July 16, 2026, 8:30 AM
Productivity Committee Meeting

3299 Tamiami Trail East
Naples, FL 34112
Fifth Floor Training Room

1. **Call to Order**

2. **Pledge of Allegiance**

3. **Roll Call**

4. **Adoption of the Agenda**

5. **Adoption of Minutes from Previous Meetings**

   5.1. Meeting Minutes 4-16-26 - Productivity Committee *(2026-2257)*

6. **New Business**

   6.1. Review of Applications Received *(2026-2258)*

   6.2. Taxpayer Test Discussion *(2026-2259)*

7. **Old Business**

8. **Staff Reports**

9. **Announcements**

10. **Committee Member Discussion**

11. **Next Meeting Time, Date, and Location**

    11.1. August 20, 2026, (Fifth Floor Training Room) *(2026-2260)*

12. **Public Comments**

13. **Adjourn**

MINUTES OF THE REGULAR MEETING OF THE COLLIER COUNTY PRODUCTIVITY COMMITTEE
April 16, 2026
Naples, Florida

LET IT BE REMEMBERED that the Collier County Productivity Committee met on this date at 8:30 A.M. in the Fifth Floor Training Room, 3299 Tamiami Trl E, Naples, Florida with the following Members Present:

Productivity Committee

Present: Geoffrey Wozny
James Calamari
Peter Hulburt
Elida Olsen
Bruce Hamels
Thomas Lykos
David Silberg
Joshua Anderson

Excused:
Absent:

Also Present: Ed Finn, Deputy County Manager
Derrek Johnnson, Finance Director Clerk of Courts
Ellen Sheffy
Omar Delyon
Michael Fogerty
Ed Thompson

Public Speakers: N/A

1. **Call to Order**
The meeting was called to order at 8:30 am.

3. **Roll Call – Committee Members**
A roll call was taken, with 8 members of the Productivity Committee present.

4. **Adoption of Agenda**
The agenda was distributed to all present and adopted.

5. **Adoption of Minutes**

6. **New Business**
<u>**Application review**</u>
- Mr. Fogerty was present and asked to provide some background information that wasn't included in his application.
  - He is a full-time resident now but spent nearly 30 years working around Fall River, MA, as a police officer and has experience with municipal and county government.
  - He was looking for an opportunity to get involved and give back to the community.
- Mr. Calamari asked if a formal resume was required for Board approval and Mr. Willig responded that it was not necessary.
- Following Mr. Wozney's Motion and Mr. Calamari's Second, the Committee unanimously approved recommending Mr. Fogerty to the Board.
- The committee reviewed Rochelle Alley's application and discussed that the applicant would bring an interesting perspective and raised a question regarding workload.

- Following Mr. Calamari's Motion and Mr. Lykos' Second, the Committee unanimously approved recommending Ms. Alley to the Board
- The committee reviewed Luis Bernal's application and discussed that the applicant would bring a Hispanic perspective and noted a connection to District 5.
- Following Mr. Hamel's Motion and Mr. Wozney's Second, the Committee unanimously approved recommending Mr. Bernal to the Board
- The Committee additionally discussed holding onto Mr. Reg Buxton's Application for now and would consider it if there was another vacancy.
- Mr. Wozny asked about the process and whether all district seats were filled. Mr. Hamel additionally asked about the quorum being 4. Mr. Willig noted that Mr. Hamel had been appointed as the District 5 Representative vacating an at-large seat filling all district seats. Mr. Willig also confirmed that the quorum would remain at 4 unless the Board changed the quorum requirements.
- Mr. Hulbert made a recommendation that the next annual report should start in October with a subcommittee.

Taxpayer Test

- The Committee was asked by Mr. Thompson to consider supporting a Tax Payer Test that he has developed.
- The test is a system to help evaluate projects based on 10 applied criteria (such as: who pays, who benefits, who uses, who loses, and alternative options)
- Mr. Thompson noted that he created the framework to provide a front-end pass/fail.
- Mr. Calamari asked if there was an organization behind the program and what Mr. Thompson was looking for. Mr. Thompson responded that he was looking for Board adoption.
- The Committee discussed whether a unified taxpayer ledger, decision matrix, or similar tool could assist with priority-based budgeting and future Committee reviews.
- The Committee had several questions regarding the specifics behind the
- Mr. Willig suggested that Mr. Thompson could return at a future meeting.

Collier Area Transit Update

- Omar DeLeon provided an updated report on Collier Area Transit (CAT) with 2025 data.
- Mr. DeLeon described the services and service eligibility.
- The discussion included ADA service tied to the fixed-route area and Transportation Disadvantaged service for other areas within the County.
- Application review, eligibility letters, and scheduling practices were discussed.
- Scheduling and travel time were discussed, including advance reservations, pickup windows, drop-off windows, and travel times of approximately 60 to 120 minutes depending on distance.
- The Committee discussed looking for efficiencies in pickup grouping, routing, and scheduling.
- On-time performance, passenger-per-hour measures, completed trips, transit time goals, and balancing efficiency with customer expectations were discussed.
- Mr. DeLeon described on-time performance as better this year during the season in part due to 11 new vehicles and additional focus on related metrics.
- Mr. DeLeon addressed complaints and customer expectations. Dispatch and pricing were described as key issues.
- A future update was requested on mileage, vehicle impacts, and education/outreach for paratransit service.

7. **Old Business: (None)**

8. **Staff Reports**

9. **Announcements:**

10. Committee Member Discussion

12. Public Comment (None)

13. Adjournment

The meeting was adjourned at 9:31 am.

11. Next Meeting

The next meeting will be held on May 21, 2025, **8:30 am in Building "F" 5th Floor Training Room**

Collier County Productivity Committee

____

James Calamari – Chair

The foregoing Minutes were approved by the Committee Chair on ________________, "as submitted" [   ] or "as amended" [   ]

Advisory Board Application Form

Collier County Government
3299 Tamiami Trail East, Suite 800
Naples, FL 34112
(239) 252-8400

Application was received on: 02/27/2026 03:12:36 PM

Name: Reg Buxton

Email Address: reg@regbuxton.com

Home Address: 10373 quail crown dr Naples Florida 34119

City/Zip Code: Naples Collier County, 34119

Primary Phone: 239-572-0051

Secondary Phone:

Board or Committee: County Government Productivity Committee

Category (if Applicable): at large

Place of Employment?

