



Collier County

American Rescue Plan State and Local Fiscal
Recover Funds
RECOVERY PLAN





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Collier County, Florida
2024 Recovery Plan Performance Report

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GENERAL OVERVIEW

EXECUTIVE SUMMARY

The COVID-19 Pandemic has resulted in widespread public health and economic impacts experienced across the nation. In Collier County, these impacts have been felt by individuals, families, local businesses as well as government and nonprofit services. In response to this nationwide crisis, the American Rescue Plan Act (ARPA) was signed into law on March 11, 2021, which established the Coronavirus State Fiscal Recovery Fund and Coronavirus Local Fiscal Recovery Fund. These funds build upon the first wave of support to state and local governments established by the Coronavirus Aid, Relief, and Economic Security (CARES) Act. While the CARES Act was intended to respond to immediate impacts from the pandemic, ARPA funding is designed to help communities turn the tide on the pandemic, address economic fallout and lay the foundation for a strong, effective, efficient, and equitable long-term recovery. ARPA funds can be used to support broad range of eligible expenses¹ which are designed to:

- Support public health response,
- Address negative economic impacts,
- Replace public sector revenue loss,
- Provide premium pay for essential workers, and
- Make improvements to water, sewer, and broadband infrastructure.

Collier County received over \$74 million in funding to support long-term recovery from the pandemic.

Collier County received **\$74,762,701** in Coronavirus State and Local Recovery Funds (SLFRF) to address local impacts. Understanding the wide array of needs throughout the community, Collier County leadership has authorized spending on support for individual, food assistance, educational programming, mental health, healthcare services, businesses, nonprofits, and affordable housing. It is the hope of leadership that every resident can benefit from the investment of these funds while ensuring that the needs of the most vulnerable in the community are targeted to promote an equitable recovery.

The Collier County Recovery Plan outlines the programs that will be implemented with these funds. As these are long-term recovery funds, the County has approximately five years (December 31, 2026) to provide services and complete projects. This plan will be submitted to the U.S. Department of Treasury, aligning proposed programs with a classification system developed by Treasury for reporting on expenditures. The County recognizes that pandemic recovery must be flexible to respond to shifting changes and needs in the community and may make changes to program expenditures throughout the implementation period to address the highest priority within the community. Collier County will measure the outputs and outcomes of projects along the way and evaluate the successes of these initiatives.

To develop this plan, Collier County staff evaluated local data and worked with organizations throughout the community to consider projects that fit the community’s needs. Collier County also conducted a public survey

¹ U.S. Treasury. “Interim Final Rule”. 31 CFR Part 35

that requested feedback on proposed expenditures and additional needs. The County received over 200 responses to this survey from residents, businesses, and nonprofits with overwhelming support for the programs identified. Nearly 99% of all respondents felt that the programs outlined would benefit Collier County residents and over 94% of respondents felt that programs would benefit businesses.

Transparency is important to the leadership of Collier County. The Collier County Recovery Plan, along with annual performance reports, will be posted on the Collier County website, enabling the public to monitor the spending and progress of each program. This initial Recovery Plan covers the period from the date of award to July 31, 2021. Thereafter, the Recovery Plan will cover a 12-month period and recipients will be required to submit the report to Treasury within 30 days after the end of the 12-month period (by July 31). The following table provides dates for current and future installments:

TABLE 1: RECOVERY PLAN / ANNUAL REPORT PERIODS COVERED AND DUE DATES

Annual Report	Period Covered	Due Date
1	Award Date – July 31, 2021	August 31, 2021
2	July 1, 2021 – June 30, 2022	July 31, 2022
3	July 1, 2022 – June 30, 2023	July 31, 2023
4	July 1, 2023 – June 30, 2024	July 31, 2024
5	July 1, 2024 – June 30, 2025	July 31, 2025
6	July 1, 2025 – June 30, 2026	July 31, 2026
7	July 1, 2026 – December 31, 2026	March 31, 2027



Uses of Funds

In brief, Collier County will use funding for a broad array of eligible uses. The graphic below illustrates how Collier County intends to spend the \$74,762,701 received through the American Rescue Plan. These programs are translated into their corresponding federal Expenditure Categories elsewhere in this plan.



Local Recovery Plan Programs



Plan Format Key

Through its final rule, the US Department of Treasury details ten major expenditure categories with a total of one hundred twenty-five (125) sub-categories to ensure that proposed expenditures are eligible activities. Treasury guidance directs local governments to align each expenditure with a designated category. Collier County has identified projects in six of the ten major Expenditure Categories – EC1-4, 6, and 7 (EC 5 Infrastructure, EC 8 Emergency Relief from Natural Disasters, EC 9 Surface Transportation projects and EC 10 Title I projects are not utilized). To demonstrate the breadth of projects included in this plan along with the alignment with expenditure category, this plan has been formatted to associate a color and icon with each of the six major expenditure categories that are included in this plan.



Public Health

EC-1



Negative Economic Impacts

EC-2



Public Sector Capacity

EC-3



Premium Pay

EC-4



Revenue Replacement

EC-6



Administrative

EC-7

Continued interventions to support individuals and families, businesses, nonprofits, first responders, education, mental health, and food security can mitigate the long-term effects of the pandemic while providing a stable foundation for future growth and prosperity.

This plan identifies 20 projects in 14 Treasury-defined Expenditure Sub-Categories to receive funding over the five-year horizon. However, due to the evolving nature of the pandemic and associated recovery, these categories may shift over time to accommodate other federally allowed expenditure categories of funding. An overview of County funding areas is provided by the graphic on the previous page. The use of funds will be covered in detail in the following sections, classified by expenditure category.

Public Health (EC 1) – \$12,301,444.31

Public Health includes programs to guide the continued health and long-term response to the pandemic. Programs providing COVID-19 response and associated services have been identified, falling into the following categories:

- Other COVID-19 Public Health Expenses (EC 1.7) - \$2,700,000
- COVID-19 Assistance to Non-Profits (EC 1.9) - \$2,000,000
- Mental Health Services (EC 1.12) - \$7,176,444.31
- Other Public Health Services (EC 1.14)- \$425,000



Public Health
EC-1

Negative Economic Impacts (EC 2) - \$30,450,504.69

Collier County is taking a comprehensive view toward mitigating negative economic impacts within the community. The following expenditure categories have been identified for program spending:

- Food Programs (EC 2.1) - \$6,205,349.69
- Household Assistance: Rent, Mortgage, and Utility Aid (EC 2.2) - \$10,761,018
- Long-term Housing Security: Affordable Housing (EC 2.15) - \$11,479,137
- Addressing Educational Disparities: Aid to High Poverty Districts (EC 2.24) - \$505,000
- Assistance to Impacted Nonprofit Organizations (EC 2.34) - \$1,500,000



Economic Impacts
EC-2

Public Health-Negative Economic Impact: Public Sector Capacity (EC 3) - \$15,766,770.00

Expenditure Category under the Final rule comprises assistance to services provided by the local government. These programs will provide essential EMS services and assist in program monitoring and evaluation:

- Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers (EC 3.1) – \$15,166,770
- Public Sector Capacity: Effective Service Delivery (EC 3.4) - \$600,000



Public Sector
Capacity
EC-3

Premium Pay (EC 4) - \$380,000.00

The County has recognized Collier EMS staff for their heroic efforts with a one-time \$2,000 hazard pay distribution for each employee that served on the front line during the 2020-21 pandemic response:

- Premium Pay for Public Sector Employees (EC 4.1) - \$380,000



*Premium Pay
EC-4*

Revenue Replacement / Provision of Government Services (EC 6) - \$10,000,000.00

Recognizing that the County can meet diverse needs of residents and businesses as the community transitions from the most severe impacts of the pandemic (e.g., re-opening needs), the County has prioritized revenue replacement in order to meet a broad array of local government service needs:

- Provision of Government Services (EC 6.1) - \$10,000,000



*Revenue
Replacement
EC-6*

Administrative (EC 7) - \$5,863,982.00

This category includes funding for grant management until late 2026. The County has prioritized projects in the following expenditure category areas:

- Administrative Expenses (EC 7.1) - \$5,863,982

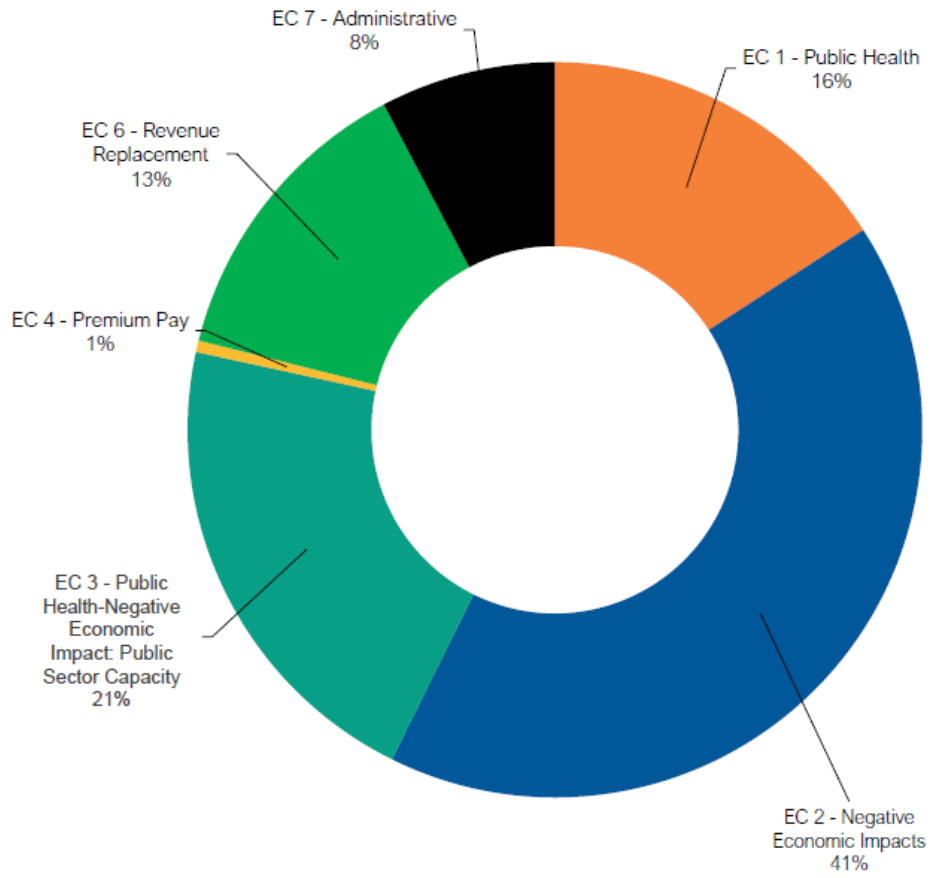


*Administrative
EC-7*

Approximately 78% of funding will be implemented through Collier County Divisions and 22% through local non-profit organizations, businesses, and universities. These areas will promote a well-rounded recovery from the pandemic over the five year grant period – as funding must be fully obligated by December 31, 2024, and expended by December 31, 2026.

The below chart depicts funding allocation percentages by Expenditure Category. These shares will likely evolve over the full Plan horizon (2021-2026).

Collier County ARP Expenditure Category Allocations



Key Outcome Goals

The over-arching outcome goals of Collier ARP funding are to:

- Provide a robust level of response to the pandemic,
- Mitigate impacts to individuals, families, and businesses,
- Increase resilience within educational, health and food systems, and
- Support essential employees.

Outcome goals for projects are geared at health, housing, food security, economic recovery, and education improvements. These include:

Health Goals

- Agencies in Collier County continue to provide higher levels of healthcare and other supportive services that enrich the health of the population.

Housing Goals

- Collier County residents receive rental, mortgage, utility assistance, housing navigation and affordable housing to mitigate increased housing instability.

Food Security Goals

- Community nutrition, food demonstration, and food pantry services connect Collier County underserved populations to more nutrition.

Economic Recovery Goals

- Collier County small businesses receive recovery assistance, resulting in fewer businesses with long-term debt/financial burden.

Education Goals

- Education services positively impact QCT and underserved youth, improving educational programs to support remediation of skills lost during COVID-19.

For details on current Key Performance Indicators and other project tracking, see the KPI section, below.

Progress To-Date

2021

The County finalized allocations for its initial plan and provided a timely submission in August 2021. A software platform was initiated to manage subrecipients and direct applications, and sub-recipient agreements and Memorandums of Understanding (MOUs) began development.

2022

Since the submission of the initial Recovery Plan in August 2021, Treasury released its SLFRF Final Rule. This impacted the feasibility of Collier projects, which were updated to streamline reporting and ensure that the County is able to efficiently render services to residents and businesses as the community works towards

long-term recovery from the pandemic. 100% of funds have been encumbered as projects, bearing new Expenditure Category labels.

The software platform was 75% complete, capable of managing subrecipient projects and handling direct grant applications. A direct grant portal for project CC 1.1 Affordable Housing: Mortgage and Rent is open, and applications are being reviewed.

CC 1.2 – Assistance to nonprofits, began in late 2022 and awards are occurring now. This project is administered by the Community Foundation.

The County, Florida Gulf Coast University, and implementation partners have submitted timely reporting to Treasury, and will continue to meet reporting and expenditure goals as outlined by Treasury.

2023

The County recognizes that pandemic recovery must be flexible to respond to shifting changes and needs in the community. In response to the ongoing demand for Mental Health and Substance Abuse services the County has increased its allocation to support these critical services. Following a recent evaluation of various projects, the County determined that there was a need to realign some projects to better address the highest priorities within the community. Project CC 3.4 Assistance to Non-Profits was revised to provide funding to offset increased personnel payroll costs due to the pandemic. In addition, the County has increased funding to housing assistance initiatives.

This realignment of funding will help further the County's efforts to provide rental assistance and development costs associated with construction of new affordable housing units. The County will continue to measure the outputs and outcomes of projects and evaluate the success of these initiatives.

2024

As of 2024, Collier County continues to adapt its recovery efforts to address evolving community needs. Recognizing the growing demand for Mental Health and Substance Abuse services, the County has significantly increased its funding to these critical areas. This boost in funding aligns with the County's commitment to supporting mental health initiatives and enhancing overall community well-being.

In addition to expanding mental health services, the County has allocated more resources to affordable housing initiatives. This includes increasing funding for development costs for new affordable housing units, crucial in light of the ongoing housing crisis exacerbated by rising interest rates and insurance costs.

A notable development is the increase in funding to Physician-Led Area Network (PLAN), aimed at improving coordinated care and addressing the comprehensive needs of the community. The County is also working to finalize a collaborative agreement with Collier Health Services to further enhance mental health support and integrate services more effectively.

These strategic realignments in funding and project priorities are part of Collier County's ongoing effort to respond to immediate needs while building long-term resilience in the community. The County will continue to monitor and evaluate the impact of these initiatives to ensure they effectively address the highest priorities and contribute to overall community well-being.

Challenges and Opportunities

2021

The Collier County Recovery Plan represents new efforts, augmentation, and expansion of services to Collier County. Given the amount of funding, finalizing the current set of projects and coordination and capacity building among sub-recipients offered challenges and opportunities to explore new interventions united under a common set of goals.

Additionally, Coronavirus Local Fiscal Recovery Funds are new and guidance on implementation will likely continue to be released by the US Department of Treasury over the next year. Collier County's current plan and allocation of programs among Expenditure Categories represents the County's understanding of these classifications, which may receive further definition and differentiation by the federal government. It is expected that with new guidance released, the County may need to realign programs to better fit within Expenditure Category definitions. Therefore, working to refine the local Expenditure Category – Project – Subaward system is an ongoing process, and it is the County's hope that Treasury will continue to make technical assistance available to SLFRF recipients.

2022

As anticipated, Final Rule guidance has impacted Collier County projects, which underwent an extensive reconsideration and changes in light of the January 2022 release by Treasury. Five projects were substituted with replacements based on streamlined reporting or factors impacting allowability of costs. The County will continue to monitor and respond to Treasury guidance by re-orienting and updating its Recovery Plan and projects.

2023

As of 2023, the County is still feeling the impacts of Hurricane Ian and construction of housing is proceeding at a slower pace than usual. The devastation caused by the hurricane has created a ripple effect on the already strained construction industry, resulting in supply chain disruptions, material shortages, and labor shortages.

Additionally, rent increases and the loss of affordable units continue to be a significant challenge for the County in 2023. As the demand for housing outstrips supply, rents are rising, making it increasingly difficult for low-income families to find affordable housing. The loss of affordable units due to the Hurricane is also a growing concern. This has resulted in the displacement of many low-income families and further exacerbated the affordable housing crisis.

2024

As of 2024, Collier County, Florida is still grappling with the long-term effects of Hurricane Ian. The hurricane's devastation has left an enduring impact on the local housing market and construction industry, which continues to struggle with slowed progress. The combined effects of supply chain disruptions, material shortages, and labor shortages have compounded the difficulties faced by builders.

In addition to these challenges, rising interest rates have exacerbated the situation. Higher mortgage rates have made homeownership less accessible for many, intensifying the demand for rental properties. This increased demand, coupled with a slow rate of new affordable construction, has driven rents even higher, putting additional pressure on low-income families.

The housing crisis is further complicated by a significant rise in insurance costs. Increased premiums and stricter insurance requirements have driven up overall housing costs, making it even more difficult for both renters and homeowners to manage expenses. The insurance crisis, in particular, has contributed to the loss of affordable housing units, as some property owners are unable to maintain or repair their homes due to prohibitive insurance costs.

As a result, many low-income families in Collier County face ongoing displacement and the loss of affordable housing options. The cumulative impact of these factors—higher interest rates, increased insurance costs, and a strained construction industry—continues to exacerbate the county's housing crisis, leaving many residents struggling to secure stable and affordable living conditions.

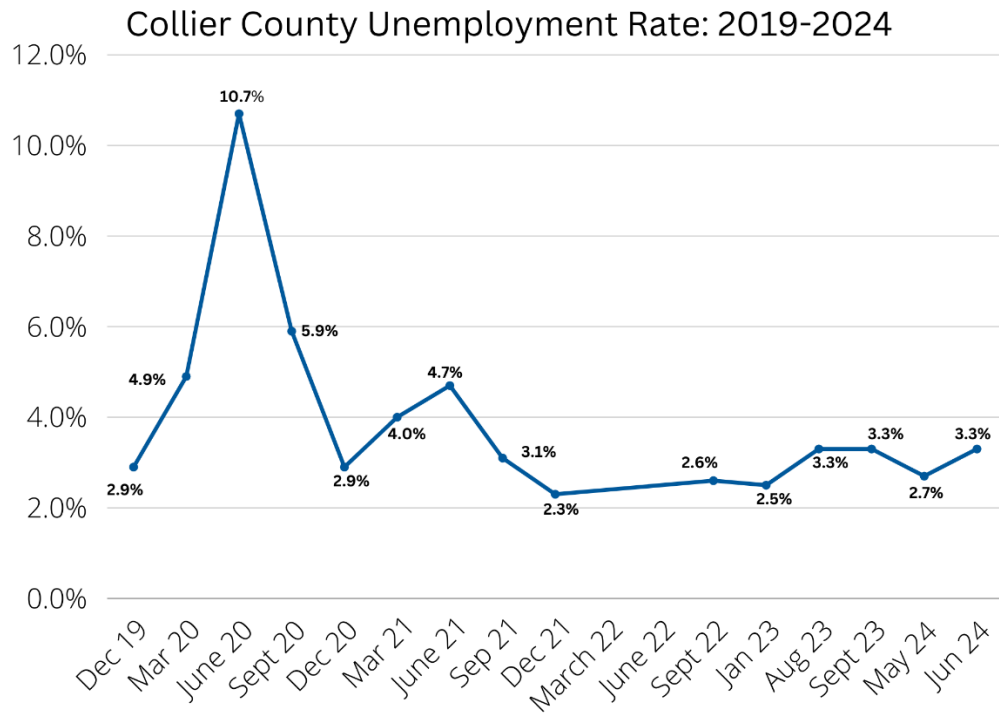
USES OF FUNDS

In collaboration with partners and in parallel with other federal COVID-19 funding, Collier County has identified a range of projects that further local pandemic response and recovery. Based on current data and community outreach, projects within Expenditure Categories 1-4 and 6-7 have been identified. Indicators influencing an assessment of overall community and economic health, such as unemployment and household income are discussed in the following section.

