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

**Mission:** To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow.

**Motto:** Exceeding expectations, every day!
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Board of County Commissioners

Commissioner
Donna Fiala
District 1

Commissioner
Andy Solis, Esq.
District 2
Vice-Chairman

Commissioner
Penny Taylor
District 4
Chairman

Commissioner
William L. McDaniel, Jr.
District 5

Commissioner
Burt L. Saunders
District 3

Senior Management Team
Leo Ochs Jr., County Manager
Nick Casalanguida, Deputy County Manager

Steve Carnell – Public Services Department Head
Len Golden Price – Administrative Services Department Head
David Wilkison – Growth Management Department Head
George Yilmaz – Public Utilities Department Head

Tim Durham – Executive Manager of Corporate Business Operations
Mark Isackson – Corporate Financial & Management Services Director
Jace Kentner – Economic & Business Development Division Interim Director
Michael Nieman – Corporate Compliance & Internal Review Manager
Mike Sheffield – Communication & Customer Relations Division Manager
Jack Wert – Tourism Division Director
Neil Dorrill – Pelican Bay Services Division Director
Vision: To be the best community in America to live, work, and play.

Mission: To deliver high-quality and best-value public services, programs and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow.
Introduction

This Strategic Plan is an active document, and serves as a roadmap for the County Manager’s Agency. The Strategic Plan sets the scope of agency activity, clarifies the long-term direction, and establishes the values and principles that guide the organization. Collier County’s Strategic Plan is used to create the budget, develop work programs and capital plans. All of this is directed by the County’s Vision and Mission Statements, which are provided below.

Vision Statement

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

Mission Statement

To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow.

The Strategic Focus Areas(SFA) are broad, but discreet, categories in which County Staff operates to accomplish or support the County’s vision and mission. Each SFA is supported by a Strategic Goal that provides clarity to the corresponding SFA. The Strategic Goal is, in turn supported by Community Expectations. The Strategic Focus Areas are as follows:

Strategic Focus Areas

- Quality of Place
- Growth Management
- Community Health, Wellness, and Human Services
- Infrastructure and Capital Asset Management
- Economic Development
- Governance

This document, the Strategic Plan, is used by staff as a guide and is cited in various documents and executive summaries prepared for the Board of County Commissioners. All efforts of County Staff should be directly tied into the Strategic Plan.
Strategic Focus Area: Quality of Place

**Explanation:** Collier County will focus on ways to create and maintain communities that are vibrant, attractive, and safe. This happens by providing services, facilities, and amenities that exceed expectations and are the best value. County efforts should benefit residents, visitors, and businesses, and develop strong community bonds.

The County must also manage the character of the community by preserving the area’s history, maintaining high aesthetic standards, and revitalizing neighborhoods, where needed, while balancing development with the natural environment. Focus on these aspects will ensure the development of a community that encourages the best of the new, the natural, and the past. Safety should be at the forefront of the County’s activities.

**Strategic Goal:** To preserve and enhance the safety, quality, value, character, and heritage of our neighborhoods, communities, and region.

**Community Expectations:**

- Develop integrated and sustainable plans that protect and manage the natural environment, water resources, and solid waste.
- Provide high quality, best-value public services, facilities, and amenities
- Preserve and enhance neighborhood character
- Promote safe and secure and diverse neighborhoods
- Support and promote affordable workforce and senior housing
Strategic Focus Area: Growth Management

**Explanation:** Collier County is a rapidly growing area. It is the County’s responsibility to plan for, manage, and promote the County’s growth. This focus area not only seeks to manage the area’s growth but also balance the growth to protect the natural environment that makes the area so unique. Focus on this area ensures that the County’s growth is managed to prevent inconsistent, undesirable, and unattractive growth. Planning for the growth of the community is necessary to maintain and prepare for sustainable and affordable growth.

**Strategic Goal:** To responsibly plan and manage community growth, development, redevelopment, and protect the natural environment.

**Community Expectations:**

- Enforce current development standards and maintain relevant plans that reflect the needs and desires of a growing community.
- Conserve, preserve, monitor, and manage natural resources in partnership with external stakeholders.
- Manage development and redevelopment in harmony with efficient mobility, habitat preservation, water resource management and a sustainable ecology.
- Evaluate, monitor, and plan for the effects of sea level rise.
- Develop integrated and sustainable plans that protect and manage the natural environment, water resources, and solid waste.
Strategic Focus Area:  Community Health, Wellness and Human Services

**Explanation:** Collier County provides public places for passive and active recreation, which promotes the health and wellbeing of our residents. Collier County is committed to supporting the health and wellness of the community by providing the appropriate services and facilities. Individuals and families that are less fortunate should have access to health and support. By focusing on this area, the County will help its residents improve their quality of life.