Do you or your employer do business with the County? Yes

Explain: Owner Life in Naples magazine office business in Collier County

How many years have you lived in Collier County? More than 15

Home many months out of the year do you reside in Collier County? I am a year-round resident

Have you been convicted or found guilty of a criminal offense (any level felony or first degree misdemeanor only)? No

Would you and/or any organizations with which you are affiliated benefit from decisions or recommendations made by this advisory board? No

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? Yes

What office do you hold? Chair Collier County Mosquito Control

Do you now serve, or have you ever served on a Collier County board or committee? Yes

If yes, please list the boards / committees: Citizens Corp current Chair Mitigation committee Collier County Ems/Fire Chiefs

Please list your community activities and positions held: Collier County Chamber of Commerce , The Right Men's Club

Education: College

Experience / Background: Publisher Life in Naples Magazine One of Publishers Naples Daily News when owned by Scripts Elected Council City of Naples , Elected North Naples Fire/Recue Commissioner, Elected Collier County Mosquito Control ; Consultant Virgin Islands Charter League, Consultant various Government Agencies, State of Florida MPO Board of Governors , FGCU Ambassador

Advisory Board Application Form

Collier County Government
3299 Tamiami Trail East, Suite 800
Naples, FL 34112
(239) 252-8400

Application was received on: 05/22/2026 12:15:15 PM

Name: Barbara Ann Heegan

Email Address: baheegan@gmail.com

Home Address: 7485 Inspiria Circle Unit 1-107

City/Zip Code: Naples, 34113

Primary Phone: 239-544-0080

Secondary Phone:

Board or Committee: County Government Productivity Committee

Category (if Applicable):

Place of Employment? The Arlington of Naples

Do you or your employer do business with the County? No

How many years have you lived in Collier County? 1-2

Home many months out of the year do you reside in Collier County? I am a year-round resident

Have you been convicted or found guilty of a criminal offense (any level felony or first degree misdemeanor only)? No

Would you and/or any organizations with which you are affiliated benefit from decisions or recommendations made by this advisory board? No

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

Do you now serve, or have you ever served on a Collier County board or committee? No

Please list your community activities and positions held: Marco Island Noontime Rotary (Incoming Board Member) Past Exalter Ruler Naples Elks Lodge, Auxiliary VFW Member and volunteer with 7721, Collier County Sheriff CERT certified Member, American Red Cross Volunteer, Disaster Action volunteer with the Gulfshore Chapter, Our Daily Bread volunteer, Marco Island

Education: MBA University of Phoenix and Bachelor of Science in Child and Family Studies from State University of New York Oneonta

Experience / Background: Seasoned Chamber of Commerce executive with over two decades of leadership experience advancing regional economic growth, business retention, workforce development, and public-private collaboration. Skilled in strategic planning, consensus building, policy advocacy, and organizational productivity improvement. Well-qualified to contribute meaningful insight, leadership, and community-centered solutions as a member of a County Productivity Committee.

Advisory Board Application Form

Collier County Government
3299 Tamiami Trail East, Suite 800
Naples, FL 34112
(239) 252-8400

Application was received on: 03/31/2026 01:14:46 PM

Name: Lawrence Thomas Rice

Email Address: ltr03762025@yahoo.com

Home Address: 4140 2th Ave SE

City/Zip Code: Naples, 34117

Primary Phone: 239-825-6366

Secondary Phone: 239-825-6366

Board or Committee: County Government Productivity Committee

Category (if Applicable): Veteran and Community Service Leader

Place of Employment? Benchmark Construction

Do you or your employer do business with the County? No

How many years have you lived in Collier County? More than 15

Home many months out of the year do you reside in Collier County? I am a year-round resident

Have you been convicted or found guilty of a criminal offense (any level felony or first degree misdemeanor only)? No

Would you and/or any organizations with which you are affiliated benefit from decisions or recommendations made by this advisory board? No

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

Do you now serve, or have you ever served on a Collier County board or committee? No

Please list your community activities and positions held: Boy Scout Program (20yrs) Scout Master Troop 52, Eagle Scout Troop 52, Humanitarian Specialist for the Church of Jesus Christ of Latter-day Saints, Sunday School President 94 years), Life Member of the Veterans of Foreign Wars, Junior Vice Commander of VFW Post 7721, S.C.A.R.S Solider Caring About Reckless Soldiers - FT Hood President (98-2000)

Education: United States Army, University of Phoenix

Experience / Background: Worked in construction management for the over 30 years. Planned and estimated and managed projects from conceptual design to permit documents. Estimated and awarded over 2 billion in project awards throughout my career. Continual used Critical Path Scheduling method in every aspect of work and personal life.

From: ed thompson
To: Geoffrey Willig
Subject: Taxpayer Test (TT): A Practical Supplement to Collier County"s Decision Process
Date: Thursday, April 16, 2026 2:06:16 PM

EXTERNAL EMAIL: This email is from an external source. Confirm this is a trusted sender and use extreme caution when opening attachments or clicking links.

Attention: Productivity Committee Members

Thank you for the opportunity to present the Taxpayer Test (TT) to the Productivity Committee. I appreciate the thoughtful questions and the clear commitment of the committee members. Based on my interactions, it is evident that Collier County is professionally run and takes its fiduciary responsibilities seriously.

The TT is not intended to replace or second-guess existing processes or staff expertise. Rather, it is designed as a simple, structured "reality check" applied to discretionary projects before adoption. It provides a consistent framework to ensure that key factors are considered and presented clearly.

Current processes—including Priority-Based Budgeting—do an excellent job of prioritizing and allocating resources. The TT operates **before a project is adopted**, ensuring that proposals are fully framed and decision-ready before entering the prioritization process.

How the TT Works Operationally

The TT relies on existing staff analysis and data. Departments continue to perform their normal financial, operational, and programmatic evaluations. The TT does not duplicate that work; it organizes it.

Staff would:
• Compile existing data (capital cost, operating cost, usage, revenue, etc.)
• Enter key figures into a single, standardized ledger
• Apply the 10 criteria using professional judgment
• Assign a status (Pass / Conditional / Fail) for each criterion with brief explanation

The model then:
• Calculates totals (lifecycle cost, annual cost, per-household impact)
• Aggregates criterion results into a simple overall score
• Presents all information in a consistent, one-page summary format

The intent is not to eliminate discretion, but to structure it—ensuring that judgments are made within a consistent, transparent framework.

Addressing Weighting and Judgment

Each criterion is treated equally by default to avoid hidden weighting. However, the framework allows for professional judgment where appropriate, with explanations documented. This balances consistency with flexibility and makes assumptions visible to decision-makers.

Core Questions

The TT organizes evaluation around five practical questions:

- Who pays?
- Who benefits?
- Who uses the project?
- What does it fully cost over time, including indirect and opportunity costs?
- What are the realistic alternatives?

From these, the TT applies a consistent 10-point evaluation (full cost, utilization, user-pay, subsidy, risk, etc.), presented in a clear, standardized format.

Proposed Pilot

A practical next step would be to apply the TT on a pilot basis to an upcoming discretionary decision, such as a new phase of an existing project or a comparable capital initiative. This could be done in collaboration with staff, at no cost, using existing data and processes.

The objective would be to determine whether the TT adds clarity, consistency, and value to decision-making without creating additional burden.

Request

As the Productivity Committee advises the Board of County Commissioners, I respectfully request that the Committee consider forwarding the Taxpayer Test to the full Board for review and discussion. If appropriate, the Board could authorize a limited pilot application to evaluate its usefulness in practice.

Conclusion

The TT is intended as a support tool—enhancing transparency, reinforcing discipline, and providing a consistent lens for evaluating discretionary spending. It builds on the strong foundation already in place and offers a structured way to present information that staff is already developing.

Thank you again for your time and consideration.

