

# 2016 Year-end Report

Fiscal Year-end September 30, 2016

*Our mission is to improve 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.*



*Through our mission, our goal is to balance world class mobility, livability, economic vitality, and environmental sensitivity through coordinated planning, regulation, construction, and maintenance programs that serve the desired community character.*



## **Development Services Building**

2800 North Horseshoe Drive  
Naples, Florida 34104  
(239)252-2400

## **Norman Feder Transportation Building**

2885 South Horseshoe Drive  
Naples, Florida 34104  
(239)252-8912

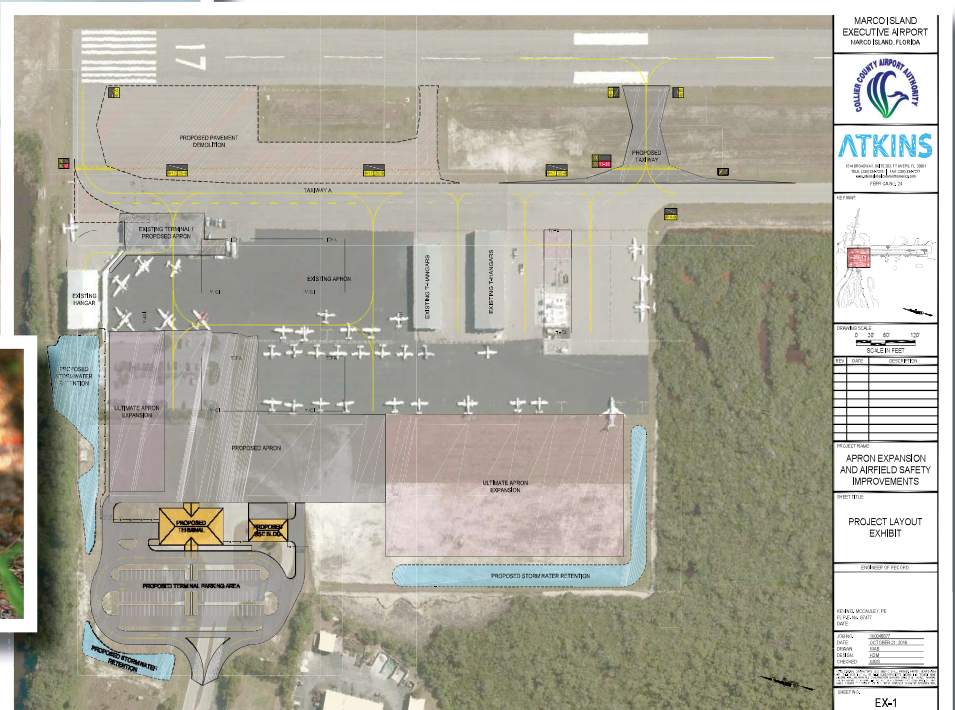
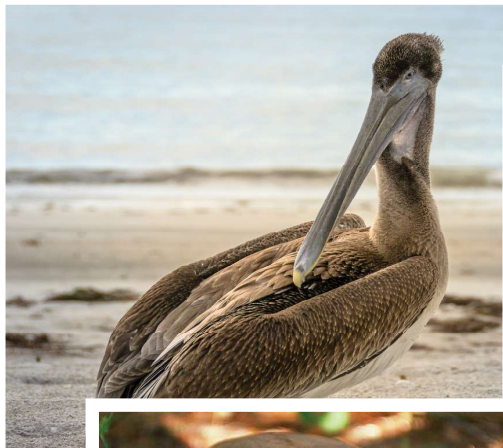




Whether it is managing the construction of a multi-million dollar roadway construction project or reviewing a complex building permit application for a 22-story coastal condominium tower, the Collier County Growth Management Department strives to provide exceptional customer service to its citizens and industry partners.

Services are provided in accordance with the Collier County Growth Management Plan, Land Development Code, Code of Laws and Ordinances, and Florida state statutes. Our goal is to balance community, economic vitality, state and federal requirements, and environmental sensitivity through coordinated planning, regulation, construction, and maintenance programs that serve the desired community character.

The Growth Management Department has dedicated staff eager to exceed expectations and fulfill the role of public liaison to the citizens of Collier County.



# From the Department Administration

Dear Neighbor,

It is our pleasure to share the accomplishments of Collier County Growth Management Department's extraordinary team. Over the past year, 550 staff members have dedicated their time and energy to serving our clients and fellow colleagues, providing the world-class customer service that our community deserves.

Our primary goal in the Growth Management Department is to balance world class mobility, livability, economic vitality, and environmental sensitivity through coordinated planning, regulation, construction, and maintenance programs that build a stronger community character. Responsible growth ensures that our businesses can thrive because we protect our environment and serve the public.

The growth of our community takes more than permits and paper pushing. Building a stronger community character includes helping our residents, business owners, and industry partners achieve their goals in a friendly and responsible way. Over the past few years, our Divisions have taken extra measures to cross-train staff members in both the technical skills to perform their duties as well as the softer customer service skills to connect with our clients. We have made a long-term commitment to continuous improvement, so that our team grows and thrives as well.

Collier County must stay abreast of the latest technologies because it helps our customers, allows our team members to streamline their workday, and protects County assets while allowing more accurate budget forecasting. With our asset management systems and mobile applications for the permit and inspections databases, our team is equipped to provide our customers with the solutions they need.

2016 has marked another year of economic growth, which continues to spur new development projects, construction projects, and more visitors in our community. In addition to working with industry partners, the Growth Management Department has been working extensively to proactively plan new roadways and bridges, protect our residents with stormwater and wellfield inspections, and improve services at the County's three airports.

We remain steadfast in striving to learn, understand, improve, and ultimately build a stronger community with our industry partners. We would also like to thank our industry partners: the Collier Building Industry Association, Naples Area Board of Realtors, Collier County Sheriff's Office, countless private organizations, and community leaders for providing valuable feedback on our services and helping to provide the best long-term growth plans for our community.

Sincerely,

David Wilkison  
Department Head



Sincerely,

James French  
Deputy Department  
Head







**Richard Long**  
**Director**

(239) 252-2490

[RichardLong@colliergov.net](mailto:RichardLong@colliergov.net)

# Building Plan Review and Inspection Division

Collier County's Building Review team is dedicated to maintaining the highest standard of public safety and to protecting the property rights of the citizens of Collier County. This team ensures the building requirements of the State of Florida and Collier County are fully met by providing information and guidance through the permitting process.

