. Collier County residents may use this course to fulfill the training requirements when applying for a concealed weapons permit. Information and requirements for using the range can be obtained by calling the range at 348-9186.

The office has an official Internet Web site that displays information regarding employment, crime prevention, the latest on crime in the community, organizational structure and our history. You may access the site at www.colliersheriff.org and can e-mail the Sheriff's Office at sheriff@colliersheriff.org.

Fingerprinting services are also available to many employers who require that workers be fingerprinted for the safety of the public. The Collier County Sheriff's Office offers free fingerprinting in the lobby of the Naples Jail on Tuesdays and Thursdays from noon until 4 p.m.

The Crime Prevention Unit of the Collier County Sheriff's Office can help make you, your residence, and your business less vulnerable to crime. We offer free residential and business security surveys, an active Neighborhood Watch program, and a comprehensive crime prevention guidebook. Crime Prevention also conducts community satisfaction surveys. Give us a call at 793-9391 for more information.

The Victim Services Bureau and Victim Assistance program represents our sensitivity to the needs and rights of crime victims. The Victim Assistance Bureau helps victims in their recovery from the emotional, physical, and financial problems caused by crime. The staff works closely with local social service agencies, and referrals are made on the basis of the specific needs of the victim. For further information, call the Victim Assistance Bureau at 793-9213.



■ PROPERTY APPRAISER



To serve the people of Collier County with outstanding customer service and provide the most honest and equitable property valuations possible.

The Collier County Property Appraiser, Abe Skinner, is one of five elected Constitutional officers. His office is charged with the duty and responsibility to appraise all of the property in Collier County. This includes real estate and tangible personal property (the equipment, machinery and fixtures) of businesses. The Property Appraiser prepares the tax roll, but does not determine tax rates or collect taxes.

In addition to appraising property, the Property Appraiser must administer homestead exemptions, determine property entitled to capped assessments and agricultural classification, determine the eligibility of certain religious, charitable, educational and municipal property for tax exemption, as well as administer widow, widower and disability exemptions. The Property Appraiser also maintains current and up-to-date legal descriptions and ownership tax maps of all the real property in Collier County.

The Collier County Property Appraiser is required by law to assess all property within the county each January 1. This task is closely monitored by the Florida Department of Revenue that, by law, establishes rules and regulations that must be followed by the Property Appraiser. In Collier County, this means that the Property Appraiser determines the market value for over 235,000 individual parcels of land and buildings, including thousands of acres of citrus, pasture and farmland, as well as nearly 30,000 tangible personal property accounts.

However, the Property Appraiser does not create value. He only reflects the market sales activity between willing buyers and sellers. Abe Skinner's goal is to serve the people of this county with outstanding customer service and provide the most honest and equitable property valuations possible. Your comments and suggestions are encouraged and appreciated.

For the FY 05, the Property Appraiser's Office submitted an assessment roll to the Florida Department of Revenue with a total market value of over \$64.2 billion and a taxable value of nearly \$51.2 billion. This was an increase of 11.4 percent in taxable value above FY 04, including new construction over \$1.8 billion.

In 2004, the average market value of a single-family home in Collier County increased to \$398,228 from \$375,302 in 2003. There has been an increase of 89.5 percent in the market value of property in Collier County since 2000.

During 2004 the Property Appraiser's Office has undergone many changes. We have settled into our new office building on the corner of Tamiami Trail East and Airport-Pulling Road South, across from the Collier County Government Center, and may be reached at 774-8141 or visit 3285 E. Tamiami Trail. Staff continued to operate an office in the Golden Gate Government Center located at 4715 Golden Gate Parkway. Our phone number for this location is 348-0246.

The Property Appraiser had seven locations open for homestead applications during January and February for the convenience of new homeowners, including Saturdays at the Coastland Mall. In addition, staff saved the county hundreds of thousands of tax dollars by investigating and removing fraudulent homesteads.

Staff added 2,218 newly completed condominium units to the assessment roll with a total new construction value over \$521 million and an increase in commercial condo assessments of nearly 30 percent. For 2004 there are nearly 84,000 condo and co-op units in Collier County. With a value over \$256,000 per unit these parcels account for about 34 percent of the assessment roll, or nearly \$21.5 billion in value.

The Property Appraiser returned \$1.4 million dollars to the BCC and Independent Taxing Districts for FY 04. The Property Appraiser's budget prepared and adopted in 2004 for FY 05 has been reduced by 3.08 percent.