Regards,
Ed
Ed Thompson
Naples, FL
646-388-1771

From:	Ed Finn
To:	Geoffrey Willig
Subject:	FW: Taxpayer Test Pilot - Data Status
Date:	Wednesday, July 15, 2026 2:37:43 PM
Attachments:	Taxpayer Test Sample for Phase 3 Field 9 PCSC.pdf PRESENTATION DECK - PCSC Final Analysis 7-1-25.pdf 2026.03.19 FM Capital PMP Slides.pdf CountyLogo-FullColor_cf20c066-62b8-4dee-9cd8-348c361f90ad.png Facebook_e9eb6669-df41-4336-bb8f-985294ccfce3.png Instagram_a70eea31-eb4d-42bf-a250-9e199e3e671f.png X-Twitter_326538ef-b28c-48e6-92b7-12d7123121e3.png Youtube_28f985e4-58dc-454e-86d0-6fc565e116af.png 311IconforSignature_258fc9be-17bd-4399-9609-d6fdc325a72e.png

Taxpayer Test Communication

Ed Finn
Deputy County Manager

Office:239-252-8988

3335 Tamiami Trail East, Suite 101
Naples, FL 34112
Ed.Finn@collier.gov

My email address has changed. Effective immediately, please update your contact list to use this new address: Ed.Finn@collier.gov

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From: Ed Finn <Ed.Finn@collier.gov>
Sent: Monday, June 1, 2026 7:22 PM
To: ed thompson <EdThompson@aynrand.bz>
Cc: Christopher P Johnson <Christopher.Johnson@collier.gov>
Subject: RE: Taxpayer Test Pilot - Data Status

Hi Mr. Thompson,
Attached is a sample run of your Taxpayer Test using Phase 3 / Field 9 at Paradise Coast Sports Complex as an example.
I thought it might be helpful to take your framework and apply it to an actual project using available project, operating, and budget information to see how it works in practice.
A couple quick notes as you look through it. This was put together as a working example to help think through the concept. It is not intended as a County endorsement or adoption of the Taxpayer Test as a policy tool.
It also became pretty clear that the format is probably best suited for truly discretionary projects where there is an actual choice about whether or how to move forward. It seems less useful for projects driven by compliance, safety, maintenance, or required replacement.
It also seems most workable once a project is reasonably defined. For projects in the very early stages of prioritization, where scope, cost, funding, or operating assumptions are still evolving, completing the full test could be fairly time intensive, and some answers would naturally be preliminary.
Also worth keeping in mind, it does not capture all of the other planning work that typically goes into project review, including the Strategic Plan, AUIR, master plans, MPO planning, economic development considerations, capital maintenance and lifecycle planning, and the annual budget process. That doesn't take away from the exercise, but it is part of the broader picture.
Hope it's helpful as you keep working through the idea. I appreciate the thought you've put into it.

Ed Finn
Deputy County Manager

Office:239-252-8988

3335 Tamiami Trail East, Suite 101
Naples, FL 34112
Ed.Finn@collier.gov

My email address has changed. Effective immediately, please update your contact list to use this new address: Ed.Finn@collier.gov

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From: ed thompson <EdThompson@aynrand.bz>
Sent: Monday, June 1, 2026 11:17 AM

To: Christopher P Johnson <Christopher.Johnson@collier.gov>; Ed Finn <Ed.Finn@collier.gov>
Subject: Taxpayer Test Pilot - Data Status

EXTERNAL EMAIL: This email is from an external source. Confirm this is a trusted sender and use extreme caution when opening attachments or clicking links.

Hi Ed, Chris—

I hope you're both doing well.

I wanted to check in regarding the pilot project data for the Taxpayer Test. I have returned from my trip and am ready to begin organizing the information and preparing the initial TT Statement.

When convenient, could you please let me know the status of the project selection and data collection effort? Once I receive the materials, I can begin assembling the draft for review.

I continue to view this as a useful opportunity to test whether the TT framework adds clarity and value within the County's existing evaluation and budgeting processes.

I look forward to hearing from you.

Best regards,
Ed
Ed Thompson
Naples, FL
646-388-1771

A Taxpayer Test for Collier County Spending

Sample Application – Paradise Coast Sports Complex Phase 3 / Field 9

Project Title: Paradise Coast Sports Complex Phase 3 – Field 9 Expansion

Department Responsibility:
Growth Management Department / Parks and Recreation Division / Tourism Division

Requested Action:
Budget Approval and Authorization to Proceed with Project Implementation

Estimated Project Cost:
$15.7 Million

Funding Source:
Allocated 5th Cent Tourist Development Tax – Sports Complex Capital Fund (Fund 3007)

Project Type:
Discretionary capital project / planned phase completion / tourism-related infrastructure improvement

Project Description

Phase 3 includes construction of Field 9, Building 21, Building 18 restroom facility, and south parking improvements at Paradise Coast Sports Complex.

The project completes a planned phase of the original Paradise Coast Sports Complex development. Field 9 was included in the original master plan but deferred when Phase 2 was reduced from five fields to four.

Prior phases already included installation of infrastructure intended to support this buildout, including sports lighting, stormwater facilities, fire protection, irrigation mains, and electrical service.

Phase 3 expands playable field capacity while improving circulation, parking, restroom access, and the overall guest experience.

The project also advances the original purpose of Paradise Coast Sports Complex as both a County recreation asset and a sports tourism catalyst for Collier County.

Project Disclosure
Assessment: Neutral

Project Origin: Included in the original Paradise Coast Sports Complex phased development plan and advanced as Phase 3 completion.

Primary Stakeholders:
Board of County Commissioners
Growth Management Department
Tourism Division
Sports Facilities Management
local athletic users
tournament operators
FC Naples
tourism-related businesses throughout Collier County

Principal Beneficiaries:
County residents using the facility for recreation and programming
visiting teams and tournament participants
hotels, restaurants, and tourism-related businesses supported by sports tourism activity

Full Cost Summary
Assessment: Pass

Estimated Project Cost: $15.7 Million

Estimated Annual Marginal Operating Cost: ~$165,000

Estimated Annual Field Surface Replacement Reserve: ~$75,000

The broader Paradise Coast Sports Complex represents approximately $129 million in land acquisition and capital investment to date.

Field 9 adds both upfront capital cost and recurring annual operating obligations while leveraging significant infrastructure already in place.

Utilization and Demand
Assessment: Pass

Paradise Coast Sports Complex has demonstrated sustained growth in use since opening, with strong demand across both local programming and destination events.

According to the Hunden Partners Sports Complex Expansion & Tourism Impact Study (July 2025), annual visitation increased from approximately 443,300 visits in 2021 to approximately 750,300 visits in 2024, with a four-year average of approximately 582,000 annual visits.

Local utilization is also a stated operational priority. The FY 2025–26 Annual Operating Business & Operating Plan identifies increasing local programming use as a County priority, with a goal of booking local programming at 75 percent of total field inventory.

The operating plan further states that demand for the fields is higher than ever, with local groups continuing to seek expanded access to serve the growing population of Collier County.

Field 9 is projected to increase local programming hours by approximately 22 percent while also adding flexibility for tournament scheduling and coordination with FC Naples stadium use.

Taken together, current operating trends support a demonstrated need for additional field capacity within the existing Complex.

Public Use and Access
Assessment: Pass

Field 9 supports broad use by both residents and visitors.

The Hunden study found that slightly more than half of all visits originate within 25 miles of the Complex, confirming that PCSC functions as both:

- a local recreation and programming asset for Collier County residents
- a regional sports tourism destination attracting visitors from outside the area

Field 9 supports youth and adult sports programming, community recreation, tournaments, and sports tourism activity.

Revenue Model
Assessment: Pass

Estimated annual positive revenue impact associated with Field 9 is approximately $300,000.

