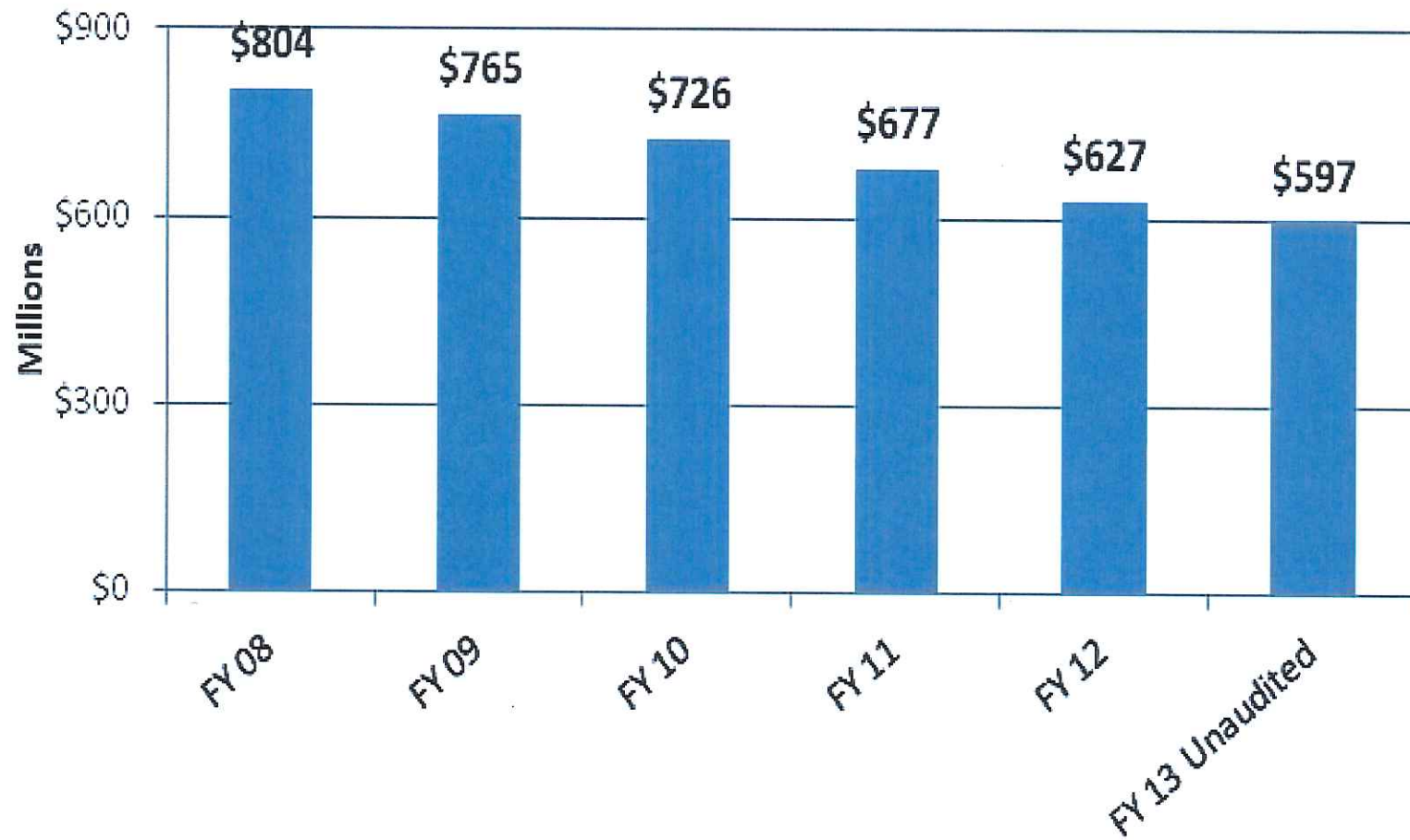