**Strategic Goal:** To improve the quality of life and promote personal self-reliance and independence.

**Community Expectations:**

- Support and improve access to health care and wellness services
- Address the needs of the community’s senior, disabled, working poor, veteran and indigent populations
- Partner with community organizations that provide human services including mental health services
- Address the health, recreational educational and nutritional needs of the community’s youth
Strategic Focus Area: Infrastructure and Capital Asset Management

**Explanation:** Collier County plans, builds, and maintains the necessary infrastructure to meet the needs of the community. This involves a yearly assessment of the assets through the Annual Update and Inventory Report (AUIR). Examples include such things as roads and medians, sidewalks, utility pipes, buildings, and vehicles. The AUIR provides a snapshot of the County’s assets so that decisions can be made regarding repair and replacement. Focus on this area ensures that the County’s infrastructure will be prepared to handle future growth.

**Strategic Goal:** To responsibly plan, construct and maintain the County’s critical public infrastructure and capital assets to ensure sustainability for the future.

**Community Expectations:**

- Optimize the useful life of all capital assets and critical public infrastructure.
- Provide appropriate, timely, best-value public facilities and infrastructure that meet both current and future demands.
- Mitigate the impacts of potential disasters on critical infrastructure.
Strategic Focus Area: Economic Development

Explanation: Collier County provides resources and incentives to encourage the growth of successful local business, and the relocation of new businesses to Collier County. The County seeks to cultivate a business climate that fosters growth and meaningful employment opportunities. County staff works with area organizations to enhance relationships that develop a close-knit and connected community. Visitors are encouraged to visit the area and partake in the amenities, activities, and luxuries offered by Collier County.

Strategic Goal: To support a business climate that promotes a sustainable, diversified, and growing economy.

Community Expectations:

- Develop a well-balanced and diversified local economy
- Support strategic partnerships that retain existing businesses and attract desirable new businesses
- Partner to create jobs at or above the national average wage
- Maximize revitalization and commercial activity by supporting the CRAs, the Promise Zone, and Airport Authority.
- Promote our community as a year-round destination of choice for leisure, business, sports, and eco-tourism
- Support local and regional-workforce development efforts
Strategic Focus Area: Governance

Explaination: The County’s leadership has a duty to provide effective and responsible direction the County team. Through engagement and communication with residents, visitors, and businesses, the County will be able to address their needs more effectively. The County must also work with legislators and key stakeholders to promote decisions and activities that are in the County’s and the public’s best interest. Using the public funds effectively and responsibly is an obligation to the taxpayers who entrust the County to provide best-value services. The County partners with local educational institutions to enhance and broaden the services delivered.

Strategic Goal: To sustain public trust and confidence in County government through sound public policy, professional management, and active citizen participation.

Community Expectations:

- Provide effective and ethical leadership
- Operate an effective, professional, transparent, and fiscally responsible government
- Develop an engaged and connected citizenry
- Actively engage legislators and key stakeholders to promote the County’s interests
- Develop public policies that are citizen initiated, data driven, and follow best practices
The "Collier Inc." brand memorializes Collier County's commitment toward establishing a best in class organization that embraces the innovative tendencies of the private sector with the nuances associated with public sector management. Our goal is to provide “best value” amenities and services at the lowest possible price while improving upon and protecting the characteristics that have made our community a world-renowned destination. The brand recognizes the value of leadership, collaboration and our team members.

“If you are working on something you really care about, you don’t have to be pushed. The vision pulls you.”

