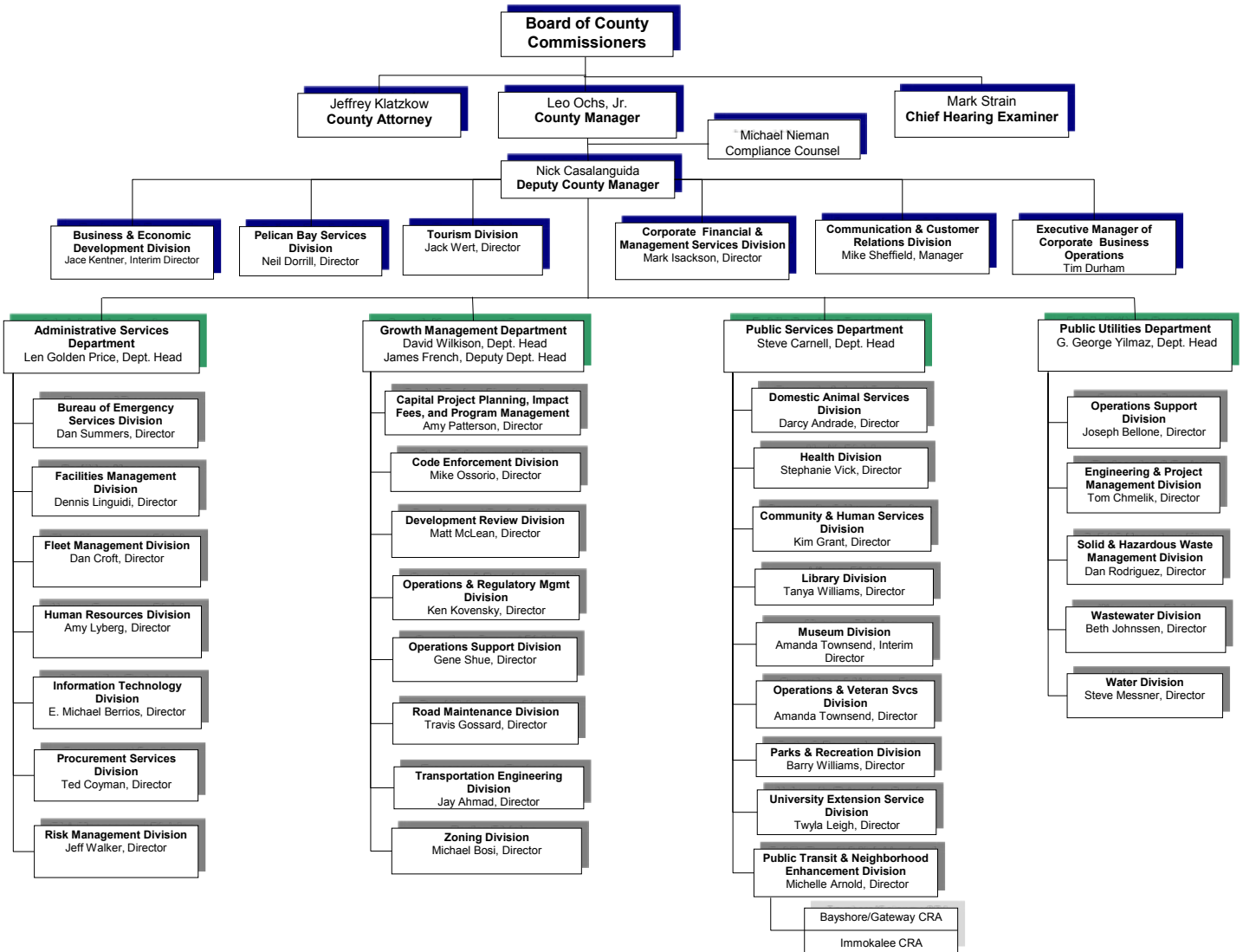




2016 Collier County Annual Report



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



VISION

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

Mission

To deliver high quality, best-value, public services, programs, and facilities to our residents and visitors.

Motto

Exceeding expectations, every day!

Guiding Principles (Values)

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

Honesty & Integrity:

We speak and act truthfully, acknowledging mistakes, keeping commitments and avoiding silence when it may be misleading. We do the right thing even when it is unpopular or nobody would know the difference.

Accountability: We are individually and collectively responsible for our behavior and performance. We conduct business in accordance with the highest professional and ethical standards.

Quality: We strive for continuous improvement in our products, services, programs and facilities. We seek to do the entire job right the first time.

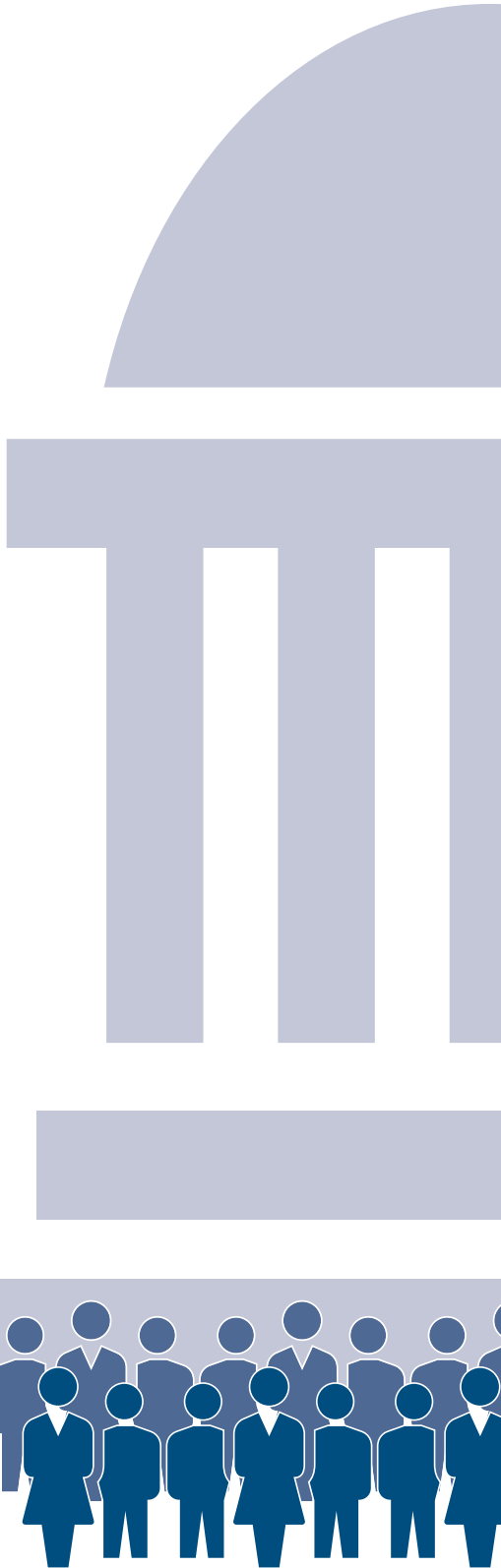
Respect: We treat others with dignity and courtesy.

Knowledge: We are a learning organization. We encourage and promote continuous personal and professional development as a means of enhancing our team members' ability to plan for the future, make good decisions and solve customer problems.

Stewardship: We recognize that we are spending other people's hard-earned money. As such, we carefully manage the resources entrusted to us. We seek to control costs of operations, improve efficiency and provide the greatest and best value and return on invested funds.

Collaboration: We realize that our success is interdependent on the success of other organizations, businesses and institutions of our County, Region and State. We seek, therefore, to work cooperatively with these agencies to allocate our collective resources to achieve mutual goals.

Self-Initiating, Self-Correcting: We are proactive and flexible; quickly adapting to changes in political, market and financial conditions. We believe that our self-initiating, self-correcting behavior helps us learn and encourages and enables us to be independent and collaborative problem solvers.



The 2016 Board of County Commissioners

A letter from the Board Chairman

Collier County has had an amazing year and I am thrilled to highlight some of our major accomplishments for you, our community members.

Collier County is becoming known for its fantastic quality of life and in fiscal year 2016, we were recognized for that fact. SmartAsset named Naples one of the Top 10 retirement cities in the United States based on tax friendliness, recreational and social opportunities for seniors, availability of medical care and more. Gallup-Healthways named Naples-Immokalee-Marco Island the nation's No. 1 community for

well-being based on criteria like access to medicine and health insurance coverage.

One of my favorite things that happened in Collier County this year was the 2016 U.S. Open Pickleball Championships. Pickleball, which is a racquet sport that combines elements of badminton, tennis and table tennis, is a sport that is growing nationwide. The Board of County Commissioners approved improvements to East Naples Community Park to turn it into an extraordinary venue for the world's largest Pickleball tournament. It was a fantastic event that brought



Donna Fiala,
District 1,
Chairman



Georgia A. Hiller,
Esq.
District 2



Tom Henning,
District 3



Penny Taylor,
District 4



Tim Nance,
District 5,
Vice Chairman



800 participants and 10,000 spectators attended the 2016 U.S. Pickleball Championships.

more than 800 participants and 10,000 spectators to the park over a five-day period. We look forward to hosting them again this spring.

Pickleball was just one boon to Collier County's tourism industry, with an economic impact of \$1.36 billion. Between January 2016 and July 2016, visitor spending grew .3 % compared to the same period last year. Leisure and hospitality employment grew 4.1% in fiscal year 2016.

As a result of all these things, we have more and more people

moving into our community. That is wonderful, but it also gives us pause as we try to provide good, quality workforce housing for our teachers, our first responders and others. The Board of County Commissioners, through our Community and Human Services Division, is working on a housing plan that will address these needs so that we can make sure that we have homes for everyone. We look forward to their recommendations in the coming year.