Each plans reviewer and inspector is expected to provide professional, consistent, and friendly service while working with designers, developers, contractors, and owners to foster an environment that understands the needs of our customers, and works for full compliance of the governing codes.

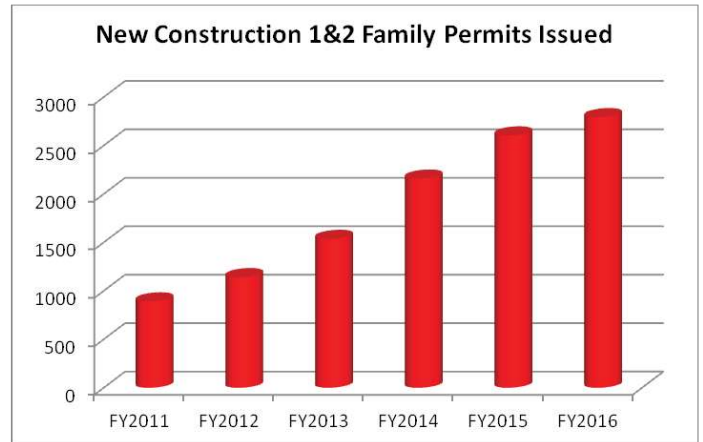
The continuation of growth held true with increases in permits and inspections. This increase required the Division to hire six Senior Building Inspectors, and

with their multiple licenses the Division is more efficient in inspections.

## Accomplishments for 2016

- 39,476 total permits were applied for, a 9% increase
- 2,792 new single and two family permits were issued, a 7% increase
- 201,332 inspections were completed, a 8% increase

For the fourth year in a row, the Division has maintained 100% satisfaction by adhering to the 5-,10- and 15-day guaranteed permit review times to streamline the construction permitting process.



In a dedicated effort to streamline the process for both client and plan review, the Electronic Plan and Document Review was implemented in January. We are currently experiencing a 30% user rate for electronic submission. We look forward to increasing that rate through process improvements and customer outreach.



For the upcoming year, the Building Plan Review and Inspection Division is looking forward to expanding our use of technology to provide more efficient and timely services for our clients. Our team remains dedicated to continuous improvement of processes and procedures, while providing superior customer service. From our excellent relationship, and monthly meeting with CBIA; we continue to identify our customers' needs and expectations.

*With the strong economy and growth, Collier County is seeing the return of tower construction.*





**Amy Patterson**  
**Director**

(239) 252-5721

[AmyPatterson@colliergov.net](mailto:AmyPatterson@colliergov.net)

# Capital Project Planning, Impact Fees, and Program Management Division

The Capital Project Planning, Impact Fees, and Program Management Division brings together a group of highly-motivated, industry experts in the areas of Stormwater Management, Coastal Zone Management, Transportation Planning, and Impact Fees. This Division combines the best of institutional knowledge and innovative thinking to provide excellent, long-range planning, project management, and customer service to the citizens and visitors of Collier County.

## Stormwater

- **Vanderbilt Cul-de-Sacs Project** - This project is a coordinated effort between the Public Utilities and Growth Management Departments. Contract in the amount of \$17.3M (\$2.8M stormwater) awarded to local contractor Mitchell and Stark Construction Company. Construction is to include stormwater, water and wastewater improvements along Vanderbilt Drive and the fourteen (14) cul-de-sacs west of Vanderbilt Drive.
- **Stormwater Utility** - The Board of County Commissioners voted unanimously to accept an update on work completed to date and also approved proceeding with Phase II of the analysis of establishing a Collier County Stormwater Utility, an alternative user fee based funding source for ongoing and future Stormwater Management related initiatives and operations.
- **LASIP** - Construction of the final segment, of the original 27 component project which began in 2006, is underway and expected to be completed in the spring of 2017.
- **Haldeman Creek Weir Replacement** - Project is to replace and relocate the Haldeman Creek Weir in order to improve freshwater discharges into Naples Bay and to enhance salinity barrier functions while providing upstream flood control for a heavily urbanized basin. Project was awarded \$800,000 as part of the 2017 SFWMD/BCB Local Partnership Grant Award. Total construction project is estimated at \$1.7M.
- **Naples Park Project Phase II** - This project is a coordinated effort between Public Utilities and Growth Management Department. Construction is to include stormwater, water, and wastewater improvements along 95th Ave N and 96th Ave N within the Naples Park community. Project was awarded \$750,000 as part of the 2016-2017 State Appropriations.



*Existing canal along the east side of Wingsouth Airpark is being improved for regional flow capacity*



**Freedom Water Quality Park** – Established two-year partnership with Florida Gulf Coast University’s Everglades Wetland Research Park to study the water quality treatment marshes at the Freedom Park.

*Jerry Kurtz speaking at the celebration of historic partnership between FGCU and Collier County on November 17, 2016.*

## **Transportation Planning**

In 2016, this section has secured the following additional funding from FDOT and the Collier MPO:

- Received notice of award in the amount of \$1.5M of a County Incentive Grant Program (CIGP) Grant from FDOT to fund part of the design phase for the widening of Airport-Pulling Road from Vanderbilt Beach Road to Immokalee Road
- Received notice in the FDOT Draft Tentative Work Program that the Design of Pine Ridge Road Sidewalk was funded in the amount of \$229,418 (2021/22)
- The FDOT Draft Tentative Work Program continues to support previous design and construction of new sidewalk priorities for Collier County at approximately \$2.8M
- Signed TRIP agreement from FDOT for \$2.6M for Logan Boulevard in the current fiscal year
- Received proportionate share payments in the amount of \$2,693,666 for the Collier Blvd/Immokalee Road intersection improvements

Coordinated the roadway design review of the following developer designed roadways:

- Logan Boulevard
- Treefarm Road
- Woodcrest Road
- Collier Boulevard
- Veterans Memorial Boulevard

In addition, this section has:

- Conducted planning studies for Triangle Boulevard, Pine Ridge Road Corridor Study as well as various intersection improvements
- Continued to provide close coordination with the Collier County School Board on both school projects and development projects that impact schools and their relation to the Collier County Transportation Network
- Worked closely with the Florida Department of Transportation, Lee County Transportation, Lee County MPO, City of Bonita Springs, City of Naples, Marco Island, and Everglades City in relation Transportation priorities and issues between the jurisdictions
- Received direction from the Board of County Commissioners to enhance the Transportation Element of the Growth Management Plan by incorporating multi-modal planning principles



## Pollution Control

- Daily operations completed per targets such as pollution complaints
- Purchased and implemented new ICP-MS to detect metals in the parts per billion range (very important for copper)
- 86% recovery rate for known quantity spills of domestic waste, hazardous material, miscellaneous, and petroleum
- Increase in public outreach such as social media, classroom education, HOA presentations, etc.



