



Welcome to Collier County, Florida

Department Head, Growth Management Position Available—Apply by March 31, 2017



Welcome to Collier County! If you are a dynamic, well qualified planning or engineering management professional who is looking for a challenging, fast paced work environment and a great place to live and work, this job is for you.

Collier County is located on Florida's southwest coast approximately 150 miles south of Tampa. It is a diverse mix of urban and rural areas and coastlines and inlands. One of the largest geographical counties east of the Mississippi River, the County encompasses over 2,000 square miles and has something for everyone. The area is known as Florida's Paradise Coast and famous for its pristine beaches and magnificent sunsets. The County's largest city and county seat is Naples. With a population of 21,000, it is known as the winter home for many from the Midwest and for its unique restaurants and shopping. Marco Island, the second largest city (population 17,000), is known as a tourist destination and for its wide,

white sand beaches. The only other city in the County is Everglades City (population 400) and is the western gateway to the world famous Everglades National Park as well as Big Cypress National Preserve. These two areas cover more than two-thirds of the County's total land mass and are a nature lover's paradise.

Once considered a sleepy retirement community, the area is now home to a growing number of permanent residents and young families looking for a premier lifestyle and new opportunities. The area answers that demand with a nationally recognized parks system that includes a water park, an expansive library system, theater, music, museums, a recently expanded zoo, and (as commonly reported) the most golf courses per capita in the world. Local shops and boutiques abound as well as nationally recognized chain stores. Exclusive shopping includes Saks and Nordstrom's. Restaurants and eating establishments are available for every palate and every pocketbook. The schools are excellent and housing prices are relatively reasonable but starting to climb again now that the Great Recession is over. A three bedroom, two bath home in a nice neighborhood can be purchased for between \$300,000 and \$400,000. Plus crime is low and the people are friendly. Young or old, resident or tourist, Collier County has something for everyone.

HISTORY

Collier County is rich in history. Although it was home to the Calusa Indians long before the arrival of Juan Ponce de Leon in early 1513, the area remained virtually uninhabited until after the Civil War when handfuls of farmers and squatters began making their way south. Early pioneers fished and hunted



Table 1: Principal Employers in Collier County

Employer	Employees
Collier County School District	5,280
NCH Healthcare System	4,000
Collier County Government (including Sheriff)	3,524
Publix Supermarkets	2,805
Arthex, Inc. (surgical supplies)	1,709
Ritz Carlton Hotel	1,110
Country Club of Naples	1,050
Seminole Casino - Immokalee	875
Marriot Corporation	775

Source: Collier County 2015 CAFR

for a living, raised crops of cabbage, peppers, tomatoes and pineapples, dug clams, made charcoal, sold bird plumes, and trapped otters and alligators for their pelts and hides. Trading posts on Chokoloskee Island and at Everglades City became important gathering places for the few isolated settlers and Indians.

The first modern settlers followed William Thomas Collier, who started visiting what is now Marco Island in 1870. By the early 1900s, Collier County was a tourist destination known for its sunshine, great weather, and fun. At the same time, ranchers were grazing herds of scrub cattle on the open prairies around Immokalee. Railroads improved access to the markets in the 1920's and helped raise the County's beef cattle industry to national importance.

The County's population centers took root in the 1920s when land tycoon Barron Gift Collier purchased over 1.3 million acres in Southwest Florida and convinced the state to create a county in his name. When the Collier County Commissioners held their first meeting in July 1923 in Everglades City, the County's population was less than 1,200. Barron Collier not only introduced paved roads, but also brought electric power, telegraphs and countless new businesses and homeowners to

Florida's last frontier. The completion of the Tamiami Trail (a major north/south road) in 1928 unlocked the region's enormous agricultural and resort potential.

World War II introduced hundreds of aircraft servicemen to Naples and Collier County when the U.S. Army Air Field (now Naples Airport) was activated in 1943 to train combat pilots. Many veterans returned after the war as prospective home buyers and businessmen. Over the next thirty years, the number of County residents swelled from 6,488 in 1950, to 85,000 in 1980. The County seat was transferred from Everglades City to Naples in 1962, and signaled a new era of sustained growth in

agriculture, tourism, and real estate. Collier County was soon one of the fastest developing areas in the nation. Today's population tops 340,000.