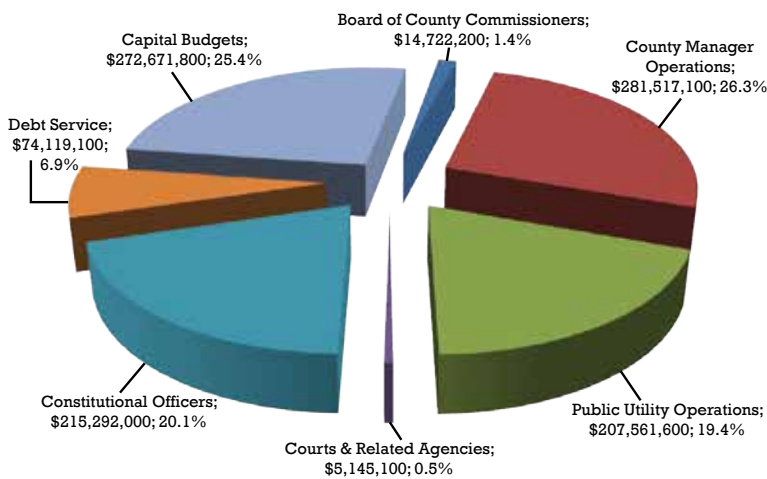
We are growing and we need to ensure our roads are capa-

ble of handling the increased traffic. Collier County was able, through our Transportation Planning Division, to secure additional funding from the Florida Department of Transportation and the Collier MPO for projects that included \$3.9 million in new sidewalks; \$2.6 million in funds for Logan Boulevard improvements; and more than \$55.8 million for improvements at the Interstate 75/Collier Boulevard interchange. Also, more than \$1.6 million in developer commitment funds were collected for intersection improvements at Immokalee Road and Collier Boulevard.

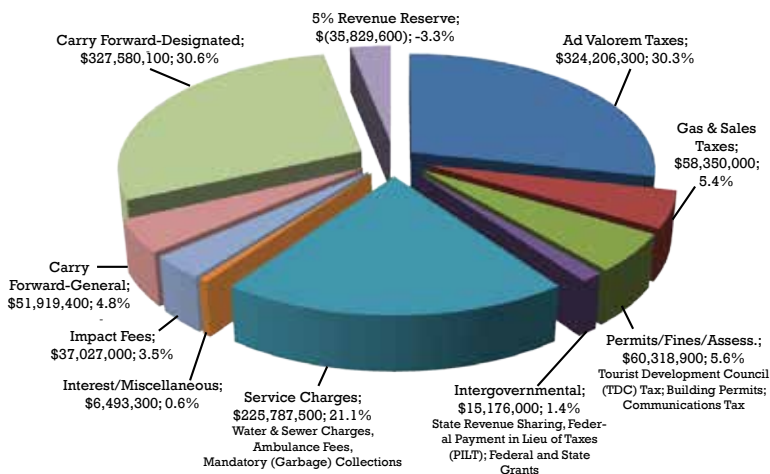
Speaking of roads, one thing that sets Collier County apart from its neighbors is our beautifully landscaped medians. The Board of County Commissioners agreed to restart the median landscaping program this year after suspending it during the Great Recession. The fiscal year 2017 budget earmarks \$4.3 million out of the unincorporated area general fund for this restart.

We are also considering our future. The Board of County Commissioners, for the second year in a row, approved discounted swim lessons for Collier County children under 5 at the County's aquatic facilities. We do this because drowning deaths in Florida for children this age are more than double the national average and higher than any other state in the nation.

FY 17 Net Adopted Budget
Where The Money Goes



FY 17 Net Adopted Budget
Where The Money Come From



Continued from page 4

The Board of County Commissioners also approved a plan to reconfigure the pool plan at Eagle Lakes Community Park in East Naples. The plan will increase the size of the family pool, increase deck space, reconfigure the lap pool and relocate the slides and lifeguard building for safety and oversight purposes. This pool, which is much needed in the East Naples community, will begin construction in 2017.

Acting as the Community Redevelopment Agency, the Board of County Commissioners entered into an agreement to sell 5.27 acres of blighted commercial property located in the Gateway Mini-Triangle for the development of a \$250 million mixed-use project that includes a hotel, residential units, retail stores and a boutique cinema.

We have seen success with our Artificial Reef Program, a joint venture between Collier County, the City of Marco Island, the City of Naples and some private entities. Our Solid and Hazardous Waste Management Division's logistics team acquired about 18,000 tons of reef material that was placed in 36 sites across the Gulf of Mexico located between 12 and 35 miles offshore. It increases Collier County's artificial reefs to about 50, which provide a source of biological replenishment that promote healthy fish and attracts divers, eco-tourists and fishermen to the area. Earlier this year, the reef got national attention when



Commissioners Andy Solis (District 2), Burt Saunders (District 3) and William McDaniel (District 5) are sworn into office by Judge Christine Greider on Dec. 13, 2016.



a 56-minute documentary called "Paradise Reef: The World is Watching" debuted on public television stations across the United States.

With three new members on the Board of County Commissioners, there will certainly be a learning curve, but hopefully we'll see a spirit of cooperation and respect emerge with that curve. We need to reach out to the cities in our County and work more closely with them, sharing information about projects that affect all of us, like beach renourishment, transportation and roads. In my humble opinion, we can all learn from each other and in doing so, also support one another. We should try to hold meetings with each of the cities at least once a year. We have

three cities in Collier County – Marco Island, Naples and Everglades City. Each has its own unique challenges, but some can learn from others or find ways to help one another. If we can all work together, everyone benefits. It's a chance for all government bodies to meet with each other early during that learning curve, and form working relationships that will benefit all residents. We shall see lots of changes and improvements in the year to come. Ready? I am.

I am so proud to have been your Chair and part of the Board's accomplishments in 2016. It has been an honor to serve you.