-Steve Jobs

Public sector management must continue to be innovative and reinvent itself in order to be successful in this highly competitive market. Collier County has a tremendous advantage over other destinations due to its climate, location, amenities, and services offered. Our natural environment serves as a strategic resource that must be managed and protected. Our built environment provides both aesthetic attraction and functional infrastructure. For all of these reasons, we continue to be one of the fastest growing metropolitan communities in the nation.
Strategic Plan

The brand focuses on the following key areas:

- **The Team** - Build, Grow, Sustain, and Motivate a World Class Team
  - **Recruitment** - finding and attracting the highest caliber of talent
  - **Onboarding** - inculcating our corporate values to new hires and taking advantage of their unique skills and experiences
  - **Talent Development & Training** - improving technical skills, soft skills, and managerial talent
  - **Succession Planning** - preparing for planned retirements and unexpected departures
  - **Collaboration & Comradery** - encouraging team work and celebrating our successes

- **Sustainability** - Responsibly Plan, Build, Operate, and Maintain our Infrastructure and Community While Protecting the Natural Environment
  - **Land Use** - Master planning our communities by balancing entitlements with fair regulations that support long-term vitality
  - **Physical Resource Management** - Managing buildings, grounds, equipment, and vehicles in a manner that optimizes the useful life of the resource
  - **Integrated Water Resources** - conserve potable water, encouraging reuse water, balance flood control and rehydration, and minimize harmful ecological impacts
  - **Transportation Resources** - responsibly plan, build, and maintain roadways, bike/ped facilities, and public transit resources to achieve mobility without sacrificing quality of place
  - **Business Practices** - ensuring that policies and procedures provide quality, value, and transparency but avoid inefficient use of resources
  - **Waste Management** - utilize innovative and alternative methods to responsibly manage and reduce the Counties waste; plan new facilities, and educate the public on the value of recycling
  - **Natural Resources** - support the preservation, conservation, and rehabilitation of the County’s natural environment through education, regulation, and restoration projects
• **Operational Excellence** - Leadership Committed to Innovative Solutions using Performance Metrics, Customer Engagement, and Internal Controls to Pursue Excellence
  
  • **Leadership** - Influencing and motivating the team to enthusiastically support the County’s vision
  
  • **Internal Controls** - Creating a culture of accountability using systematic measures of checks and balances, automation, and self-correcting actions
  
  • **Innovation** - delivering “best-value”, by encouraging creativity and challenging the status-quo; utilizing diverse self-managed teams to develop innovative solutions
  
  • **Customer Focus** - compassionate Quality Assurance / Quality Control (QA/QC) focused on learning from external and internal customers to improve service to the community
  
  • **Performance Management** - Plan, execute, monitor, and review measurable goals and objectives

• **Quality of Place** - Deliver Services and Amenities That Protect, Promote, and Support Becoming the Best Place in America to Live, Work, and Play

  • **Asset and Infrastructure Management** – execute timely and cost-effective repairs, preventative maintenance, and replacements that preserve the integrity and quality of the community
  
  • **Preserve and Enhance Community Identity and Character** - implement and enforce land development regulations that maintain and enhance the health, safety, and welfare of our residents, visitors, businesses, and natural environment.
  
  • **World Class Facilities** - build and operate venues and locations that meet and exceed the community’s expectations
  
  • **Promote Health, Safety, and Wellbeing** - provide our residents and visitors access to human services that facilitate healthy lifestyles and housing assistance
  
  • **Destination Promotion** - encourage visitation, recreational tourism, eco-tourism, and the relocation of individuals and businesses
  
  • **Economic Vitality and Diversification** - promote business friendly conditions that attract, retain, and grow a diverse economic market
• **Fiscal Stewardship** - Promote Transparent and Responsible Financial Management Practices and Resource Allocation In Order To Create A Better, Stronger, and More Prosperous County For Residents, Visitors, and Businesses

  • Effective Procurement - deliver “best-value” goods and services in a timely and transparent manner
  
  • Grant Funding and Compliance - seek alternative funding sources with comprehensive oversight to maintain compliance
  
  • Debt Management - ensure that the County’s financing needs and credit payment obligations are met at the lowest possible cost with a prudent degree of risk.
  
  • Revenue Stability and Diversification - seek opportunities to diversify revenues and balance land use categories to minimize the impacts of fluctuating land values
  
  • Reserve Management - maintain reserves based upon limits set through best management practices in order to provide the County with options for responding to unexpected issues and provide a buffer against shocks and other forms of risk.
  
  • Budget Planning - engage elected leadership, through the County Manager and senior leadership team in the process of planning and appropriating available resources among competing operational and capital initiatives in furtherance of the County’s Vision and strategic goals
  
  • Forecasting and Reporting - use timely revenue and expenditure models for financial decision making
Core Values/Guiding Principles

**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.

**Service:** We value and embrace the opportunity and responsibility to serve our community. Our customers come first and we will strive to serve them in a friendly, fair, respectful, and efficient manner.

**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.

**Consistency:** We provide reliable, steady, and uniform service, to internal and external customers.

**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.