COMMERCE

Commerce in Collier County revolves around tourism, retirees and agriculture. The economy is largely service driven and the County is still seeking to diversify its commercial base. There is no income tax in the state of Florida or Collier County.

The County's principal employers are listed in Table I. Employment by sector for the period 2006 and 2010 is displayed in Table II. (See page 4.)

In recent years the County has seen a growth in the professional services sector in particular. Many business owners with second homes in the County are recognizing the high quality of life and relocating some or all of their operations to the area.

DEMOGRAPHICS

Collier County has a population of approximately 341,100 per the latest U.S. Census estimate. With a

Table 2: Collier County Demographics

Employer	Employees
Educational Services, Health Care, & Social Assistance	5,280
Retail Trade	4,000
Professional, Scientific, Management, Administrative & Management Services	3,524
Manufacturing	2,805
Arts, Entertainment, Recreation, Accommodations, & Food Services	1,709
Finance & Insurance, Real Estate, Rental & Leasing	1,110
Construction	1,050
Public Administration	875
Other	775
Transportation, Warehousing, & Utilities	1,050
Wholesale	875
Agricultural, Forestry, Fishing & Hunting, Mining	775

Source: U.S. Census Bureau

median age for 48.5, its population is significantly older than the nation as a whole (median age is 37.4). In fact, 20.5% of the community is under 20 years of age, 25.2% is between 20 and 45, 25.5% is between 45 and 64, and 28.8% is over 65. In terms of racial composition, 87.8% of the community is Caucasian, 7% is African American, and other groups constitute the remainder. Hispanics of all races comprise 26% of the total. 24% of the county's population was born outside the United States. While English is spoken at home by 70% of the residents, 23% speak Spanish, and 7% speak another language, primarily Indo European, languages.

For 2014, the estimated median annual household income was \$57,452. 9.1% of the County's families were considered to be below poverty level. Educationally, 86% of those over 25 have a high school degree while 33.2% have a college or advanced degree.

THE GOVERNMENT

The Board of County Commissioners (BOCC) serves as the legislative branch and provides policy guidance and oversight to much of the government. It is comprised of five commissioners. Each represents a district and all are elected to four-year terms. Terms are staggered and elections are held in even numbered years in November. The State Constitution gives the BOCC the power to adopt ordinances, approve the County budget, set millage rates, and establish the requirements for the departments under its control.

The BOCC appoints a County Manager to oversee the County's day-to-day operations. More importantly, the BOCC genuinely wants what is best for the County, respects the manager and lets the manager do his job. The net FY 2017 total budget (that is, before internal transfers) for the portions of the County under the supervision of

the BOCC is \$1,569,862,500. The operating budget is \$1,213,070,600. These figures include a number of functions the County Manager does not oversee: namely, the Sheriff, Clerk of Circuit Court, Supervisor of Elections, Tax Collector and Property Appraiser. The County Manager oversees approximately 46% of the County's 3,600 employees. That largest number of employees supervised by others is in the Sheriff's Office (41% of the total).

As with much of Florida, the County total taxable property value peaked in FY 2008 at \$82,554,891,000 and declined to \$58,202,570,000 in FY 2012. Needless to say, the reduction placed a strain on the County's ability to fund services at previous levels. In the last three years, however, the total taxable property value has begun to recover as home prices have started to increase and new construction has added to the total. In fact, the past 18

months, the increase in home prices has been dramatic and the future is bright. The FY 2016 total appraised value was \$70,086,389,131

THE DEPARTMENT OF GROWTH MANAGEMENT

The Department of Growth Management oversees a very diverse set of functions and is composed of eight divisions. These are:

- Administration (oversees and provides support to the other divisions in the department and to a lesser degree, other departments within the County government - 48 FTE),
- Planning (oversees the general, short and long range growth, planning, development review, zoning/land development review and, transportation - 31 FTE),
- Regulation (including building review and permitting, code enforcement, right of way permits and inspections, business franchise administration, utilities [regulation of privately owned water, bulk water and wastewater utilities], transportation development and concurrency, engineering services [oversees the implementation of the Land Development Code and Subdivision Regulations], environmental planning services and water pollution control - 229 FTE),
- Maintenance (maintains County's canals and drainage systems and roads and their attendant landscaping- 107 FTE),
- Improvement Districts and MSTU (maintains the infrastructure within several special benefit units- 0 FTE),
- Operations (maintains the highway markings, signage and lighting systems, provides streets light, and supports the Metropolitan Planning Organization- 36 FTE),
- Project Management (provides engineering services for roadway design, permitting, and construction and miscellaneous special projects - 44 FTE),

- Airport (constructs, operates and maintains Everglades Airpark, Immokalee Regional Airport, and Marco Executive Airport-15 FTE).