Revenue sources include:

- field rentals and programming fees
- tournament activity
- food and beverage
- sponsorship
- parking
- hotel commissions

The FY 2025–26 Annual Operating Plan reflects a continued focus on converting ancillary revenue from events, increasing field utilization, expanding food and beverage sales, sponsorship growth, and improving operational efficiency across the Complex.

The Paradise Coast Sports Complex overall currently recovers approximately 53 percent of operating cost through user fees and earned revenue.

Within that operating model, Field 9 performs favorably on a marginal basis.

Net Fiscal Impact
Assessment: Pass

Estimated annual revenue impact: ~$300,000

Estimated annual marginal operating cost: ~$165,000

Estimated positive operating contribution: ~$135,000 annually

After approximately $75,000 annual allocation for future field surface replacement, the project is projected to generate approximately $60,000 positive annual contribution.

In addition to direct operating benefit, the Complex reported approximately $56.9 million in economic impact from 33 qualifying events during the most recent reporting year.

Field 9 supports the continued growth of that activity by increasing capacity and flexibility for event scheduling.

Geographic Equity
Assessment: Pass

County Parks and Recreation facilities are generally classified as neighborhood, community, or regional facilities based on service area, user population, and programming function.

Paradise Coast Sports Complex is considered a regional facility.

Unlike a neighborhood or community park serving primarily nearby residents, PCSC was developed to serve a broader Countywide and regional purpose through recreation programming, tournament hosting, sports tourism, and visitor-related economic activity.

Although located at a single site, the benefit extends throughout Collier County.

Residents from across the County utilize the facility for programming and events, while visitors generate additional economic activity supporting hotels, restaurants, and tourism-related businesses.

Field 9 expands capacity within that regional destination facility.

Ongoing Subsidy
Assessment: Pass

Based on current assumptions, Field 9 is not expected to require incremental operating subsidy.

The project is projected to cover its marginal operating cost and contribute toward future field surface replacement.

The broader PCSC operating model includes annual maintenance funding, pay as you go repairs and replacement, reserve set-asides for planned replacement, and ongoing lifecycle planning for major facility assets.

The FY 2025–26 Annual Operating Plan also emphasizes operational efficiency, maintenance planning, and facility stewardship as part of long-term operation of the Complex.

Tax-Roll Impact
Assessment: Neutral

Phase 3 occurs entirely within the existing Paradise Coast Sports Complex footprint on land already acquired and dedicated for public use.

From a taxpayer perspective, the land and base site investment are already committed to the Complex and can reasonably be viewed as a sunk cost within an existing public asset.

Field 9 further leverages that existing public investment rather than requiring new land acquisition.

Opportunity Cost
Assessment: Neutral

The primary opportunity cost is how Phase 3 ranks against other eligible uses of available Tourist Development Tax funding.

Because the project is funded through allocated 5th Cent Tourist Development Tax, competing uses are generally limited to:

- future phases of Paradise Coast Sports Complex
- other sports tourism or tourism-related capital improvements
- other infrastructure projects demonstrating benefit to tourist-related businesses in Collier County

Field 9 compares favorably within that group because it completes a planned phase of the Complex, leverages infrastructure already in place, and supports measurable tourism activity and visitor spending.

Sensitivity Analysis
Assessment: Pass

Even under more conservative assumptions related to utilization, revenue, or operating cost, Field 9 continues to provide value through expanded programming capacity, improved operational flexibility, enhanced guest experience, and completion of infrastructure already partially built.

The project's value is not dependent solely on optimistic revenue assumptions.

Recommendation
Overall Assessment: Pass

Field 9 performs favorably under the Taxpayer Test.

The project demonstrates:

- clear public purpose
- strong utilization and demand
- broad public and visitor use
- identified funding source
- positive marginal operating performance
- contribution toward future field replacement
- measurable tourism and economic benefit

- strong use of existing County infrastructure and prior investment

Remaining considerations include project timing, long-term lifecycle planning, and relative priority among other eligible tourism-related capital projects.

Overall, Phase 3 / Field 9 compares favorably under the Taxpayer Test and ranks as a strong discretionary capital project within the County's tourism and recreation capital program.

Prepared and Reviewed By

Prepared By: ____

Department / Division: ______________________________

Date: ____

Reviewed By: _______________________________________

Department / Division: ______________________________

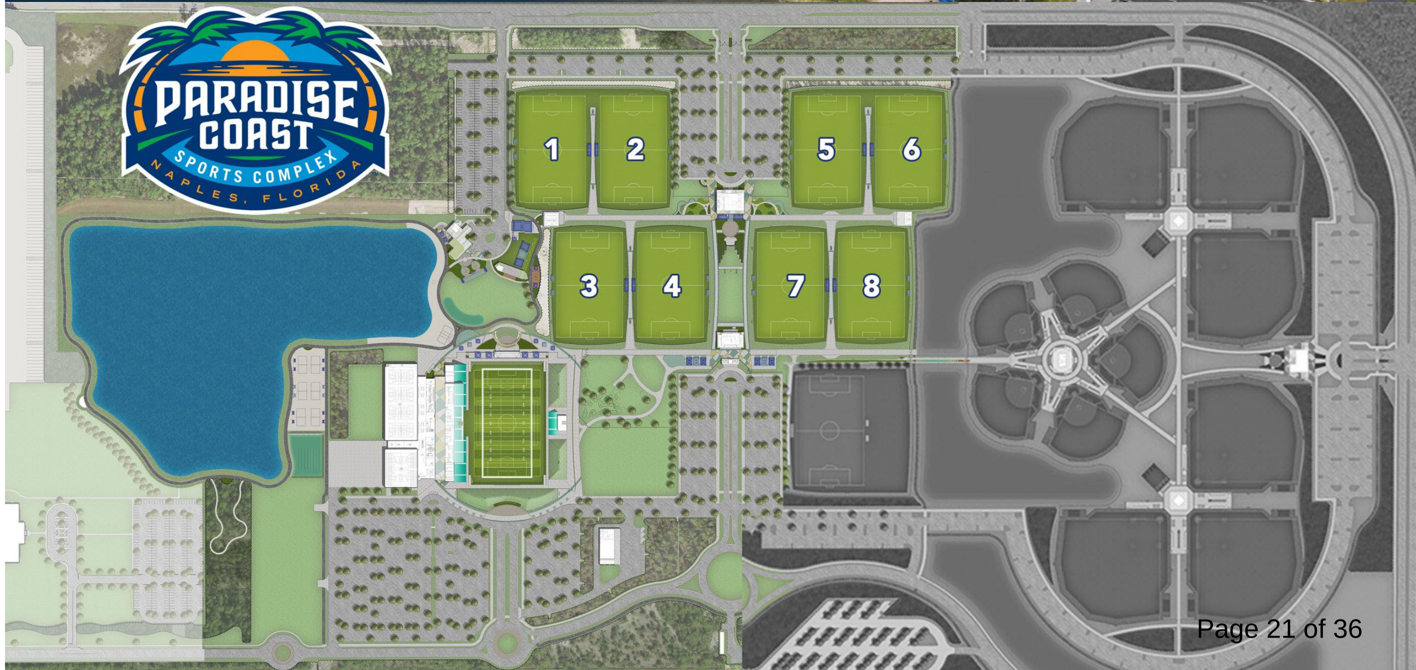
hunden partners

Collier County, FL

Paradise Coast Sports Complex Assessment

Market Demand and Financial & Economic Analysis

June 2025



Economic Impact Study Introduction

Hunden was engaged by Collier County and the regional CVB to perform a market demand, financial feasibility and economic impact study for the current and planned expansions of the Paradise Coast Sports Complex (Complex or PCSC) requested by Collier County (County or Client), Florida.