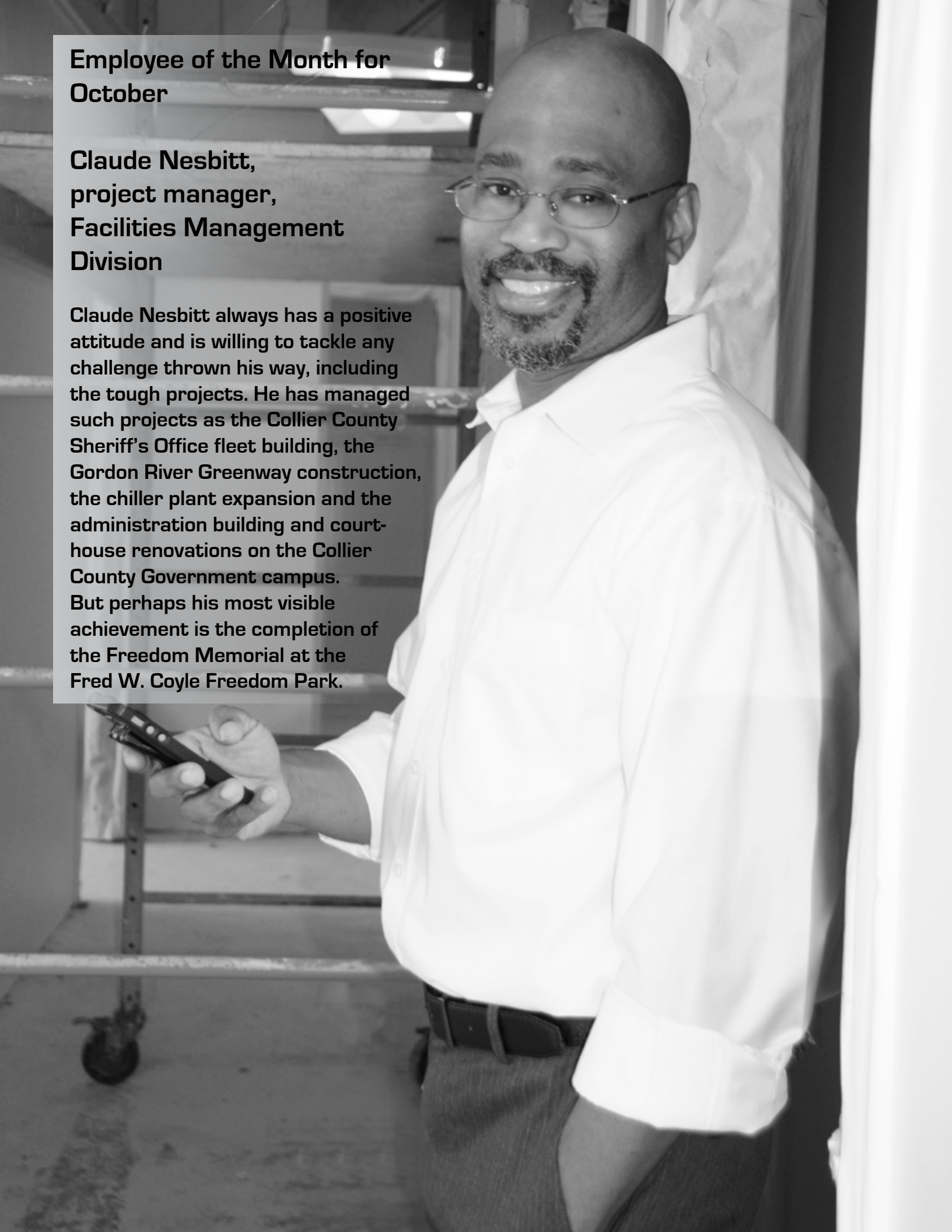
**Commissioner Donna Fiala
District 1**



Employee of the Month for August

**Tonia Spangler, applications analyst,
Operations and Regulatory Management Division**

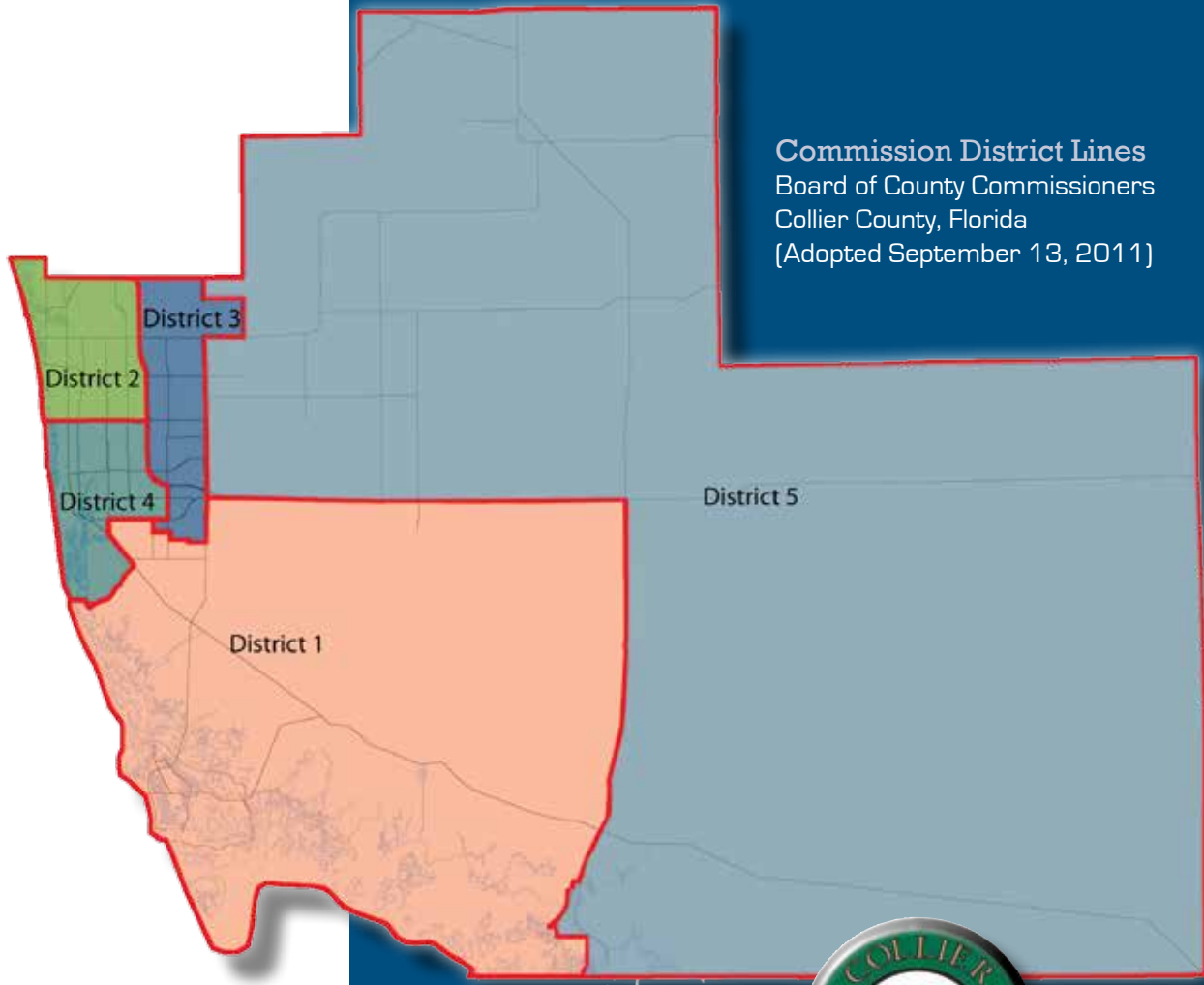
Tonia Spangler was the team leader on the CityView Electronic Planning Review project. She coordinated her team to execute the year-long project to ensure flawless public use. The cost savings to the County will be substantial as the project allows the County to process paperless applications and reviews. She has an endless ability to find new ways to better our productivity and bring our organization into the world of electronic technology.



**Employee of the Month for
October**

**Claude Nesbitt,
project manager,
Facilities Management
Division**

Claude Nesbitt always has a positive attitude and is willing to tackle any challenge thrown his way, including the tough projects. He has managed such projects as the Collier County Sheriff's Office fleet building, the Gordon River Greenway construction, the chiller plant expansion and the administration building and courthouse renovations on the Collier County Government campus. But perhaps his most visible achievement is the completion of the Freedom Memorial at the Fred W. Coyle Freedom Park.



Commission District Lines
Board of County Commissioners
Collier County, Florida
[Adopted September 13, 2011]



- District 1..... Commissioner Donna Fiala, Chairman
- District 2 Commissioner Georgia A. Hiller, Esq.
- District 3 Commissioner Tom Henning
- District 4 Commissioner Penny Taylor
- District 5 Commissioner Tim Nance, Vice Chairman

The Collier County 2016 Annual Report

A letter from the County Manager



Leo Ochs, Jr.
County Manager



Nick
Casalanguida,
Deputy County
Manager

It is my pleasure to present the 2016 Annual Report to our citizens and elected officials. 2016 has been an outstanding year. Our infrastructure, amenities, programs, and services are a reflection of our commitment to excellence, and I see 2017 as yet another year of growth and prosperity for our community.

Conservative budgeting practices continue to guide preparation of the County's financial plan. Board directed policy guidance for Fiscal Year 2017 meant no increase in the General Fund property tax rate, resetting the Unincorporated Area General Fund rate to resume the median landscape capital program, growth in General Fund reserves, fully funded and policy compliant debt management, maintenance

of high quality programs and services, and continued high priority asset maintenance and equipment replacement. The County continues to maintain an excellent investment quality credit rating from all rating agencies.

The Board of County Commissioners continued to focus on economic development in 2016. With the help of stimulus funds from the State, Collier County offered one of its largest and most-valued employers, Arthrex, incentives to help them expand. This project will create 560 new jobs and \$63 million in capital investment. In addition, the Board approved incentives for the expansion of ACI Worldwide, a global electronic payments company. The company plans to create 57 high-paying jobs and invest \$1.5

million as part of a public-private agreement with the county and the state.

Our soft-landing business accelerator program continues to produce positive results. The Naples Accelerator has provided services to 38 companies since its inception and has reported the creation of 51 job year equivalents. Soft-landing accelerator program participants have reported \$200,000 in private sector capital expenditures and \$3.35 million in venture investment. This spring, the Florida Legislature appropriated money for the Florida Culinary Accelerator @ Immokalee. A facility lease and build out is moving ahead with full implementation of the culinary program to occur sometime in fiscal year 2017.

As Collier County grows, it is important to manage that growth and determine how the undeveloped areas should develop. To that end, the first of Collier County's planning restudies, for the Rural Fringe Mixed-Use District, has moved through a series of public meetings with stakeholders and the general public to build consensus on the direction of future changes to the Growth Management Plan.

The second restudy, of the Golden Gate Area Master Plan, continues with a second set of public meetings this fall. Those meetings will move towards specific enhancements to the Growth Management Plan.

With new growth also comes new housing needs and the Board of County Commissioners focused on creating a county-wide housing plan to assess the housing needs of the community, the housing market and housing ability and regulatory conditions, resulting in recommendations on incentives and programs that best meet the needs of the community.

Collier County continues to become a destination known for more than its beautiful beaches. This spring, Collier County hosted the 2016 U.S. Open Pickleball Championships at East Naples Community Park. Staff upgraded the park to a premier championship venue to prepare for the world's largest Pickleball tournament, which brought more than 800 participants and 10,000 spectators to the park over a five-day period.

The FBU Youth Football Championship is now in its third year in Collier County, expanding from 12 teams in 2014 to 24 teams in 2015. The anticipated economic impact from direct spending by visitors is expected to more than double in 2016 to \$3.72 million.

As Collier County becomes a destination for sports tourism, our Tourism Division managed and completed the first Sports Facility Needs Assessment for Collier County. By identifying the current and future sports facilities needs, the Board of Collier County Commissioners has the opportunity to effectively direct the growth of sport tourism in the years to come.

Some of our other destinations are also garnering national attention. Sun-N-Fun Lagoon at the North Collier Regional Park was named one of the top 25 water parks in the United States by TripAdvisor. The annual Travelers' Choice Awards are based on customer reviews and of those reviewing Sun-N-Fun Lagoon, 84 percent have it a visitor rating of "very good" to "excellent."

We are looking to keep our environment beautiful, too. Collier County's recycling rate increased to 63 percent, moving the County toward the State goal of 75 percent by 2020. The increase is attributed to environmentally sustainable initiatives that encourage recycling and diverting materials, which prolong the life of our landfill. Collier County is one of 20 counties whose recycling rate is over 50 percent, according to the Florida

Department of Environmental Protection.

Construction of the County's first natural gas fueling station for solid waste and recyclables collection trucks was launched in November 2015 by Waste Management, Inc. of Florida at no additional cost to Collier County residents. The sustainable energy initiative is projected to reduce consumption of diesel fuel by 8,000 gallons per year per vehicle. The trucks run 93 percent cleaner than traditional diesel trucks. We currently have 40 of these trucks on the road, with plans to add an additional 60 over the next two years.

I take great pride in the work that has been done in 2016. I would like to thank our seasoned and new county commissioners for their leadership, and the dedicated County employees who work so hard to serve the residents and visitors of this community. It has been an honor and pleasure to serve you.

In public service,

Leo Ochs, Jr.
County Manager

Advisory Boards and Authorities

Want to get involved with your community?