The new appraisal system for the land department was updated and used for the 2004 reappraisal. This system reduces the time it takes to determine appraisal values for land, using previous sales activity. It also provided for quicker preparation of sales maps during our mailing of the proposed notice of property values and the Value Adjustment Board (VAB) hearings.

More than 3,200 new residential homes were constructed in 2004. The number of new homes is more than 110 percent greater than the number of new homes in 1994. Furthermore, the average square footage of a new home has increased about 10 percent during the same period, and nearly a third of the new homes in 2004 were greater than 3,000 square feet.

The workload for the Property Appraiser's Office has increased significantly over the past decade. However, through improved technology and dedicated staff we continue to produce a fair and equitable assessment roll for the taxpayers of Collier County.

■ SUPERVISOR OF ELECTIONS



To ensure the integrity of the electoral process.

As the Supervisor of Elections, Jennifer J. Edwards is responsible for numerous aspects of the voting process, including administering all elections in Collier County, providing information and statistics on voter registration, voting and elections, and promoting voter education.

The 2004 election cycle included the City of Naples election in February, the presidential preference primary in March, a primary election in August, and ended with the general election in November.

To better educate Collier County citizens on the electoral process, election dates and precinct locations, more than 8,000 voter guides were distributed to public libraries, driver license offices, government satellite offices, state agencies that provide public assistance, United States Post Offices, community centers, centers for independent living, schools and colleges. Additionally, staff provided demonstrations of the touch screen voting machines to nearly 8,000 residents.

Throughout the year, the customer service representatives continually processed new voter applications, issued voter registration cards and updated existing voter records. On the average, customer service representatives make over 40,000 changes to voter records each month.

Mock elections were also conducted in the high schools, colleges, community centers, civic groups and throughout the business community. Several registration drives at schools, colleges, banks, retail stores, medical facilities, restaurants and other locations, as well as training volunteers to host their own registration drives, greatly increased the number of registered voters. Additionally, for the second year, the Supervisor of Elections Office participated in the Sunshine State Young Readers Award program that included conducting mock elections where more than 1,000 middle and elementary school students had the opportunity to cast a vote for their favorite book on actual voting machines.

The Supervisor of Elections Office partnered with Adams & O'Reilly Inc., owners of all Collier County McDonald's restaurants, and eight other restaurants to increase voter awareness and promote election and voter registration information. Nearly 200,000 tray liners, created by members of the Supervisor of Elections Office, were distributed at the partnered restaurants across the county. As a result of the community partnership, the Supervisor of Elections Office was one of five elections offices across the United States to be recognized by the Election Center, an international service association of election and voter registration officials, during the ninth annual Professional Practices Program.

Collier County's Supervisor of Elections Office along with the other 66 Florida counties, launched an unprecedented statewide voter awareness initiative, the Get Out the Vote (GOTV) Campaign. Designed to increase voter participation, update voter information and encourage voter turnout, the campaign was implemented through special outreach activities including voter registration at work,

houses of worship, and schools. The Supervisor of Elections Office partnered with over 75 organizations to help implement the program.

The Supervisor of Elections' staff hosted a Midnight Madness event, which kept the office open until midnight, to provide residents a final opportunity to register to vote or to update their voter information before the books closed for both the primary and general elections. Secretary of State Glenda Hood visited Jennifer J. Edwards and her staff during the Oct. 4, 2004 event.

Comcast partnered with the Supervisor of Elections Office to arrange for the award-winning C-SPAN School Bus, a 45-foot television production studio and demonstration center, to visit students at two area high schools – Barron Collier and Naples High. The C-SPAN staff provided students with tours and demonstrations.

On Election Day, the Supervisor of Elections Office became one of Collier County's largest employers. In preparation for the election cycle, the poll worker program logged over 10,000 hours of training for the 1,000-plus needed poll workers. Each poll worker received three hours of training prior to each election.

Just over 76 percent of Collier County's registered voters turned out for the Nov. 2, 2004 general election and 34 percent of the voters cast their ballots on Election Day. Most voters took advantage of the early voting opportunity with 16 percent casting an absentee ballot and 26 percent voting at one of seven early-voting centers.

Each early-voting center was connected directly to the Supervisor of Elections Office and all information about a voter was accessible. In addition, any change to a voter record could be updated immediately at the early-voting centers.

During the 2004 election cycle, 33 of the 93 precincts in Collier County were adopted through the Adopt-A-Precinct program. The public/private partnership requires organizations that adopt precincts to provide poll workers in exchange for donations to their organizations. In essence, the money that would have been paid to poll workers is instead paid to the organization that adopts the precinct. A total of \$131,675 was raised for various charities including the American Cancer Society, the Humane Society, Immokalee Friendship House, Bosom Buddies, youth groups, women's auxiliary programs, men's auxiliary programs and scholarship funds for college students.