*Walk the Watershed Activity*

Significant activities, projects, and assignments completed by the Coastal Zone Management staff in calendar year 2016:

- Planning, design, permitting, procurement, and execution for the 2016 Beach Renourishment program for renourishment of the Vanderbilt, Pelican Bay, Park Shore, Sugden Park, and Marco South Beaches
- Collier Creek engineering, permitting and dredging
- Hideaway Beach Sand Placement Activities on Central Marco Beach
- Biological Monitoring of Collier County Coastline as required by FDEP permit contract award and execution
- FWC's LRRC workshops and report for manatee protected speed zones
- Gordon River and Gordon Pass dredging coordination with the USACE
- Completion of the Restore Comprehensive Watershed Conceptual Plan and Restore Application for funding along with the preliminary development of the Multi Year Implementation Plan for Category 1 Direct Component Funding
- Restore Representative to the Restore Gulf Consortium for Collier County
- Doctors Pass South Jetty rebuild design and permit applications/development
- Doctors Pass Erosion Control structure design and permitting applications/development
- Clam Pass beach renourishment permit modifications to allow truck haul beach renourishment in the area
- Beach and Inlet annual physical monitoring survey completed
- 15-year permit issuance from FDEP and the USACE for major beach renourishment activities within Collier County
- Payment reconciliation with FDEM for FEMA payments for Wilma, Gabrielle, Katrina, Fay, Debby, and Isaac are currently being performed
- Design and permitting applications/development for the Marco Central Beach regrade
- A FEMA time extension for the Marco Island beach renourishment project granted
- CZM budget, grants and a 10-year spending plan developed and authorized by Collier County BCC and FDEP
- Marco South Beach renourishment permit from the USACE allowing renourishment in the Fall of 2016 has been received
- Local Government Funding Request for FDEP Cost Share funding in 2018 prepared and submitted
- Wiggins pass permit extension granted by FDEP and the USACE
- Hosted FSBPA Annual Conference in September 2016 in Naples



**Michael Ossorio**  
**Director**

(239) 252-5706

[MichaelOssorio@colliergov.net](mailto:MichaelOssorio@colliergov.net)

# Code Enforcement Division

Our mission is to “protect the health, safety, and welfare of Collier County residents and visitors through education, cooperation, and compliance.”

The Division carries out this mission through response to citizen complaints, a commitment to community involvement, diligent research, and response to address and prevent code violations. In FY16, through education, enforcement, and abatement, the Division played an active positive role in ensuring stabilization of property values and recovery of the local housing community.

The Division continues to meet regularly with civic and homeowner associations to address neighborhood issues through clean-up events and identification and monitoring of abandoned homes. Additionally, with open communication with banks and lenders, the team coordinates abatement of code violations with minimal impact to taxpayers. The Division also places a

priority on providing resources to community members in coordination with other agencies and regularly participates in community outreach events.

## Code Enforcement by the Numbers

- Participated in 19 community cleanup events
- Collected 30 tons of tires, 74 tons of debris, and 18 tons of yard waste
- Completed 358 educational visits to property owners
- Closed 2,693 cases with voluntary compliance
- Opened 8,781 code cases
- Attended 91 community meet and greet events
- Performed 29,600 code case property inspections
- Removed over 3,522 snipe signs from the public right of way

Code Enforcement and the Collier County Sheriff’s Office share the Community Caretaking List working jointly to monitor the abandoned homes for potential criminal activity and deteriorating conditions. If the County expends funds to correct a code violation, the cost of the abatement is invoiced to the property owner.

In keeping with the Board of County Commissioners policy, Code Enforcement cases are opened because of a complaint or an observed violation where there is an immediate threat to health and safety. Upon receipt of a complaint, an investigation is completed to verify whether a violation exists. If a violation is confirmed, the property owner is first given an opportunity to correct the violation. Routine inspections are completed during the compliance process.

Property owners are given 45 days to make an effort toward compliance following notification of a code violation. If no effort is made, the matter is scheduled for a hearing before the Code Enforcement Board or Special Magistrate. At the hearing, the Board or Special Magistrate determines if a violation exists, issues a compliance date, and assigns daily fines for failure to correct the violation before the compliance date. Those daily fines can result in a lien on the property.



If a violation has been corrected, and a party requests release of a lien, the Division will recommend release of the lien and waiver of accrued fines. This program was implemented to create an incentive for compliance, rather than punishment and collection of fines. Through voluntary compliance, the Division could release 192 liens and waive a total of \$10,853,632.89 in fines. Since this program was instituted in July 2008, the Code Enforcement Board, Special Magistrate, and Board of County Commissioners have waived over \$38 million in accrued fines by working with residents to correct violations.



*After receiving complaints, Code Enforcement worked with the owners of Port of the Isles Hotel to reduce hazards by securing the pool as well as points of entry.*

The Division works in cooperation with other agencies to identify and combat blight, and acts as an information resource for the public. To protect new homeowners, the Division developed a lien search program that involves a review of an identified property for any code cases, fines, or liens and continues to work with the Naples Area Board of Realtors (NABOR). Realtors with NABOR that advise potential buyers of the lien search program offered by the Division. The lien search service involves a review of an identified property for any code cases, fines, or liens. The information is provided to the requester within two business days and costs \$25.00. In FY16, the Division processed 9,716 requests for property lien searches. In 330 of those cases, open code cases were identified, allowing a prospective buyer to address the violations in conjunction with the purchase of a property.

The Division also issues free permits to community members for garage sales and recreational vehicles. The Land Development Code (LDC) limits the number of garage sales a property owner may have per year, and the free permit provides a tracking method. The LDC also limits the amount of time a recreational vehicle may be parked in front of a residence. A free recreational vehicle permit is also issued at the request of the property owner. In the event a garage sale occurs without a permit or a recreational vehicle is parked without a permit, the Code Investigator will issue the free permit on-site and record. A total of 1,949 garage sale and recreational vehicle permits were issued.

The Division also issues citations, and administers citations issued by the Domestic Animal Services Division, Public Utilities, Parks and Recreation Division, and the false fire alarm and parking citations issued by the Sheriff's Office. In all, Code Enforcement was involved in processing over 4,618 citations during FY16.