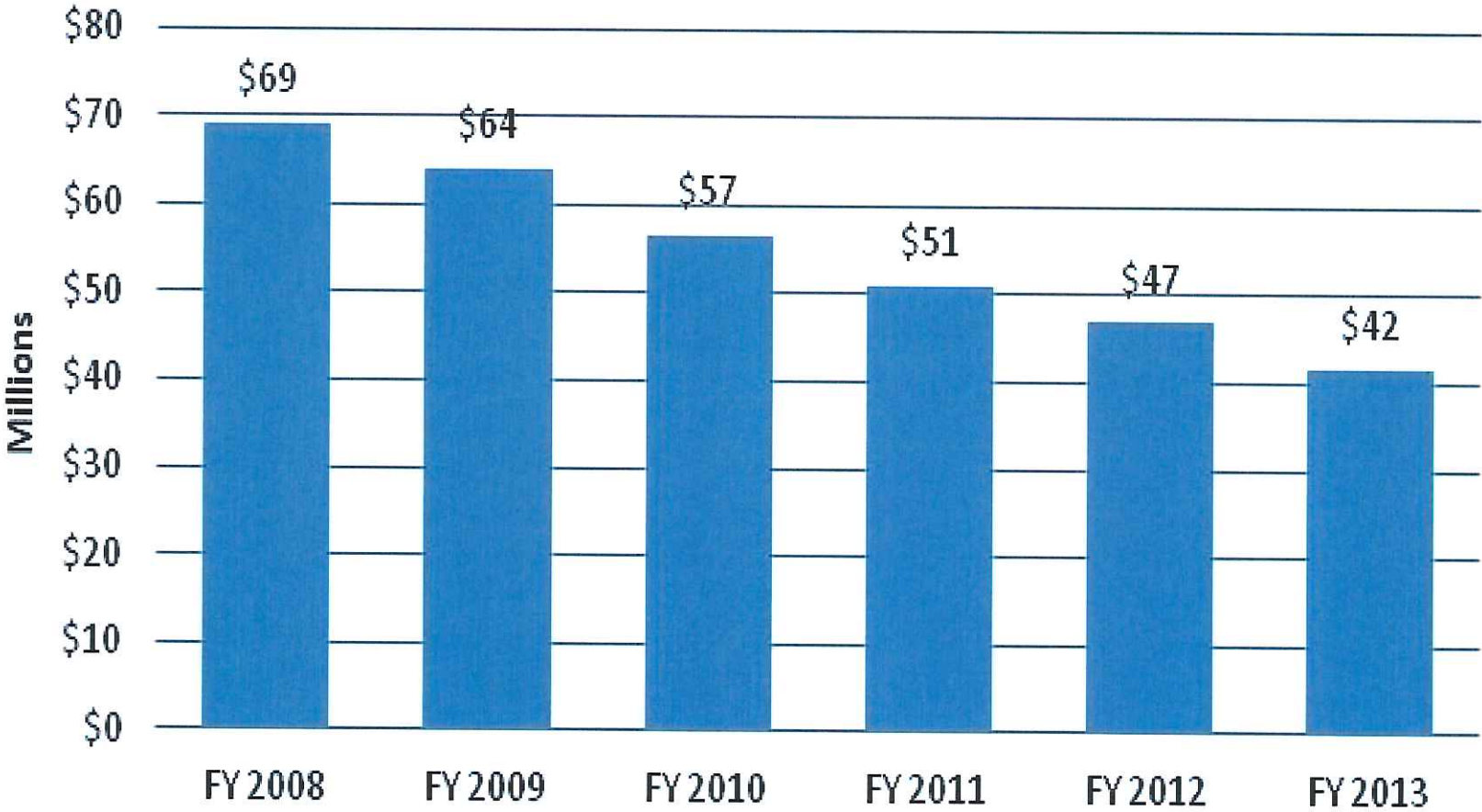