The operating budget to support the above functions for FY 2017 is 118,023,200. The capital budget is an additional \$102,139,200.

THE CHALLENGES

The most obvious challenge is simply the magnitude of the responsibilities of the Department. Collier County covers 2,305 square miles and a population of almost 340,000 while the three cities in the County cover a total of 38.4 square miles and has a population of approximately 38,000. Florida remains a highly desirable state for those looking to relocate, and the growth will undoubtedly come. Add the fact almost all of it will be in the unincorporated County and one can get a sense for what the Department must deal with.

Second is the need to balance the environment and quality of life with the coming development. For example, over the next five years, four Master Plans will need to be updated and that will require working with policy makers, citizens, and special interest groups. Further, now that the Great Recession is over, growth will come. It is not a question of "if" but of "when" and "how". Since the Department's functions include approving and regulating growth, it will be in the center of the fray. The next Department Head will need to be able to navigate the situation carefully.

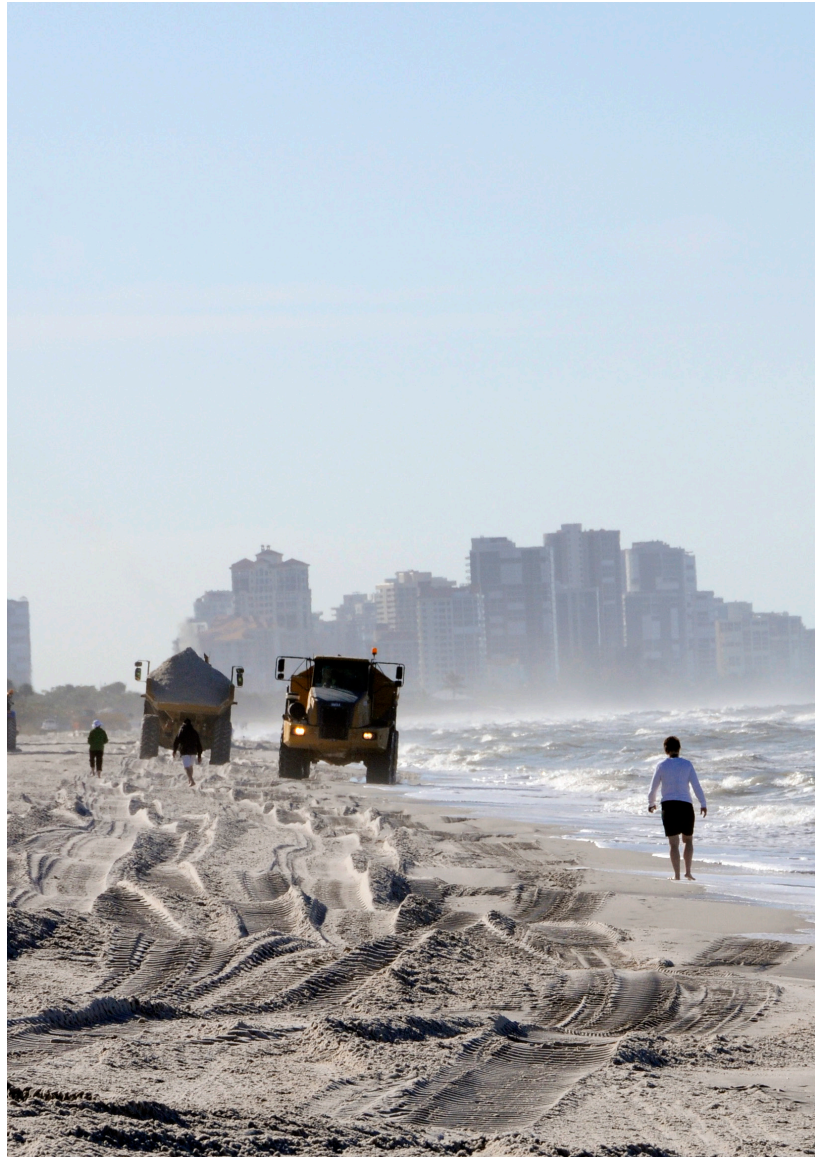
Third, while Collier County covers a huge area, it is not an island unto itself. The next Department Head will need to develop and maintain strong relationships with external constituents including the Florida Department of Transportation, Department of Environmental Protection, South Florida Water Management District, Big Cypress Basin, Metropolitan Planning Organization and municipalities. Lobbying, coordinating, and working with them will be a significant challenge.