**Matthew McLean**

**Director**

(239) 252-8279

[MatthewMcLean@colliergov.net](mailto:MatthewMcLean@colliergov.net)

# Development Review Division

The Development Review Division reviews and inspects development planning and building projects to assure that all infrastructure development design complies with the Land Development Code, and that construction meets the approved plans and specification documents. In addition to review and inspection of development projects this Division also includes the Floodplain Management Program and Land Development Code Regulation. Floodplain Management team members develop and maintain the floodplain management program consistent with County policy that provides the best balance between the National Flood Insurance Program (NFIP) requirements and the needs of the community. The Land Development Code team members facilitate the amendment process to the Collier County LDC. Amendments are publicly vetted by stakeholders, County's Advisory Boards, the Collier County Planning Commission, and the Board of County Commissioners.

## Review and Inspection Section Accomplishments 2016

- Successfully launched GMD-wide initiative to provide Electronic Plan Review to our customers - by the end of FY16, consultant application participation in EPR approached 50% of the Development Review Division land development application workload
- Implemented additional environmental review on residential building permits to ensure wetland determinations have been completed prior to clearing
- Established with CBIA a Development Review Task Force made up of local consultants, County staff, and CBIA representatives to review and discuss current business processes, making multiple improvements
- Issued over 1,250 right-of-way permits, a 25% increase over prior year
- Conducted over 17,000 building permit plan reviews, a 10% increase over prior year
- Completed over 4,700 site development plan reviews, a 5% decrease from prior year
- Completed over 2,200 subdivision plans and plat reviews, a 10% decrease from prior year
- Recorded over 200 subdivision plat pages, the 6th highest year of subdivision platting in the history of Collier County, which equated to over 2,300 new subdivision lots
- Exceeded 95% on-time metric goal for staff review of planning applications
- Conducted over 23,500 inspections in FY16, and more than 85% of these inspections were related to building permit construction
- Completed over 475 utility and site preliminary and final certifications, a remarkable 140% increase over prior year
- Formed a DSAC utilities sub-committee to meet and assess the utilities ordinance, which has focused on construction specifications as well as turn-over processes
- Conducted Public Outreach program with the Naples High School Engineering Program to discussing Stormwater management, its operation, and long term maintenance
- Provided a successful summer intern opportunity

# 95%

Exceeded 95% on-time goal  
for staff review of planning  
applications



## **Floodplain Management Section Accomplishments 2016**

- Procured Crisis Track, a damage assessment software, to assist the County with collecting information and sending it to the Florida Division of Emergency Management following a disaster
- Continued working with the Federal Emergency Management Agency to update the Digital Flood Insurance Rate Map to improve accuracy of flood zone information in the County
- Maintained a Class 5 rating in the National Flood Insurance Program's Community Rating System, providing a 25% discount for many flood insurance policies in the County
- Assisted over 2,400 property owners and residents with flood insurance inquiries, flood zone determinations, and other flood related assistance

## **Land Development Code Section Accomplishments 2016**

- Presented 11 Land Development Code Amendments to the Board of County Commissioners, which were adopted to enhance neighborhood compatibility and streamline development standards
- Facilitated the adoption of the Architectural Ad Hoc Committee's comprehensive review of the Architectural and Site Design Standards Land Development Code Section by the Board of County Commissioners - an effort that spanned 2.5 years, amended 15 sections of code, and offers new language to support redevelopment, add flexibility to design standards, and streamlines the code



# **Operations and Regulatory Management Division**

The Growth Management Department's Operations and Regulatory Management Division is Collier County's steward of state and local codes and regulations. The staff helps ensure that Collier County remains a safe, healthy, and sustainable community by applying smart planning initiatives, a proactive use of technology, outreach to the citizens, and personalized services.

***Kenneth Kovensky***  
***Director***

*(239) 252-2388*

*KennethKovensky@colliergov.net*

Staff is excited to speak with you about upcoming projects or questions you might have regarding the regulatory aspects of building in Collier County. Whether you want to improve, or build new, staff is here for you.

## **Business Center**

The Business Center processed over 39,000 building permit applications, an increase of 9% over the previous fiscal year. In order to better serve the community, the Business Center began offering permitting and planning services to the North Naples Government Center on Orange Blossom Drive and the Everglades City Airpark offices.

The Client Services project coordinators continued to provide expanded project oversight by working with developers on their projects beginning with the pre-application meeting and ending with obtaining a certificate of occupancy. The Client Services team works closely with the Code Enforcement Division in order to assist residents of the County with achieving compliance on their code cases.

Staff received permit applications for over 800 new multi-family units as well as more than 30 new restaurants. Other significant projects that began this year were: expansion of the Arthrex manufacturing building at Ave Maria, the Community School of Naples activity center, the Golisano/Nicklaus Children Hospital, the Discovery Village new independent living facility, Hobby Lobby, the Salvation Army Youth Center, Goodwill retail store, Naples Infinity, Naples Acura, Naples Volvo, Porsche, Germain Honda, a new Kraft office center, a new rest area service building on I-75 at MM63 north, Orchard Hardware Supply, the Mystique residential tower in Pelican Bay, and self-storage facilities.

Open building permits from the retired CD-Plus permitting software continue to be migrated into the CityView software in order to ensure the history of permits is current. Over 55,000 CD-Plus permits were closed during the past year and 6,200 permits were extended.

## **Contractor Licensing**

The Contractor Licensing section ensures that both local ordinances and state statutes are followed, proper licensing procedures are complied with, and unlicensed activity and misconduct are effectively, swiftly, and consistently enforced. During the past year, 1,020 unlicensed contracting, misconduct, and code violation cases were investigated; 274 new Collier County Licenses were issued; 2,949 Collier County Licenses were renewed or reinstated; and 3,607 State Certified Contractors were newly registered or renewed with Collier County.

## **Call Center and Front Counter Customer Service**

The Call Center and Front Counter Customer Service section manages the front lobby information desk that is responsible for greeting the walk-in and phone customers, providing information and guidance to internal and external customers, and ensuring customers have the proper forms, applications, and plans needed to obtain services required. During this past fiscal year, this section received over 51,000 phone calls and 19,000 walk-in customers.

## **Cashiering**

The Cashiering section processes all revenue received for the Growth Management Department as well as certain revenue from other County Departments, prepares daily deposits, reviews balances, and posts and reconciles all receivables for the Division. This section processed over 81,000 transactions, an increase of 11% from the previous fiscal year; revenue of \$116,000,000, an increase of 8%; 23,000 credit card transactions, an increase of 34%; and 4,000 ACH payments, an increase of 74%.