Through a comprehensive market, financial and impact study, Hunden will profile the historical performance of the facility, evaluate past, current expansion and future phases, and make projections of performance and spending, jobs and tax impacts of the Complex's various phases, including future expansion.

NAPLES · MARCO ISLAND EVERGLADES℠

FLORIDA'S PARADISE COAST

PARADISE COAST SPORTS COMPLEX NAPLES, FLORIDA

Market Analysis Key Findings

Sports

Baseball/Softball:
- Florida has a robust and competitive baseball and softball tournament market.
- Tournaments held from late spring through early fall
- Optimally aligns with Collier County's off-peak tourism season

Soccer:
- Strong national soccer facility
- Limited field counts results in utilizing other local complexes, hurting tournament operator appeal
- Artificial turf is optimal for extending play during rain

Basketball/Volleyball:
- Central Florida crowds the state's indoor sports market with many existing and proposed facilities
- Local demand is strong, but the peak athletic seasons for indoor sports overlap with soccer

Sports Tourism – Supporting Elements & Catalysts

Hotel:
- The local hotels are overloaded during the winter months, limiting the opportunity for hotel booking growth
- Local hotels struggle during the summer due to limited demand drivers

Retail & Restaurant:
- Downtown visitation is strong post and prior to events at PCSC

Sports Tourism – National Case Studies

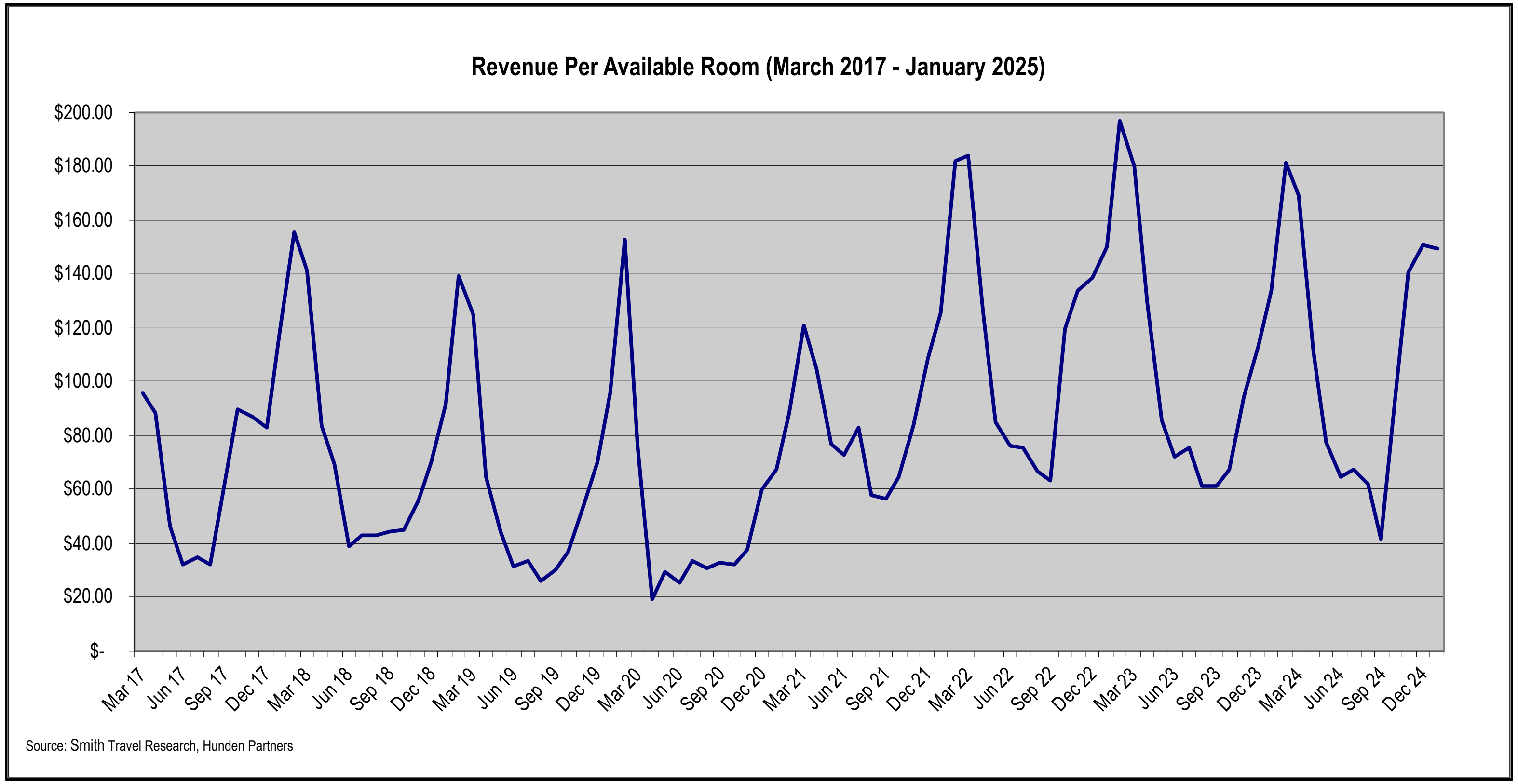
Best Practices:
- Phased development allows for flexible additions like more diverse sports offerings to reduce seasonality
- Sports complexes boost local economies by attracting hotels and restaurants
- Mixing weekday leagues with weekend tournaments ensures steady use and revenue

RevPAR Seasonality

The stark seasonality of the relevant hotel set is exhibited by the adjacent Revenue Per Available Room (RevPAR) chart from March 2017 through January 2025.

Sports tournaments that attract visitors in the summer months, such as baseball and softball, will raise the hotel market's seasonal valleys, generating significant hotel room tax revenue.

Basketball and volleyball tournaments are occasionally also held during summer months but at a far lower frequency.