Total Audited Outstanding Debt



General Government Annual Debt Service Payments



Additional Accomplishments of FY 2013

This list is not representative of all the County's accomplishments for 2013. It is a sampling of well-done projects. For all projects, please refer to the Board minutes, which can be retrieved on line at colliergov.net.

At the Board's direction, a multi-division realignment plan was implemented promoting operational efficiencies and cost savings. The Public Utilities Division underwent a significant reorganization that optimized resources, streamlined the chain of command, and improved accountability at all levels. By reducing three high-level management positions, \$5 to \$6 million will be saved over the next 10 years. The Information Technology and Human Resources' Departments reorganized to better align staff talents with operational demands for services. The EMS Department realigned its staffing structure to ensure maximum service to the public. The county's airports were brought under the management of the Office of the County Manager, for a cost savings of more than \$180,000.

At the Board's direction, staff successfully renegotiated the terms of a multi-million dollar loan agreement between the Bayshore Community Redevelopment Agency (CRA) and Fifth Third Bank. The new agreement extends the term of the loan, reduces annual principal and interest payments and debt service reserve requirements, and provides CRA staff additional time in a now appreciating market to sell real estate holdings that will be used to pay down the debt. This was accomplished without obligating County general revenues.

At the Board's direction, staff found a way to fund a request from the David Lawrence Center for \$300,000 to subsidize the operation of an expanded facility for Baker Act patients. Staff was able to redirect funding within the proposed budget to meet this new obligation without reducing reserves or adversely affecting other funded programs. This annual subsidy is now incorporated into the annual budget.

The Board and staff worked effectively with multiple stakeholders with disparate interests to develop a plan for a redesigned primary entrance to the Naples Zoo that significantly improved both the operation of the intersection as well as the aesthetic features of the new entrance.

At the Board's direction, staff was tasked to find a creative way to fund the construction of the Port of the Isles Fire Station given inadequate funding within the district budget. Staff developed a funding plan that combined federal payments received in lieu of taxes with an advance from the general fund to be repaid through an incremental millage increase over five years to finance the project. The project is currently under construction with a March 2014 projected completion.

At the Board's direction, and with their guidance and support, after years of rancor and disharmony among divergent stakeholder interests, staff developed and implemented a comprehensive revision to the Domestic Animal Service Control Ordinance that was endorsed by a majority of stakeholders.

At the Board's direction, Growth Management Division staff implemented a five percent reduction in all set permitting fees. This was done while improving performance and paying off all remaining debt obligations in this enterprise cost center.

At the Board's direction, an online alternative was created that allows clients to submit building permit applications, check building permit statuses, and make payments online from their home, office, or handheld device.

At the Board's direction, Risk Management, Solid and Hazardous Waste Management staff developed an Environmental Risk Management Program to identify and manage the county's environmental risks associated with above- and below-ground chemical and petroleum storage tanks. The program utilizes existing staff and expertise. The number of storage tanks identified grew from 140 to more than 300 tanks in FY 2013. Site-Specific Response Plans were developed, maintenance issues identified and implemented, and staff was trained on proper procedures. As a result, pollution insurance premiums were reduced by almost 50 percent.

At the Board's recommendation, in the interest of greater transparency, a comprehensive, centralized records and document management project was initiated using existing agency resources. Full implementation of this system will assure records management compliance with Florida public records laws. The system will improve customer service. By centralizing the scanning, indexing and electronic storage of records, all records will be captured and indexed in a consistent manner. This will allow staff members and the public to retrieve records promptly, improve transparency, and will most likely reduce the number of public records requested. A decrease in operating costs is anticipated as well. Scanning and converting all records and applying appropriate retention requirements will provide an opportunity to dispose of many boxes of paper documents thus reducing storage costs considerably over time.

At the Board's direction, the integration of the Orange Tree Utility into the Collier County Water-Sewer District is under way.

Two critical capital project infrastructure components were completed in FY 2013, both at the Collier County Landfill. The Leachate Lift Station Project was completed near the end of September 2012 – on time and on budget. The Household Hazardous Waste / Conditionally Exempt Small Quantity Generator collection facility was completed in June 2013 – on time and under budget. The capacity of the Collier County Landfill was extended by another four years to 2070. Disposal fees remained unchanged for the fourth consecutive year.

The Solid and Hazardous Waste Management Department achieved a county recycling rate reported at 51 percent by the Florida Department of Environmental Protection. The increase is attributed to education and outreach initiatives, receiving recycling credits for the Landfill Gas-

to-Energy facility, and reuse of horticultural waste. Residential and commercial collection recycling rates increased with residential rates moving up to 78 percent from 73 percent in 2011, and commercial rates moving up to 44 percent from 38 percent in 2011.

The accident rate per 100 employees has been steadily declining since FY 2007. This is due to the increased emphasis on safer work habits. The accident rate per 100 employees went from 12.9 in FY 2007 to 5.61 in FY 2013, a reduction of 56.5 percent.

The Grants Management System (GMS) budget process was simplified. This action was achieved through collaboration with the Clerk of Courts Finance and Management Information System (MIS) Departments to create a GMS budget amendment module directly within the Systems Applications and Products (SAP) financial system. The instruction manual was reduced from 28 pages to three pages reducing staff time and increasing staff efficiencies to draft and process a budget amendment between both agencies.

Classes sponsored by Human Resources Department continue to have positive enrollment for each offering, and the average cost of a course remains well below the external market for comparable courses. Additional benefits include ease of access for our employees and normally little or no travel.

Florida State University's Certified Public Manager Program was successfully initiated with 37 employees from Collier County Government participating.