Visit:

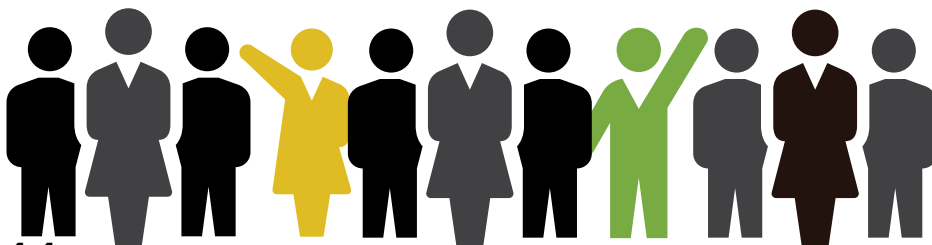
www.colliergov.net/your-government/advisory-boards

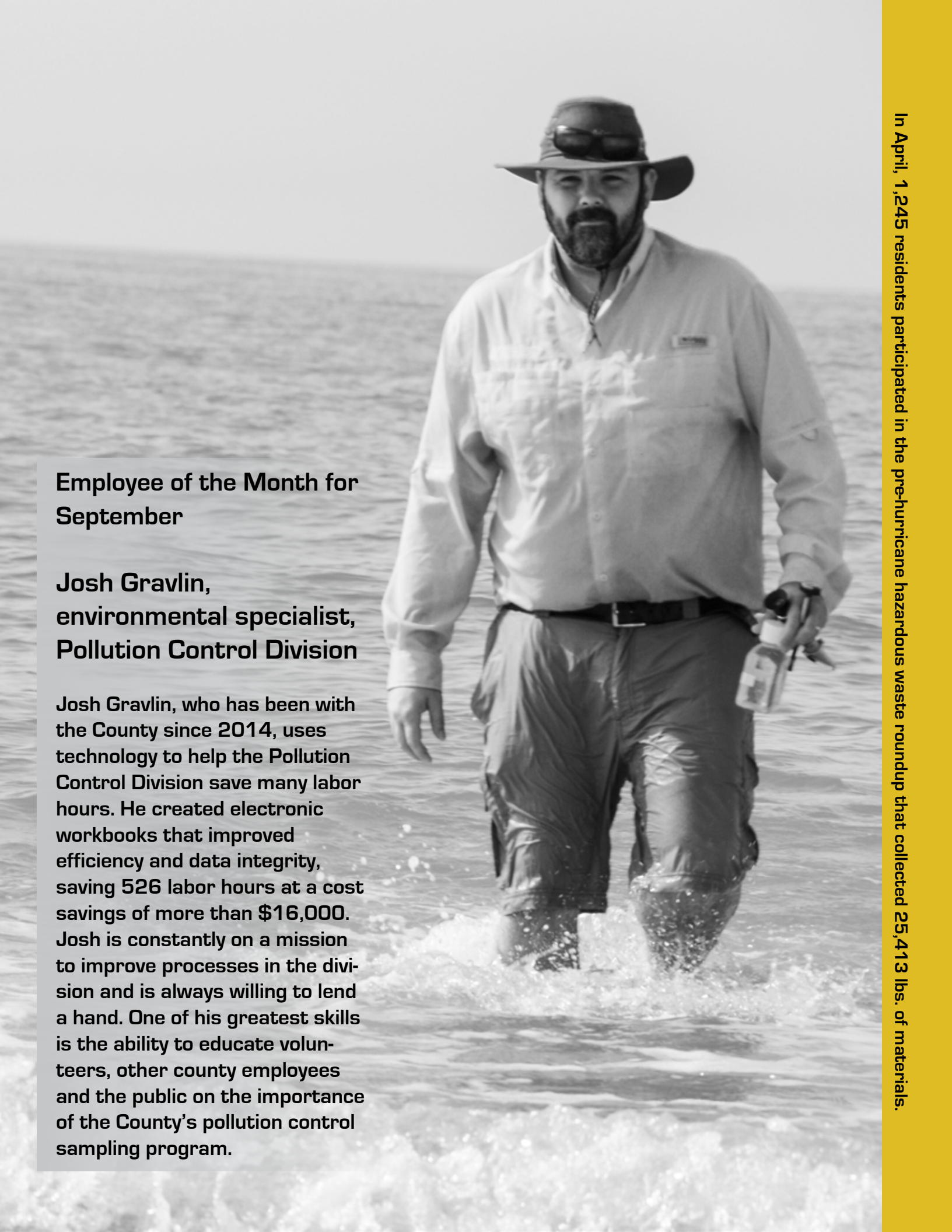
to learn more and contact the County board representatives.

- Affordable Housing Advisory Committee
- All Terrain Vehicle Park Ad Hoc Committee
- Animal Services Advisory Board
- Architectural and Site Design Standards Ad Hoc Committee
- Bayshore Beautification Municipal Service Taxing Unit (MSTU) Advisory Committee
- Bayshore/Gateway Triangle Local Redevelop Advisory Board
- Black Affairs Advisory Board
- Board of Building Adjustments and Appeals
- Collier County Citizen Corps
- Coastal Advisory Committee
- Code Enforcement Board
- Comprehensive Watershed Improvement Program Ad Hoc Committee
- Consumer Advisory Bo
- Contractors Licensing Board
- Development Services Advisory Committee
- Environmental Advisory Council
- Floodplain Management Planning Committee
- Forest Lakes Roadway and Drainage Advisory Committee
- Golden Gate Beautification Advisory Committee
- Golden Gate Community Center Advisory Board
- Golden Gate Estates Land Trust Committee
- Growth Management Oversight Committee (ad hoc)
- Haldeman Creek Maintenance Dredging Advisory Committee
- Historical/Archaeological Preservation Board
- Immokalee Beautification Advisory Committee
- Immokalee Enterprise Zone Development Agency
- Isle of Capri Fire Control District Advisory Committee
- Conservation Collier Land Acquisition Advisory Committee
- Lely Golf Estates Beautification Advisory Committee
- Library Advisory Board
- Ochopee Fire Control District Advisory Committee
- Parks and Recreation Advisory Board
- Pelican Bay Services Division Board
- Planning Commission
- Public Safety Authority
- Public Transit Ad Hoc Advisory Committee
- Radio Road Beautification Advisory Committee
- Radio Road East of Santa Barbara Boulevard to Davis Boulevard Advisory Committee
- Rock Road Improvement MSTU Advisory Committee
- Tourist Development Council
- Vanderbilt Beach Beautification MSTU Advisory Committee
- Water and Wastewater Authority

40

Collier County has **MORE THAN 40 CITIZEN ADVISORY BOARDS AND AUTHORITIES.**





Employee of the Month for September

Josh Gravlin, environmental specialist, Pollution Control Division

Josh Gravlin, who has been with the County since 2014, uses technology to help the Pollution Control Division save many labor hours. He created electronic workbooks that improved efficiency and data integrity, saving 526 labor hours at a cost savings of more than \$16,000. Josh is constantly on a mission to improve processes in the division and is always willing to lend a hand. One of his greatest skills is the ability to educate volunteers, other county employees and the public on the importance of the County's pollution control sampling program.

Public Utilities Department

The Public Utilities Department provides life-sustaining services for the public's health and safety in its management of water, sewer, solid and hazardous waste collection and disposal, irrigation-quality reuse and water infrastructure. The Department is able to accommodate the next 20 years growth by meeting the demand for affordable 24/7/365 compliant and sustainable services with renewed AAA Fitch rating for fund management of \$1.3 billion in assets.



Dr. George Yilmaz,
Department
Head

2016 Accomplishments:

Solid and Hazardous Waste Division

■ Completed construction of the first environmentally-efficient compressed natural gas fueling station for municipal solid waste and recyclables collection vehicles through a public-private partnership between the Solid and Hazardous Waste Management Division and Waste Management Inc. of Florida. The \$1.5 million fueling station is estimated to reduce the consumption of diesel fuel by approximately 8,000 gallons per vehicle annually, producing 20 to 30 percent fewer greenhouse gas emissions and 95 percent fewer tailpipe emissions than petroleum products.

■ The Artificial Reef Joint Venture Program was a public-private partnership between Collier County, the City of Naples and the BP Foundation. The artificial reef project has 36 sites in the Gulf of Mexico, stretching up to 35 miles offshore, making it

the largest artificial reef in the northern hemisphere providing a source of biological replenishment that promotes healthy fish stock that attracts scuba divers, eco-tourists and fishermen.

■ The County is ranked No. 4 in traditional recycling by the Florida Department of Environmental Protection. The Solid and Hazard-



The Water Division distributed **8.9 billion gallons of water** to customers.



Solid and Hazardous Waste Management Division diverted **1,351,988 tons** of recyclables from the landfill, increasing disposal capacity through 2070.

1,351,988

ous Waste Management Division increased disposal capacity through 2070 by diverting more than 1.3 million tons of recyclables from the landfill.

Wastewater Division

- Managed all Wastewater Division facilities in full regulatory compliance, including 800 lift stations, 629 gravity mains and 14,800 manholes, while treating 6.5 billion gallons of wastewater
- Met all irrigation quality water demands without curtailing flow to customers.

Water Division

- Operated and maintained both treatment facilities, the distribution system including the potable well fields and booster stations, in full regulatory compliance with all applicable rules and all permit conditions, while producing and distributing 8.9 billion gallons of water to customers.

- The Compliance Section sampled, reviewed and analyzed 60,000 individual water quality analyses in accordance with local, state and federal regulatory requirements.
- A new and improved water quality monitoring panel is in operation in the Lely Barefoot area. The improved design provides immediate data relating to critical water quality parameters.
- Capital improvement projects included major overhauls to the Isle of Capri, Goodland and Manatee Water Re-pump Stations and the replacement of cast iron, ductile iron and asbestos concrete pipe on Wiggins Pass Road, Vanderbilt Drive, Gulf Shore Drive, Bay Villas, Bay Colony, Naples Park, Naples Manor and U.S. 41.

Financial/Operations Support Division

- Maintained a Fitch AAA rating; received Moody's upgrade to Aa1.
- Refunded Bond Series 2006 to achieve a \$5.8 million (9.7 percent) savings in debt service for the customers of the Collier County Water Sewer District.