## **Digital Plan Review and Application Support**

The Digital Plan Review and Application Support section is responsible for supporting applications related to building, engineering, land development, and zoning. This includes the support of the Growth Management Department's land management system, building permitting system, electronic plans review system, interactive voice response system, and records management system.

In fiscal year 2016, the Digital Plan Review and Application Support team delivered a new Electronic Plans Review solution, which streamlined the submittal of plans, plans tracking, and plans review processes for the Building, Planning, and Zoning sections and their customers to improve the regulation of the construction process for Collier County. In conjunction with this solution, the team migrated over 8,000 permits and over 100,000 files from the legacy system. Furthermore, during the fiscal year, the team delivered nearly 200 enhancement requests to the existing land management system, and while working closely with the vendor, the team provided solutions to over 5,000 user support requests.



Looking ahead to FY17, this section plans to improve the capabilities of the portal and land management systems, making the experience for the users more efficient; enhance the existing online payment process by adding an integrated credit card payment feature to the portal; and improve the portal's inspection scheduling process.

## **GIS/CAD Mapping/ Addressing/ Records**

The GIS/CAD Mapping section maintains the Official Zoning Atlas maps for Collier County and provides essential mapping services for the Growth Management Department, other County/State Departments and the public. The Addressing section assigns and verifies street names, project names, and address numbers for all of unincorporated Collier County. The Records section is responsible for the retention and retrieval of records generated or managed by or for the Organization.

During the past fiscal year, staff processed 264 Land Use Petitions, 135 Zoning Petitions, 1,188 Address review Petitions, and created over 200 site-related maps for the Zoning, Engineering, and Transportation Divisions, mapped 45 new subdivision plats, and processed 51 public requests for Neighbor Information Meetings. Key ongoing projects for FY17 include Wellfield Protection Zone mapping, preparation for the 2020 Census Project, and Rural Lands West Community.

## **Finance and Operations**

The Fiscal staff is responsible for creating, implementing, and administering the annual budget, procuring goods and services via purchase orders and purchasing cards, reviewing and processing invoices, and reconciling revenue and expenses to the established budget. During the past year, this staff processed 4,855 invoices, 674 p-card transactions, and 515 purchase orders. For fiscal year 2017, staff will be administering a total \$72 million budget across multiple divisions in the Growth Management Department in both Enterprise Funds and the General Fund.

## **Utility Regulation**

The Utility Regulation section regulates non-exempt water and wastewater utilities in unincorporated Collier County. Staff acts as liaison to the Collier County Water and Wastewater Authority, reviews and presents rate case petitions, reviews and analyzes Utility annual reports, performs audits, monitors revenues collected for the regulatory assessment fee, and responds to customer and utility inquiries.

## **Training and QA Team**

The Training section continues its role as the primary training resource for CityView software. Internally, the team trained 80 people on CityView fundamentals and 137 on Bluebeam pdf software. This past fiscal year, with the implementation of e-permitting, the team expanded its scope to provide training for external/industry CityView Portal users; 179 customers attended sessions. The section also expanded the depth of training available to internal customers. Using "training needs" analysis, the team is building an inventory of job specific training materials tailored to help Growth Management Department supervisors get their new employees up and running quickly.

The QA section is new to the team this year and is operating on two fronts: upgrading the quality, consistency, and depth of the Division's procedural documents and working cross-functionally to identify and promote "best practices" and process improvements. One of the initiatives launched by the QA section is a small-scale project focused on the improvement of the business process documentation of the GIS/CAD Mapping/Addressing section. The intention is to extend the experience gained in the implementation of this project to the other sections of the Division.



**Gene Shue**  
**Director**

(239) 252-5169

[GeneShue@colliergov.net](mailto:GeneShue@colliergov.net)

# Construction and Maintenance Operations Support Division

The Operations Support Division (OSD) provides support to the Growth Management Department - Construction and Maintenance section. There are three primary components to the support provided:

## Financial Support

For FY16, the fiscal staff within the OSD coordinated and programmed \$44 million in operating budgets and \$97 million in capital budgets for various divisions within GMD, including the Airport Authority.

The OSD works closely with internal partners to carefully review and process operating and capital expenditures for their respective sections in accordance with statutory, regulatory, and grantor requirements (when applicable). Staff

works diligently to ensure compliance with contract and procurement requirements, while continuously monitoring internal controls for reasonableness and functionality.

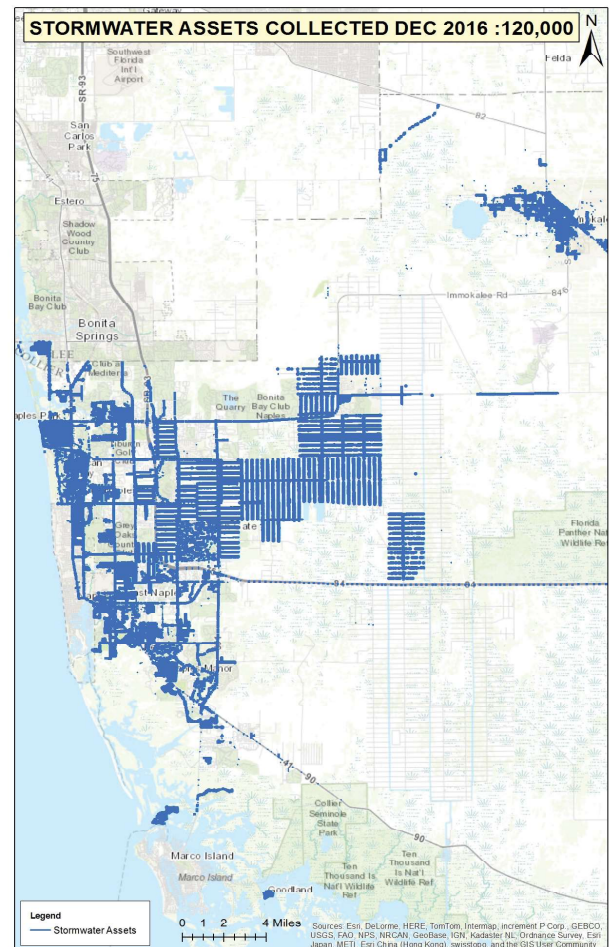
Financial and analytical support is also provided for several key planning initiatives including the Asset Management, 5-year Capital Improvement Plans (CIP and JCIP), and the Annual Update and Inventory Report (AUIR).