Unemployment and Income

According to Local Area Unemployment Statistics, Collier unemployment levels have largely stabilized since the onset of the pandemic. Prior to the pandemic, Collier County unemployment reached a low of 2.9% in December 2019. The sudden rise in unemployment peaked in June 2020 at 10.7%, then declined over the next six months. By December of 2020, the unemployment rate was down to 2.9%. As of June 2024, unemployment is 3.3%, which shows stabilization compared to the volatility experienced in 2020. Collier County is hopeful that it will not experience another hike in unemployment as leaders, businesses, and residents have gained more knowledge over the past few years in regard to the pandemic. However, it is recognized that the uncertain course of the pandemic could cause additional volatility in the future.

Collier County Unemployment Rate from 2019 – Most Recent Available Month²



While the overall poverty rate in Collier County is comparatively low at 9.4% (Census), like many counties there are pockets within the community wherein it is more pervasive. Collier has twelve Qualified Census Tracts (detailed in the “Promoting Equitable Outcomes” section) wherein 50% of households make less than 60% of the area median income and are eligible for low-income housing assistance. These communities, including Immokalee, East Naples, Golden Gate, and others represent focus areas for COVID-19 treatment, vaccination, other health assistance, household assistance, economic assistance, and beyond, to strive for an efficient, effective, and equitable recovery.

² <https://floridajobs.org/workforce-statistics/data-center/statistical-programs/local-area-unemployment-statistics>

Funding Tables

Given recovering unemployment, yet persistent pockets of disproportionately disadvantaged, the range of Expenditure Categories and underlying projects provide a diverse set of interventions to support communities and businesses in Collier County.

Collier County and partners have identified projects within Expenditure Categories 1-4, and 6-7. The following set of graphics detail Expenditure Category and Project information for all Collier County activities within this Recovery Plan.

Programs include \$12.3 million for Public Health, \$30.4 million for Negative Economic Impacts, \$15.8 million in Public Sector Capacity, \$380,000 for Premium Pay, \$10 million for Government Services, and \$5.8 million for Administrative Costs.

Public Health

Public Health represents sixteen percent of total funds allocated to address public health challenges and needs. Programs providing COVID-19 response and associated services have been identified, falling into the following categories:



Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Public Health (EC-1)	Other COVID-19 Public Health Expenses (EC-1.7)	CC 1.7	\$2,700,000
	COVID-19 Assistance to Non-Profits (EC-1.9)	CC 3.4	\$2,000,000
	Mental Health Services (EC-1.12)	CC 1.5	\$6,861,444.31
	Mental Health Services (EC-1.12)	CC 1.9	\$315,000
	Other Public Health Services (EC-1.14)	CC 1.3	\$175,000
	Other Public Health Services (EC-1.14)	CC 4.5	\$250,000
TOTAL			\$12,301,444.31

Negative Economic Impacts

Collier County is taking a comprehensive approach to provide assistance for mitigating negative economic impacts within the community. Forty-one percent of total funds are allocated within this category. The following expenditure categories have been identified for program spending:



Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Negative Economic Impacts	(EC-2.1) Food Programs	CC 1.4	\$5,115,000
	(EC-2.1) Food Programs	CC 4.2	\$528,859.69
	(EC-2.1) Food Programs	CC 4.3	\$561,490

(EC-2)	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.1	\$8,933,968
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.6	\$391,032
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.8	\$1,436,018
	(EC-2.15) Long-term Housing Security: Affordable Housing	CC 4.4	\$11,479,137
	(EC-2.24) Addressing Educational Disparities: Aid to High Poverty Districts	CC 4.1	\$505,000
	(EC-2.34) Assistance to Impacted Nonprofit Organizations	CC 1.2	\$1,500,000
TOTAL			\$30,450,504.69

Public Sector Capacity

Twenty-one percent of total funds are allocated within this category. The following table presents projects within this category:



Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Public Sector Capacity (EC-3)	(EC-3.1) Public Sector Workforce: Payroll and Benefits	CC 3.2	\$15,166,770
	(EC-3.4) Effective Service Delivery	CC 3.5	\$600,000
TOTAL			\$15,766,770.00

Premium Pay

The County will recognize Collier EMS staff for their heroic efforts with a one-time \$2,000 hazard pay distribution for each employee that served on the front line during the 2020-21 pandemic response. One percent of total funds are allocated within this category:



Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Premium Pay (EC-4)	(EC-4.1) Premium Pay for Public Sector Employees	CC 3.1	\$380,000
TOTAL			\$380,000.00

Provision of Government Services

Recognizing that Collier County can nimbly respond to evolving local needs as the community emerges from the pandemic by pursuing the broad range of allowable services enabled by this expenditure category, the County has selected EC 6.1 for funding allocation. Thirteen percent of total funds are allocated within this category:



Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Revenue Replacement (EC-6)	(EC-6.1) Provision of Government Services	CC 3.6	\$10,000,000
TOTAL			\$10,000,000.00

Administrative

This category includes funding for grant management and evaluation of programs and outcomes until late 2026. Eight percent of total funds are allocated within this category. Expenditure Category areas are as follows:



Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Administrative (EC-7)	(EC-7.1) Administration	CC 3.3	\$5,863,982
TOTAL			\$5,863,982.00

These areas will promote a well-rounded recovery from the pandemic over the five year grant period – as funding must be fully obligated by December 31, 2024 and expended by December 31, 2026.

Other Federal Funds Currently in Use to Respond to COVID-19

Collier County has deployed federal response and recovery funds since mid-2020. Through its CARES programs – amounting to \$67.1 million, which are now fully exhausted - the County was able to prevent further crises and achieve economic stabilization. This included individual assistance (CCAP) and business assistance grants that have been re-tooled for inclusion in the current recovery plan (CC 1.1). A review of four currently active federal recovery funds totaling \$23 million is provided below for broader context:

Community Development Block Grant (CDBG) CV [\$4,232,728] - Annually, utilizing a formula basis, Collier County is awarded grant funding from the U.S. Department of Housing and Urban Development (HUD). Collier County utilizes fifteen percent (15%) of its annual allotment of grant funding for public service activities and the balance is utilized to support public activities related to a variety of infrastructure projects (i.e., stormwater planning, sidewalks, new fire station, etc.). All funds must meet a National Objective – Low-to-moderate Income, prevent or eliminate slum and blight or urgent community need. Specific projects support legal service for businesses, senior center, health services.

HOME Investment Partnership (HOME)- ARP [\$2,729,078] – Collier County is considered a Participating Jurisdiction (PJ) for the HOME program. The funding received, is allocated utilizing a formula designed to reflect relative housing need. These funds are utilized to implement local housing strategies that enables Collier County to increase affordable housing opportunities for low and very low-income families. Funding will support the acquisition of a transitional housing complex for persons who are homeless or at risk of homelessness and may have special needs.

Emergency Solutions Grant (ESG) CV [\$3,183,770] – The U.S. Department of Housing and Urban Development, awards grants on a formula basis, to Collier County. These funds are utilized to provide emergency assistance to people who are homeless or at risk of homelessness so that they might quickly regain stability in permanent housing. Funding will support rapid rehousing, case management, and shelter operations.

Emergency Rental Assistance (ERA) [\$14,329,718] – Funds provided via the US Treasury to local governments to assist with rental debt and evictions and the loss of basic housing security. COVID-19 has exacerbated an affordable housing crisis that predated the pandemic and that has exacerbated deep disparities that threaten the strength of an economic recovery that must work for everyone. To meet this need, the Emergency Rental Assistance program makes funding available to assist households that are unable to pay rent or utilities. Two separate programs have been established: ERA1 provides up to \$8M under the Consolidated Appropriations Act, 2021, which was enacted on December 27, 2020, and ERA2 provides up to \$6.3M under the American Rescue Plan Act of 2021, which was enacted on March 11, 2021.

Collier County has successfully closed the Emergency Rental Assistance (ERA) program Phase 1 and is on track to close Phase 2 in 2024. Collier County will continue to monitor funds use and impacts across Recovery Plan projects and the above programs to ensure that funds are utilized efficiently and effectively, without duplication.

PROMOTING EQUITABLE OUTCOMES

Collier County is committed to the “consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities.”³ through the development and implementation of funding and projects outlined in this Recovery Plan. Collier County does not tolerate discrimination in any of its programs, services or activities and encourages input from all interested parties, regardless of cultural identity, background, or income level. Pursuant to Title VI of the Civil Rights Act of 1964 and other federal and state authorities, the county will not exclude anyone from participation, deny benefits, or discriminate against anyone on the grounds of race, color, national origin, sex, age, disability, religion, income, or family status. Equity has served as a guiding principle for the development of the plan, influencing

³ Executive Order 13985, On advancing racial equity and support for underserved communities. [Web Link](#)

the goals identified, project design, geographic and needs-based provision of services, and intended program outcomes. Collier County will continue to monitor equitable outcomes throughout the funding horizon.

A key aspect of project development has been a focus on Qualified Census Tracts (QCTs) and disproportionately disadvantaged residents. American Community Survey Data finds that of Collier County's population of 404,310, roughly 89% are white, 7.3% are black, 1.7% are Asian, and 28.6% are Hispanic. 74.9% of housing is owner-occupied, 90.6% of the population has access to broadband, the Median household income is \$81,821, and 10.3% of persons are in poverty⁴. While the poverty rate is comparatively low countywide, areas of more concentrated poverty exist in East Naples, Immokalee, and in the Southwest part of the County. Lower income communities in Collier also display higher social vulnerability scores, as defined by the Center for Disease Control's Social Vulnerability Index (SVI). Variables such as poverty, lack of transportation access, and more crowded housing can figure into a higher SVI score, indicating that these communities may face more challenges during recovery⁵. QCTs, distributions of household income, as well as CDC's social vulnerability, along with geography-specific projects, are shown in the following maps.

To address the Negative Economic Impacts (EC 2) due to or during the pandemic Collier County has engaged in subrecipient agreements with organizations such as Legal Aid Services of Broward County, Inc D/B/A Legal Aid Service of Collier County to provide legal services and Housing Development Corporation of SW Florida, Inc. D/B/A HELP to provide assistance with the application process and eviction prevention services to residents with income levels at or below 140% area median income and facing foreclosure or at risk of eviction to provide housing stability. The County has also entered a Memorandum of Understanding with the Collier County Library Division to provide a Community Outreach, Education and Literacy (COLE) project to improve literacy and education of school-age students, participants engaged in general Educational Development (GED), and community outreach and homework for English as a Second Language (ESOL) and other students. A Memorandum of Understanding between the County and Collier County Museums for students who lost science and health instruction during the school closure to address education disparities in Immokalee by providing an interactive educational platform for students through a hands on instruction in this high poverty district, as well as, University Extension Service Division for nutrition education, healthy meals through food purchases, meal preparation and outreach to improve dietary quality, nutrition literacy, and reduce health disparities amount low-income and negatively economically impacted residents and SNAP-eligible participants.

Qualified Census Tracts

A Qualified Census Tract (QCT) means, "any census tract which is designated by the Secretary of Housing and Urban Development and, for the most recent year for which census data are available on household income in such tract, either in which 50 percent or more of the households have an income which is less than 60 percent of the area median gross income for such year or which has a poverty rate of at least 25 percent."

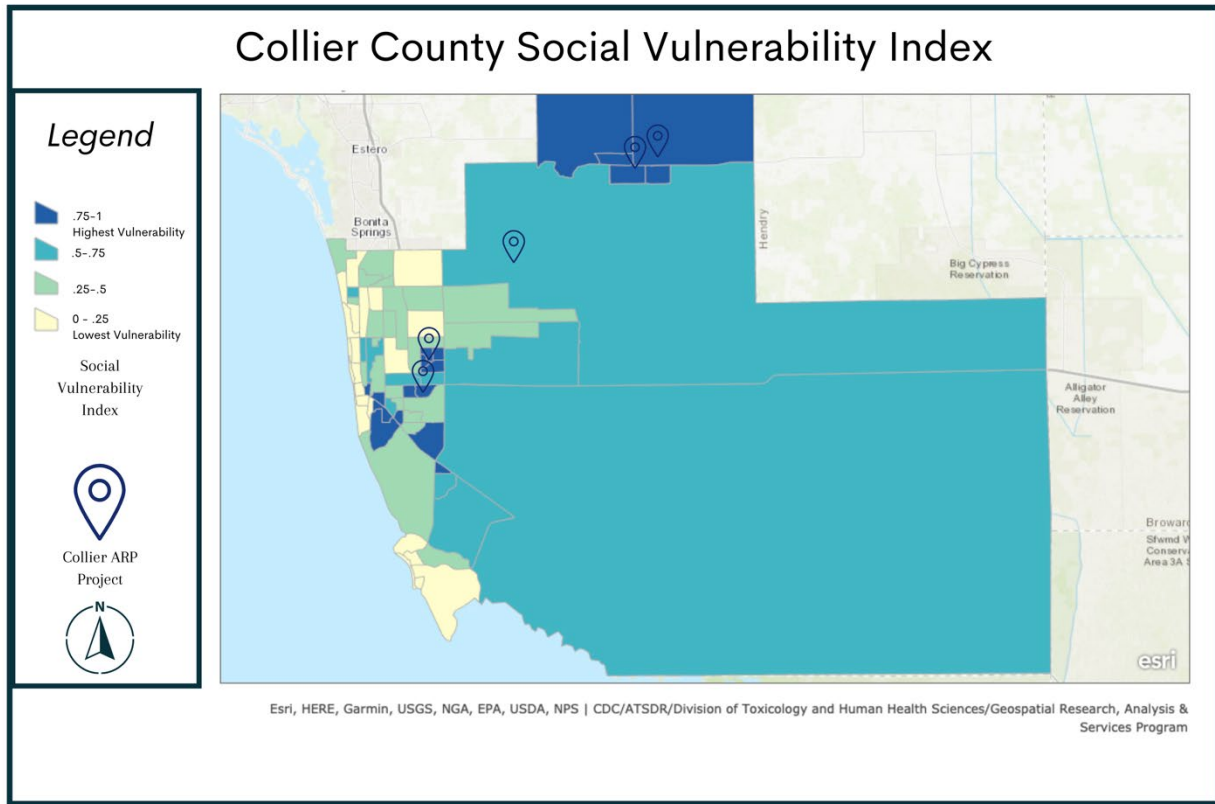
⁴ EDA StatsAmerica: <https://www.statsamerica.org/USCP/>
American Community Survey, 2023. <https://www.census.gov/quickfacts/fact/table/colliercountyflorida/PST045219>

⁵ CDC Social Vulnerability: https://www.atsdr.cdc.gov/placeandhealth/svi/fact_sheet/fact_sheet.html

There are 12 QCTs in Collier, including: 7.00, 104.20, 106.01, 107.01, 108.04, 111.03, 112.04, 112.05, 113.03, 113.04, 113.05, and 113.06⁶. Projects in this plan that focus on housing, food programs, education, and health and wellness target disproportionately disadvantaged persons and QCTs. In addition, several location-based programs and services have been identified in the plan as predominately serving QCTs.

Social Vulnerability

Social vulnerability refers to the resilience of communities when confronted by external stresses on human health, such as natural or human-caused disasters or disease outbreaks. The CDC's Social Vulnerability Index (SVI) uses 15 U.S. census variables at census tract level to identify communities that may need a higher level of support when recovering from a stressor event. In the map below, darker blue areas indicate higher social vulnerability. Immokalee, East Naples, Golden Gate, and Naples Manor all show a confluence of factors that can affect access to resources and vulnerability to disasters. These areas are mostly congruous with the HUD-identified Qualified Census Tracts and are served by ARP Recovery Plan projects.



⁶ HUD, 2024. https://www.huduser.gov/portal/sadda/sadda_qct.html

Equitable Outcome Goals

Collier County Recovery Plan projects will target Qualified Census Tracts and disproportionately impacted groups – namely lower income populations that are at risk of eviction or foreclosure, populations with health comorbidities that can exacerbate COVID-19 impacts, and those impacted by loss of in-person school instruction due to the pandemic. Food assistance, education, medical services, and public health activities are targeted to populations where low income is endemic, unemployment is higher than the county average, access to education continues to pose challenges, and co-morbidities to respiratory health continue to exacerbate health outcomes. The following goals have been identified, aligning with funding areas prioritized by the County.

Public Health Goal (EC-1)

Target Impacted and Disproportionately Impacted populations for access to public health services.

Negative Economic Impacts (EC-2)

Target Impacted and Disproportionately Impacted populations for access to Food Programs, Rent, Mortgage, and Utility Aid, Education Disparities, and Other Economic Support.

Awareness

Awareness of projects and services funded will be high, given the entities delivering new food, rent, mortgage, mental health services, education, and health services are trusted and established. With partners such as the Collier County Community Foundation, Collier County Libraries, and County Communications, awareness of programs will be transmitted to disadvantaged populations currently served by other funding and programs, and via a host of social media options, including email and Facebook notifications.

Access and Distribution

The distribution of these programs, and access to them, will predominantly serve low- and moderate-income individuals and families as well as disproportionately disadvantaged populations and groups. Whether through implementation within QCTs or based on identified pandemic impacts to Treasury-identified presumed-eligible beneficiary populations, these programs will address disparities such as wealth and education that exacerbated pandemic impacts.

Outcomes

Given the above goals, awareness, and distribution of projects, intended outcomes are to address hardships that were unevenly shared during the pandemic. Predominantly lower income persons with less food security, lower access to public health services, and early education will be the recipients, which is aimed at closing gaps in health, food security, and education.

Many of the outcomes described above under Key Outcome Goals recognize that residents who have experienced disparities leading to lower income, healthcare, and education are the focus populations of most project interventions. Projects CC 1.1-1.6, 1.8 and 3.4 (Rental Assistance, Mental Health, Housing, and Public Health Services, Food Security, and Housing Navigators), and CC 4.1-4.5 (Education, Food Assistance,

Affordable Housing, and Medical Care) were designed to serve residents of historically underserved, QCT, and/or disproportionately disadvantaged communities. Specifically, outputs and outcomes of selected equity-focused or adjacent projects are as follows (see also the Key Performance Indicators section):

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 1.9	CC 3.4 Public Health and Safety Operations and Response	<ul style="list-style-type: none"> Maintain sufficient nurse staffing levels during the pandemic to ensure patient safety. 	<ul style="list-style-type: none"> Maintain the appropriate level of nursing staffing as evidenced by the ratio of nursing FTE's to Patient Census.
EC 1.12	CC 1.5 Mental Health Services	<ul style="list-style-type: none"> At least 8500 total crisis stabilization bed days At least 1100 persons served annually. Readmission rates at 30, 90, and 180 days. 	<ul style="list-style-type: none"> 75% of individuals served in the Crisis Stabilization Units will receive evidence-based suicide risk screening using the Columbia-Suicide Severity Rating Scale (C-SSRS). 75% of individuals served in the Crisis Stabilization Units will participate in evidence-based safety planning (Stanley-Brown Safety Plan) to mitigate risk factors and strengthen protective factors post-discharge.