Engineering and Project Management

- Completed more than 50 projects totaling more than \$36 million.

Public Services Department

The Public Services Department is committed to providing amenities and assistance services for the community in support of the lifestyle of Collier County and the interests of the public, meeting their needs through assistance, education, recreation and companionship.



Steve Carnell,
Department
Head

2016 Accomplishments:

Parks and Recreation Division

- Obtained approval for the Big Corkscrew Island Regional Park master plan.
- Received the 2016 Florida Recreation and Park Association Agency Excellence Award for Environmental Sustainability.
- Created a mobile app for the Parks and Recreation Division, which allows residents and visitors to register for programs, find a park and hours of operation.
- Provided more than 15,000 hours of child care programs for local residents.
- Provided volunteer opportunities for local residents at an estimated cost savings to taxpayers of \$646,356.

Library Division

- Library card registrations increased 11 percent from 2015.
- More than 1.4 million people visited the Library Division's 10 branches.
- More than 2.3 million visits were made to the Library's website and electronic resources, an increase of 37 percent from 2015.
- Two hundred new online computers were installed. They have faster processing speed and greater security for Library patrons.

- Volunteers donated more than 15,900 hours of service.

Domestic Animal Services Division

- Six of every seven animals (86 percent) that came into the shelter were adopted, reclaimed by their owners or transferred to the Humane Society of Naples, a 19 percent increase from 2015.
- A total of 338 sick, injured and underage animals were placed into foster homes until they were ready for adoptions, an increase of 219 percent over 2015.
- Volunteers donated 30,278 hours with an estimated value of \$713,350, an increase of 79 percent over 2015.



1.4 million people visited the Library Division's 10 branches.

UF/IFAS Collier County Extension

- The Family Nutrition Program staff impacted the health of more than 5,500 Collier County elementary school students through instruction on the importance of healthy food choices and physical activity.

- 4-H Youth Development staff taught more than 7,200 youth using effective, hands-on educational opportunities that included robotics, archery, marine ecology, woodworking and more.

- Agriculture/Sustainable Food Systems provided support and education to small farmers, orchestrated the successful annual agriculture tour and developed classes of interest to citizens of Collier County to advance their knowledge of agriculture solutions both big and small.

- Horticulture professionals and Master Gardeners taught classes, provided certification training, conducted plant clinics, provided consultations and hosted events that provided unique access to educational opportunities needed for developing local gardeners, homeowner associations and professional landscape personnel.

Museum Division

- Installed a new exhibit featuring the history of the Immokalee area and the Roberts family at the Immokalee Pioneer Museum at Roberts Ranch.

- More than 650 people attended the Pokémon Go lure parties at each museum, boosting summer attendance at those sites.

- Hosted Cemetery Resource Protection Training conducted

by the Florida Public Archaeology Network. Several staff members and other local professionals learned how to best preserve and care for historic cemeteries. Field work on landscape and headstone maintenance took place at the Rosemary Cemetery.

Operations and Veterans Services Division

- Veterans Services volunteers drove 64,965 miles, providing service to 717 veterans in need of transportation to their VA medical appointments in Cape Coral, Bay Pines, Tampa and Miami.

- Veterans Services built successful working relationships with 21 community partners in an effort to provide comprehensive service to Collier County's veteran population.

Public Transit and Neighborhood Enhancement

- Transit (CAT) Brought Radio Road CAT facility into Americans with Disabilities Act compliance to help better serve the public's needs. The facility now includes a bus wash and fueling station to improve operating efficiency. Implemented new Passenger Intelligent Transportation System interface called MyStop. The new app is mobile-friendly and enables passengers to set alerts to notify them when the bus is arriving; view multiple routes at one time; and view information by route and stops.

Community and Human Services Division

- Received Board approval of the five year Consolidated Plan, a strategic plan for allocating Housing and Urban Development Funds in Collier County.

- Completed the tri-annual review of the affordable housing incentives, and began development of a Community Housing Plan.

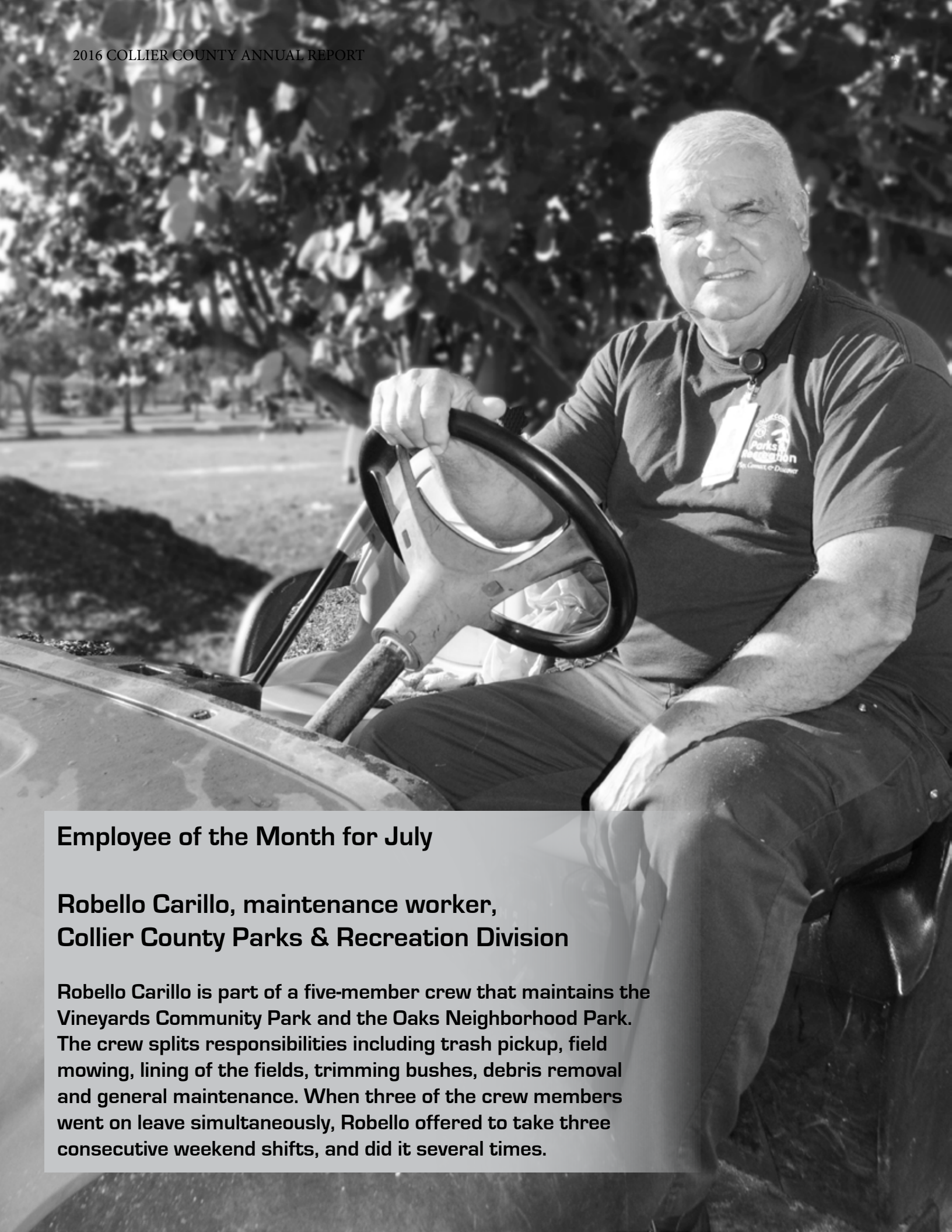
- Achieved timely spending of state and federal grants and assisted thousands of Collier residents with related programs and projects.

- Provided in home assistance and meal services for seniors, rental assistance for the very low income population, prescription and outpatient medical procedures for qualifying individuals.

Florida Department of Health Collier County

- Investigated 22 Zika virus cases and determined that none were locally acquired. Conducted more than 20 community presentations. Continue to counsel all pregnant patients enrolled in the Healthy State prenatal program regarding the virus.

- Fully implemented the nine county Regional Southwest Human Resources Consortium to consolidate human resources under one roof.



Employee of the Month for July

Robello Carillo, maintenance worker, Collier County Parks & Recreation Division

Robello Carillo is part of a five-member crew that maintains the Vineyards Community Park and the Oaks Neighborhood Park. The crew splits responsibilities including trash pickup, field mowing, lining of the fields, trimming bushes, debris removal and general maintenance. When three of the crew members went on leave simultaneously, Robello offered to take three consecutive weekend shifts, and did it several times.



Employee of the Month for November

**Melissa Pearson,
contract administra-
tor, Road Maintenance
Division**

Melissa Pearson, who has been on staff since 2015 and was with the Collier County Sheriff's Office purchasing department for 16 years before that, is often sought out to assist other divisions within the county when putting together our maintenance contracts, and recently put together specifications for an airboat purchase for Road Maintenance. She is extremely detail-oriented and fully focused on the task at hand. Her easy-going, practical approach makes her a pleasure to work with.

Growth Management Department

Collier County's Growth Management Department improves the quality of life for county residents and visitors by protecting and enhancing both the natural and built environments by encouraging sustainable growth and community partnerships. The goal is to balance mobility, economic vitality and environmental sensitivity through coordinated planning, regulation, construction and maintenance programs.



David Wilkison,
Department
Head



James French,
Deputy Department
Head

2016 Accomplishments:

Building Plan Review and Inspections Division

- Received 39,476 permit applications, a 9 percent increase over the prior year.
- Performed 201,332 inspections, an 8 percent increase over the prior year.
- Maintained 100 percent satisfaction of 5-, 10- and 15-

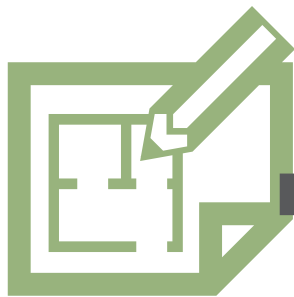
day guaranteed building permit review times, for the fourth year in a row.