Processing our vendors' invoices on time is very important to staff. During FY16 99.96% of the 6,958 invoices processed were forwarded to Finance for payment well within the timeframe mandated by the Florida Prompt Payment Act.

## Operational Support

This Division is responsible for implementing and maintaining an asset management system for the Growth Management Department assets including roads, traffic signals, beaches, stormwater structures, and airports.

The Operations Support staff works closely with other divisional partners to identify and collect the relevant data needed to effectively manage the several billion dollars of GMD assets. During FY16 over 120,000 stormwater assets were collected and uploaded to the asset management system as part of a concerted effort to expand the county's asset management capabilities in this crucial area. Additionally, more than 2,600 Right of Way land parcels were also mapped and incorporated into the existing Cartegraph asset management platform. The ongoing asset collection process is key to successfully integrating GMD into the county's Enterprise Asset Management System (EAM).





OSD staff also serves as liaison to the public, including coordinating public events, responding to public and media records requests and issuing news and road alerts. During FY16, staff:

- Responded to more than 500 requests from the public and media
- Issued 77 News Releases and 121 Road Alerts
- Organized 6 Public Information and Community Meetings/Events

Operations staff also tracked 450 Agency Issued Management System (AIMS) related issues for all of GMD to ensure compliance.

## **Data/Records Management**

The Operations staff manages GMD's Project Data Management (PDM) program. Key features include a GIS map interface to better access and coordinate capital projects between departments; project phase closeouts to facilitate the organization, storage, and digitization of documents in GMD; and a final closeout process that more efficiently capitalizes projects and better interfaces with asset management goals and objectives. Staff also oversees a 15,000-square foot warehouse of documents (and Traffic Operations inventory) and responds to records request from internal and external customers.

## **FY16 progress to date**

- 55,970 capital project documents archived to SIRE
- 291 capital improvement projects document indexes completed
- Archived 6,608 Airport Authority documents to SIRE

## **2017 Goals**

Looking ahead to FY17, the Operation Support Division will continue its focus on key projects such as EAM and PDM while striving to improve all aspects of the financial and operational support services provided. Total quality management principles continue to be integral to OSD's efforts to strengthen our procedures, maintain statutory and regulatory compliance, and provide the highest level of service to our internal and external customers, the public, and the media.

# **Airport Authority**

The Airport Authority is responsible for the safe and efficient operation of the County's three general aviation airports located at Everglades City, Immokalee, and Marco Island. This includes management, operations, and maintenance of not only all airport facilities but also the Fixed Base Operations (FBO) services providing fueling, parking and other related ground support services directly to aircraft.

## **Everglades Airpark (X01)**

The smallest of the three airports, in terms of acreage and operations, this 29-acre facility is located approximately 25 miles southeast of the Naples Area in Everglades City on the banks the Chokoloskee Bay and is served by a single 2,400 ft. X 50ft. paved runway (15/33). Facilities include a terminal building, an 8-unit t-hangar and a 24-hour self-service aviation gasoline fueling facility.

## **Immokalee Regional Airport (IMM)**

Situated in the northeast section of Collier County, approximately 40 miles northeast of the Naples area, the Immokalee Regional Airport is the largest of the three County-owned airports in land mass (over

1,200 acres) and in terms of facilities. Aviation facilities include two paved runways, 18/36 (4,450ft. X 150ft.) and 09/27 (5,000ft. X 100ft.), a terminal building, and a fuel farm with aviation gasoline and Jet A fuel which is available 24 hours per day 7 days per week self-service with any major credit card.

## Marco Island Executive Airport (MKY)

Located approximately 5 miles north of Marco Island, the airport is situated on a 62-acre parcel. The airport is served by a full single paved runway (17/35) which is 5,000ft. X 100ft. Facilities include a general aviation terminal and two 6-unit t-hangar buildings. The Airport Authority owns and operates a fuel farm with 12,000-gallon capacity of Aviation Gasoline and 24,000-gallon capacity of Jet-A fuel. Authority personnel provide full-service fueling to aircraft with aviation fuel trucks for both products.

## Financial and Operational

- FY16 ended with operating profit for the second straight year.
- 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.
- FY16 has seen increasing and record-breaking monthly fuel sales, with just over 600,000 gallons sold.

## Business Development

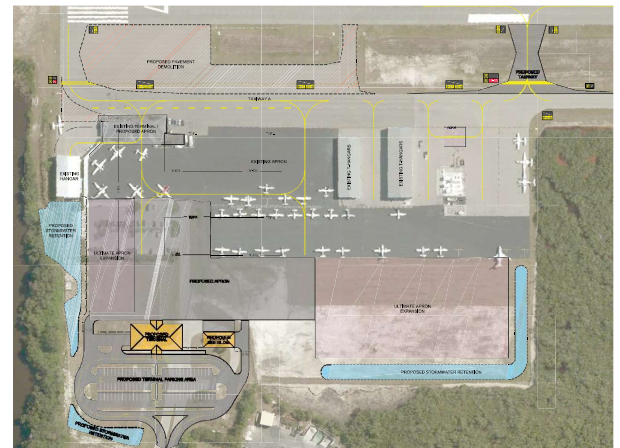
- A strengthening local economy and friendly business climate within the Airports have led to new businesses and jobs at IMM, which include manufacturers of plantation shutters and precast concrete building materials, in addition to the much-anticipated Culinary Accelerator.
- A partnership with Florida Institute of Technology's College of Aeronautics resulted in the development of a strategic business plan for the Airport Authority with a core focus on capital improvement projects and economic development initiatives.

## Customer/Community Relations

- Enhanced customer service efforts at all County airports are affording dividends as evidenced by customer satisfaction surveys, online review, and increasing fuel sales.
- Community outreach efforts greatly improved; examples include CCAA partnerships with local area Chambers of Commerce, Seminole Casino to organize events such as Celebrate Immokalee, Turkeys Take Flight, and the annual Easter Bunny Fly-in.