At the Board's recommendation, Library staff and the Purchasing Department are working on implementing self-service checkout stations with the requisite security system. Collier County Library cardholders increased their downloadable books by 26 percent, and read over 120 magazines on-line. At no charge, cardholders can now download up to three song titles a week through the library website. In 2013, the Collier County Library welcomed approximately 5,000 visitors a day. Volunteers have donated the equivalent hours of over ten full-time employees.

The Communication and Customer Relations Department redesigned the outdated county website, colliergov.net. Redesign plans focused on easier navigation, vivid colors, video, and rotating photos. The new layout strived to increase new visitors, while engaging existing users with fresh content. In addition, users can translate the site to Spanish, French, Creole, and German.

Collier County Government won the "Sunny Award" from a national nonprofit organization dedicated to government transparency. The award honors the most transparent government websites in America. The county is now "bringing government home" to hundreds of more citizens. The public is now able to view live county meetings on Apple products, smart phones, tablets, and other hand held devices.

The Growth Management Division established a three-prong approach to managing business activity fluctuations. Ten percent of the labor force consists of job bankers, five percent of the labor force is being recruited as permanent part-time help (less than 20 hours a week), and on-call contract services are available if existing staff gets overwhelmed by large projects or if key employees leave the organization.

FY 2013 Capital Projects worthy of note include, but are not limited to-

Bridges - County owned bridges were assessed and those deemed to be structurally deficient have been replaced or programmed to be replaced or repaired in order of need. The most crucial of these included:

- Bridge on Oil Well Road over Barron River;
- Bridge on Golden Gate Blvd. over Golden Gate Main Canal;
- Bridge on White Blvd. at 23rd;
- Bridge on Golden Gate Blvd. over Miller Canal; and
- Design phase - Bridge No: 030161, CR29, over Chokoloskee Bay.

Roads - Transportation Engineering's most high profile capital road projects included:

- The completion of construction of Oil Well Road segments 2 and 4;
- The Collier/Davis (capacity improvements) construction project is within budget and is substantially complete ahead of the projected completion of March 2014;
- The completion of the design for the widening of Collier Blvd. from Green Blvd. to Golden Gate Blvd., with construction expected to begin in the fall of 2014;
- The acquisition of right-of-way in a very abbreviated time frame necessary to secure funding from the Florida Department of Transportation on the U.S. 41 & CR 951 Intersection Capacity Improvement project, which is scheduled for construction in the first quarter of FY14; and
- The completion of the Valewood Drive intersection improvement project.

Storm Water - The Lely Area Stormwater Improvement Program (LASIP) is progressing toward completion prior to permit expiration. Only three projects of the original 30 are in design. The remaining segments have either been completed, or are scheduled for construction this year.

Traffic Signal Upgrades – Several mast arm assembly conversion projects (from span wire to mast arms) are currently under construction and at the following locations: Airport Pulling at Pine Ridge Crossings Shopping Center; Pine Ridge Road at Naples Boulevard; and Pine Ridge Road and Pine Ridge Crossings Shopping Center.

Signal upgrades from span wire to mast arm assemblies at 100 percent design stage include: Airport-Pulling Road at Mercantile Boulevard; and Golden Gate Parkway at 50 Street SW. A traffic signal was installed at the entrance to Eagle Lakes Park and the Hitching Post community and a traffic signal was installed at the dangerous intersection of South West Blvd. and Whistler's Cove.

Beaches & Coastal Facilities – Noteworthy completed projects include the Wiggins Pass Dredging Project, the dredging, renourishing and T-groin upgrades at the Marco Island South Beach, the Clam Pass Dredging project, re-permitting of the Doctors Pass Dredging Project so sand could be placed directly on the beach, the Bluebill restroom and beach access improvements, and renovations to the Bayview Park boat ramps and parking area. The Tigertail Beach boardwalks and the new restrooms are expected to be completed in early 2014. The Vanderbilt Beach bathroom litigation was settled, the new design was approved and completed, and construction is slated to be completed in 2014. Management of Clam Pass was restored to the Pelican Bay Services Division. The county beaches in Naples, Park Shore and Vanderbilt were renourished at a savings of over \$20 million. The original budget of more than \$30 million was reduced to under \$10 million.

Examples of General Government Projects completed in FY13:

- The new Collier Area Transit (CAT) government center transfer station;
- Immokalee Community Center;
- Eagle Lakes Community Center final design completion;
- Gordon River Greenway construction award;
- Immokalee South Community Center;
- Serenity Park; and
- Municipal Service Taxing Units (MSTU) managed by the county, such as the Vanderbilt Beach Beautification, Lely, Golden Gate, Forest Lakes and Radio Road East, completed multiple projects.