Capital Project Planning, Impact Fees and Program Management Division

- Construction of the final segment of the Lely Area Stormwater Improvement Project (LASIP) is underway and expected to be completed in the spring of 2017. The 27 component project began in 2006.

- Haldeman Creek Weir Replacement Project was awarded \$800,000 as part of the 2017 Southwest Florida Water Management District / Big Cypress Basin Local Partnership Grant Award.

- Received notice of award of a County Incentive Grant Program (CIGP) Grant from the Florida Department of Transportation (FDOT) to fund part of the design phase for the widening of Airport-Pulling Road from Vanderbilt Beach Road to Immokalee Road. Award was for \$1.5 million.



Conducted over
**17,000 building permit
plan reviews.**

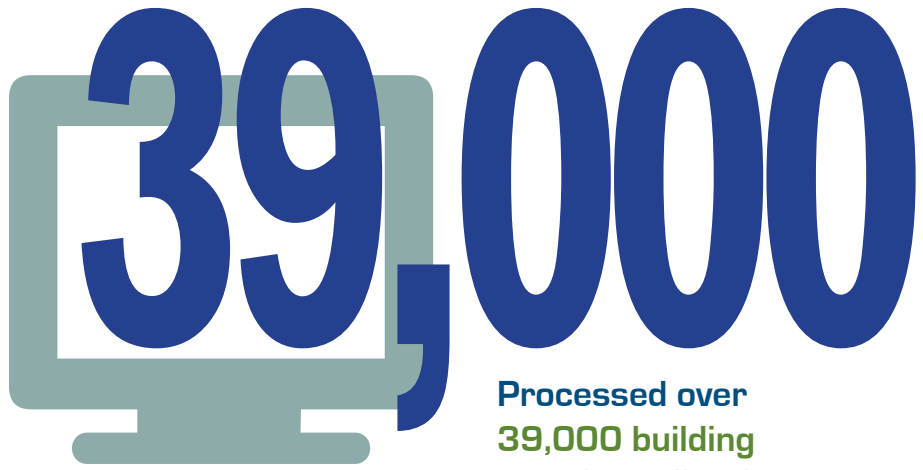
17,000

Code Enforcement Division

- Worked with affected parties to obtain compliance prior to the initiation of enforcement action, including education on code requirements resulting in voluntary compliance of 2,673 cases.
- Worked actively with law enforcement to identify properties that, due to their distressed status, pose a threat to the community.
- Offered services including neighborhood cleanups, interagency monthly task force meetings, lien searches, payoff requests and permits for garage sales and recreational vehicles. Participated in 19 community cleanup events, resulting in the collection of 30 tons of tires, 74 tons of debris and 18 tons of yard waste.

Development Review Division

- Established a Development Review Task Force with Collier Building Industry Association (CBIA) that is made up of local consultants, County staff and CBIA representatives to review and discuss current business process.
- Conducted over 17,000 building permit plan reviews, a 10 percent increase over prior year.
- Completed over 4,700 site development plan reviews, a 5 percent decrease from prior year.
- Completed over 2,200 subdivision plans and plat reviews, a 10 percent decrease from prior year.
- Assisted over 2,400 property owners and residents with flood insurance inquires, flood zone



Processed over 39,000 building permit applications.

determinations, and other flood related assistance.

Operations and Regulatory Management Division

- The Business Center processed over 39,000 building permit applications, an increase of 9 percent over the prior year.
- Received over 800 applications for new multi-family units as well as for more than 30 new restaurants.
- Investigated 1,020 unlicensed contracting, misconduct and code violations; issued or renewed over 3,000 Collier County licenses; and registered or renewed over 3,500 state certified contractors.

Operations Support Division

- Significant progress was made in the implementation of the asset management system. This system is necessary to effectively manage several billion dollars of GMD assets, including roads, traffic signals, beaches, stormwater structures and airports.

- Implemented a GIS map interface to better access and coordinate capital projects between departments; project phase closeouts to facilitate the organization, storage and digitization of project documents.

- Airport operations experienced strong financial results and the receipt of \$2.3 million in grant funding, allowed for the replacement of outdated vehicles and equipment, including vital revenue-generating refueler trucks, grounds maintenance equipment and critical airport safety systems.

Road Maintenance Division

- Resurfaced 32.8 lane miles of pavement, staying within budget.
- Resurfaced 10,709 linear feet of asphalt sidewalk.

Continued on page 21

Continued from page 20

- Restriped 73.44 lane miles of roadway which includes lane lines, pavement message, stop bars, raised pavement markers, etc.

- Installed 126,800 square feet of sod on roadsides.

Installed 420,650 square feet of sod on roadside ditches.

- Cleaned and reshaped 125,464 square yards of roadside ditches.

Transportation Engineering Division

- Began construction on two roadway expansion projects, Golden Gate Boulevard (from Wilson Boulevard to 20th Street East) and Collier Boulevard (from Green Boulevard to Golden Gate Boulevard). Both projects include bridge construction, the addition of lanes and multi-use pathways, intersection improvements with updated traffic signals and median modifications.

- Three major bridge replacement projects were begun: the Chokoloskee bridge on State Road 29, which connects Chokoloskee Island to Everglades City; two bridges on Vanderbilt Drive with the Memorial Pathway

(from 111th Avenue to Bonita Beach Road); and a bridge on White Boulevard over the Cypress Canal in Golden Gate Estates.

- Began capacity improvements to the intersection at Immokalee Road and Collier Boulevard.

- Traffic Operations made significant progress in effecting a change to the county's street lighting standard from high pressure sodium to LED luminaires. LED luminaires not only offer energy cost savings of approximately 62 percent, they provide a higher quality light.

Zoning Division

- Issued 129 zoning letters to verify or clarify zoning for property owners and processed 48 land use petitions.



32.8

Resurfaced 32.8 lane miles of pavement.

Employee of the Month for June

Lisa Jacob, project manager associate, Pelican Bay Services Division

Lisa Jacob consistently goes above and beyond the call of duty to be a resources at all levels of Collier County government. She worked to mobilize the Clam Pass dredging project. Thanks to her coordination, Collier County realized a cost savings of hundred of thousands of dollars, as well as obtaining a vital 10-year permit from the Army Corps of Engineers.



Administrative Services Department

The Administrative Services Department supports the County by providing procurement services, state-of-the art technology, security and real estate services, and by managing the agency's human resources, wellness, fleet and facilities, as well as risk and safety programming. Additionally, the Department provides professional emergency services (Emergency Management, Fire Services and EMS) to the public.



Len Price,
Department
Head

2016 Accomplishments:

Facilities Management Division

- Successfully completed the new Supervisor of Elections office, on schedule and on budget.
- Completed the Collier County Freedom Memorial, which was dedicated September 9, 2016.
- Completed the East Naples Community Park Pickleball conversion on time for the US Open Pickleball Championships.

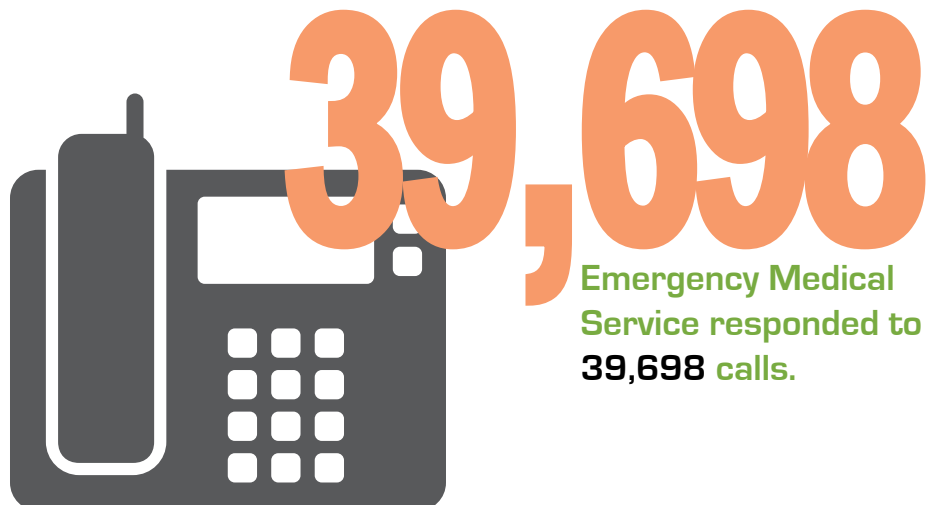
Fleet Management Division

- Maintained an on-road vehicle operational availability rate of 94.5 percent with more than 9.7 million miles traveled by 850 plus vehicles.

- Implemented a vehicle capital recovery program to provide planned and timely replacement of vehicles and heavy equipment even during periods of economic recession.
- Recognized by the National Association of Fleet Administrators as one of the 100 Best Fleets in America (10 years running).

Human Resources Division

- Completed the request for proposals, selection and contract approval for a County-wide Learning Management System.
- Coordinated and implemented an employee development and coaching training project.
- Held a high school internship program.



850+



Fleet Management maintained **850+ vehicles** with an availability rate of **94.5 percent**.

Information Technology Division

- Upgraded software and a public safety radio system.

Procurement Division

- Recipient of the Outstanding Agency Accreditation Award from NIGP, Institute for Public Procurement.
- Coordinated the annual auction, generating income of \$801,628, a 41 percent increase over prior year.
- Sixty-six percent of all purchases orders were issued to local vendors.