## 2017 Goals

- Operate and maintain each of the County's three airports in a safe and efficient manner
- Ensure that the Airport Authority maintains a sound financial position to carry out its mission
- Continue to maintain and enhance partnerships between Airport/County staff and key stakeholders to leverage economic development initiatives, about any opportunities associated with the Immokalee-area Promise Zone designation
- Provide the highest level of customer service to all the airport users and tenants
- Maintain an effective community service / relations program
- Continuing development of the Airport capital plan which includes groundbreaking of a relocated terminal facility at MKY, rehabilitated taxiways at IMM, an update to the Immokalee Airport Master Plan and private commercial development at all three airports







**Travis Gossard**  
**Director**

(239) 252-8924

[TravisGossard@colliergov.net](mailto:TravisGossard@colliergov.net)

# Road Maintenance Division

The Growth Management Department, Road and Bridge Maintenance Division, is responsible for providing for the safe and efficient movement of all modes of traffic. It is essential to maintain all aspects of the road and right-of-way at the highest reasonable level of safety. The Division maintains roads, bridges, sidewalks, roadside ditches, drainage culverts, storm drain system curb inlets, curb and gutter along county maintained roads, and handles accident clean up and traffic control when needed. Additionally, the Aquatic Plant Control Section controls and maintains approximately 180 miles of secondary canals, 230 miles of tertiary canals and ditches, and 57 weirs/structures. Recent reorganization has placed Landscape Operations under the purview of the Road Maintenance Division as well. The 2016 budget for these combined areas is \$28,204,558 for personnel, operations, and capital expenditures.

## Maximizing Maintenance and Preservation Efforts

The Road and Bridge Maintenance Division maintains 2,711 lane miles of roadways which are accounted for in Cartegraph, an Operations Management System (OMS), that enables the Division to manage enterprise assets such as physical assets, work, resources, materials, and work requests in the database. This system has components that assist in the projection of roadway maintenance needs, costing, and prioritization of projects based on available budgets. The Division continues to improve efficiency through use of electronic tracking and reporting using Cartegraph and Sire, an electronic filing system used County-wide. Work orders are generated and processed electronically with maintenance crews having hand-held electronic devices utilized in the field to acquire all the necessary information which is downloaded in Cartegraph at the end of their shift. The Division is continuing efforts to expand the current database to include additional road components such as striping, sidewalk, pedestrian, guardrails, handrails, mowing areas, and stormwater structures.

## Status of Road and Bridge Maintenance Asset Management

- Road Maintenance is effectively utilizing Cartegraph, an Operations Management System (OMS), which enables the Division to manage enterprise assets in direct relation with work, resources, assets, and request as well as provides a direct link between OMS and ArcGis.
- Currently Road Maintenance has over 99% of all road segments in the Cartegraph pavement module, Pavement View Plus.
- County Maintained Bridge Assets developed in GIS and associated to all Bridge Work Orders. All county-maintained bridge inspections have been added to the Cartegraph database and are updated as new inspection reports are received from the state.
- Developed sidewalk asset GIS and database with Cartegraph module is now functional and work orders for sidewalks are now being associated with sidewalk assets.
- Mowing areas being developed in GIS with rural areas and urban that have been completed.
- Currently all service requests and work orders are being tracked and factual production reports can be produced for all work performed using Cartegraph.
- All equipment, supplies, and materials are entered in Cartegraph, and full accountability reports can be provided.

## Road and Bridge Accomplishments

- Resurfaced 32.80 lane miles of pavement within budgeted amounts
- Converted 5.25 lane miles of limerock roads to asphalt
- Resurfaced 10,709 linear feet of asphalt sidewalk
- 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
- Repaired or replaced 2,323 square yards of concrete sidewalk
- Sweep 14,941 curb miles of roadway, annually
- Grade 75.99 miles of limerock roads every 8 to 12-week cycle
- Perform weekly, monthly, and quarterly repairs and maintenance on 113 bridges
- Mowed 2,001 rural acres monthly
- Mowed 407 urban acres twice a month
- Mowed and maintained 188 acres of roadside retention ponds and canals
- Cleaned and reshaped 125,464 square yards of roadside ditches
- Cleaned 120,341 linear feet of storm sewer pipe
- Installed 3,205 linear feet of storm sewer pipe



## Landscape Maintenance

Landscape Maintenance section designs, constructs, and maintains landscape and irrigation along Collier County's arterial roadways maintaining a signature appearance that reflects the unique charm and character of Collier County.

- In-house maintenance of 102 miles of irrigation system including programming of 47 irrigation pumps and 155 irrigation controllers
- In-house irrigation field locates and irrigation inspections, maintenance, and repair
- 835 Irrigation Locates for duration of 559.45 hours and 5,057 Irrigation inspections
- 5,520 field inspections of contracted landscaped roads were performed in duration of 3,919.38 hours
- Motorola Central Control System upgraded and operations moved to Davis Boulevard

## Landscape Installation

Landscape installation section designs, constructs landscape and irrigation along Collier County's arterial roadways and reviews plans and proposals through Right-of-Way (ROW) permitting. All landscape agreements and public-private partnerships are coordinated through the Design section where we strive to reflect the unique charm and character of Collier County neighborhoods.

- Board approved the Collier County Landscape Beautification Master Plan Ranking for median landscape and irrigation in the amount of 4 million each year. Staff anticipates installation of 11.5 miles in FY17.
- Collier County Best Management Practices for Landscape Design and Permitting within the ROW was approved by the Board.



- 16 public-private partnership landscape agreements were completed in FY16.
- The Board awarded the Florida Highway Beautification Council Grant installation to Hannula Landscaping in the amount of \$152,247.78 for the landscape and irrigation improvements on Collier Boulevard (SR 951) between Fiddler's Creek Parkway and Mainsail Drive with a spring 2017 anticipated completion date.
- Davis Boulevard (County Barn to Santa Barbara) reimbursable construction grant in the amount of \$200,000 design initiated in FY16 and will be constructed upon completion of FDOT road work.

## Aquatics

- Performed herbicide applications on 180 miles of secondary canals
- Performs weekly maintenance services on 57 water control structures and weirs
- Performs weekly maintenance services on 7 Emergency Storm Water Pumping Stations
- Removed 2,497,640 pounds of litter and debris from County owned ROW
- Dredged and restored 26.2 miles of secondary canals



**Jay Ahmad**  
**Director**

(239) 252-5826

JayAhmad@colliergov.net

# Transportation Engineering Division

Transportation Engineering has had two major roadway capacity improvement projects under construction throughout 2016, the six-laning of Collier Boulevard from Green Boulevard to Golden Gate Boulevard. and the four-laning of Golden Gate Boulevard from Wilson Boulevard to 20th Street East Both projects include the construction of bridges, intersection improvements with updated traffic signals, median safety modifications, and construction of multi-use pathways. Completion times are currently anticipated to be the summer and late fall of 2017, respectively.