■ TAX COLLECTOR



To serve the public in a courteous, efficient manner.

During his career, Collier County Tax Collector, Guy L. Carlton, has been accountable for the collection of the single largest tax collected in Florida, the ad valorem tax, and additional local taxes including occupational license taxes and those taxes imposed by state agencies. The taxes generated from visitors residing on a short-term basis are also collected by his office. A record-breaking ten million dollars has been collected this year and distributed to the Board of County Commissioners and other agencies to renourish and promote Collier County.

Throughout his 24 years of service to Collier County, Guy L. Carlton has remained the driving force in charge of budgeting, organizing, coordinating, planning, and implementing policies.

Additionally, the Tax Collector's staff is involved with matters regarding the Florida Game and Fresh Water Fish Commission, Department of Environmental Protection, Department of Revenue, and the Department of Highway Safety and Motor Vehicles. Among the innovative services provided this year is the "Fast Title" service, whereby owners have on-the-spot title transfer for both motor vehicles and vessels. This convenience is available at the main office at the Courthouse Building and provides citizens with a one-stop title transfer transaction. Similarly, occupational licenses, in conjunction with county ordinances, can be obtained at the Community Development and Environmental Services Building located at 2800 N. Horseshoe Drive, Naples.

Satellite offices continue to be a vital network of support and communication within the county. The mere size of Collier County dictates the need for offices from Everglades City to Immokalee, where the unique needs of the communities are addressed. The Marco Island office provides services from 8 a.m. until 5 p.m.

The Clerk of Courts has a space in the Marco Island office to assist taxpayers with related transactions. The City Hall satellite, with services provided through the courtesy of the City of Naples, operates from 9 a.m. to 5 p.m. The Golden Gate office is open from 9 a.m. until 6 p.m., providing full service for related activities for both the Tax Collector's Office and the Clerk of Courts.

The Pelican Bay Office, located courtesy of the First National Bank, operates on the same schedule as the banking facility. The members of the Pelican Bay area enjoy the convenience of transacting related-business in their area. The Greentree Office on Immokalee Road operates from 9 a.m. until 6 p.m. to provide services for both Tax Collector and driver license services. Similarly, the Clerk of Courts offers availability and convenience. The Immokalee satellite office hours are from 8 a.m. until 5 p.m. In an ever-growing community, the Tax Collector continues to provide an opportunity for people to transact business close to home. The accessibility of the Clerk of Courts validates the cooperative efforts to enhance the quality of services to our diverse area. All satellite offices of the Tax Collector provide notary services when related transactions require specific documentation. At all satellite offices, language translation services are available to interpret paperwork and forms.

The Collier County Tax Collector has a Web site at www.colliertax.com to assist local and distant taxpayers with hands-on communication with all departments. Provisions have been made in 2004 to pay taxes, licenses, and other related payment issues via telephone, online and, by popular demand, credit card. The Point and Pay system being used has a 2.95 percent processing fee associated with this type of payment. Additionally, the convenience of using your credit card may include fees charged by individual banking facilities.

The Airport-Pulling Road Driver License Office continues to set new records in serving an average of 390 citizens per day. The staff continues to break new ground in administering and issuing Florida Drivers Licenses and related issues. All testing is currently being done at this facility only.

In 2004, the cooperative efforts of the Collier County Tax Collector, the Clerk of Courts, and the Sheriff's Office have continued to maintain the highest level of security and professionalism.

In an effort to continue the high level of service, the Tax Collector has established an additional satellite facility in the Shops of Eagle Creek shopping center in East Naples. This new office will provide services to one of the fastest growing areas of Collier County.

Since Tax Collector Guy L. Carlton has taken office, Collier County has established itself as the fastest growing area in the United States. The demanding challenges of his office require that county taxes be collected in a timely and efficient manner. Tax collection has been streamlined to the level that has allowed him to return \$55 million in unused fees to the citizens of Collier County. Service, pride, and integrity have always been the cornerstones of his office. Those qualities continue to exemplify Guy L. Carlton's dedication to the office and the taxpayers of Collier County.