Risk Management Division

- No increase to employee health insurance premiums in the last four years.
- Reached the milestone of \$5 million in subrogation collections.
- Returned \$1 million in unencumbered claims funds due to outstanding loss experience.
- Reduced property and casualty insurance premiums by \$650,000.

Emergency Management Division

- Hosted the National Hurricane Hunter Awareness Tour at the Naples Airport.
- Worked closely with the Florida Department of Health, Centers for Disease Control and the hospitals in a table top exercise to address the ZIKA virus.
- Responded to the straight line wind storm, monitored tropical cyclones Colin and Hermine, and partially activated the Emergency Services Center due to the threat of Hurricane Matthew.

Emergency Medical Services Division

- Had a 29 percent cardiac arrest resuscitation rate.
- Commissioned the new EMS Station 76.
- Responded to 39,698 calls and transported 28,620 patients to the hospital.
- Acquired power stretchers within the system.
- Installed new station alerting system at all EMS stations.

Administration

- Implemented new automated agenda system (MinuteTraq) for our Board of County Commissioners agendas.



Mark Isackson,
Director
Office of
Management
and Budget
Division



Mike Sheffield,
Manager,
Communication
& Customer
Relations
Division



Jace Kentne
Director,
Business &
Economic
Development
Division



Jack Wert,
Director,
Tourism Division



Tim Durham,
Executive
Manager,
Corporate
Business
Operations

Management Offices

The Management Offices are under the County Manager's purview and include budgeting, communications, economic development and tourism.

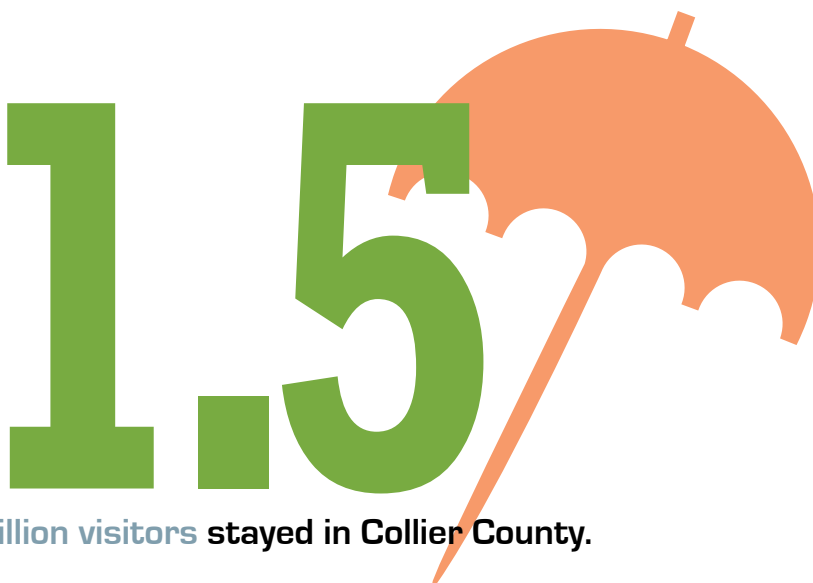
Office of Management and Budget Division

- Collier County's budget philosophy and practices are based upon a conservative fiscal approach which continues to be recognized and acknowledged by various external agencies and consumers of the County's financial information.
- The County maintains an excellent investment grade credit rating and has received for the past 30 years the Distinguished Budget Presentation Award

from the Governmental Finance Officers Association.

- The County's net FY 2017 budget is \$1.071 billion and these dollars are appropriated and expensed through more than 200 general governmental, enterprise and special revenue funds.

- The Board of County Commissioners voted to resume the median capital landscape capital program.



- General governmental capital spending for stormwater, parks, county-wide facilities and transportation network enhancements were increased.
- Only about 36 percent of an unincorporated area residents' tax bill pays for County government, including services provided by Constitutional Officers.

Communications and Customer Relations Division

- Installed closed captioning for all commission and advisory board meetings televised from the boardroom.
- Updated Collier Television from Standard-Definition to High-Definition.
- Distributed over 500 news releases to our media partners announcing county services and programs and improved communication with our non-English speaking residents.
- Handled more than 300 inquiries from the public, consistently achieving a 100 percent rate-of-closure within five business days.

Business and Economic Development Division

- Naples, Immokalee and Marco Island were ranked No. 4 in the nation for Best Cities for Job Growth by Forbes magazine and NewGeography.com among small-sized metro areas.
- Five Star Gourmet Foods expanded into Collier County with its purchase of an existing production facility. It plans to create at least 250 new quality jobs and to make \$10 million in new capital investment and will receive up to \$1.75 million in County incentives.

- Facilitated the expansion of Ferris Marketing, distributor of durable goods, to 12 employees. The total incentives available range between \$36,000 and \$72,000, depending on the number of jobs created.
- Facilitated the expansion of Arthrex, which will create 560 high-paying jobs and invest \$63 million as part of a public-private agreement with the county and the state. The Board of County Commissioners in May approved more than \$1 million in incentives for Arthrex.
- Facilitated the Naples expansion of ACI Worldwide, which will create 57 high-paying jobs and invest \$1.5 million as part of a public-private agreement with the county and state. In September, the Board of County Commissioners approved more than \$500,000 in incentives to help the company expand.
- Began work on a culinary accelerator to increase jobs in Immokalee and promote local chef entrepreneurs and farmers. The Florida Culinary Accelerator @ Immokalee will offer an 18-month educational and mentorship program for use by farmers and cooperatives, start-up food companies and home-kitchen entrepreneurs.
- The Naples Accelerator brought in \$3.6 million in venture investment and more than \$600,000 in capital investment. The state awarded the County's not-for-profit partner, Economic Incubators, Inc., \$2 million in grant funding, with \$1.2 million dedicated toward the Florida Culinary Accelerator @ Immokalee.

Tourism Division

- As of October 2016, nearly 1.5 million visitors stayed in short-term paid accommodations in Collier County. Forty-three percent of those visitors were here for the first time, many attracted by the tourism department's advertising, public relations and promotional campaigns.
- Tourist Development Tax revenue increased nearly 3 percent over fiscal year 2015 with a total of \$21.8 million.
- Collier County continued to see steady growth of direct jobs in the tourism and hospitality sector with a 5 percent increase over fiscal year 2015.
- The tourism division's advertising, public relations and marketing campaigns earned three awards at the Hospitality Sales & Marketing Association International's Adrian Awards.
- The documentary film "Paradise Reef," funded through the Tourist Development Tax, won the Suncoast Regional Emmy Award for topical documentary. The film tells the story of the development of the largest artificial reef complex in the Western Hemisphere located off the coast of Naples and Marco Island.

Employee of the Month for May

Christine Baker, paramedic, Collier County EMS

Christine Baker has a passion for community outreach and public education. She volunteers to work on several Emergency Medical Services outreach programs, including the Hug a Tree and Survive program, which educates children on what to do if they are lost in the wilderness. This is in addition to her daily responsibilities as a paramedic, responding to 911 emergency calls for help and providing medical treatment and transportation for the sick and injured to local hospitals.



Constitutional Officers

Dwight E. Brock, Clerk of the Circuit Court

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



Larry H. Ray, Tax Collector

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



Kevin J. Rambosk, Sheriff

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



Abe Skinner, Property Appraiser

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



Jennifer J. Edwards, Supervisor of Elections

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



Satellite Offices

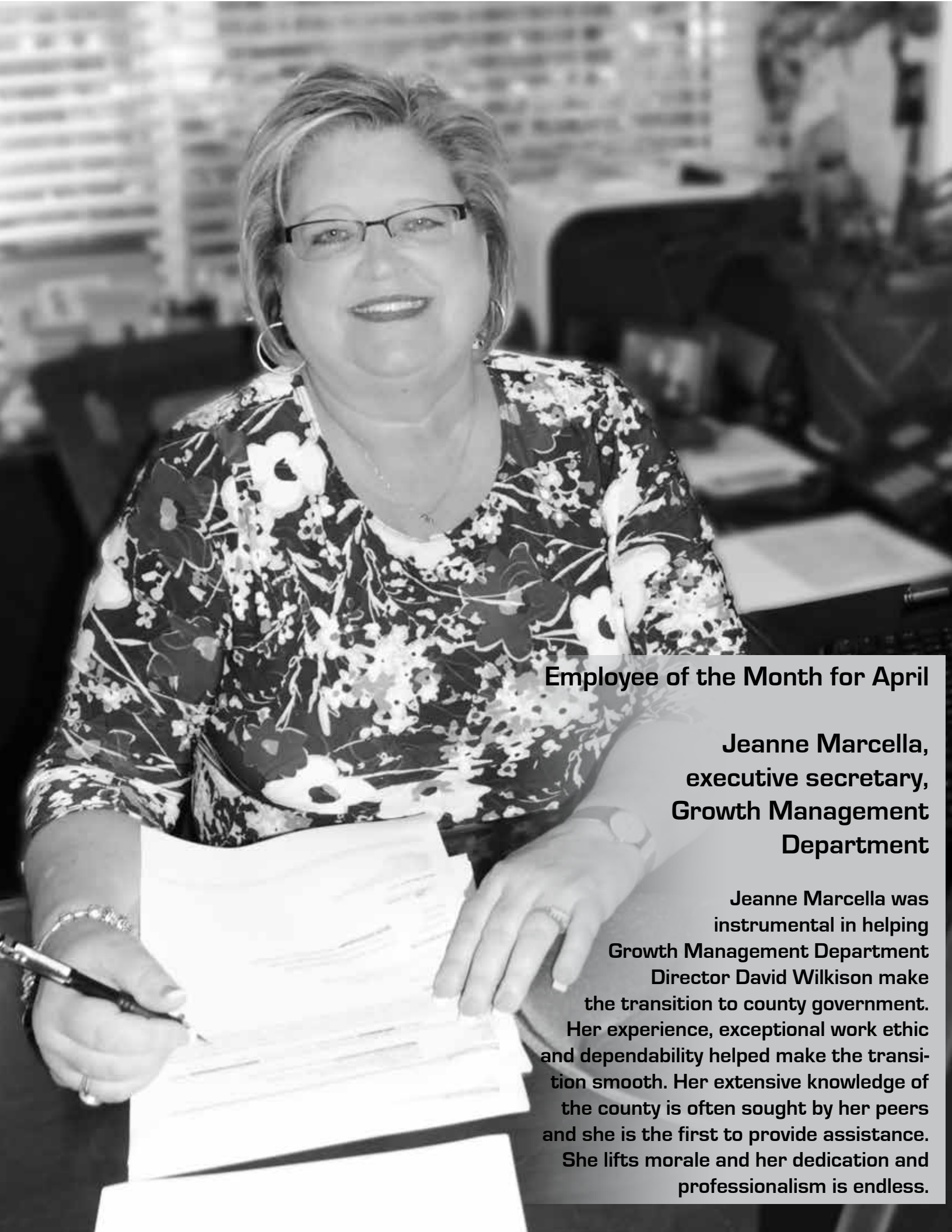
All Constitutional Offices:
2335 Orange Blossom Drive