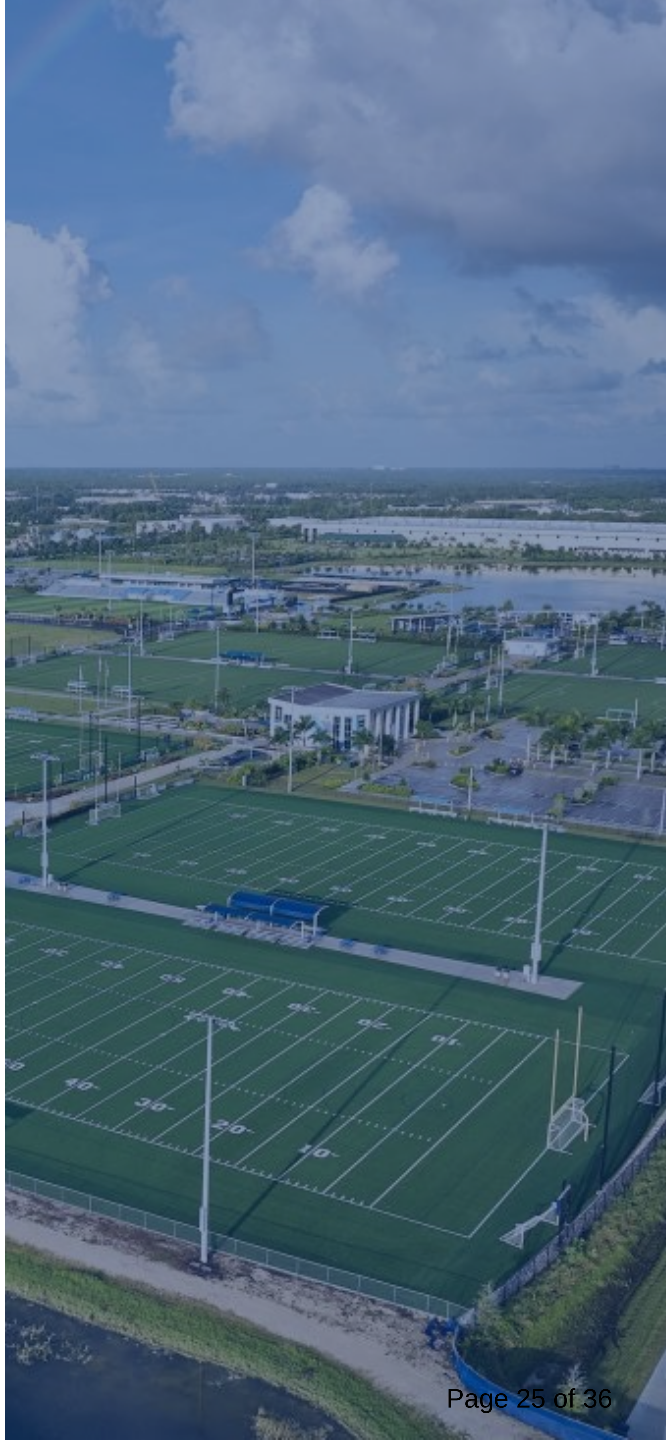
Hunden Recommendations

Asset	Hunden Recommendations

Outdoor Field Expansion	▪ Eleven dedicated diamonds
	  ▪ Softball: 5 diamonds
	  ▪ Baseball: 6 diamonds

Additional Facility Amenities	▪ Enhanced food & beverage option on the east side of the Complex, adjacent to the expanded fields ▪ Dedicated parking on east side of Complex

Future Phase (3–5 Years)	▪ Indoor fieldhouse
	  ▪ 6 basketball courts/12 volleyball courts
	  ▪ Medical offices & meeting space
	  ▪ Gathering place/lightning shelter
	  ▪ Hurricane shelter



Scenarios Overview

Demand, financial, and economic impact models were developed for each of the following scenarios to provide insight into the financial ramifications of whether, and to what extent, PCSC is expanded. Hunden assumed that improvements would occur over time, with the **Scenario 2 outdoor expansion completed by 2028, and Scenarios 3/4 indoor expansion completed by 2029.** Years were conservatively assumed for the purposes of this study and delivery of additional facilities may occur quicker.

1. The current Complex, pre-expansion (Baseline)
2. The Complex once expanded with recommended/proposed outdoor elements
3. The Complex once expanded with recommended/proposed indoor elements
4. The Complex once expanded with BOTH recommended/proposed outdoor and indoor elements

Demand & Financial Projections Summary

By comparing projections for PCSC in its current form and potential expansions, we are able to evaluate which scenario maximizes the facility's Return on Investment (ROI). Hunden projects scenario four, a major outdoor and indoor expansion, would produce the highest Net Operating Income (NOI) and operating margin, due to significant staffing and cost savings relative to the revenue incline.

Year 5 Summary	SCENARIO 1 Current PCSC	SCENARIO 2 +Outdoor Expansion	SCENARIO 3 +Indoor Expansion	SCENARIO 4 +Out/Indoor Expansion
NOI	$228,000	$1,638,000	$987,000	$3,936,000
Operating Margin	7%	27%	16%	41%
Visits	428,960	517,772	590,680	682,720

Summary of Gross Impacts to Collier County

Recommend Scenario

Scenario 1 30-Yr. Hotel Tax Generation **$13.3 M**	Scenario 2 30-Year Hotel Tax Generation **$18.8 M**	Scenario 3 30-Year Hotel Tax Generation **$18.2 M**	Scenario 4 30-Year Hotel Tax Generation **$22.8 M**
$2.07 B **Spending**	**$2.94 B** **Spending**	**$2.73 B** **Spending**	**$4.48 B** **Spending**
$420 M **Earnings**	**$596 M** **Earnings**	**$555 M** **Earnings**	**$911 M** **Earnings**
197 **Jobs Supported**	**281** **Jobs Supported**	**264** **Jobs Supported**	**434** **Jobs Supported**
$87.2 M **Total Tax Impact**	**$123.9 M** **Total Tax Impact**	**$116 M** **Total Tax Impact**	**$183.9 M** **Total Tax Impact**
$74 M **Sales Tax Impact**	**$105 M** **Sales Tax Impact**	**$98 M** **Sales Tax Impact**	**$161 M** **Sales Tax Impact**

Summary of Visitation to Collier County

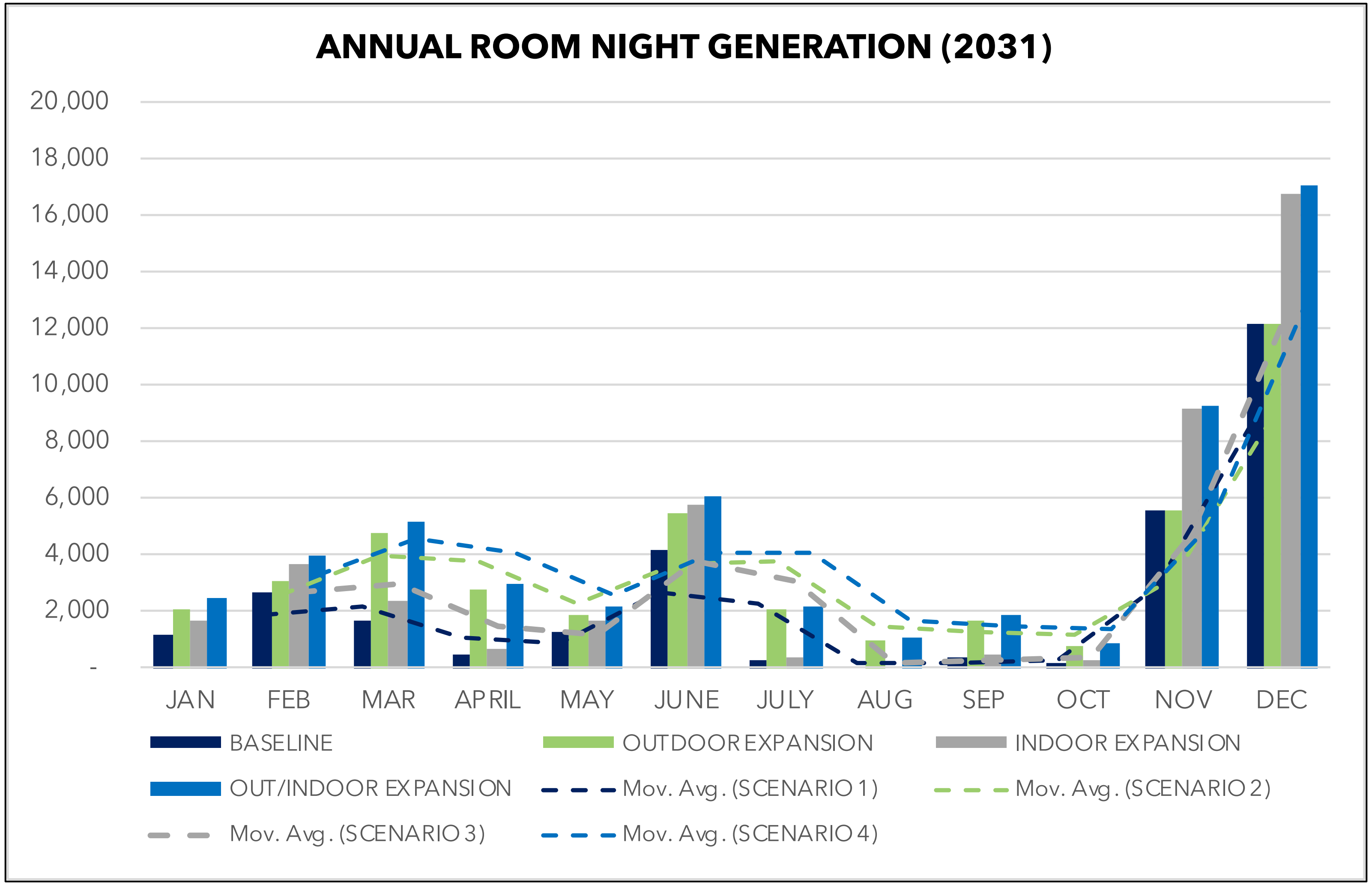
Scenario	Total Visits
Scenario 1 Total Visits	**428,860**
Scenario 2 Total Visits	**517,772**
Scenario 3 Total Visits	**590,680**
Scenario 4 Total Visits	**682,720**