PHONE & WEB DIRECTORY

- **Collier County Board of County Commissioners** • 774-8097 • www.colliergov.net/bcc/index.htm
 - Collier County Airport Authority • 642-7878 • www.collieraviation.com/
 - Collier County Attorney's Office • 774-8400
 - Pelican Bay Services • 597-1749
 - County Manager's Office • 774-8383 • www.colliergov.net/countymgr/
- **Administrative Services** • 732-2700
 - Facilities Management Dept. • 774-8380 • www.colliergov.net/facmgmt/
 - Fleet Management Dept. • 793-5655
 - Human Resources Dept. • 774-8460 • <http://jobs.colliergov.net/>
 - Information Technology Dept. • 774-8794
 - Purchasing Dept. • 774-8407 • www.colliergov.net/purchasing/Default.htm
 - Risk Management Dept. • 774-8461
- **Community Development and Environmental Services** • 403-2400
 - www.colliergov.net/commdev/default.cfm
 - Building Review and Permitting Department • 403-2400 • www.colliergov.net/bldgrev/
 - CDES Operations Dept. • 403-2400
 - Code Enforcement • 403-2440 • www.colliergov.net/codeenf/
 - Comprehensive Planning Dept. • 403-2400 • www.colliergov.net/zoning/
 - Engineering Dept. • 403-2400 • www.colliergov.net/engineeringservices/
 - Environmental Services Dept. • 403-2400 • www.colliergov.net/natresources/Default.htm
 - Financial Administration and Housing Dept. • 403-2330 • www.colliergov.net/fah/
 - Zoning & Land Development Review Dept. • 403-2476 • <http://www.colliergov.net/zoning/>
- **Management Offices** • 774-8999
 - Bureau of Emergency Services • 774-8000 www.collierem.org/ • (Emergency Medical Services Dept. • 774-8459 www.colliercountyems.org/)
 - Collier Information Center (CIC) • Hurricane Number 774-8444
 - Communication and Customer Relations • 774-8848 • www.colliergov.net/communications/
 - General Information/Switchboard • 774-8999 • www.colliergov.net/communications/
 - Office of Management and Budget • 774-8973 • www.colliergov.net/budget
 - Pelican Bay Services • 597-1749
 - Tourism Dept. • 403-2384 • www.paradisecoast.com
- **Public Services** • 774-8468
 - Domestic Animal Services Dept. • 530-7387 • www.colliergov.net/animalcontrol/
 - Health Dept. • 774-8200 • www.doh.state.fl.us/chdcollier/
 - Human Services Dept. • 774-8154 • www.colliergov.net/humanservices/
 - Library Dept. • 593-3511 • www.collier-lib.org/
 - Museum Dept. • 774-8476 • www.colliergov.net/museum/ccmuseum/
 - Parks and Recreation Dept. • 353-0404 • www.colliergov.net/parks/colliercountyp/Default.htm
 - University Extension Dept. • 353-4244 • <http://collier.ifas.ufl.edu/>
 - Veteran Services Dept. • 774-8448 • www.colliergov.net/veteranservices/
- **Public Utilities** • 732-2575 • www.colliergov.net/pud//index.cfm
 - Engineering Dept. • 530-5335 • www.colliergov.net/engineeringservices/
 - Pollution Control Dept. • 732-2502 • www.colliergov.net/pud/d/pollcntrl/
 - Solid Waste Management Dept. • 732-2508 • www.colliercountyrecycles.com/
 - Utility Finance Operations Dept. • 403-2380 • www.colliergov.net//pud/d/ubcs/index.htm
 - Wastewater Dept. • 594-1731 • www.colliergov.net/pud/d/wastew/
 - Water Dept. • 352-7000 • www.colliergov.net/pud/d/water/index.htm
- **Transportation Services** • 774-8192 • www.colliergov.net/transadmin/
 - Traffic Operations & Alternative Transportation Modes Dept. • 774-8192
 - www.colliergov.net/transadmin/atm/index.htm
 - Transportation Engineering & Construction Mgmt. Dept. • 774-8192
 - www.colliergov.net/transadmin/tecm/index.htm
 - Transportation Planning Dept. • 774-8192 • www.colliergov.net/transadmin/planning/index.htm
 - Transportation Road Maintenance Dept. • 774-8924
 - www.colliergov.net/transadmin/roadbridge/index.htm
- **Collier County Constitutional Officers**
 - Clerk of Courts • 732-2642 • www.clerk.collier.fl.us/
 - Sheriff • 774-4434 • www.colliersheriff.org/
 - Property Appraiser • 774-8141 • www.collierappraiser.com/
 - Supervisor of Elections • 774-8450 • www.colliervotes.com/
 - Tax Collector • 774-8172 • www.colliertax.com/site/default.asp



COLLIER COUNTY

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