Clerk of Courts Offices:
Everglades City Hall • 102
Copeland Ave. N.
Golden Gate • 4715 Golden
Gate Parkway
Immokalee Courthouse
106 First S. St.
Self Service Kiosk Only
Wilson Boulevard
50 Wilson Blvd. S.

Tax Collector:
Everglades City • 102 Broadway
Ave. E.
Golden Gate • 4715 Golden
Gate Parkway
Immokalee • 106 First St. S.
Marco Island • 1040
Winterberry Drive
Naples
725 Airport Road S.
735 8th St. S.
2348 Immokalee Road
8771 Tamiami Trail N.
12668 Tamiami Trail E.
2800 Horseshoe Drive N.
50 Wilson Blvd. S.
2335 Orange Blossom Drive

Sheriff:
Emergency Services Center
8075 Lely Cultural Parkway
Everglades City
32020 Tamiami Trail E.
Golden Gate
4707 Golden Gate Parkway
Golden Gate Estates
1195 County Road 858
Immokalee
112 First St. S.
North Naples
776 Vanderbilt Beach Road

Property Appraiser:
Golden Gate • 4715 Golden
Gate Parkway



Employee of the Month for April

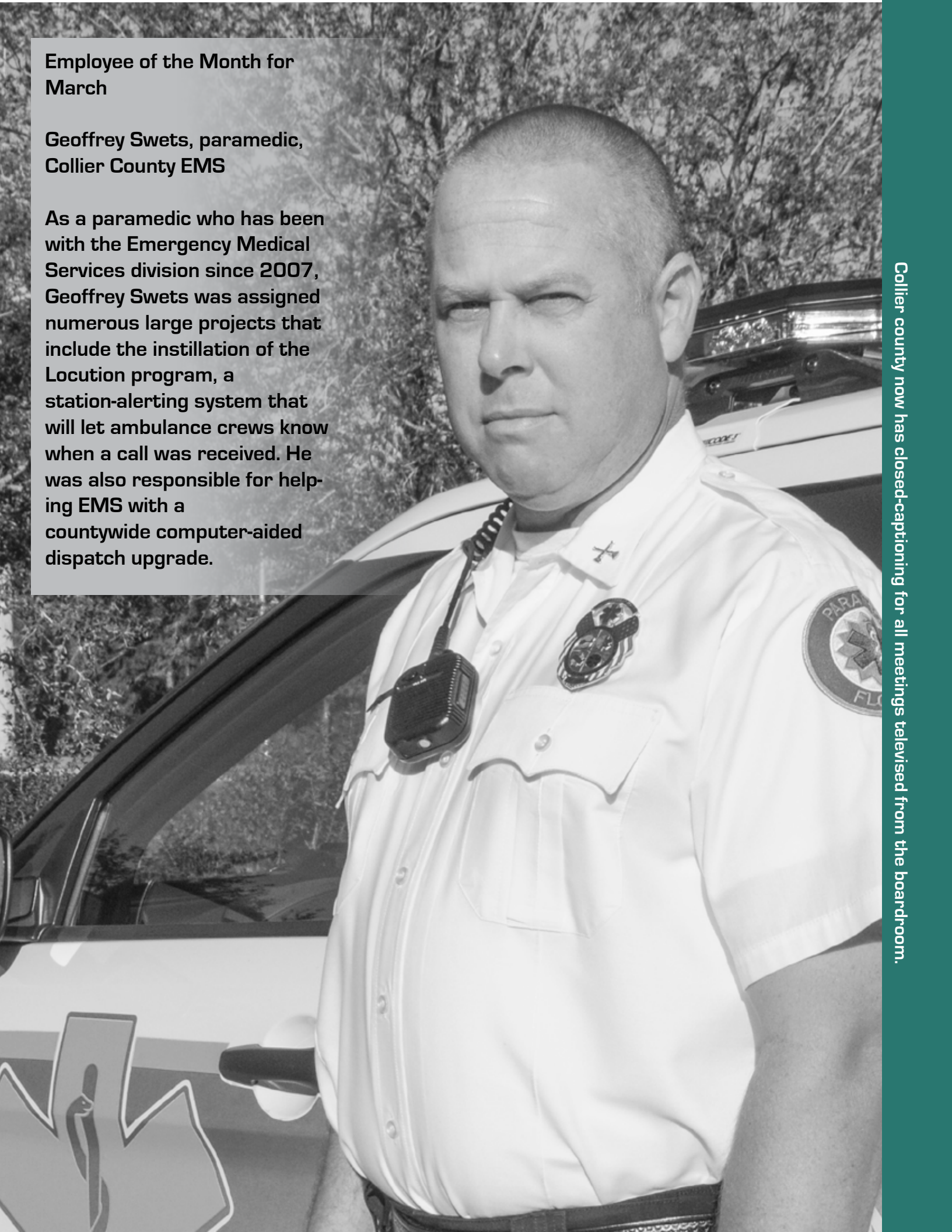
**Jeanne Marcella,
executive secretary,
Growth Management
Department**

Jeanne Marcella was instrumental in helping Growth Management Department Director David Wilkison make the transition to county government. Her experience, exceptional work ethic and dependability helped make the transition smooth. Her extensive knowledge of the county is often sought by her peers and she is the first to provide assistance. She lifts morale and her dedication and professionalism is endless.

**Employee of the Month for
March**

**Geoffrey Swets, paramedic,
Collier County EMS**

As a paramedic who has been with the Emergency Medical Services division since 2007, Geoffrey Swets was assigned numerous large projects that include the instillation of the Locution program, a station-alerting system that will let ambulance crews know when a call was received. He was also responsible for helping EMS with a countywide computer-aided dispatch upgrade.



Contact Us

Board of County Commissioners

(239) 252-8097

colliergov.net

Administrative Services Department

(239) 252-8721

Bureau of Emergency Services Division • 252-3600

www.colliergov.net/bes

Facilities Management Division • 252-8380

www.colliergov.net/facilities

Fleet Management Division • 252-2277

Human Resources Division • 252-8460

www.colliergov.net/HR

Information Technology Division • 252-8794

Procurement Services • 252-8407

www.colliergov.net/procurementservices

Risk Management Division • 252-8461

Growth Management Department

(239) 252-2400

Building Division • 252-2400

Capital Project Planning, Impact Fees & Program Management • 252-2400

Code Enforcement Division • 252-2440

www.colliergov.net/code

Development Review Division • 252-2400

Operations & Regulatory Management Division
252-2400

Operations Support Division • 252-8192

Road Maintenance Division • 252-8924

www.colliergov.net/roadmaintenance

Transportation Engineering Division • 252-8192

www.colliergov.net/transportationengineering

Zoning Division • 252-2400

www.colliergov.net/zoning

Management Offices

(239) 252-8999

County Manager Office • 252-8383

www.colliergov.net/countymanager

Business & Economic Development Division
252-8990

Communication & Customer Relations Division
252-8999

www.colliergov.net/communication

Corporate Financial & Management Services Division
252-8383

www.colliergov.net/omb

County Attorney Office • 252-8400

www.colliergov.net/countyattorney

Pelican Bay Services Division • 597-1749

www.pelicanbayservicesdivision.net

Tourism Division • 252-2384

www.colliergov.net/tourism

www.paradisecoast.com

Public Services Department

(239) 252-8468

Community & Human Services Division • 252-8154
252-2273

www.colliergov.net/humanservices

Domestic Animal Services Division • 252-7387

www.colliergov.net/pets

Health Division • 252-7775

www.colliergov.net/health

Library Division • 593-3511 • 593-0334

www.collierlibrary.org

Museum Division • 252-8476

www.colliergov.net/museum

Operations & Veteran Services Division • 252-8387

Parks & Recreation Division • 252-4000

www.colliergov.net/parks

Public Transit & Neighborhood Enhancement Division
252-5840

CAT 252-7777

Paratransit 252-7272

Bayshore Community Redevelopment Agency
643-1115

Immokalee Community Redevelopment Agency
867-0025

University Extension Division • 252-4800

www.colliergov.net/extension

Public Utilities Department

(239) 252-2540

www.colliergov.net/publicutilities

Engineering & Project Management Division
252-4216

www.colliergov.net/ppmd

Solid & Hazardous Waste Management Division
252-2508

www.colliergov.net/recycles

Operations Support Division • 252-2351

Utility Billing & Customer Service • 252-2380

www.colliergov.net/utilitybilling

Wastewater Division • 252-2600

www.colliergov.net/wastewater

Water Division • 252-6245

www.colliergov.net/water

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www.colliergov.net