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 1.12	CC 1.9 Mental Health and substance abuse Services	<ul style="list-style-type: none"> • Number of individuals served. • Number of outreach services. 	<ul style="list-style-type: none"> • Total number of referrals provided.
EC 1.14	CC 1.3 Collier Comorbidity Care	<ul style="list-style-type: none"> • Total number of Home Food Deliveries. • Number of services beneficiaries received. • Dollar value of donated food and services. • Number of unduplicated individuals and families served. • Total individuals served. 	<ul style="list-style-type: none"> • Increased number of beneficiary services provided, measured quarter-over-quarter.
EC 1.14 (Continued)	CC 4.5 Collier Access to Care	<ul style="list-style-type: none"> • Total number of patients referred by PLAN to medical providers in their network. • Number of services that referred patients received. • Dollar value of donated services as reported by medical providers in PLAN's network. • Number of new medical providers 	<ul style="list-style-type: none"> • At least 370 patients referred annually to medical providers in the PLAN network for services. • Referred patients will receive a minimum of 2400 services annually. • At least \$3,000,000 worth of donated services annually, reported by medical providers in the PLAN network.



Expenditure Category	Collier County Project	Outputs	Outcomes
		enrolled in PLAN's network.	<ul style="list-style-type: none"> At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance.
EC 2.1	CC 1.4 Food Security for Collier County Residents	<ul style="list-style-type: none"> Support at least five Food Banks or Pantries serving Residents of Collier County. Support a minimum of 10,000 households in Collier County with food security goods and services, with demographic and QCT info for populations served. 	<ul style="list-style-type: none"> 75% of distributed food packages will include nutrition and/or healthy diet information. Children ages 18 or younger will be at least 25% beneficiaries of all food pantry distributions. At least 40% of funds expended for food distribution will be in a Collier QCT.
EC 2.1 (Continued)	CC 4.2 University Extension – Reaching More	<ul style="list-style-type: none"> Number of households participating in evidence-based nutrition education programs. 	<ul style="list-style-type: none"> Number of households in nutrition education programs who increase their knowledge of cost-efficient healthy meal preparation and how increased

Expenditure Category	Collier County Project	Outputs	Outcomes
			fruit and vegetable consumption supports nutrition for improved health.
EC 2.1 (Continued)	CC 4.3 Collier County Museums: Immokalee Pioneer Museum	<ul style="list-style-type: none"> Number of households receiving food assistance. 	<ul style="list-style-type: none"> Number of repeat participants that self-report increased fruit and vegetable consumption based on CDC Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions.
EC 2.2	CC 1.1 Affordable Housing – Mortgage and Rent	<ul style="list-style-type: none"> Number of persons receiving rent, mortgage, or utility assistance. 	<ul style="list-style-type: none"> 40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury. 100% of homeowners served will receive housing counseling services.

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 2.2 (Continued)	CC 1.6 – Housing Navigators and Legal Services	<ul style="list-style-type: none"> • Number of persons or households receiving eviction prevention services. • Number of persons or households served that are impacted or disproportionately impacted population, as defined by Treasury. • Number of persons or households referred to Legal Aid 	<ul style="list-style-type: none"> • 25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury. • 25% of cases will result in successful eviction prevention.
EC 2.2 (Continued)	CC 1.8 Affordable Housing – Collier County Emergency Rental Assistance	<ul style="list-style-type: none"> • Number of persons receiving rent, or utility assistance. 	<ul style="list-style-type: none"> • 100% of households assisted will be impacted or disproportionately impacted population, as defined by Treasury.
EC 2.15	CC 4.4 Collier County Affordable Housing	<ul style="list-style-type: none"> • Number of affordable housing units preserved or developed. 	<ul style="list-style-type: none"> • Percentage increase in number of affordable housing units preserved or developed.

Expenditure Category	Collier County Project	Outputs	Outcomes
			<ul style="list-style-type: none"> Percentage of units developed benefitting those 65% AMI and 80% AMI.
EC 2.24	CC 4.1 Collier County Libraries – COLE Program	<ul style="list-style-type: none"> Number of students participating in evidence-based tutoring programs. 	<ul style="list-style-type: none"> Increased positive attitude towards reading as self-reported by students participating in homework assistance sessions.
EC 2.34	CC 1.2 Help for Vulnerable Individuals and Families	<ul style="list-style-type: none"> Number of Nonprofit Organizations receiving assistance (for this reporting period). Number of Nonprofit Organizations approved to receive assistance located in QCTs (for this reporting period). 	<ul style="list-style-type: none"> Total dollar amount of salary support for Nonprofit Organizations provided (for this reporting period).

Measuring Equity

Assessing the location and extent of underserved populations within this plan has occurred through identification of Qualified Census Tracts, Household Income by Census Tract, and Tract-based Social Vulnerability Index scores. From this, projects have been tailored to serve as many of these areas as possible. Project CC 3.5, Evaluation and Data Analysis, subrecipient agreements, and memorandums of understanding will further define equity-responsive KPIs.

Future annual reports will provide qualitative and quantitative updates, coordinated through project CC 3.5, Evaluation and Data Analysis, on how projects and approaches have achieved or promoted equitable outcomes or goals. The “Evidence Base and Impact Evaluation” Team will coordinate with sub-recipients to further build out KPIs and identify service distribution to low income and disproportionately disadvantaged communities.

The County may work with the Evaluation Team to elaborate existing Key Outcome and Equity Goals and identify programmatic changes based on data gathered during the project horizon.

2022

In light of final rule guidance, the County is emphasizing services to and data collection upon impacted and disproportionately impacted beneficiaries. This includes persons of low to moderate income, persons experiencing housing or food insecurity, persons experiencing unemployment, recipients of certain federal benefits, inhabitants of Qualified Census tracts, and students who lost access to in-person instruction for a significant amount of time. As reporting data from projects and subrecipients becomes elaborated, reflections of populations served and KPIs related to equity projects will be reported in the Performance Report and Appendix A.

2023

Collier County continues to reduce disparities in life outcomes as well as disparities in public investment to shape those outcomes that will benefit all residents. Collier County continues to develop and implement strategies that identify, prioritize and effectively support the most disadvantaged geographies and populations. All programs are focused on authentically engaging residents, organizations, and other community stakeholders to inform and determine interventions (e.g., policy and program) and investments. The County seeks to improve long-term outcomes both intergenerationally and multigenerational. Data is being used to effectively assess and communicate equity needs and support timely project activities.

Working collaboratively and intentionally across departments as well as across leadership levels and decision-makers the County acts urgently and boldly to achieve tangible results. All programs will align policies, processes, practices to effectively address equity challenges throughout the County’s workforce (personnel, contractors and vendors). Many of the projects serve equitable ends (based on higher need), through a county-wide approach. However, projects CC4.1-4.4 target disproportionately impacted beneficiary populations. These Library, Museum, University Extension, and Affordable Housing projects directly serve QCTs or areas of higher social vulnerability, as shown by the following maps.

2024

Goals

Collier County remains committed to promoting equitable outcomes and reducing barriers to underserved communities and individuals by designing programs and projects with equity in mind. As a demonstration of this commitment, Collier County made a historical decision by allocating nearly 15%, or \$11.5 million, of its ARPA SLFRF funds to affordable housing efforts projects that are anticipated to serve historically underserved, marginalized and adversely affected groups in many ways.

Affordable Housing: According to a report by the Urban Institute on Housing for Equity and Inclusion, segregation by race, class, tenure and activity continues to dominate neighborhoods in the United States, and segregation by income has worsened over the past two decades. To help address these issues, Collier County's ARPA SLFRF-funded affordable housing projects have project elements that are anticipated to advance greater inclusion via the following goals.

Goal: Servicing Very Low-to-Moderate Income Impacted and Disproportionately Impacted Households:

All the affordable housing projects funded by ARPA SLFRF will reach very low (30% AMI) to moderate (80% AMI) income households, to include individuals who are homeless and at-risk of homelessness, such as the **Ekos on Santabarbara and Renaissance Hall at Old Course and Senior Living** projects. Projects that benefit non-enumerated eligible impacted populations, to include 65% AMI and higher households, were required to justify how the COVID-19 impact necessitates providing housing services to these individuals. Many funded projects will also service households that qualify under other federal assistance programs, such as Section 8 to maintain their affordable housing stock for income-restricted individuals and families.

Goal: Raising Individuals and Families within Qualified Census Tracts (QCT) Out of Persistent Poverty:

U.S. Housing and Urban Development (HUD) Qualified Census Tract (QCT) are census tract areas with a poverty rate of at least 25% or where 50% of the households have incomes below 60% of AMI. Persons living in these areas are among the most vulnerable, affected by persistent poverty.

Collier County is undertaking seven impactful projects to serve residents within its Qualified Census Tracts (QCTs). One notable initiative, CC1.3 Collier Comorbidity Care, aims to improve access to healthy foods, particularly for individuals living with or at risk of diabetes. This project also promotes health through home well checks during food delivery services and focuses on increasing the availability of fresh produce in food pantries. It supports clients with nutrition and cooking education to foster healthier eating habits. Another critical project, CC1.5 Mental Health Services, provides funding to a well-established entity to address the growing mental health demands in the county, ensuring residents receive necessary mental health support.

Additionally, CC1.6 Housing Navigators contracts with local nonprofits to assist households at risk of eviction or foreclosure, helping them navigate the legal process to prevent housing loss. This project primarily serves low and moderate-income populations experiencing heightened housing insecurity.

The CC 4.1 Collier County Library – COLE project offers educational sessions at the Golden Gate and Immokalee libraries, targeting QCT populations to enhance educational opportunities. CC4.2 University Extension, Reaching More – Extension Education, focuses on improving dietary quality and nutrition literacy through education on healthy meals and meal preparation, addressing health disparities worsened by the pandemic. Furthermore, CC4.3 involves recreating a 1.25-acre citrus grove and homestead garden at the Immokalee Pioneer Museum, benefiting residents in multiple QCTs by providing educational and nutritional resources to disadvantaged youth. Lastly, CC 4.5 Collier Access to Care ensures that impacted and disproportionately impacted residents receive comprehensive medical services, including primary, urgent, and specialized care, enhancing overall healthcare access in the community.

Goal: Creating Cohesive Communities:

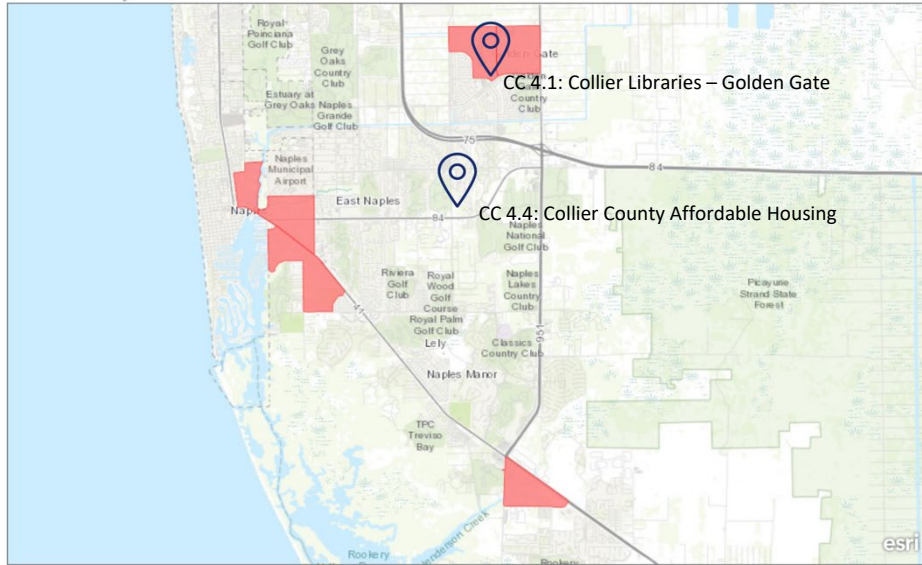
The physical availability of affordable housing can segregate populations by placing these communities in undesirable locations. In contrast, developments supported through Collier County’s ARPA SLFRF allocation includes projects like **Ekos and Renaissance Hall**, have extreme walkability and proximity to shopping, dining and entertainment. By supporting these types of projects through these funds, these areas become more diverse while conveying a sense of belonging and cohesion to low-to-moderate income households accessing these services.

Goal: Help Alleviate Housing Burdens for Households of Color:

The COVID-19 pandemic has hit different groups of Americans unequally. According to recent data, 22% of Black and 20% of Hispanic renters could not pay their prior month’s rent on time, compared with 9% of White renters. To advance equitable housing and alleviate housing burdens on households of colors, all ARPA SLFRF-funded affordable housing projects are required to comply with all Civil Rights-related federal statutes and regulations to include Title VI, the Fair Housing Act and others.

Collier County Qualified Census Tracts - West County

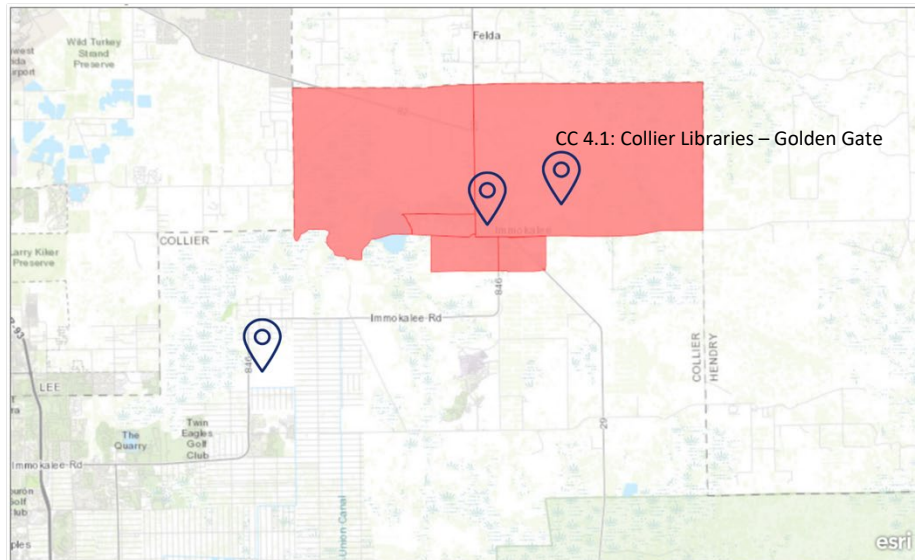
Legend



CDC/ATSDR/Division of Toxicology and Human Health Sciences/Geospatial Research, Analysis & Services Program | University of South Florida, County of Collier, Esri, HERE, Garmin, USGS, NGA, EPA, USDA, NPS

Collier County Qualified Census Tracts - East County

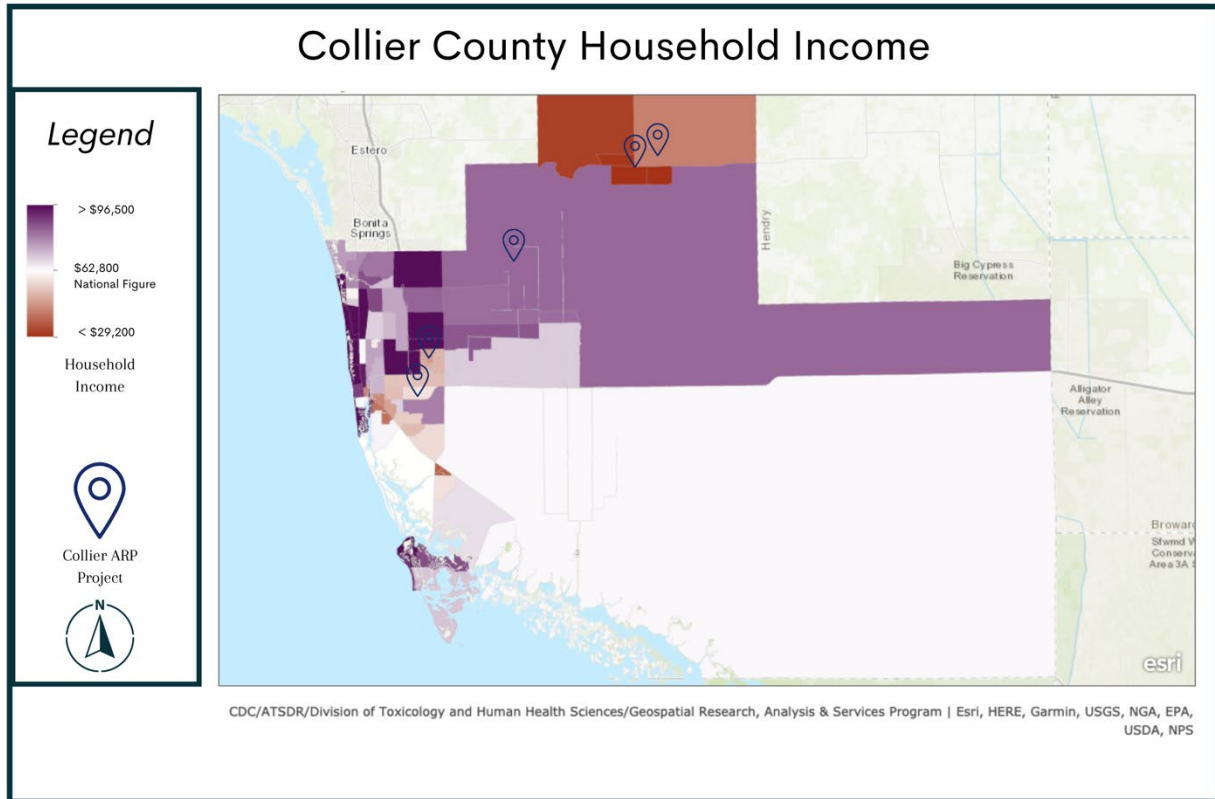
Legend



CDC/ATSDR/Division of Toxicology and Human Health Sciences/Geospatial Research, Analysis & Services Program | University of South Florida, County of Collier, Esri, HERE, Garmin, USGS, NGA, EPA, USDA, NPS

Median Household Income

Median Household Income in Collier County is \$81,821. By census tract, the median household income ranges from \$30,000 to above \$100,000 per year, as shown on the map below. Areas shaded in dark red indicate a higher concentration of low-income households. The largest area of concentrated poverty is located in Northern Collier County in the Immokalee area. Golden Gate, East Naples, and South along US-41 toward Naples Manor also contain tracts with modest median household incomes. Several of these areas are served by ARP projects herein.



COMMUNITY ENGAGEMENT

2021

The initial Collier County Recovery Plan was developed with significant input from partners and the public. The Community Engagement process began with partner/expert project creation. Proposal worksheets were developed and sent to partners across government and nonprofit sectors, including libraries, museums, and University Extension offices. The proposals developed by partner organizations supported public health response, economic impact responses, and services to disproportionately impacted communities. The initial set of ideas were vetted through the County Commission. Subsequently, a public survey was disseminated to determine if the programs proposed in the Recovery Plan would support the needs of the community, and final tweaks were then made. The figure below shows the steps followed in the Collier County engagement process.



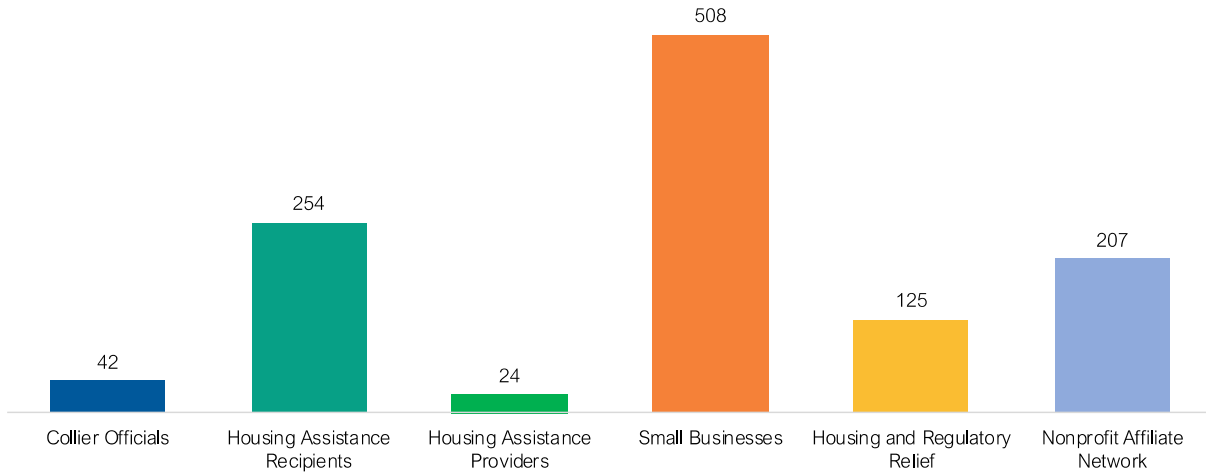
At the partner/expert phase Collier County staff met with the Community Foundation of Collier County, The Affordable Housing Advisory Committee, Collier County Health Department, and the Community Mental Health Agency. These meetings, conducted in mid-2021, gave rise to the initial projects which were reviewed by the Commission.

Collier County developed its first plan proposal in late Spring 2021, which was shared with the public through its County Commission meeting schedule and noticing protocols. The plan was discussed by the Commission, was made available for public comment, and a draft final version was approved at the June 22, 2021, Board of County Commissioners Board Meeting⁷.

To help raise awareness toward building the final Recovery Plan, a public input survey, website, and a one-page summary were crafted and deployed. The one-page summary and associated social media postings were duplicated in Spanish to disseminate information to the significant Hispanic population living within Collier County. Email outreach was sent to over 1,000 recipients through County and Community Foundation channels and highlighted in Collier County Facebook posts. The below figure shows the distribution of stakeholders who were asked to provide feedback.

⁷ Collier County, June 22, 2021. CRA Board Meeting Agenda: <https://www.colliercountyfl.gov/home/showpublisheddocument/97540/637595144825167868>

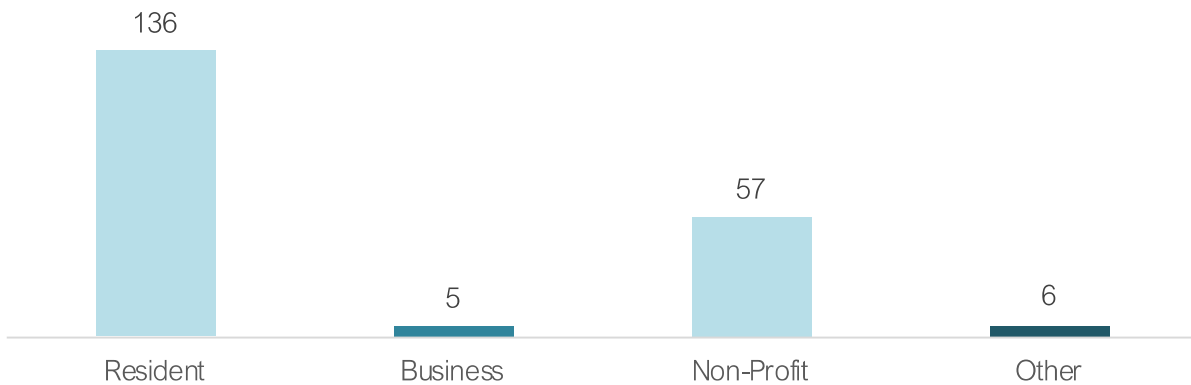
Collier County ARP Community Engagement Information Recipients



The survey, open from August 13, 2021, through August 20, 2021, received **206** responses. Residents, businesses, non-profits, and others provided answers, and feedback was positive. The following graphics present summary statistics and other highlights from the survey.

I am responding as a Collier County...

■ Resident ■ Business ■ Non-Profit ■ Other



204 respondents provided an answer to their identity for the purpose of the survey. 136 respondents replied as residents, 5 as businesses, 57 as non-profits, and 6 as “other”. The following two graphics explore respondents’ perception of proposed program benefits to residents and businesses.

Do these program areas add services that Collier County Residents can benefit from?



The vast majority – 98.5% - felt that the Collier programs presented by the website and 1-pager could be of benefit to Collier County residents. 133 of the 136 Resident respondents answered that programs and services would benefit people in the County.

Do these program areas add services that Collier County Businesses can benefit from?



A strong majority of respondents also felt that the programs depicted by the website and one-page outreach could be of benefit to Collier County businesses – 94.2%. Of note, all five business respondents answered “Yes”, that the projects depicted (including business recovery and resilience grants) would be of benefit to area businesses. 54 of the 57 non-profit respondents also found that the projects would benefit businesses.

In addition to general perception of the programs, respondents were invited to give open-ended input on public health, economic assistance, community services, essential workers, and infrastructure project preferences. Many of the responses reflect variations on projects as described within the plan, highlighting the importance of mental health and grief services (mentioned over 50 times), food assistance (35 mentions), services to children including education (31 mentions) and childcare (21 mentions), broadband access (22 mentions), training (20 mentions), and additional healthcare (17 mentions).

Given the commitment to monitoring and evaluation during the plan horizon, evaluators can return to survey responses for complementary programs should the need arise.

Building Capacity of Community Organizations

Implementation of Collier County projects will add capacity to local community organizations providing services to communities of color, low incomes, and limited English proficiency. This includes Collier Libraries in QCTs, Collier Museums in QCTs, and University and non-profit partners directly serving these areas. Engagement will continue beyond plan creation, through implementation, and represent a hallmark of Collier ARP funding.

Collier County Communications pushed messaging and information out to the full community. The County Communications and Customer Relations Division is committed to providing accurate, timely and useful information through a multimedia approach. This can include the County website, social media, government access television, printed publications, news releases, and public education and outreach. A full Spanish language complement is provided, and communications will be released during the ARP funding horizon (through 2026) in both English and Spanish.

2022

Since the inaugural plan, a significant amount of evolution has occurred. The release of the Final Rule and associated guidance led to project review and necessary adjustments. Per public input to the 2021 survey, however, projects still align with stated preferences. Mental health and grief services are still strongly supported; food assistance now contains the Community Foundation, UF Extension, and Collier Museums projects; education is supplied by the Library COLE and Museum projects; training for businesses through the Business Resilience grants; and additional healthcare through the EMS projects, PPE, PLAN, and Meals of Hope projects.

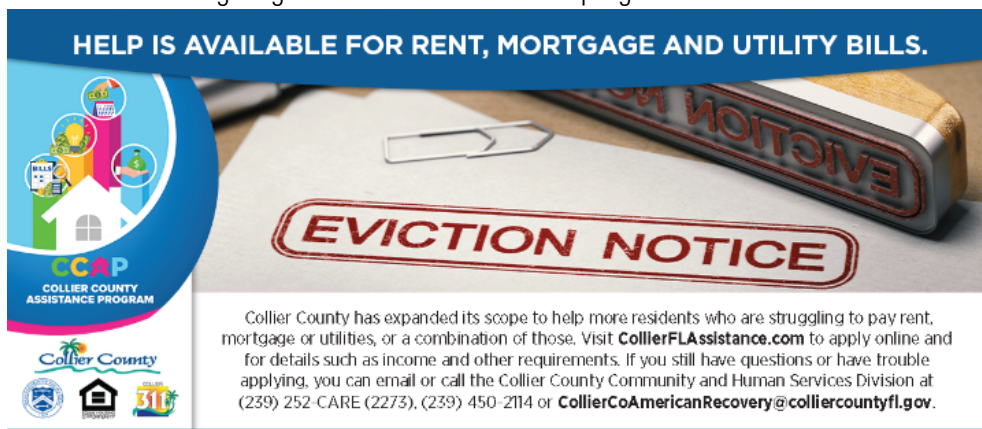
Collier County and partners initiated project specific messaging – for example, CC 1.1 Affordable Housing Grants – as projects began the pre-application process. An upcoming grant cycle project for 2022 will be CC 1.2 – which will include messaging for potential nonprofit grantees. The County continues to engage residents, businesses, and constituents via interaction at all levels. The graphics below serve as an illustrative representation showcasing a utility bill insert and a social media post, strategically employed to amplify the dissemination of messages and information to residents. New project proposals are fielded on a monthly basis and are evaluated according to need, allowability under SLFRF guidelines, and funding availability. Continued engagement of area nonprofits will be a feature of the full project horizon.

2023

Collier County is committed to providing ongoing outreach and communication with potential applicants as they prepare for the launch of the small business recovery program and the affordable housing program. To ensure that these programs are successful in meeting the needs of the community, Collier County will use a range of communication channels, including social media, email, and community meetings. These efforts will be designed to provide clear and concise information about the programs, eligibility criteria, and application procedures, as well as to answer any questions that potential subrecipients may have. Collier County recognizes that effective outreach and communication are critical to the success of these programs and will continue to work closely with the community to ensure that they are accessible and effective in meeting the needs of those they are designed to serve.

2024

Harnessing the potential of ARPA funds to promote equitable outcomes is more than an obligation for Collier County- it is crucial. A review of national equity based studies has shown that disparity has and continues to exist. The use of ARPA funds can help to reverse these disparities. The funding priorities have been set pursuant to the community process and Collier County maintaining awareness and its commitment to the community by engaging in outreach and communication with community-based service partners, nonprofits and citizens using social media, email, and community meetings in response to the pandemic. The ongoing feedback received has been vital in determining the need to continue providing mortgage or rent assistance, legal services, access to wellness services and education programs to eligible applicants. The County has aligned the use of these funds to deliver information and resources to promote fair treatment, equal access and opportunity to Collier citizens that historically face significant barriers to services, such as people of color, people with low incomes, limited English proficient populations and other traditionally underserved areas. It is evident that clear and concise information about the programs, eligibility criteria and procedures is essential to support the community. The County has developed a website in multiple languages to reach households and assist them in navigating the various ARPA benefit programs.



HELP IS AVAILABLE FOR RENT, MORTGAGE AND UTILITY BILLS.

Collier County has expanded its scope to help more residents who are struggling to pay rent, mortgage or utilities, or a combination of those. Visit [CollierFLAssistance.com](https://www.collierflassistance.com) to apply online and for details such as income and other requirements. If you still have questions or have trouble applying, you can email or call the Collier County Community and Human Services Division at (239) 252-CARE (2273), (239) 450-2114 or CollierCoAmericanRecovery@colliercountyfl.gov.



The negative economic impacts and services to disproportionately impacted communities programming has expressly targeted qualified census tracts. Process is policy, and the administration's reliance on a series of community driven and data informed processes to help set allocation priorities has been grounded in the conviction that diverse perspectives will result in a more equitable and impactful portfolio of public investments.

A more fundamental takeaway from this engagement process is that while a generous allocation of SLFRF funds represents an extraordinary opportunity to transform an inequitable and unsustainable status quo, the scale and scope of the County's needs is greater still. This raises an important question: how best to balance the need to provide urgent relief to low- and moderate-income households disproportionately impacted by the pandemic, with the opportunity to leverage these funds to make transformative investments which can drive sustainable changes. The upcoming year's focus is to prioritize longer term investments that the community can see and feel into housing, infrastructure, and more. The County will continue to build on our commitment to meeting the basic needs of all Collier County residents. Housing, food, healthcare, and dignity are all fundamental human rights, and those citizens below median income still disproportionately cite household assistance as their top priority, which remains our constant focus.

LABOR PRACTICES

Collier County utilizes strong labor standards to promote effective and efficient delivery of projects while also supporting economic recovery through strong employment opportunities.

The Board of County Commissioners has set a tone for inclusive, competitive labor practices for all employees and contractors. The following paragraphs discuss Collier Human Resources policies and Procurement Services Division values that enable fair labor practices.

It is the continuing policy of Collier County Board of County Commissioners to ensure that all Human Resources policies and practices are administered without regard to race, color, religion, sex, age, national origin, physical or mental handicap, or marital status.⁸ All Human Resources practices, including

⁸ Collier County Personnel Ordinance No. 2001-50

compensation, benefits, discipline, safety, as well as social and recreational activities are administered and conducted in compliance with State and Federal law. All recruitment, selection, placement, promotion, transfer, training, and reduction in force decisions are based solely on the candidates'/employees' job-related qualifications and abilities. Outreach programs may be utilized to recruit, hire, and ensure advancement of qualified minority group members, women, disabled individuals, and veterans.

Collier County Government takes steps as necessary to ensure that the work environment is free of unlawful discrimination or harassment. On an annual basis, the County reviews its Human Resources procedures and strives to ensure that its supervisors and managers adhere to its commitment to Equal Employment Opportunity (EEO) principles.

Collier County Government encourages employees who have EEO-related questions, comments, or complaints to discuss them with their supervisor, department director, administrator, or a representative from the Human Resources department. Employees are also encouraged to utilize the Commitment to Fair Treatment Procedure. Additionally, Collier County Government refers applicants and employees to the Florida Commission on Human Relations (FCHR), established in 1969 with the intent of protection against unlawful discrimination. The FCHR assists in claims of wrongdoing, including discrimination, and provides a means for effectively resolving problems should they arise⁹.

In 2020 and 2023, Collier County Procurement Services Division was awarded the National Procurement Institute's 25th Annual Achievement of Excellence in Procurement, which recognizes procurement organizations that embrace innovation, professionalism, productivity, leadership, and e-Procurement. The National Procurement Institute encourages the development of excellence and continued organizational

⁹ Collier County, 2015. <https://www.colliercountyfl.gov/Home/ShowDocument?id=61640>

improvement in public and non-profit institutions. Collier County is one of the 15 distinguished first-time winners, one of 32 agencies in Florida, and one of 42 Counties in the United States and Canada¹⁰.

The Collier County Procurement Services Division procures more than \$800 million annually in goods and services, overseeing awards, market research and analysis, and bids for County contracts. Contractor monitoring and performance observes all regulations required by 2 C.F.R. 200 as pertains to federal funding. Where applicable, the Division monitors prevailing wages to ensure that contractors are exceeding federal minima, and that compensation is fair and competitive within the County.

The vision, mission, and values of Collier County Procurement division center on trust, honesty, collaboration, quality, and beyond to ensure that workers and beneficiaries are respected in their provision and enjoyment of County amenities.

PROCUREMENT SERVICES DIVISION

Vision: The Procurement Services Division is a trusted strategic partner that provides value driven support services. Our vision is to deliver best-class procurement services serving the best interest of the County.

Mission: To maximize the value we deliver the County by providing best-class procurement services and a commitment to strategic planning and competitive purchasing with consistent procurement support services that assist customers in obtaining their goals in serving the community.

Core Values

Honesty & Integrity: We speak and act truthfully, acknowledging mistakes, keeping commitments and avoiding silence; 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; business is conducted in accordance with the highest professional and ethical standards.

Quality: We strive for continuous improvement in the delivery of our service doing the entire job right the first time.

Respect: We treat others with dignity and courtesy.

Knowledge: We are a learning organization, and 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's money; we carefully manage the resources entrusted to us; and, 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.

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

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.

Exceeding expectations, every day!



¹⁰ Collier County, 2024. <https://www.colliercountyfl.gov/government/county-manager-operations/divisions/procurement-services>

USE OF EVIDENCE

For Collier County projects falling within the categories of Public Health (EC 1) and Negative Economic Impacts (EC 2) the County is committed to identifying how funds are being used for evidence-based interventions, and where applicable, how project impacts can be evaluated in a way that builds evidence. In addition to evidence presented here and by subrecipients, project CC 3.5 will bring in the services of an Evidence Base and Impact Evaluation team to coordinate activities in these areas.

The treasury defines evidence-based projects as “interventions with strong or moderate evidence”:

- Strong evidence means the evidence base that can support causal conclusions for the specific program proposed by the applicant with the highest level of confidence, as backed by one or more well-designed and well-implemented experimental study conducted on the proposed program with positive findings on one or more intended outcomes.
- Moderate evidence means that there is a reasonably developed evidence base that can support causal conclusions. It consists of one or more quasi-experimental studies with positive findings on one or more intended outcomes or two or more non-experimental studies with positive findings on one or more intended outcomes.¹¹
- The following Collier County projects under EC 1 and 2 will strive to include evidence-based findings to justify program activities:

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Mental Health Services CC 1.5	EC 1.12 Mental Health Services	\$6,861,444.31 to provide evidence-based mental health services.	Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.	*(see below)

¹¹ U.S. Department of the Treasury. “Coronavirus State and Local Fiscal Recovery Funds Guidance on Recipient Compliance and Reporting Responsibilities”.

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Mental Health and substance abuse services CC 1.9	EC 1.12 Mental Health Services	\$315,000 to provide evidence-based mental health and substance abuse services.	<p>Barnett, M.L., Gonzalez, A., Miranda, J. Chavira, D.A. Lau, A.S (2018). Mobilizing community health workers to address mental health disparities for underserved populations: A systematic review. <i>Adm Policy Ment Health</i>, 45:195-211. DOI 10.1007/s10488-017-0815-0</p> <p>Kangovi, S., Mitra, N., Grande, D., Long, J.A., Asch, D.A. (2020). Evidence-based community health worker program addresses unmet social needs and generates positive return on investment, <i>Health Affairs</i>, 39(2),207-213. DOI 10.1377/hlthaff.2019.00981</p> <p>Whitley, E.M., Everhart, R.M., Wright, R.A. (2006) Measuring return on investment of outreach by community health workers. <i>Journal of Health Care for the Poor and Underserved</i>, 17(1), 6-15. https://doi.org/10.1353/hpu.2006.0015</p> <p>*Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	*(see below)

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Food Security for Collier County Residents CC 1.4	EC 2.1 Household Assistance: Food Programs	\$5,115,000 to address food security and improve access, affordability, and infrastructure for health, fresh food.	<p>Rowland et al. "Improving Health while Alleviating Hunger: Best Practices of a Successful Hunger Relief Organization." 2018. Web Link.</p> <p>Nonprofit sub-recipients within this category will provide evidence-based proof from their own academic sources, or from the Pew Results First Clearinghouse or similar platform, and will work with Collier Impact Evaluation Team (CC 3.5) to define an evaluation plan for funded projects.</p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	*(see below)
Reaching More – Extension Education CC 4.2	EC 2.1 Household Assistance: Food Programs	\$528,859.69 to provide classes, demonstrations, and meal supplements that support nutrition strategies and food preparation to promote nutritional security.	<p>Extension Family and Consumer Science Programs and the Family Nutrition Program use a: "comprehensive set of best practices in nutrition education for low-income audiences". Best practices are elements and/or strategies, supported by evidence, that have been shown to be effective in achieving programmatic outcomes" Web link</p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	*(see below)

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Collier County Museums: Immokalee Pioneer Museum CC 4.3	EC 2.1 Household Assistance: Food Programs	\$561,490 to re-create a 1.25-acre citrus grove and ½ acre garden museum, providing access to healthier fruit and vegetable options to individuals experiencing food insecurity due to hardships exacerbated by the COVID-19 pandemic.	<p>Alaimo, Packnett, E., Miles, R.A., & Kruger, D.J. (2008) Fruit and Vegetable Intake among Urban Community Gardeners. <i>Journal of Nutrition Education and Behavior</i>, 40(2), 94-101. Web link</p> <p>Burt, Mayer, G., & Paul, R. (2021). A systematic, mixed studies review of the outcomes of community garden participation related to food justice. <i>Local Environment</i>, 26(1), 17-42. Web Link</p> <p>Hume, Grieger, J.A., Kalamkarian, A., D’Onise, K., & Smithers, L.G. (2022). Community gardens and their effects on diet, health, psychosocial and community outcomes: a systematic review. <i>BMC Public Health</i>, 22(1), 1247. Web Link</p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	*(see below)
Affordable Housing – Mortgage and Rent CC 1.1	EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid	\$8,933,968 to address housing needs exacerbated by the COVID-19 pandemic – rental assistance and mortgage assistance for 0-140 AMI, as well as housing navigators and legal services to assist persons experiencing homelessness.	<p>A study of housing assistance programs during Covid-19 found that “many programs were ultimately successful in serving households within a limited time period.” Partnering with local nonprofits led to better outcomes. Reina, Ellen, Aurand et al. “COVID-19 Emergency Rental Assistance: Analysis of a National Survey of Programs” 2021. Web Link</p> <p>Full Evidence Base in development and to be maintained by FGCU Impact and Evaluation Team.</p>	*(see below)

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Housing Navigators and Legal Services CC 1.6	EC 2.2 Household Assistance – Rent, Mortgage and Utility Aid	This project provides \$391,032 for housing navigation services, including eviction legal services for persons at risk of eviction. Services will be provided by a local not for profit.	<p>The Pew Results First Clearinghouse provides that “Legal support in eviction proceedings” holds the second-highest evidence-based rating. Web link</p> <p>Sub-recipients within this category will provide evidence-based proof from their own academic sources, or from the Pew Results First Clearinghouse or similar platform, and will work with Collier Impact Evaluation Team (CC 3.5) to define an evaluation plan for funded projects.</p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	*(see below)
Affordable Housing – Collier County Emergency Rental Assistance CC 1.8	EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid	\$1,436,018 to address housing needs exacerbated by the COVID-19 pandemic – rental assistance to Collier County’s most disadvantaged residents and reduce homelessness and housing instability.	<p>A study of housing assistance programs during Covid-19 found that “many programs were ultimately successful in serving households within a limited time period.” Partnering with local nonprofits led to better outcomes. Reina, Ellen, Aurand et al. “COVID-19 Emergency Rental Assistance: Analysis of a National Survey of Programs” 2021. Web Link</p> <p>Full Evidence Base in development and to be maintained by FGCU Impact and Evaluation Team.</p>	*(see below)

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Collier County Affordable Housing CC 4.4	EC 2.15 Long-term Housing Security: Affordable Housing	\$11,479,137 to partner with one or more local developers of Affordable Housing and new units to Treasury presumed eligible recipients	<p>According to the United States Interagency Council on Homelessness: “Research indicates that affordability is a key determinant of the future stability of a household’s housing.”</p> <p>Expected beneficial outcomes are increased access to affordable and quality housing, increased neighborhood choice, and decreased disparities.</p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	*(see below)

**The County is working with an Evidence Base and Impact Evaluation Team (CC 3.5) to determine feasible evidence-based project expenditure amounts. The Team may also make recommendations regarding a learning agenda or other tools for overall program monitoring and evaluation.*



PERFORMANCE REPORT 2023 - 2024

COLLIER KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs), in addition to those mandated by the Treasury, reflect individuals, families, and businesses served, with an emphasis on outcomes that increase access, decrease negative health outcomes, and evaluate the efficiency, efficacy, and equity.

For the August 31, 2021, Recovery Plan, Key Performance Indicators – i.e., outputs and outcomes – have been defined broadly in response to current project definition. *As sub-recipient agreements and MOUs are composed, outputs and outcomes may shift to reflect the implementing organization’s specific logic model.*

Performance Report			
EC 1.7	CC 1.7	Collier Public Health Infrastructure (Not Started)	YTD NUMBER
	Output	Number of fully outfitted Ambulances acquired for Collier EMS emergency response	
	Outcome	Improved response times for EMS service, as measured by a year-over-year comparison, pre- and post-acquisition of new EMS vehicles	
EC 1.9	CC 3.4	Public Health and Safety Operations and Response	
	Output	Maintain appropriate nurse staffing levels during the pandemic to ensure patient safety	1.9
	Outcome	Maintain the sufficient level of nursing staffing as evidenced by the ratio of nursing FTE’s to Patient Census	1.9
EC 1.12	CC 1.5*	Mental Health Services	
	Output	At least 8500 total crisis stabilization bed days	12,225
	Output	At least 1100 clients served per year	1594
	Output	Readmission rates at 30, 90, and 180 days	10.5%, 16%, 19%
	Outcome	75% of individuals served in the Crisis Stabilization Units will receive evidence-based suicide risk screening using the Columbia-Suicide Severity Rating Scale (C-SSRS)	99%

	Outcome	75% of individuals served in the Crisis Stabilization Units will participate in evidence-based safety planning (Stanley-Brown Safety Plan) to mitigate risk factors and strengthen protective factors post-discharge	98.4%
EC 1.12	CC 1.9	Mental Health and Substance Abuse Services (Not Started)	
	Output	Number of individuals served	
	Output	Number of outreach services	
	Outcome	Total number of referrals to provider agencies	
EC 1.14	CC 1.3	Collier Comorbidity Care	
	Output	Total number of Home Food Deliveries <i>(During the year there were no home food deliveries due to the lack of staff)</i>	0
	Output	Dollar value of donated food and services	\$2,469,300.00
	Output	Number of services beneficiaries received	24,693
	Output	Number of unduplicated individuals and families served.	11,762
	Output	Total individuals served	11,762
	Outcome	Increased number of beneficiary services provided, measured quarter-over-quarter	41
EC 1.14	CC 4.5	Collier Access to Care	
	Output	Total number of patients referred by PLAN to medical providers in their network	585
	Output	Number of services that referred patients received	2587
	Output	Dollar value of donated services as reported by medical providers in PLAN's network	\$5,126,424.68
	Output	Number of new medical providers enrolled in PLAN's network	1
	Outcome	At least 370 patients referred annually to medical providers in the PLAN network for services	585
	Outcome	Referred patients will receive a minimum of 2400 services annually	2587

	Outcome	At least \$3,000,000 worth of donated services annually, reported by medical providers in the PLAN network	\$5,126,424.68
	Outcome	At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance	1
EC 2.1	CC 1.4	Food Security for Collier County Residents*	
	Output	Support at least five Food Banks or Pantries serving Residents of Collier County	5
	Output	Support a minimum of 10,000 households in Collier County with food security goods and services, with demographic and QCT info for populations served	15,650
	Outcome	75% of distributed food packages will include nutrition and/or healthy diet information	100%
	Outcome	Children ages 18 or younger will be at least 25% beneficiaries of all food pantry distributions	25%
	Outcome	At least 40% of funds expended for food distribution will be in a Collier QCT	79%
EC 2.1	CC 4.2	University Extension - Reaching More	
	Output	Number of households participating in evidence-based nutrition education programs	1853
	Outcome	Number of households in nutrition education programs who increase their knowledge of cost-efficient healthy meal preparation and how increased fruit and vegetable consumption supports nutrition for improved health.	1258
EC 2.1	CC 4.3	Collier County Museums: Immokalee Pioneer Museum	
	Output	Number of households receiving food assistance	54
	Outcome	Number of repeat participants that self-report increased fruit and vegetable consumption based on CDC Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions	3
EC 2.2	CC 1.1	Affordable Housing - Mortgage and Rent	
	Output	Number of persons or households receiving rent, mortgage, or utility assistance	65

	Outcome	40% of households will be impacted or disproportionately impacted population, as defined by Treasury	100%
	Outcome	100% of homeowners served will receive housing counseling services	100%
EC 2.2	CC 1.6	Housing Navigators and Legal Services	
	Output	Number of persons or households receiving eviction prevention services	130
	Output	Number of persons or households served that are impacted or disproportionately impacted, as defined by Treasury	130
	Output	Number of persons or households referred to Legal Aid	6
	Outcome	25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury	100%
	Outcome	25% of cases will result in successful eviction prevention	51%
EC 2.2	CC 1.8	Affordable Housing – Collier County Emergency Rental Assistance	
	Output	Number of persons or households receiving rent or utility assistance	188
	Outcome	100% of households assisted will be impacted or disproportionately impacted population, as defined by Treasury	100%
EC 2.15	CC 4.4	Collier County Affordable Housing	
	Output	Number of affordable housing units preserved or developed	
	Outcome	Percentage increase in number of affordable housing units preserved or developed	
	Outcome	Percentage of units developed benefitting those 65% AMI and 80% AMI	
EC 2.24	CC 4.1	Collier County Library – Community Outreach, Literacy, and Education (COLE)	

	Output	Number of students participating in evidence-based tutoring programs.	286
	Outcome	Increased positive attitude towards reading as self-reported by students participating in homework assistance sessions.	70%
EC 2.34	CC 1.2	Help for Vulnerable Individuals and Families	
	Output	Number of Nonprofit Organizations receiving assistance (for this reporting period)	28
	Output	Number of Nonprofit Organizations approved to receive assistance located in QCTs (for this reporting period)	10
	Outcome	Total dollar amount of salary support for Nonprofit Organizations provided (for this reporting period)	\$1,083,555.34
EC 3.1	CC 3.2	Public Health and Safety Operations	
	Output	Number of government FTEs responding to COVID-19 supported under this authority	405
	Outcome	Maintain employee retention	96%
EC 3.4	CC 3.5	Evaluation and Data Analysis	
	Output	Number of projects for which evaluation data has been negotiated with subrecipient	16
	Output	Number of Projects for which evaluation plans have been defined and implemented	23
	Output	Number of projects for which evidence base has been refined	14
	Outcome	Annual Key Outcome Goal Assessments	5
EC 4.1	CC 3.1	Premium (Hazard) Pay	
	Output	Number of staff provided premium (hazard) pay benefits	191
	Outcome	Lower turnover rate in job categories receiving premium (hazard) pay	13%
EC 6.1	CC 3.6	Provision of Government Services	
	Output	Dollars spent on provision of government services to date	\$10,000,000

EC 7.1	CC 3.3	Administration	
	Output	Dollar amount of funds encumbered to ARPA projects	\$52,339,572.15
	Outcome	Number of timely annual Treasury submissions for Collier County ARPA	100%

SUMMARY AND NEXT STEPS

2021

This plan represents the first phase in a multi-year process of reporting and plan implementation. Through it, Collier County has created a roadmap for utilizing the \$74,762,701 awarded by the Treasury to spur recovery in an efficient, effective, and equitable fashion.

As mentioned in the Executive Summary, six more iterations of this plan – delivered as an *Annual Report* – will be created between August 31, 2021, and March 31, 2027. Per Treasury Guidance for States, U.S. territories, metropolitan cities and counties with populations exceeding 250,000 residents, Collier County will also be required to submit a one-time Interim Report on August 31, 2021, and a Project and Expenditure Reports starting October 31, 2021, and then on a quarterly basis until 2027.

Given that the COVID-19 pandemic brought about an unprecedented leap – and precipitous drop – in Collier County unemployment, it is likely that recovery needs will evolve over the five-year project horizon. Additionally, as the County collaborates with implementation partners, projects and KPIs will be further defined to best express organizational capacities and the needs of populations served. As such, Expenditure Categories, Projects, KPIs, and Outcomes are likely to continue to change in the months and years to come, which this plan has emphasized throughout. As recommended in Treasury Guidance, the County will notify Treasury of substantial updates to the plan in months and years to come.

At this point, next steps will consist of finalizing subrecipient agreements and memorandums of understanding with all implementation partners. The County will also work with administration partners to build out the software data capture, project management, and reporting systems that underpin successful project deployment. Staff will work to create policies and procedures for County grant and assistance programs, targeting those disproportionately disadvantaged by the pandemic. An evaluation team will also begin “deep dive” activities to define impact evaluation and additional evidence bases where needed.

Plan Amendments

Recognizing that Expenditure Category uses and Projects will evolve over time, amendments to the plan are anticipated. Amendments can be processed on a continual basis throughout the year and will be shown on an Amendment Log at the beginning of the document. The Amendment Log will note amendment number, date, content of amendment, level of approval that has approved the content, and affected pages.

Amendments involving re-allocations of \$50,000 or less may be processed administratively with County Manager approval via memorandum. Recommendation to accept amendments over \$50,000 will be routed to the Board of County Commissioners via agenda material.

All amendments will be carried out in accordance with existing Collier County Grants and Procurement policies and procedures.

This plan will be posted on a public-facing website for the entirety of project activities (until 2027). For questions, please contact the Collier County Community and Human Services Division at (239) 252-2273.

2022

Collier County responded to numerous changes between submission of the 2021 Recovery Plan, the amended 2021 plan submitted to Treasury (Amendment 5), and the 2022 edition (Amendments 6 and 7). Five projects were added and five removed, in step with changing pandemic needs and local priorities. This included use of the Revenue Replacement Expenditure Category, removal of infrastructure projects, and additions of an affordable housing project and EMS capital expenditure project. Further, many of the County's centerpiece equity projects were re-crafted to better fit within Final Rule expenditure categories, and reasonable and proportional responses to identified impacts or impacted/disproportionately impacted populations. Subrecipient agreements experienced continual adaptation during this timeframe. As Treasury guidance changed, so too did the corresponding agreements the County had in development. Key Performance Indicators were improved and evidence bases were updated. This led to delays in project roll-outs; ultimately a good development rather than to have projects in defunct Expenditure Categories or lacking justification, such as the reasonable and proportional response. Collier County collaborated with subrecipients to access the current need and realigned project budgets and expenditure categories to better serve the community.

Significant progress has been made pertaining to grant management software and oversight. Florida Gulf Coast University will continue to assist with project monitoring & evaluation, which may also impact projects and expenditure categories utilized in years to come.

2023

Collier County submitted Amendment 8 which included several strategic adjustments to enhance project evaluation and reallocate resources to address critical community needs. The amendment revises Key Performance Indicators to better align with project outputs and outcomes, ensuring a comprehensive evaluation process. Significant funding reallocations include reducing the Collier County Libraries COLE project by \$880,000 and the Small Business Resiliency by \$1,000,000 to support affordable housing. Additionally, the Small Business Recovery fund is reduced by \$315,000 to create a new project for mental health and substance abuse outreach services, and by \$2,495,863 to further support affordable housing. Housing Assistance is reduced by \$513,982 to cover ongoing costs, with an additional \$50,000 allocated to extend support for the Physician Led Area Network (PLAN) for another year. Further adjustments include a \$1,000,000 reduction in the EMS Public Sector Workforce fund to facilitate the purchase of additional ambulances and light-duty trucks. These changes aim to ensure funds are utilized effectively and address the evolving needs of the community.

2024

Collier County SLFRF Amendment 9 focuses on reallocating funds and updating project narratives to better support community needs and enhance public services. One major change is the reduction of Project CC 4.2 Extension Education by \$1,017,140.31, redirecting these funds to support the David Lawrence Center for an additional year. Additionally, the Small Business Recovery fund is decreased by \$2,689,137 to bolster affordable housing initiatives, addressing a critical need within the county.

Further adjustments include modifications to the Collier Public Health Infrastructure project narrative, now allowing EMS to purchase up to seven new ambulances, thereby enhancing emergency response capabilities. These modifications were made to provide clearer and more comprehensive reporting on project progress and performance, ensuring effective management and utilization of the SLFRF funds.



PROJECT INVENTORY

As presented above, Collier County has currently identified 20 projects falling under 14 expenditure sub-category areas in its initial Recovery Plan. These projects respond to partner feedback, information about outstanding needs and underserved populations, and public feedback. **However, given the long horizon, likelihood of evolving needs, and extensive expenditure category breadth, it is expected that projects and expenditure categories may change over time.**

Project ID [CC 1.1]: Affordable Housing – Mortgage and Rent

Funding amount: \$8,933,968.

Status of Completion: Completed 50% or more.

Total Project Expenses: \$7,523,510.90

Project Duration: 2/1/2022 – 12/31/2026

Project Expenditure Category: EC 2.2

Key Outcome Goal alignment: Housing



Project Overview

Collier County will implement direct grant assistance to individuals and families in the form of rent, mortgage, and utility assistance. The rental program will be available to individuals with income of 0% to 140% AMI, and the mortgage program will serve households up to 140% AMI, targeting residents in QCTs and those at or below 185% of the Federal Poverty Level. The program will provide a maximum of \$25,000.

Project Website <https://www.colliercountyhousing.com/>

Goals and Use of Evidence

The goal of the project is to mitigate housing instability preventing an increase of individuals and families in poverty. In addition to the below cited similar interventions with positive outcomes, FGCU and the subrecipient are evaluating this project via KPI and SWOT, as detailed below.

1. Anderson L. M., Charles, J. S., Fullilove M.T., Scrimshaw S.C., Fielding J.E., Normand J. (2003) Providing affordable family housing and reducing residential segregation by income. A systematic review. *Am J Prev Med.* 24 (3), 47-67.
2. Moulton, S., Chun, Y., Pierce, S., Holtzen, H., Quercia, R. G., and Riley, S. (2022) Does Temporary Mortgage Assistance for Unemployed Homeowners Reduce Longer Term Mortgage Default? An Analysis of the Hardest Hit Fund Program. *Journal of Policy Analysis and Management*, 41(2), 515– 551
3. Shroder, M. (2002) Does housing assistance perversely affect self-sufficiency? A review essay. *Journal of Housing Economics*, 11, 381-417.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
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Number of persons receiving rent, mortgage, or utility assistance	65
Outcome	Cumulative Data (Q1-Q4 2023-2024)
40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury	100%
100% of homeowners served will receive housing counseling services	100%

Success Story

“A disproportionately impacted household, residents of one QCT in Collier County, household of five with three minors, one disabled, they were about to lose their house before they got into the program. Mother had lost her job and was struggling to find another. The mother tried to supplement with multiple job opportunities, but they were not feasible due to no childcare. Her spouse had also gotten hurt and was not receiving income until he was approved for Long Term Disability. They struggled to stay up to date with all their bills. Along with the cost of medical appointments, medications, and the cost of household groceries/necessities made it increasingly difficult to catch up on their overdue mortgage and car note (which they were about to lose too).

The lender had started the foreclosure process, but we were able to stop it due to the help from the program. Thanks to the program they can stay in their home.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

The Project allowed for the development and/or strengthening of collaborations across the county. Housing issues need multiple organizations to be helped by the community.

Weakness

Limited amount of funding and large number of applicants.

Opportunities

Collier County residents who need housing assistance now have a better awareness of different organizations to support them. This leads to opportunities which can lead to more effective assistance and less burden on individual organizations.

Threats

There continues to be a limited amount of assistance funds in the region while the housing market demand remains intact with similar constraints such as increased rental cost and lack of affordable units. Rise in insurance and HOA costs can negatively impact homeowners ability to sustain housing.

Project ID: [CC1.2] Community Foundation Assistance to Nonprofit Organizations

Funding amount: \$1,500,000.

Status of Completion: Completed 50% or more.

Total Project Expenses: \$1,380,325.22

Project Duration: 7/1/22 – 6/30/24

Project Expenditure Category: EC 2.34

Key Outcome Goal Alignment: Economic Recovery



Project Overview

This project will provide \$1.5 million in grants to Collier County nonprofit organizations impacted by the pandemic. Grants will not exceed \$50,000 per entity, and applicants must show impacts such as decreased revenue, financial insecurity, increased costs, capacity to weather financial hardship, or challenges covering payroll.

Project Website <https://colliercf.org/>

Goals and Use of Evidence

The goal of this project is to assist Collier County nonprofit organizations, and by so doing, provide continuity and enhancement to the services offered to their constituent populations who have experienced negative economic impacts from the pandemic.

No evidence is required for this project. FGCU and the subrecipient are evaluating this project via KPI and SWOT, as detailed below.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of nonprofits receiving assistance	28
Number of nonprofit organizations approved to receive assistance located in QCTs	10

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Total dollar amount of salary support for Nonprofit Organizations provided.	\$1,083,555.34

Success Story

Immokalee Foundation is in a QCT and assists disproportionately impacted families in the pandemic and post pandemic period. Their students are from families with very limited options, making this program necessary for them to escape intergenerational poverty. The Career Pathways program prepares students for SWFL high-demand professions by providing internships, mentors, industry-recognized credentials, Florida prepaid college scholarships, and academic programming. This program empowers them to imagine a different future and make the right decisions to achieve it.

By tenth grade, 91% of The Immokalee Foundation's Career Pathways students are reading at grade level, according to their Lexile score. 100% of their students have a career plan as they enter high school.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

Non-profits were able to provide services and meet payroll and staff needs after they had been impacted by the pandemic due to the loss of funding and staff.

Weakness

The reporting requirements presented as a potential hurdle for smaller non-profits, which benefited from the intermediation of Collier County Community Foundation on the disbursement of the grant.

Opportunities

The scale of funds shed light on capacity gaps in the region and across non-profits which triggered the development of multiple training courses to non-profits.

Threats

The turn-over rate for non-profit staff poses a challenge as the new leadership may not have appropriate training and the know-how/background on existing grants.

Project [CC1.3]: Collier Comorbidity Care Meals of Hope

Funding amount: \$175,000

Status of Completion: Completed less than 50%.

Total Project Expenses: \$82,975.04

Project Duration: 1/1/22-12/31/24

Project Expenditure Category: EC 1.14

Key Outcome Goal alignment: Health, Food Security



Project Overview

This project will provide food, nutrition, and diabetes counseling services to impacted and disproportionately impacted Collier County residents to improve health for comorbidities associated with COVID-19. It includes home visits for low-income individuals with diminished mobility and diabetes-specialized meal delivery. A comprehensive diabetes care center will be outfitted in the Immokalee Qualified Census Tract to provide public health consultations to beneficiaries. This project will be implemented through a subrecipient agreement with a nonprofit partner organization.

Project Website [Meal Packing - Meals of Hope](#)

Promoting Equitable Outcomes

A few years ago, there were no food pantries in Golden Gates Estates but today, due to funding, two are open in the Estates and serve almost 1,000 families each week. A second baby pantry was also added this year due to the success of the first pantry in a QCT. People know about the MOH sites and services through word of mouth, posting on Facebook sites and by seeing the trucks at the pantries they drive by. All pantries are located in QCTs.

Goals and Use of Evidence

The goal of this project is to improve opportunities to improve health outcomes adversely affected by COVID, exacerbated by food insecurity and limited access to healthy foods and education outreach targeting diabetes and comorbidities. In addition to the below cited similar interventions with positive outcomes, FGCU and the subrecipient are evaluating this project via KPI and SWOT, as detailed below.

1. Simmet A, Depa J, Tinnemann P, Stroebele-Benschop N. The Dietary Quality of Food Pantry Users: A Systematic Review of Existing Literature. *J Acad Nutr Diet.* 2017 Apr;117(4):563-576. doi: 10.1016/j.jand.2016.08.014. Epub 2016 Oct 7. PMID: 27727100.
2. Gibson S, Metcalfe JJ, McCaffrey J, Allison T, Prescott MP. Nutrition Environment at Food Pantries Improves After Fresh Produce Donation Program. *J Nutr Educ Behav.* 2022 May;54(5):432-441. doi: 10.1016/j.jneb.2021.09.005. PMID: 35534101
3. Seligman HK, Levi R, Ridberg R, Smith M, Hills N, Waxman E. Impact of Enhanced Food Pantry Services on Food Security among Adults with Diabetes Using a Crossover Study Design. *Curr Dev Nutr.* 2022 Feb 10;6(4): nzac021. doi: 10.1093/cdn/nzac021. PMID: 35415385; PMCID: PMC8989277.
4. Cheyne K, Smith M, Felter EM, Orozco M, Steiner EA, Park Y, Gary-Webb TL. Food Bank-Based Diabetes Prevention Intervention to Address Food Security, Dietary Intake, and Physical Activity in a Food-Insecure Cohort at High Risk for Diabetes. *Prev Chronic Dis.* 2020 Jan 9;17: E04. doi: 10.5888/pcd17.190210. PMID: 31922370; PMCID: PMC6977780.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Total number of Home Food Deliveries	During the year there were no home food deliveries due to the lack of staff, but food was served at two Baby Pantries and at the pantry at Farm Workers Village.
Dollar value of donated food and services.	The annual dollar value of donated food and services was \$2,469,300.00
Number of services beneficiaries received.	Beneficiaries received 24,693 services during year 3.
Number of unduplicated individuals and families served.	Annually 11,762 individuals and families received services, and all were in QCTs.
Total individuals served.	For Year 3, 11,762 total beneficiaries were served.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Increased number of beneficiary services measured quarter-over-quarter.	Compared to the prior year 41 more beneficiaries were served in year 3: For example, the range of total family visits was from 1281 in December 2023 to 2622 in February 2024. Variable numbers of visits to pantries were recorded for each month with progressively more individuals and families being served throughout.

Success Story

Success stories are embedded in the expansion of the pantry sites, serving more individuals and families, the ability to hire a nutritionist and increasing families served from 700 one year ago to 11,762 this year. For example, “addressing demands to provide feminine hygiene was able to be achieved by partnering with another local non-profit on location.” Meals of Hope (MOH) anticipates increasing numbers of people being served in the next year due to outreach efforts, satisfied customers, and a wealth of volunteers who pack and serve in the MOH organization and in the community.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

New food pantries were added in year 3 in QCTs. The two new Baby Pantries have had many visitors. The dietician position was filled in the late spring of 2024.

Weakness

Annually, aggregated KPIs are variable as new sites have opened during the reporting period. According to the quarterly reports in Salesforce and through interviews with MOH staff there were no educational activities delivered in client homes in quarters 2,3,4. Due to the lack of a dietician, distributions occurred at distribution sites. In August 2023, the full-time dietitian relocated, and no deliveries were made, nor were health services and educational offerings provided.

Opportunities

The newly proposed Togetherhood Center opening is expected to increasingly impact Immokalee and address unmet needs. Hiring a dietician and navigator in later Spring will now improve existing KPIs in the coming year. A second Baby Pantry has opened in a QCT with many visitors securing needed supplies, and another is in the planning phase.



Threats

Staffing shortages and allocation of resources related to partnerships with outside agencies have been a challenge. In the absence of a dietician, no educational sessions nor partners for home deliveries were able to be provided in year 3. Staffing hires and expanded partnerships with volunteers and other non-profits are being planned.

Project [CC1.4]: Food Security for Collier County Residents (Collier Community Foundation) **This Project was completed in year 1.**

Funding amount: \$5,115,000

Project Expenditure Category: EC 2.1

Key Outcome Goal alignment: Health, Food Security

Project [CC1.5]: Mental Health Services- David Lawrence Mental Health

Funding amount: \$6,861,444.31

Status of Completion: Completed 50% or more.

Total Project Expenses: \$4,537,516.50

Project Duration: 7/1/21-3/30/25

Project Expenditure Category: EC 1.12

Key Outcome Goal alignment: Health

Project overview

Provides mental health services to individuals in Collier County. As result of the pandemic increased social isolation has exacerbated depressive and affective disorders. These funds will be used toward the outcome of reducing negative mental stresses in all individuals served.

Project Website www.Davidlawrencecenters.org

Goals and Use of Evidence

The goal of this project is to reduce mental health burdens and negative associated behaviors for all persons served. Three representative citations of evidence are provided to verify method, and impact evaluation is utilized where appropriate. The complete evidence-based bibliography is on file with FGCU evaluators and has been deemed sufficient to support project interventions.

In addition to the interventions with positive outcomes, FGCU and the subrecipient are evaluating this project via KPI and SWOT, as detailed below:(full bibliography for evidence is on file with FGCU evaluators.)

1. Posner, K., Brown, G. K., Stanley, B., et al. (2011). The Columbia-Suicide Severity Rating Scale: initial validity and internal consistency findings from three multisite studies with adolescents and adults. *American Journal of Psychiatry*, 168(12), 1266–1277.
2. Polly Y Gipson 1, Prachi Agarwala, Kiel J Opperman, Adam Horwitz, Cheryl A King. Columbia-Suicide Severity Rating Scale: Predictive validity with adolescent psychiatric emergency patients. *Pediatr Emerg Care*. 2015 Feb;31(2):88-94. doi: 10.1097/PEC.0000000000000225.
3. Stanley, B., Chaudhury, S. R., Chesin, M., Pontoski, K., Bush, A. M., Knox, K. L., & Brown, G. K. (2016). An emergency department intervention and follow-up to reduce suicide risk in the VA: acceptability and effectiveness. *Psychiatric Services*, 67(6), 680-683. Retrieved from <http://ps.psychiatryonline.org/doi/abs/10.1176/appi.ps.201500082>

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
At least 8500 total crisis stabilization bed days annually.	12,225 crisis stabilization bed days were reported for year 3 exceeding the target at 144%.
At least 1100 clients to be served annually.	1594 clients were served in year 3 exceeding the target 145%.
Readmission rates at 30,90, and 180-days.	30-days was 10.5%, improving by trending downward; 90-days was 16% and stable during the year; 180-days was 19% . The 30- and 180- day readmission rates improved overall during the year.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
75% of individuals served in the Crisis Stabilization Units will receive evidence-based suicide risk screening using the Columbia-Suicide Severity Rating Scale (C-SSRS)	99% of clients served in the Crisis Stabilization unit were assessed for risk using the C-SSRS. The number of clients who received the C-SSRS screening exceeded the target annually at 132%.
75% of individuals served in the Crisis Stabilization Units will participate in evidence-based safety planning (Stanley-Brown Safety Plan) to mitigate risk factors and strengthen protective factors post discharge.	98.4% of clients serviced in the Crisis Stabilization unit participated in Evidence-based safety planning. The number of clients who received the Stanley-Brown Safety Plan exceeded the year 3 target at 144%.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

All outcomes were met and exceeded as described in the KPIs outcome section above.

The evidence base used in KPI #1 (C-SSRS) offers guidance and understanding by clinicians to protect the safety of patients and to execute a plan of intervention treatments.

The evidence base used in KPI# 2 (Stanley- Brown Safety Plan tool) is a tool used to evaluate access to lethal means of harm and provides a plan for response if a safety crisis occurs post- discharge. While this process begins early in admission the full safety plan is completed closer to discharge.

All clinical staff are provided comprehensive and multidisciplinary training on both tools.

Readmission rates are within the range of central Florida readmission rates by similar provider agencies.

Success Story

Over 90% of clients have consistently received documented risk assessments and safety plans. A higher number of bed days have been maintained and a higher number of filled beds have been maintained than in the first contract year. DLC has successfully decreased readmission rates and maintained those lower rates throughout year 3. The success in improvements appears to be partly due to increased capacity and improving post discharge follow-up processes through better client contact and pre-discharge connections with agencies and follow up programs.

Weaknesses

Limitation: Moderate levels of evidence are used in the intervention design due to the absence of published randomized clinical trial (RCT) data on the use of the tools.

Opportunities

Use of standardized instruments allows for project performance to be compared with performance results published in the literature and to add to the literature as unique lessons become apparent. The culture of safety is paramount to the clients they serve, which begins with the recruiting of staff, onboarding, and continuing professional development.

During this annual report period, Salus Care was closed in 2023 due to destruction from Ian in late September 2022. However, Salus Care has gradually reopened which adds more support to the community for crisis stabilization in the future in addition to that provided by DLC. DLC has opened additional beds during the year.

Threats

It is recognized that population demographics and intensity of needs in patients can change over time during the project due to other disaster experiences which may mitigate the outcomes as the hurricane season approaches. This can affect completion of the Safety Plan for clients discharged to other facilities and who do

not return to the Unit. Evaluation which seeks to understand the contributions of heterogeneous demographic, environmental and disaster mitigating factors will inform these variances when they occur.

Project ID [CC 1.6]: Housing Navigators and Legal Services

Funding amount: \$391,032

Status of Completion: Completed 50% or more.

Total Project Expenses: \$269,491.28

Project Duration: 3/1/22 – 12/31/24.

Project Expenditure Category: EC 2.2

Key Outcome Goal alignment: Housing



Project overview

Housing Navigator Services will complement CC 1.1 Housing and Rental Assistance, in the form of “navigators” who assist persons at risk of eviction with navigating the Collier County Courts system. A housing navigator and legal services will be provided, who will assist residents to negotiate payment plans and other means of avoiding loss of housing.

Project Website <https://collierlegalaid.org> and <https://floridahelp.org>.

Goals and Use of Evidence

This project has two goals: (1) to decrease eviction rates among the served population, and (2) to extend housing services to Collier County’s most disadvantaged residents and reduce homelessness and housing instability. In addition to the below cited similar interventions with positive outcomes, FGCU and the subrecipient are evaluating this project via KPI and SWOT, as detailed below.

1. Anderson L. M., Charles, J. S., Fullilove M.T., Scrimshaw S.C., Fielding J.E., Normand J. (2003) Providing affordable family housing and reducing residential segregation by income. A systematic review. *Am J Prev Med.* 24 (3), 47-67.
2. Moulton, S., Chun, Y., Pierce, S., Holtzen, H., Quercia, R. G., and Riley, S. (2022) Does Temporary Mortgage Assistance for Unemployed Homeowners Reduce Longer Term Mortgage Default? An Analysis of the Hardest Hit Fund Program. *Journal of Policy Analysis and Management*, 41(2), 515–551
3. Shroder, M. (2002) Does house assistance perversely affect self-sufficiency? A review essay. *Journal of Housing Economics*, 11, 381-417.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of persons or households receiving eviction prevention services	130

Number of persons or households served that are impacted or disproportionately impacted population, as defined by Treasury	130
Number of persons or households referred to Legal Aid	6

Outcome	Cumulative Data (Q1-Q4 2023-2024)
25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury	100%: Exceeded the target by 175%
25% of cases will result in successful eviction prevention	51%: Exceeded the target by 126%

Success Story

An 86-year-old widow had a foreclosure action filed against her on her reverse mortgage. The client had failed to renew the hazard insurance on her home in 2022 because she was unable to find someone to insure her home. The home had an older roof, and no one would provide her coverage. The mortgage lender obtained insurance (“forced-placed insurance”) on her behalf and charged her for that amount. Client was paying the insurance premium through a payment plan; however, when insurance became due again in 2023, client could still not find insurance. The mortgage lender force-placed the insurance again but removed Client from her payment plan and began foreclosure proceedings.

Legal Aid was able to step in and work with the mortgage lender to work out the issues and hopefully prevent future reoccurrences of foreclosure filings. Mortgage lender is now aware of the client’s inability to acquire insurance and will force-place insurance without penalizing the Client and putting her account into foreclosure status. The elderly client’s potential loss of her home was averted.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

Awareness of resources (organizations) in the County to support housing services (navigation) and eviction prevention increased.

Weakness

There were large differences in terms of allocation of dollars across clients according to their need which made the total amounts draw rapidly.

Opportunities

HELP and Legal Aid are complementary to the HUD grant to cover legal fees for individuals with eviction notice which allows for the continuation of this program in similar fashion.

Threats

The Local housing market continues to present similar constraints and there are limited funds available to support similar programs.

Project [CC1.7]: Collier Public Health Infrastructure-Collier County Coronavirus Local Fiscal Recovery

Funding amount: \$2,700,000

Status of Completion: Not Started

Total Project Expenses: \$0.00

Project Duration:

Project Expenditure Category: EC 1.7

Key Outcome Goal alignment: Health



Project overview

This project will provide funding toward the acquisition of much-needed fleet improvements for Collier County EMS. Pandemic-related calls increased the strain on existing EMS transportation capital stock, accelerating asset depreciation and impacting the ability to provide a high level of service in public health and medical response. Up to seven new ambulances will be added to the EMS fleet to enhance response to medical emergencies throughout the recovery phase of the pandemic. Equipment supporting EMS services will be purchased to further outfit the ambulances and trucks, including but not limited to radios, lighting, sirens, and health monitoring and healthcare equipment. The goal of this project is to maintain and enhance direct public health services benefiting the public in response to COVID-19.

Project Website <https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services>

Goals and Use of Evidence

The goal of this project is to maintain and enhance a high level of service provided by Collier County EMS in direct services to the public. Evidence base is not required for this expenditure category.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of fully outfitted ambulances acquired for Collier EMS emergency response	During this reporting year the purchase order for seven ambulances has been provided to the vendor ETR with planned delivery and possession of seven

	new ambulances by end of 2025. Therefore, there have been no new ambulances delivered.
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Outcome	Cumulative Data (Q1-Q4 2023-2024)
Improved response times for EMS services, as measured by a year-over-year comparison, pre- and post-acquisition of new EMS vehicles.	No new ambulances have been delivered so post-delivery EMS response time data is not available. Staff have noted EMS response times for year 3 will be used as a comparison once ambulances are delivered.

Success Story

The procurement processes for the acquisition of ambulances were completed this year. Of the seven ambulances ordered to expand or replace the fleet only two required the use of county supplemental funds to incorporate the powerload stretcher system. All ambulances will service impacted and disproportionately impacted populations including QCTs. Being awarded this grant funding has helped EMS purchase these needed ambulances allowing the EMS operating funds to be used on other medical equipment and operating supplies to further help the division.

SWOT Analysis

Not requested/required by Collier County

Project ID [CC 1.8]: Affordable Housing – Collier County Emergency Rental Assistance (ERA)

Funding amount: \$1,436,018

Status of Completion: Completed 50% or more.

Total Project Expenses: \$1,358,072.43

Project Duration: 1/1/23 – 12/31/24

Project Expenditure Category: EC 2.2

Key Outcome Goal alignment: Housing

Project overview



Collier County recognizes that deep rental debt, fear of evictions and the loss of basic housing security are experienced by many residents. COVID-19 has exacerbated an affordable housing crisis that predated the pandemic and amplified deep disparities in housing which threaten the strength of an economic recovery that must work for everyone. With the closure of ERA many households need some assistance through their ERA obligation period. To cover the needs of those impacted and disproportionately impacted families, Collier County will use ARP funds to assist. The program requirements for this project will mirror those of ERA2, families will be administratively transferred from ERA2 to the Emergency Rental

Assistance program to prevent any undue burden. It is the intent that this project will assist only through a current obligation, with a maximum amount of \$25,000 in assistance or 18 months whichever comes first, documentation requirements will mirror the ERA2 program.

Project Website <https://www.colliercountyhousing.com/>

Goals and Use of Evidence

This project has two goals: (1) to decrease eviction rates among the served population, and (2) to extend housing services to Collier County’s most disadvantaged residents and reduce homelessness and housing instability. In addition to the below cited similar interventions with positive outcomes, FGCU and the subrecipient are evaluating this project via KPI, as detailed below.

1. Anderson L. M., Charles, J. S., Fullilove M.T., Scrimshaw S.C., Fielding J.E., Normand J. (2003) Providing affordable family housing and reducing residential segregation by income. A systematic review. *Am J Prev Med.* 24 (3), 47-67.
2. Moulton, S., Chun, Y., Pierce, S., Holtzen, H., Quercia, R. G., and Riley, S. (2022) Does Temporary Mortgage Assistance for Unemployed Homeowners Reduce Longer Term Mortgage Default? An Analysis of the Hardest Hit Fund Program. *Journal of Policy Analysis and Management*, 41(2), 515–551
3. Shroder, M. (2002) Does house assistance perversely affect self-sufficiency? A review essay. *Journal of Housing Economics*, 11, 381-417.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of persons or households receiving rent, or utility assistance	41

Outcome	Cumulative Data (Q1-Q4 2023-2024)
100% of households assisted will be impacted or disproportionately impacted population, as defined by Treasury	100%

Success Story

The availability of funds used for rent or utility assistance were awarded to those disproportionately affected by the economy related to the impact of COVID-19. This positively impacted the ability of residents to stay in their residences.

SWOT Analysis

SWOT Analysis is not required

Project ID [CC 1.9]: Mental Health Services and Substance Abuse Services
Healthcare Southwest Florida (In process of finalization to be activated in year 3)

Funding Amount: \$315,000

Status of Completion: Not started

Total Project Expenses: \$0.00

Project Duration:

Project Expenditure Category: EC 1.12

Key Outcome Goal Alignment: Health



Project Overview

Will start in July 2024 but was developed in years 2-3.

This project will provide \$315,000 for mental health and substance abuse services to individuals in low to moderate-income areas in Collier County. As a result of the pandemic, increased social isolation has worsened depressive and affective disorders. The project funds will be used toward providing informal mental health and substance abuse counseling, referrals for primary care services, and a variety of outreach events to address healthy lifestyles including physical and mental health.

The goal of this project is to improve community prevention, advocacy, and education related to mental health and substance use disorders for all persons served. Evidence will be provided in the sub-recipient to verify method and impact evaluation will be utilized where appropriate.

The County intends to work with an Evidence Base and Impact Evaluation Team (CC3.5) to determine feasible evidence-based project expenditure amounts and other KPIs and evaluation techniques.

Project Website <https://healthcareswfl.org/>

Goals and Use of Evidence

The full evidence bibliography has been reviewed as sufficient by Impact Evaluation Team as appropriate and can be provided upon request.

1. Barnett, M.L., Gonzalez, A., Miranda, J. Chavira, D.A. Lau, A.S (2018). Mobilizing community health workers to address mental health disparities for underserved populations: A systematic review. *Adm Policy Ment Health*, 45:195-211. DOI 10.1007/s10488-017-0815-0
2. Kangovi, S., Mitra, N., Grande, D., Long, J.A., Asch, D.A. (2020). Evidence-based community health worker program addresses unmet social needs and generates positive return on investment, *Health Affairs*, 39(2),207-213. DOI 10.1377/hlthaff.2019.00981
3. Whitley, E.M., Everhart, R.M., Wright, R.A. (2006) Measuring return on investment of outreach by community health workers. *Journal of Health Care for the Poor and Underserved*, 17(1), 6-15.
<https://doi.org/10.1353/hpu.2006.0015>

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of individuals served.	No data exists for this metric as the project will be executed later in year 3
Number of Outreach Services	No data exists for this metric as the project will be executed later in year 3.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Number of referrals to provider agencies	No data exists for this metric as project will be executed later in year 3.

SWOT Analysis

SWOT will be developed after execution has been initiated in mid-2024- outside this annual reporting period.

Project [CC3.1]: Collier County Premium (Hazard) Pay for First Responders-Collier County

Funding amount: \$380,000

Status of Completion: Completed

Total Project Expenses: \$380,000

Project Duration: 10/15/21-10/15/24

Project Expenditure Category: EC 4.1

Key Outcome Goal alignment: Health

This project concluded with the analysis of retention data related to hazard pay during Year 2.



Project Overview

Collier County EMS workers provided critical COVID-19 response throughout the 2020 and 2021 pandemic. For these heroic efforts, Collier County will be providing a one-time, \$2,000 hazard pay distribution to each

EMS employee for services rendered between March 2020 and the initiation of this award cycle. Goals include recognition of essential frontline work and increased employee retention. This project was implemented and completed during 2022.

Project Website <https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services>

Goals and Use of Evidence

No evidence is required for this project.

FGCU and the subrecipient are evaluating this project via KPI and SWOT, as detailed below.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of staff provided premium (hazard) pay benefits.	All payouts to 191 EMS personnel were paid in the first quarter of 2022.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Lower turnover rate in job categories receiving premium (hazard) pay.	From 12 months of the payout of hazard pay, 24 EMS employees out of 191 receiving hazard-pay withdrew from employment for a retention of 87% (turnover of 13%) during the 12 months that hazard pay was awarded for EMS services. This compares with 43 out of 191 EMS employees who exited the agency in 2021 or a turnover of 23% with 77% retention. Lower turnover and higher retention were achieved during the 12 months of post hazard pay.

Success Story

The ability to use premium pay resulted in a 10-point increase in retention of EMS workers to provide services to the growing Collier County residents.

SWOT Analysis

Results are not requested/required by Collier County

Project [CC3.2]: Public Health and Safety Operations and Response

Funding amount: \$15,166,770.00

Status of Completion: Completed

Total Project Expenditures: \$15,166,770.00

Project Duration: 10/1/21-12/31/24

Project Expenditure Category: EC 3.1

Key Outcome Goal alignment: Health



Project overview

This project concluded with the analysis of retention data related to salaries for frontline employee pay as of December 31, 2023.

This project will cover costs incurred by Collier County Emergency Medical Services to cover payroll and benefits of employees responding to COVID-19. Staff will attest to COVID-19 related work activities. This project will begin once monitoring protocols have been established, following submission of the Recovery Plan. Outcomes include maintaining employee retention.

Project Website <https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services>

Goals and Use of Evidence

This project does not require an evidence base.
The goal of this project is increased employee retention.

FGCU and the subrecipient are evaluating this project via KPI and SWOT once monitoring protocols have been established.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of government FTEs (full time equivalents) responding to COVID-19 supported under this authority.	405 personnel who responded to COVID-19 were funded under this authority allowing for the continued delivery of EMS services to QCT and other residents in year 3.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Maintain Employee retention.	Funds were expended in the last 2 quarters of 2023 with the final retention of 96% in that first six months of year 3; thereafter all money was expended.

Success Story

Thanks to the ARP - Public Health and Safety Operations and Response (ARP21-06) Grant, the division was able to offset personnel costs stretching our monies further for new hires and to cover costs associated with overtime. This money became available at an opportune time. This grant covered salary, payroll taxes, and fringe benefits of employees responding to COVID-19 which translated to frontline workers tending to COVID patients. The funding allowed for our operating funds to be utilized for new hires which assisted employee retention. If not for this grant, the division would have had no choice but to overuse mandatory overtime. Excessive mandatory overtime can cause fatigue to field personnel and be a contributing factor to employee's choosing to resign. The number of government FTEs responding to COVID-19 supported under this authority is 198.

There are 11 QCT's under this grant. Collier County EMS serves all areas within the areas denoted as a QCT. Through the funding available through ARP21-06, the division was able to maintain frontline employees and continue to serve disproportionately impacted communities. As frontline workers, even in the period of the strict use of PPE, employees did not evade COVID19 and were faced with strict COVID quarantine requirements. The funding our division benefited from aided with costs associated in covering shifts. This allowed Collier County to continue its operations at full capacity. This grant aided in retaining employees to be able to serve disproportionately impacted communities as incidents within those areas arose. Of the number of Collier County government personnel responding to COVID-19 issues the retention rate was 96%.

SWOT Analysis

SWOT Analysis is not required

Project [CC3.3]: Administration: Not Evaluated by FGCU

Funding amount: \$5,863,982.

Status of Completion: Completed 50% or more.

Total Project Expenses: \$3,543,471.27

Project Duration: 6/22/21-12/31/26

Project Expenditure Category: EC 7.1

Key Outcome Goal alignment: Administration



Project Overview

This project covers staff and consultant activities dedicated to ensuring program compliance, monitoring, auditing, and administration. Staff are obligated through March 2027 to assist with closeout and final reporting.

This project will -be responsible for the submission of the Recovery Plan and continue throughout the duration of allowable SLFRF funding timelines. It will primarily involve Collier County and consultant

partners. Outcomes include compliance and monitoring for all other SLFRF Recovery Plan projects.

Project Website <https://www.colliercountyhousing.com/community-assistance-program/>

Goals and Use of Evidence

The goal of this project is to provide successful implementation and oversight of all other Collier County ARPA projects.

This project does not require an evidence base.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Dollar amount of funds encumbered to ARPA Projects	Of the \$74,762,701 to be encumbered for the award only the following project funds have not been encumbered pending their agreements: There are pending agreements with Rural Neighborhoods and Collier Health (Healthcare Network of SWFL). Collier County staff continue to administer the housing programs and are working to ascertain if any change in obligated funds is necessary. The staff relocated to a more centralized location near the main government complex to allow easier access for citizens in need of housing and social services.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Number of timely Treasury submissions for Collier County ARPA	The annual and quarterly reports to date are being submitted on time with data available at the time of submission. 100% compliance with US Treasury submission requirements.

Success Story

The administrative support supplied by the grant has allowed for the flexible allocation of grant resources in a timely manner to the projects in demand by the community. Cases in point are the low- income housing for McDowell, Rural Neighborhood housing, and the soon to be executed grant to the HealthCare Network of Southwest Florida. Administrative support for data acquisition, storage, and retrieval as well as external evaluations of the grant processes and outcomes allow for ongoing adjustments and performance improvements where desired. All reports have been submitted to the US Treasury on schedule.

SWOT Analysis

SWOT analysis is not required.

Project [CC3.4]: NCH COVID-19 Assistance to Non-Profits

Funding amount: \$2,000,000

Status of Completion: Completed 50% or more.

Total Project Expenses: \$1,800,000

Project Duration: 3/14/21-9/30/24

Project Expenditure Category: EC 1.9

Key Outcome Goal alignment: Health

This qualified project has replaced the former project CC3.4.



Project Overview

The NCH Healthcare System is a nonprofit, multi-facility healthcare system in Naples, Florida. NCH and the medical facilities and hospitals that fall under their jurisdiction have been on the frontline of the public health emergency providing services to prevent and mitigate COVID-19 to the public. Responding to the pandemic required NCH to increase their COVID-19 treatment capacity. The market for nursing staff was highly competitive and staffing shortfalls were a challenge. In addition, due to staffing shortfalls in the summer, the hospital was required to fill nursing positions through staffing agencies. The goal of the grant to NCH is to mitigate financial hardship by offsetting the increased personnel payroll costs due to COVID-19 and maintain safe nursing staffing levels to patient census to ensure safety and quality of care delivery. Staff will attest to COVID-19 related work activities and outcomes include maintaining nursing staffing levels to care for COVID-19 patients.

Project Website <https://nchmd.org/>

Goals and Use of Evidence

The goals of this project are to offset increased nursing payroll costs due to COVID-19 and maintain nurse staffing levels to patient census to ensure safety and quality of care delivery.

This project does not require evidence-based allocations however supporting evidence included herein.

1. American Nurses Association. (2020). *Principles for nurse staffing*. 3rd edition. Silver Spring: MD.
2. AACN (American Association of Colleges of Nursing) Guideline Principles for Appropriate Staffing. (2008). Retrieved from <https://www.aacn.org/policy-and-advocacy/guiding-principles-for-staffing>
3. National Database of Nursing Quality Indicators Guidelines for Data Collection and Submission on Nursing Care Hours (NCH) Indicator. (2020). Retrieved from <https://members.nursingquality.org/NDNQIPortal/Doc/General/Guidelines%20-%20NursingCareHours.pdf>

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
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Maintain sufficient nurse staffing levels during the pandemic to ensure patient safety.	Sufficient patient to staff ratios were cumulatively reported from April 1, 2021, through December 31, 2023. KPI met.
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Outcome	Cumulative Data (Q1-Q4 2023-2024)
Maintain the appropriate level of nursing staffing as evidenced by the ratio of nursing FTEs to patient census.	The annual average ratio of patients to staff is 2.2 patients to each nurse staff member –well within safe staffing ratios of 3-3.5 patients per nurse. The three-year range of patients per nurse fluctuates due to admissions, open and occupied beds, the demand and the nature of nursing services, and the number of beds and units opened. From April 2021 through December 31, 2023, the average range of the ratio of patients per nurse during this period was 1.9 patients per nurse to 2.5 (rounded to 3 in the Salesforce report) patients per nurse, within the best practice standards for registered nurses in the references cited above. Typically, any increase is due to increased incidence of flu and COVID during a few reporting quarters. Nurse recruitment practices are changing to rely less on travel nurses and more on recruiting and retaining permanent staff through hiring bonuses, tuition assistance, and support for driving patient engagement and nurse satisfaction.

Success Story

Patient to nurse staffing ratios for patient safety are dependent on many variables related to quality of staff, specialty, and acuity of patients. The staffing ratios-both in range and average for the year easily met or beat the suggested ratios resulting in improved nursing quality of care outcomes for NCH patients.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

Nursing to patient ratios were better than the national average.

Weaknesses

The use of travel nurses strained the nurse staffing budget during COVID-19 acute periods and demanded greater onboarding resources amid acute COVID resource demands.

Opportunities

The employment of local nurses was increased to replace the travel nurse supply. Both continuity of care for patients and nurse retention may benefit from this approach.

Threats

Seasonal patterns for the number and length of stay of visitors have now changed to be less predictive for hospital staffing needs. The influx of permanent residents to the region, the addition of new specialty services and buildings, and the trend for seasonal visitors to stay for longer periods of time are likely to result in new staffing projections in the near and far future.

Project [CC3.5]: Evaluation and Data Analysis- Florida Gulf Coast University

Funding amount: \$600,000

Status of Completion: Completed less than 50%.

Total Project Expenses: \$249,000

Project Duration: 1/1/22-12/31/26

Project Expenditure Category: 3.4

Key Outcome Goals: Public Sector Capacity: Effective Service Delivery

Project Overview



This project creates the systems and evaluation processes to assist Collier County ARP projects to measure impact transparently and with a focus on efficacy, equity, and efficiency. It includes services procured to assist with meeting the US Treasury Guidelines on the evidence base and impact evaluation for all relevant Collier ARP projects. Outcomes include evaluation and analysis that leads to optimized health, food security, housing, medical, disadvantaged services, and economic support programs in Collier County

Project Website <https://www.fgcu.edu>

Goals and Use of Evidence (Not Applicable)

Goals for this project include a prominent level of service in measuring and evaluating Collier County ARP projects, such that residents, businesses, and nonprofits are served in ways that improve community health and prosperity. This project will streamline and refine the use of evidence and monitoring for all projects proposed in the recovery plan requiring evidence and evaluation. The evaluation design comprises both formative and summative data collection, pre and post measures, and qualitative and quantitative designs.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
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<p>Number of projects for which evaluation data has been negotiated with subrecipients.</p>	<ul style="list-style-type: none"> • 16 projects were actively negotiated with subrecipients in year 3. • Since the inception of the grant award 23 projects (active, concluded, replaced, or new) have had evaluation KPIs negotiated with subrecipients even as some projects are currently undergoing further revision of projects and KPIs.
<p>Number of projects for which evaluation plans have been defined and implemented.</p>	<ul style="list-style-type: none"> • Output KPI #2: All projects have been re-reviewed for evaluation plans (quantitative and qualitative analysis) including those under development, revised, or replaced resulting in 18 projects evaluated by FGCU since inception • New projects (and in some cases award amounts) were developed/revised with Amendments 8 and 9 approved by the Collier County Board in 2023/2024; CC 1.9 is planned to start in a later quarter in 2024.
<p>Number of projects for which the evidence base has been refined.</p>	<p>In year 3, 14 remaining projects have evidence-based (EB) interventions that have been reviewed for adequacy as required by US (United States) Treasury guidance including an additional new project (NCH) supported by evidence-based interventions although not required by US Treasury guidance for EC 1.9. Of the original 16 EB projects, one was cancelled, and one was completed to yield 14 EB projects in the current reporting period.</p>

<p>Outcome</p>	<p>Cumulative Data (Q1-Q4 2023-2024)</p>
<p>Annual Key Outcome Goal assessments</p>	<p>Five key outcome goal assessments are ongoing quarterly as part of each quarter and annual review. All current, revised, concluded, and new projects were matched under one of five key outcomes goals for health, housing, economic recovery, education, and food security. The annual outcomes for all five key outcome goals are reported only on the annual report.</p>

Success Story

Described in the KEY OUTCOME GOALS SECTION below.

SWOT Analysis

SWOT Analysis is not requested/required by Collier County

KEY OUTCOME GOALS: Annual report

By the end of year three of the ARP award to Collier County (CC), more of the originally proposed projects were activated, some projects were cancelled with funds redirected to more pressing community need, and some projects concluded with KPI and SWOT outcome data availability. The examination of the data and analysis informed the revisions and amendments to projects and funding that occurred in year three and now projected for year four. The FGCU evaluation activity was included in the counts of projects for each goal and some projects met more than one goal.

Health Goals:

Agencies in Collier County continue to provide higher levels of health care and other supportive services that enrich the health of the County populations. During the third year of the US Treasury grant, the County and the FGCU evaluators used the KPI outcome data during the quarters to refine and further define project areas within the health goals for subawards, create and revise agreements, and continued to launch stages of various projects. One additional health project for mental health workers was added and will be executed in year four. The SWOT analysis developed as part of the annual report informed revisions of funding and KPIs. A total of six CC projects addressed some component of the Health Goal. The KPIs for active health projects were met or exceeded in year three.

Housing Goals:

Agencies in Collier County continue to provide higher levels of housing support in the form of affordable housing, emergency rental assistance, housing development, and eviction protection and mediation.

During the third year of the US Treasury grant, the County and the FGCU evaluators used the KPI outcome data during the quarters to refine and further define project areas within the housing goals for subawards, create and revise agreements, and continued to launch stages of various projects. The SWOT analysis developed as part of the annual report informed revisions of funding and KPIs informed additional suggestions and resources for emergency rental assistance and affordable housing due to demand. There is a pending agreement with Rural Neighborhoods for housing options. A total of five CC projects addressed some component of the Housing Goal. To the extent that data was made available in Salesforce, the KPIs for all active housing projects were met.

Food Security Goals:

Agencies in Collier County continue to provide higher levels of food security support in the form of food distribution, community gardens, and food preparation and nutrition education activities. During the third year of the US Treasury grant, the County and the FGCU evaluators used the KPI outcome data during the quarters to refine and further define project areas within the food security goals for subawards, create and revise agreements, and to launch stages of various projects. The SWOT analysis developed as part of the annual report informed revisions of funding and KPIs informed additional resources. A total of four CC projects addressed some component of the Food Security Goal. As much as data was available, the KPIs for all active projects were met.

Economic Recovery Goals:

Agencies in Collier County provided higher levels of economic recovery support with ARP funding from the revenue replacement funds utilizing the Standard Allowance for county services. EMS payroll and EMS capital expenditure also benefited.

During the third year of the US Treasury grant, the County and the FGCU evaluators used the KPI outcome data available during the quarters to refine and further define project areas within the economic recovery goals for agreements, create and revise agreements, and to launch stages of various projects and to cancel some projects. The SWOT analysis developed as part of the annual report informed revisions of funding and KPIs informed additional resources. A total of nine CC projects addressed some component of the Economic Recovery goal. KPI methods of data collection will continue to evolve as expenditures are made and impact is measured. The KPIs for all active projects were met.

Education Goals:

Agencies in Collier County continue to provide higher levels of educational support to children and families in the form of out-of-school tutoring and nutrition education. Three projects were authorized during this period. During the third year of the US Treasury grant, the County and the FGCU evaluators used the KPI outcome data available during the quarters and annually to refine and further define project areas within the education goals for agreements, create and revise agreements, and to launch stages of various projects. The SWOT analysis developed in collaboration with the evaluation team and each sub awardee is developed and reported annually as part of the annual report informed revisions of funding and KPIs informed adjusted resources.

Project [CC3.6]: Collier County Revenue Replacement Standard Allowance

Funding amount: \$10,000,000

Status of Completion: Completed

Total Project Expenses: \$10,000,000

Project Duration: 3/22/22- 8/31/22

Project Expenditure Category: EC 6.1

Key Outcome Goals: Economic



Project Overview

This project has been completed.

This project involves the election of the use of Treasury's standard \$10

Million-dollar Revenue Replacement option, enabled via the 2022 SLFRF Final Rule. These funds are being utilized to provide government services normally provided in Collier County due to the loss incurred by the public health emergency.

This project addresses the need for government services traditionally provided by Collier County, which have been impacted by pandemic related volatility, namely public safety.

Project Website <https://www.colliercountyhousing.com/>

Goals and Use of Evidence

The goal of this project is to enable provision of government services typically provided by Collier County, which have been negatively impacted by pandemic volatility. While this expenditure category does not require an evidence base,

This project expenditure category does not require an evidence-base allocation.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Dollars spent on provision of government services to date	\$10,000,000.00

SWOT Analysis

SWOT Analysis is not requested/required by Collier County

Project ID [CC 4.1]: Collier County Library – Community Outreach, Literacy, and Education (COLE)

Funding Amount: \$505,000

Status of Completion: Completed 50% or more.

Total Project Expenses: \$331,720.49

Project Duration: 10/1/21 – 12/31/24

Project Expenditure Category: EC 2.24

Key Outcome Goals: Addressing Educational Disparities: Aid to High Poverty Districts



Project Overview

The Community Outreach, Literacy and Education (COLE) Program will provide educational sessions at the Golden Gate and Immokalee libraries, both serving Qualified Census Tract (QCT) populations. The library will offer a minimum of three sessions per week to support literacy and improved educational outcomes of local school-age students in grades K-12. A COLE coordinator will serve at each branch, preparing for and overseeing community outreach and homework including English as a Second Language (ESOL). The COLE Program includes the use of laptops for access to online educational resources and materials for instructional sessions for use by students and staff. To support homework help through the COLE program, additional visual, print and audio materials will be purchased to support

instruction during the session and for students to check out to practice reading comprehension. Outcomes include increased positive attitude on the survey provided, towards reading as self-reported by students participating in homework assistance sessions.

Project Website <https://www.collierlibrary.org>

Promoting Equitable Outcomes

This project focuses on addressing educational disparities serving students within Qualified Census Tracts (QCT).

Goals and Use of Evidence

The project will be measured in terms of program registration, attendance, and increased positive attitude towards reading as self-reported by students participating in homework assistance sessions.

This project expenditure category does not require an evidence-based allocation.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of students participating in evidence-based tutoring programs.	286 students participated this year in the homework help centers.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Increased positive attitude towards reading as self-reported by students participating in homework assistance sessions.	76 out of 109 (70%) of students surveyed self-reported an increased positive attitude towards reading by participating in the homework help sessions.

Success Story

“Believe me when I say that I have tried google, YouTube, Alexa device and other sources to help my boys with their homework but it was nothing compared to the help they receive from the tutors Emily Estes-Manager, Ashlyn Greenland and Lorenza Lagunes.”

“They are truly a blessing to our community because of the welcoming environment they create at the center.”

“When I pick up my boys from school and if they have homework, they would rather come to the library to get their work done because they won't have any distractions, they say like at home and know they can get help from the tutors if needed. Plus, they enjoy the fun activities and snacks as well.”

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

End of spring semester celebrations were huge successes. Several parents attended and met the staff and the students loved receiving the book sets.

A final amendment is in development, to put us back on track with our spending.

We're continuing to develop the centers' collections of reference materials.

Weaknesses

The program will be ending which has made it harder to recruit tutors.

Opportunities

Being able to be on WINK news has allowed the library to share the homework help center with the wider community.

Threats

Library patrons may be distracted or unable to utilize space due to the large number of student participants.

Project [CC4.2]: University Extension, Reaching More – Extension Education

Funding amount: \$528,859.69.

Status of Completion: Completed 50% or more.

Total Project Expenses: \$452,832.48

Project Duration: 10/1/21-12/31/24

Project Expenditure Category: EC 2.1

Key Outcome Goal alignment: Health, Nutrition, Education

Project Overview



This project concluded June 30, 2024

This project involves nutrition education, healthy meals through food purchases, meal preparation, and activities to improve dietary quality, nutrition literacy, and reduce overall health disparities exacerbated by the pandemic.

This project will be executed by the University of Florida Institute of Food and Agricultural Science (UF|IFAS) Extension Collier County (AKA University Extension Services). A memorandum of understanding has been developed and revised between Collier County and University Extension Services (UES) to implement this project. Outcomes include preparation in activities and education to improve knowledge of cost-effective meal preparation and the importance of fruit and vegetable intake for enhancing health.

Project Website <https://sfyl.ifas.ufl.edu/collier/>

Promoting Equitable Outcomes

The nutrition education and cooking demonstrations occurred in QCT areas and attendees were low-income families as well as families in QCTs. Nutrition literacy was the implementation strategy by UES.

Goals and Use of Evidence:

Evidence for nutrition education, nutrition literacy, and grocery store tours, particularly when accompanied by healthy food demonstrations as a means of improving food security and dietary intake, have been shown to be effective through research. The FGCU Impact Evaluation Team will maintain a full evidence base. The program will be evaluated in accordance with goals, such as by participant behavior change through pre- and post-test measures.

The goal of this project is to extend the outreach of Extension through increased support of food assistance through nutrition education to low-income Collier County residents who have been adversely affected by COVID, by providing nutrition education to SNAP-eligible recipients in Collier County.

1. Narine, L., & Meier, C. (2020). Responding in a time of crisis: Assessing extension efforts during COVID-19. *Advancements in Agricultural Development*, 1(2), 12–23. <https://doi.org/10.37433/aad.v1i2.35>
2. <https://www.cdc.gov/nccdphp/dnpao/state-local-programs/pdf/healthier-food-retail-guide-full.pdf>
3. Strayer, Thomas E. III MSc; Balis, Laura E. PhD; Harden, Samantha M. PhD Partnering for Successful Dissemination: How to Improve Public Health with the National Cooperative Extension System, *Journal of Public Health Management and Practice*: March/April 2020 - Volume 26 - Issue 2 - p 184- 186 doi: 10.1097/PHH.0000000000001025
4. Dwyer, L O.A. (2015) *Promoting family meals: A review of existing interventions and opportunities for future research*. National Library of Medicine.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of households participating in evidence-based nutrition education programs.	1853 participants participated in nutrition education.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Number of households in nutrition education programs who increase in their knowledge of cost-efficient healthy meal preparation and how increased fruit and vegetable consumption supports nutrition for improved health.	1258 participants among the 114 classes reported an increase in knowledge of meal preparation and how fruits and vegetables support nutrition for improved health.

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Success Story

The population served faces food insecurity and are at risk for hunger and consequential health risks. In classes, participants shared that they often opted for fast food and convenience foods due to the cost and lack of availability of fresh produce. Participants report that having this class has taught them faster and easier options for preparing foods. With the use of an air fryer they are able to cook food faster and healthier and have a reduced dependency on fast food.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

UES has delivered nutrition education and cooking demos to participants who otherwise would not have had this type of training/education.

Participants received education, food tasting, and small appliances.

Participants have provided positive feedback.

Weaknesses

The subawardee indicates there are challenges with procurement processes, but adaptations occurred to provide deliverables.

Opportunities

Partnering with 4H has increased capacity and reach.

Partnering with Family programs has increased capacity and reach to participants.

Extending the Fall and Spring sessions allowed the program to have a larger impact on participants in the QCTs.

Threats

Funding is limited and the program will be ending without a future sustainable funding source

Project [CC4.3]: Collier County Museums – Immokalee Pioneer Museum

Funding amount: \$561,490.00

Status of Completion: Completed less than 50%.

Total Project Expenses: \$41,833.52

Project Duration: 10/1/21 – 12/31/26

Project Expenditure Category: EC 2.1

Key Outcome Goal alignment: Food Security



Project Overview

This project consists of recreating a 1.25-acre citrus grove and half-acre garden at Immokalee Pioneer Museum, to provide access to healthier fruit and vegetable options to individuals experiencing food insecurity due to hardships exacerbated by the COVID-19 pandemic.

The project will be implemented through a memorandum of understanding with Collier County Museums. Outcomes will include lower food insecurity as tracked by produce distributed over the life of the project.

Project Website <https://colliermuseums.com>

Promoting Equitable Outcomes

This project focuses on responding to negative economic impacts of the COVID-19 public health emergency by providing food assistance to households in need through the community garden and citrus grove.

Goals and Use of Evidence

The goals of this project include decreased food insecurity for residents within the QCTs surrounding Immokalee. Evidence base supports community gardens provide participants with easier access healthier food options those who participate consume more fruits and vegetables throughout the day than non-community garden program participants.

Collier County Museums will implement this service. Further evidence base will be detailed through the MOU. Full evidence based is maintained by FGCU Impact and Evaluation Team and is available upon request.

This project involves collaboration with an Evidence Base and Impact Evaluation Team (CC3.5) to evaluate evidence-based project expenditure amounts, KPIs and evaluation techniques.

1. Alaimo, Packnett, E., Miles, R.A., & Kruger, D.J. (2008) Fruit and Vegetable Intake among Urban Community Gardeners. *Journal of Nutrition Education and Behavior*, 40(2), 94-101.
2. Burt, Mayer, G., & Paul, R. (2021). A systematic, mixed studies review of the outcomes of community garden participation related to food justice. *Local Environment*, 26(1), 17-42.
3. Hume, Grieger, J.A., Kalamkarian, A., D'Onise, K., & Smithers, L.G. (2022). Community gardens and their effects on diet, health, psychosocial and community outcomes: a systematic review. *BMC Public Health*, 22(1), 1247.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of households receiving food assistance	54

- KPIs for food assistance program were amended into agreement on April 2, 2024.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Number of repeat participants that self-report increased fruit and vegetable consumption based on CDC Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions	3 repeat participants self-reported increased fruit and vegetable consumption.

- *KPIs for food assistance program were amended into agreement on April 2, 2024.*

Success Story

Before the project officially started, we were already able to provide food assistance to the community.

We have now had our small garden for a year this June, and in that time have produced and donated 426 pounds of fresh greens and vegetables, 1886 pounds of fruit, including mangoes, guava, mulberry, and citrus.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

Project donated 426 pounds of fresh greens and vegetables and 1886 pounds of fruit this year.

Partnership with Cultivate Abundance to distribute food to families and program received seeds from Cultivate Abundance to plant.

Partnership with Naples Botanical Garden and the Immokalee Community Academy have made donations to improve interpretation of the garden and provides additional crops.

Students from a local high school volunteered in the garden.

Weaknesses

Limited staff time to collect surveys.

Opportunities

There is a need to continue to recruit volunteers, such as students from the local middle and high school.

Threats

There have not been any external threats, and no threats are currently foreseen.

Project ID [CC 4.4]: Collier County Affordable Housing

Funding amount: \$11,479,137

Status of Completion: Not started.

Total Project Expenses: \$0.00

Project Duration:

Project Expenditure Category: EC 2.15

Key Outcome Goal alignment: Housing



Project Overview

This project involves the creation of a Loan Fund and a Grant Program that will provide capital to Internal Revenue Code (IRC) Section 42 Low Income Housing Tax Credit (LIHTC), IRC Section 142 Tax Exempt Bond-eligible projects, or other qualifying affordable housing projects located in Collier County. Capital provided in the form of loans will be accounted for in accordance with the Treasury Final Rule, "Treatment of Loans" section. Capital provided in the form of grants will be managed as a subrecipient agreement with the Developer. Grants or loans will be utilized to cover all eligible development costs associated with delivery of new affordable housing units, to include but not limited to construction, permitting, survey, developer fees, impact fee and labor and materials. Flexibility of capital access options is intended to facilitate maximum leverage of the program; hence, both loans and grants will be available.

Promoting Equitable Outcomes

This project targets disproportionately impacted beneficiary populations focusing on the development of units benefiting those 65% AMI and 80% AMI.

Project Website <https://www.mcdprop.com/> and <https://www.ruralneighborhoods.org/>

Goals and Use of Evidence

The goal for this program is to provide development assistance for affordable housing which serves Collier County impacted and disproportionately impacted households. In addition to the below cited similar interventions with positive outcomes, FGCU and the subrecipient are evaluating this project via KPI, as detailed below.

1. Luque, J. (2020) Assessing the role of TIF and LIHTC in an equilibrium model of affordable housing development. *Regional Science and Urban Economics*, 80, 103377
2. Dunlap, T. P., Burkhalter, B. B., Watson, D. J., & Fitzpatrick, J. A. (1995). Reshaping the Local Economy through a Revolving Loan Fund Program in an Entrepreneurial City. *Economic Development Quarterly*, 9(1), 74-79.
3. Desai, M., Dharmapala, D., & Singhal, M. (2010). Tax incentives for affordable housing: the low- income housing tax credit. *Tax policy and the economy*, 24(1), 181-205.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Number of affordable housing units preserved or developed	82

Outcome	Cumulative Data (Q1-Q4 2023-2024)
Percentage increase in number of affordable housing units preserved or developed	NA-
Percentage of units developed benefiting those 65% AMI and 80% AMI	NA-

Success Story

Contract with developer for EKOS in Santa Barbara was signed on June 25, 2024. EKOS on Santa Barbara includes the development of 82 rent-restricted units with an average of all units rented for those earning 60% AMI and an affordability period of no less than thirty (30) years. The property is now open and at 100% occupancy.

SWOT Analysis

SWOT Analysis is not required

Project ID [CC 4.5] Collier Access to Care American Rescue PLAN

Funding amount: \$250,000

Status of Completion: Completed less than 50%.

Total Project Expenses: \$112,500

Project Duration: 10/1/21-9/30/2026

Project Expenditure Category: EC 1.14

Key Outcome Goal alignment: Health



Project overview

This project will provide medical services to Impacted and Disproportionately Impacted Collier County residents, including primary, urgent, and specialized care. Individuals with acute and chronic health concerns will be connected to physicians, nurse practitioners, and other healthcare

professionals offering pro-bono services through a nonprofit intermediary organization. This project will be implemented through a subrecipient agreement with a nonprofit partner organization.

Promoting Equitable Outcomes

PLAN connects qualified residents with health care providers and services that are donated in Collier County. In the absence of PLAN residents needing medical, surgical, pharmacy, rehab and other health care services would fall through the safety net for needed health care services. Over \$5 million in health care donated services were secured by PLAN for their clients in year 3.

Goals and Use of Evidence

The goal of this program is to address general and specialized illnesses for beneficiaries served through medical treatment. Individuals served will be defined by the US Treasury as Impacted or Disproportionately Impacted populations.

1. <https://www.researchgate.net/profile/Ronald-Andersen/publication/237675193/links/556cd20a08aec226830548fa/Improving-access-to-care-in-America-Individual-and-contextual-indicators/links/556cd20a08aec226830548fa/Improving-access-to-care-in-America-Individual-and-contextual-indicators.pdf>
2. Dennis P. Andrulis. Access to Care Is the Centerpiece in the Elimination of Socioeconomic Disparities in Health. *Ann Intern Med.* 1998; 129:412-416. doi:10.7326/0003-4819-129-5-199809010-00012
3. Shah, R., Chen, C., O'Rourke, S., Lee, M., Mohanty, S. A., & Abraham, J. (2011). Evaluation of Care Management for the Uninsured. *Medical Care*, 49(2), 166–171. <http://www.jstor.org/stable/41103892>

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2023-2024)
Total number of patients referred by PLAN to medical providers in their network.	585 patients this year were referred by PLAN to providers and all were disproportionately impacted.
Number of services that referred patients received.	PLAN patients received 2587 services this year.
Dollar value of donated services as reported by medical providers in PLAN's network.	\$5,126,424.68 is the value of services delivered to PLAN patients by providers this year.
Number of new medical providers enrolled in PLAN's network.	One new medical provider was added to the PLAN.

Outcome	Cumulative Data (Q1-Q4 2023-2024)
At least 370 patients referred annually to medical providers in the PLAN network for services.	585 patients this year were referred by PLAN to providers and all were disproportionately impacted. Exceeded annual KPI by 158%

Referred patients will receive a minimum of 2400 services annually.	PLAN patients received 2587 services this year. Exceeded annual KPI by 108%
At least \$3,000,000.00 worth of donated services delivered annually as reported by medical providers in the PLAN network. Exceeded annual KPI.	\$5,126,424.68 is the value of services delivered to PLAN patients by providers this year. Exceeded KPI by over \$2 million dollars in donated services or 171%.
At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance (annually)	One new medical provider was added to the PLAN registry in year 3 thereby reaching 50% of KPI. Staffing increases are needed to continue to secure more medical providers. The PLAN Advisory board is exploring hiring and community partnerships to increase workflow and retention.

Success Story

We are extremely proud of the success we have had in meeting our goals as we continue to consecutively generate over \$5,000,000 annually of in-kind/pro bono revenue from our network of physician specialists.

In addition, we are extremely proud of the following little known/unpublicized benefit that we provide to low-income Collier County residents. The importance of the services provided by PLAN, in addition to the primary benefit of promoting better health, is a secondary benefit of helping to alleviate homelessness. This is achieved by eradicating the need for a qualifying client to often be faced with the dilemma of making a choice between paying rent/buying food or seeking healthcare. Having programs in the community such as PLAN has not only proven to be beneficial but also necessary. Without PLAN, the underserved and uninsured population of Collier County wouldn't have access to the free and quality of care that we provide. As our motto states, we are "Making a Difference in the Health of Our Community" and are extremely proud of that.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

PLAN exceeded most KPI targets in year 3. PLAN has a long history of linking Collier County residents in need of health care services with pro bono health care providers and services among over 150 specialists in the database to provide services. The provision of free medical services allows patients to dedicate their other resources to food security, housing, transportation, and quality of life. PLAN never closed/denied the services

offered and continued to see even more patients post Covid-19 and was able to conduct services for patients during the aftermath of hurricane Ian.

More patients and services were provided in year 3.

All patients served by PLAN meet the definition of disproportionately served populations. PLAN has exceeded the ability to meet KPIs which were established with historical 3-year averaging.

PLAN has very dedicated staff to the PLAN mission and operations.

Weaknesses

Limitation: Moderate levels of evidence are used in the intervention design due to the absence of randomized clinical trials (RCTs) data.

In year 3 PLAN was challenged to find new office space and additional expenses had to be diverted to moving and set-up. Longer term, stable commitments by the community to house PLAN activities and personnel would support more efficiency in delivering the PLAN mission.

The Executive Director resigned, and staffing is down by at least 2 FTE.

Caps on uncompensated care by community providers and services continue to limit the ability of PLAN to exceed their goal of 2 new providers each year.

Opportunities

PLAN has the ability to meet the needs of the growing number of applicants more fully, beyond the historically established KPIs, who are seeking uncompensated care.

New staff are needed to replace the 2.0 FTE staff and there is currently exploration of a partnership with Health Care Network to realign workflow and staffing.

Negotiations with acute care systems to increase the amount of uncompensated care services may be strengthened with data that demonstrates that delayed care is costlier for provider time and requires more intensity of services as well as a delayed return to health status of patients.

Advisory board members can offer intense advocacy for the needs and advantages of expanded providers and services. Advisory board membership can be expanded with key informants who can advocate and secure service expansion. Master's level marketing students from MBA programs can be recruited to offer marketing planning and programs for PLAN from local universities.

Threats

Service delays can occur for patients once they contact PLAN. It has been noted in the literature that delays in service due to post COVID-19 demands for care, provider office closures for periods of time, especially during the aftermath of natural disasters (hurricanes), unavailability of beds for elective surgeries due to provider

caps, and fear expressed by patients to seek care in an environment that may contribute to communicable disease exposure, and long Covid-19 conditions have resulted in delayed care even today.

While some pro bono providers see many patients and provide more than their share of care, others may only see a few patients and place limits on the services provided historically when the reality of an increase in community need has been demonstrated to exceed historical data. Providers who decline or limit care report they want other providers to join the ability of the community to provide bono care.

PLAN reports that providers lack the knowledge as to how PLAN and the State provide physician benefits for coverage of PLAN patients. PLAN struggles to recruit new providers and depends on the good will of providers and their dedication to service in their communities. The small staff, the lack of a marketing person or resources, and the year-to-year funding and location volatility contribute to limited recruitment success and an underinformed community as to the needs for pro bono care and timely access to care.



Collier County

2024 Performance Report

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