2031 Visitation Projections	**SCENARIO 1** Current PCSC	**SCENARIO 2** +Outdoor Expansion	**SCENARIO 3** +Indoor Expansion	**SCENARIO 4** +Out/Indoor Expansion
Event Days by Type	Number	Number	Number	Number
Softball Tournaments	0	14	0	14
Baseball Tournaments	0	20	0	20
Soccer Tournaments	26	26	26	26
Lacrosse Tournaments	8	8	8	8
Field Hockey Tourn.	2	2	2	2
Football Tournaments	9	9	9	9
Indoor Sports	0	0	61	61
FC Naples Events	30	30	30	30
Banquets/Special Events	58	58	73	82
Total	**133**	**167**	**209**	**252**
Total Attendance by Type	Visits	Visits	Visits	Visits
Softball Tournaments	0	32,340	0	32,340
Baseball Tournaments	0	46,200	0	46,200
Soccer Tournaments	191,360	200,928	200,928	200,928
Lacrosse Tournaments	21,120	21,824	21,824	21,824
Field Hockey Tourn.	720	720	720	720
Football Tournaments	23,760	23,760	23,760	23,760
Indoor Sports	0	0	128,948	128,948
FC Naples Events	105,000	105,000	105,000	105,000
Banquets/Special Events	87,000	87,000	109,500	123,000
Total	**428,960**	**517,772**	**590,680**	**682,720**

Room Night Generation Seasonality

Between Scenarios 2 and 3, Scenario 2, in which Paradise Coast Sports Complex undergoes a major expansion of baseball and softball diamonds, would generate the most annual hotel rooms for Collier County and therefore, the most TDC funds.

Baseball and softball fields generate room nights in Collier County's down season, supporting local hotels. Meanwhile, an indoor complex would further stress hotels during the peak winter season, causing some leaked hotel rooms to nearby counties, and thus producing fewer TDC dollars.



hunden partners

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Hunden Partners is a full-service real estate development advisory practice specializing in destination assets.

With professionals in Chicago, New York, Dallas, Washington, and Minneapolis, Hunden provides a variety of services for all stages of destination development in:

- Placemaking Action Plans
- Tourism and Destination Strategic Plans
- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection
- Project Execution Advisory

The firm and its principal have performed more than 1,000 studies over the past 29 years, with more than $20 billion in built, successful projects.

Summary of Gross Impacts to Collier County

Scenario 1 30-Yr. Hotel Tax Generation **$13.3m**

Scenario 2 30-Year Hotel Tax Generation **$18.8m**

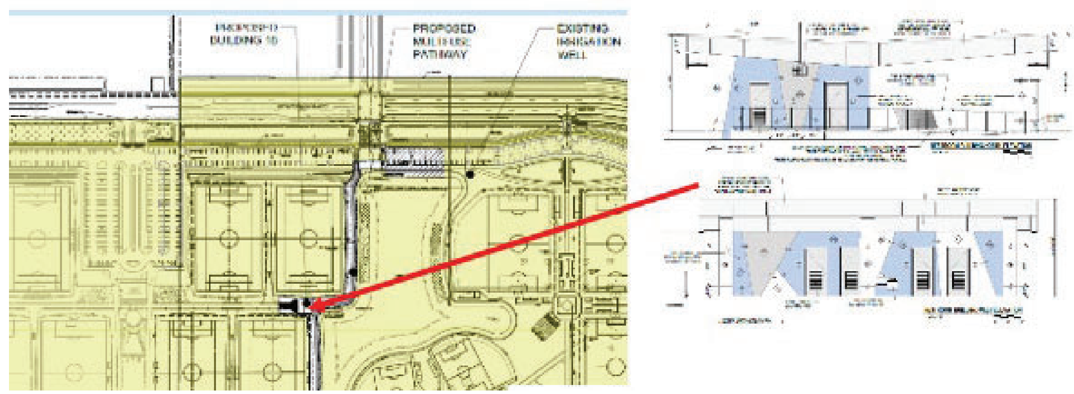
Scenario 3 30-Year Hotel Tax Generation **$18.2m**

Scenario 4 30-Year Hotel Tax Generation **$22.8m**

30-Year Gross Impacts:	SCENARIO 1 Current PCSC	SCENARIO 2 +Outdoor Expansion	SCENARIO 3 +Indoor Expansion	SCENARIO 4 +Out/Indoor Expansion
Spending	$ (millions)	$ (millions)	$ (millions)	$ (millions)
Direct	$1,232	$1,748	$1,626	$2,682
Indirect	$465	$660	$616	$999
Induced	$371	$527	$490	$803
Total	**$2,067**	**$2,935**	**$2,733**	**$4,484**
Earnings	$ (millions)	$ (millions)	$ (millions)	$ (millions)
Direct	$251	$357	$332	$548
Indirect	$92	$131	$122	$198
Induced	$76	$108	$101	$165
Total	**$420**	**$596**	**$555**	**$911**
FTE Supported	**Average**	**Average**	**Average**	**Average**
Direct	140	200	188	308
Indirect	29	42	39	64
Induced	28	40	37	62
Total	**197**	**281**	**264**	**434**
Fiscal Impact	$ (millions)	$ (millions)	$ (millions)	$ (millions)
County Sales Tax	$73.9	$105.0	$97.8	$161.1
County Hotel Tax	$13.3	$18.8	$18.2	$22.8
Total	**$87.2**	**$123.9**	**$116.0**	**$183.9**

PARADISE COAST SPORTS COMPLEX PHASE 3 – RESTROOM/WALKWAY

District #	3
Project #	50156
Project Manager	Michael Levy
Customer	Tourism Development Council
Fund	3007
Scope: Construction of a permanent bathroom facility (Building 18), and walkways to that facility.	
Design Budget	$547,340.70 (Phase 3)
Const Budget	TBD
Total Budget	$15,700,000 (Phase 3)
Arch/Engineer	TBD
Contractor	TBD
Const Admin	Jacobs Engineering
NTP Design	N/A
NTP Const	TBD
Sub Completion	TBD
Final Completion	TBD
Project Stage	Design



Next Steps/Current Challenges Updated: 3/18/2026

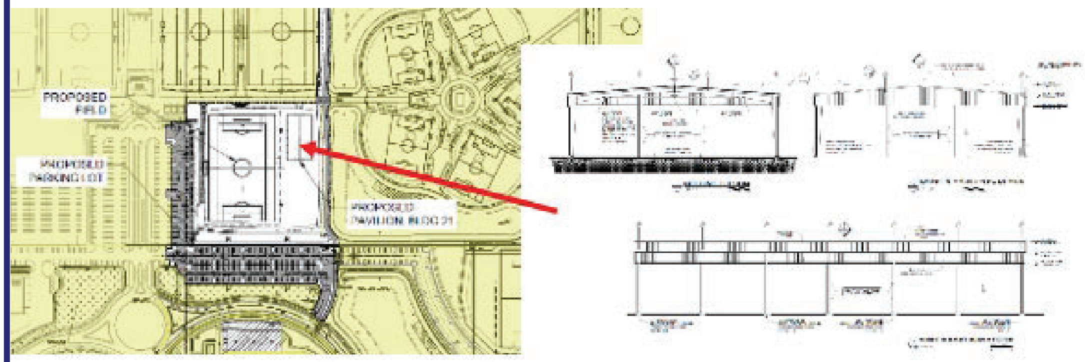
- PO request submitted for processing, review, and approval – 3/24

Progress

- Work order approval received – 2/5
- PO request submitted after receiving updated scope and quotes from Jacobs – 1/5
- Staff reviewing updated scope and proposal from Jacobs Engineering – 12/10
- Updated scope and proposal received from Jacobs – 12/4
- Draft scope and price proposal submitted by Jacobs – 10/31
- Rotation request approved for Phase 3/Bathroom – 8/25
- PAF approved – 8/14
- PAF completed and sent to CIP Admin for review and approval – 7/31

PARADISE COAST SPORTS COMPLEX PHASE 3 – MULTI-PURPOSE FIELD AND OPEN-AIR PAVILION

District #	**3**
Project #	50156
Project Manager	Michael Levy
Customer	Tourism Development Council
Fund	3007
Scope: This project delivers a new multi-purpose athletic Field #9, complete with supporting infrastructure and amenities, to expand the venue's recreational capacity and enhance visitor experience. Work includes construction of the field and drainage system, installation of a scoreboard and shade structures, development of two parking lots, and construction of a prefabricated open-air pavilion (Building 21).	
Design Budget	$547,340.70 (Phase 3)
Const Budget	TBD
Total Budget	$15,700,000 (Phase 3)
Arch/Engineer	TBD
Contractor	TBD
Const Admin	Jacobs Engineering
NTP Design	N/A
NTP Const	TBD
Sub Completion	TBD
Final Completion	TBD
Project Stage	Design



Next Steps/Current Challenges Updated: 3/18/2026

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- PAF approved – 8/14
- PAF completed and sent to CIP Admin for review and approval – 7/31

From: Ed Finn
To: Geoffrey Willig
Subject: FW: TAXPAYER TEST (TT) STATEMENT
Date: Wednesday, July 15, 2026 2:38:16 PM
Attachments: CountyLogo-FullColor_cf20c066-62b8-4dee-9cd8-348c361f90ad.png
Facebook_e9eb6669-df41-4336-bb8f-985294ccfce3.png
Instagram_a70eea31-eb4d-42bf-a250-9e199e3e671f.png
X-Twitter_326538ef-b28c-48e6-92b7-12d7123121e3.png
Youtube_28f985e4-58dc-454e-86d0-6fc565e116af.png
311IconforSignature_258fc9be-17bd-4399-9609-d6fdc325a72e.png

Below is Mr. Thompson’s feedback.

Ed Finn
Deputy County Manager

Office:239-252-8988

3335 Tamiami Trail East, Suite 101
Naples, FL 34112
Ed.Finn@collier.gov

My email address has changed. Effective immediately, please update your contact list to use this new address: Ed.Finn@collier.gov

From: Ed Finn <Ed.Finn@collier.gov>
Sent: Thursday, June 4, 2026 12:56 PM
To: ed thompson <EdThompson@aynrand.bz>
Cc: Christopher P Johnson <Christopher.Johnson@collier.gov>
Subject: RE: TAXPAYER TEST (TT) STATEMENT

Hi Mr. Thompson,

Thank you for the positive comments on the pilot report.

I think one of the more useful outcomes of the exercise was seeing how the information could be condensed into a much shorter format. The pilot report was intentionally detailed so we could work through the underlying information and assumptions. Your summary demonstrates how that same information can be presented in a way that is much easier to review and digest at an executive level while still capturing the primary findings.

Ed

Ed Finn
Deputy County Manager

Office:239-252-8988

3335 Tamiami Trail East, Suite 101
Naples, FL 34112
Ed.Finn@collier.gov

My email address has changed. Effective immediately, please update your contact list to use this new address: Ed.Finn@collier.gov

From: ed thompson <EdThompson@aynrand.bz>
Sent: Thursday, June 4, 2026 10:00 AM
To: Ed Finn <Ed.Finn@collier.gov>
Cc: Christopher P Johnson <Christopher.Johnson@collier.gov>
Subject: TAXPAYER TEST (TT) STATEMENT

EXTERNAL EMAIL: This email is from an external source. Confirm this is a trusted sender and use extreme caution when opening attachments or clicking links.

Dear Ed,

Thank you for preparing and sharing the sample application. I am genuinely impressed by the professionalism, thoroughness, and thoughtfulness reflected in both the report and the accompanying observations.

More than anything, it was valuable to see the framework applied to an actual project using real-world information. The exercise highlighted both the strengths of the Taxpayer Test and areas where additional refinement may be warranted, which is exactly what a pilot effort should accomplish.

I also appreciate your observations regarding the distinction between discretionary projects and those driven by maintenance, compliance, replacement, or other requirements. Likewise, your comments concerning the County's broader planning, budgeting, and prioritization processes were very helpful and provide important context.

After reviewing the material, I prepared the attached TT Statement as an example of how the underlying information might be condensed into a shorter executive-level output. My purpose was not to alter the analysis, but rather to explore what a standardized decision-support document might look like once the information has been organized and summarized.

I plan to continue reviewing the material and reflecting on the implications before offering any thoughts regarding possible refinements to the framework itself.

Thank you again for the considerable effort that went into this exercise. I appreciate both your willingness to test the concept and the constructive feedback you have provided.

Best regards,

Ed

Ed Thompson
Naples, FL
646-388-1771