The Division has made great strides in the bridge program including a replacement of the functionally-obsolete bridge built in 1955 on CR 29 connecting Chokoloskee Island to Everglades City over the Chokoloskee Bay began in May of 2016. The design of the replacement provides three additional feet of clearance under the new bridge to improve navigational access to the bay and realigns existing parking areas to improve recreational aspects of the area for parking and fishing. Work is scheduled for completion in the spring of 2018.

Additionally, construction of two bridges replacements and a multi-use pathway on Vanderbilt Drive is underway. As part of these projects, a roadway section from 300' south of bridge number 030178 to the south end of the Frank Halas Bridge over the Cocohatchee River is being resurfaced/reconstructed and 5' shoulders will be added. In a collaborative effort, water and sewer main replacements and stormwater management facility improvements were incorporated in to the project, with an expected completion in the summer of 2018.



*Collier Boulevard Expansion (above)  
Golden Gate Boulevard Bridge (below)*



Another functionally-obsolete bridge is soon to be replaced. Construction will begin in January of 2017 on a 12' wide structure with 4' wide approaches over the Cypress Canal on White Boulevard in Golden Gate. Sidewalks, stormwater management improvements and utility relocations are included in the scope of the project. A temporary bridge will be used to maintain traffic while the work is being done. The bridge is scheduled for completion in the summer of 2018.

Due to growing traffic at the intersection of Immokalee Road and Collier Boulevard attributable to the opening of NCH Healthcare Northeast, along with a variety of new commercial businesses and residential projects in varying stages of development, it became evident to the in-house design team in Traffic Operations that capacity improvements were needed. These include construction of two lanes both northbound and southbound on what is now called Plateau Road (soon to be re-named Collier Boulevard) north of Immokalee Road for a approximately 700 linear feet. A four-lane bridge over the Cocohatchee Canal will replace the existing two-lane bridge. This new four-lane section of roadway will tie into the recently constructed two-lane roadway that extends north to access other developments. Construction is scheduled for completion in the fall of 2017.



*Immokalee Road and Collier Boulevard*



**Michael Bosi**

**Director**

(239) 252-6819

[MichaelBosi@colliergov.net](mailto:MichaelBosi@colliergov.net)

## Planning and Zoning Division

The Planning and Zoning Division takes pride in providing supportive information and timely reviews to assist property owners and applicants through the County's planning and permitting processes as we plan for and ensure that Collier County's natural and built environments adhere to the community's vision as expressed in our Land Development Code, Growth Management Plan, and other planning documents. The Division accomplishes its mission through a variety of functions performed by the Comprehensive Planning Section, the Zoning Services Section and the Community Planning Section.

The Comprehensive Planning Section is primarily responsible for the development and implementation of the County's Growth Management Plan (GMP). This section also compiles long range planning data, such as population estimates, and supports other Department functions with GMP consistency reviews.

To ensure proper planning for the community, this section also works closely with other municipalities for public school planning through the School Working Group that includes Everglades City, City of Naples, City of Marco Island, the Collier County School District, and Collier County Government. With input from all stakeholders, we are able to ensure consistency in growth and development for the schools.



The Zoning Services Section is responsible for providing zoning and assistance to the general public, processing zoning petitions, reviewing plans for conformance to the County's codes, and providing technical assistance to the Collier County Planning Commission (CCPC), the Historic and Archaeological Board (HAB), and the Business Center where all development applications are received and processed.

*"...priorities are to protect wetlands and wildlife habitat by directing growth to appropriate locations, and to facilitate employment nodes and economic vitality..."*

The Community Planning Section is responsible for the study and update of several Collier County area land use plans. The Section's priorities are to protect wetlands and wildlife habitat by directing growth to appropriate locations, and to facilitate employment nodes and economic vitality for eastern Collier County through creative planning and infrastructure proximity. The goal of each restudy is to improve sustainability and economic vitality, consistent with the Board of County Commissioners' goals and the community's vision; have coordination between the four plans; update our best practices to protect environmental resources such as large connected natural areas and water resources; and promote smart growth, so that future generations inherit a community that is robust. The schedule for these planning efforts will overlap to forge consistency between the plans.

## Highlights of 2016

The Division began to lay the ground work for updating the four major planning areas east of the County's urban designated area within the Growth Management Plan (GMP) with the Rural Fringe Mixed Use District and the Golden Gate Area Master

The Division worked to improve the public planning processes by:

- Adoption the 2016 Annual Update and Inventory Report (AUIR) and Capital Improvement Element (CIE) annual updates to provide the necessary infrastructure and services capacities to keep pace with population growth
- Continued Co-ordination with housing staff on development of affordable housing incentives
- Continued to provided GMP consistency reviews for all land use petitions within the review process and successfully processed the various land use petitions through the public hearing process, such as the Arthrex expansion within the Creekside PUD and adding a self storage facility within the Davis-Radio Rezone

Looking ahead for 2017, the Zoning Services staff remains dedicated to providing the highest level of accessibility and customer service to ensure that Collier County can grow responsibly and serve its residents and stakeholders. The Comprehensive Planning Section will continue to update, monitor, and administer the County's Growth Management Plan for consistent, responsible growth that ensures the highest quality of life for residents and stakeholders. The zoning services staff will ensure the public is provided notice and opportunity to comment on land use petitions within their neighborhoods and the Community Planning Section will look to finalize the GMP amendment process for the Rural Fringe Mixed Use District and the Golden Gate Area Master Plan, while initiating the public planning process for the Immokalee Area Master Plan and the Rural Lands Stewardship Area Overlay.

# Congratulations to our Employees of the Month!



*Jeanne Marcella  
April Employee of the Month*



*Tonia Spangler  
August Employee of the Month*



*Josh Gravlin  
September Employee of the Month*



*Melissa Pearson  
November Employee of the Month*



# Our Distinguished Teams!



*Planning Testing Team  
June Distinguished Team Award*



*Transportation, Construction, and  
Engineering Inspection Division  
July Distinguished Team Award*



*Gary McAlpin, Manager  
Coastal Zone receives  
Florida Shore and Beach  
Preservation Association  
2016 Local Government  
Award*



*Pollution Control  
September Distinguished Team Award*



*Construction & Maintenance Operations Support Division  
October Distinguished Team Award*





**Collier County**  
Growth Management Department



**Development Services Building**

2800 North Horseshoe Drive  
Naples, Florida 34104  
(239)252-2400

**Norman Feder  
Transportation Building**

2885 South Horseshoe Drive  
Naples, Florida 34104  
(239)252-8912