Fourth, the Department Head will oversee a diverse workforce of over 500 team members that presents unique challenges in many ways—culturally, varied levels of service and community expectations and areas of expertise.

THE IDEAL CANDIDATE

The County is looking for a dynamic, energetic individual, someone with character and a passion for excellence. He/she will be enthusiastic, personable and likeable with outstanding people skills. The ideal candidate will understand the importance of listening and understanding what people truly want and need before responding. Getting to yes will be a key to the next department head's success. The individual will recognize and understand the motivation of the various parties and know how to identify common ground that will lead to solutions everyone can buy into. He/she will not be someone who tends to find reasons to say no. In other words, customer service will not be just a catchy phrase but rather, along with integrity, a core principle and a way of life. Living the County's guiding principles of honesty and integrity; service; accountability; quality; respect; knowledge; stewardship; collaboration; and self-initiating, self-correcting will be essential to success.

The ideal candidate will be respectful of others, delegate, and encourage an environment where creativity will flourish. The individual will be able to recognize talent, mentor that talent and possess the confidence to then step back and let the team member do his/her job. The ideal candidate will give assignments and set broad performance parameters but will also expect results and hold employees accountable. Staff development will be a priority. The individual will grow a culture of trust, enthusiasm, and commitment.



The individual must be charismatic, open and approachable and believe in transparency. Other important characteristics are the ability to work with the media, and the ability to anticipate/resolve issues before they become problems. Good judgment and common sense are essential.

The ideal candidate will have a demonstrated track record of achievement in developing budgets and business plans that are aligned with the County's five and 25 year tactical and strategic plans. He/she will be an excellent day-to-day manager who can keep the operations running smoothly while also taking time to consider the future. With the number and variety of functions the individual will oversee, multi-tasking while staying focused will be critical.

The Department Head will be analytical and always looking for ways to improve operations and internal controls while reducing costs. "We have always done it this way," will not be an acceptable answer to any question he/she asks. The individual will also be someone who understands technology and how to use it to deliver services more efficiently and effectively.

The individual will understand the importance of rules and maintaining compliance with codes, policies, grant requirements, and business plans.

The ideal candidate will have superior skills in land use planning, capital construction and operations with specific expertise in transportation (roadway planning and design, the MPO process, traffic operations and maintenance), water management (flood control, water quality and natural resources and ecosystems) and land use (zoning entitlement process, land use regulations and growth management plans).

The minimum requirements are a Master's degree in planning, public administration, business management, or a related field; supplemented by nine years of progressively responsible experience in transportation planning or in planning and managing community development programs, resources and operations; or

any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.

The selected individual must possess (or obtain quickly) and maintain a valid Florida Driver's License with any applicable endorsements and maintain eligibility requirements to drive a County vehicle as provided in CMA 5805. Fingerprinting is required.

COMPENSATION

Salary between \$118,181 and \$174,120; hiring range expected between \$135,000 and \$155,000. The County offers a broad benefits package and participates in the Florida State Retirement System.

RESIDENCY

Residency inside the County is preferred.

CONFIDENTIALITY

Under Florida's public records act, once an application is submitted, it is deemed a public record.

HOW TO APPLY

E-mail your resume to Recruit28@cb-asso.com by March 31st. Faxed and mailed resumes will not be considered. Questions should be directed to Rick Conner, Senior Vice President with Colin Baenziger & Associates at (915) 227-7002, or Colin Baenziger at (561) 707-3537.

OTHER IMPORTANT INFORMATION

Collier County is an Equal Opportunity Employer and encourages women and minorities to apply. More information can be found at the county's website: <http://www.colliergov.net/>

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING