

AMERICAN RESCUE PLAN  
STATE AND LOCAL FISCAL RECOVERY FUNDS

# RECOVERY PLAN



**2022 Performance Report**  
Submitted to US Treasury July 31, 2022





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# Collier County, Florida

## 2022 Recovery Plan

GENERAL OVERVIEW .....	7
EXECUTIVE SUMMARY .....	7
USES OF FUNDS.....	16
PROMOTING EQUITABLE OUTCOMES .....	22
COMMUNITY ENGAGEMENT.....	32
LABOR PRACTICES.....	37
USE OF EVIDENCE .....	39
TABLE OF EXPENSES BY EXPENDITURE CATEGORY.....	46
PROJECT INVENTORY.....	50
PERFORMANCE REPORT.....	70
COLLIER KEY PERFORMANCE INDICATORS.....	70
SUMMARY AND NEXT STEPS.....	89
APPENDIX A: COLLIER COUNTY KPI COMPENDIUM .....	91

## Amendment Log: Collier County ARP Recovery Plan

The following table presents a record of amendments that occur intra-annually between submissions of the Collier County Recovery Plan Performance Report to Treasury. It includes a log of where sections are altered based on changes, and the level of approval provided.

<b>Change No.</b>	<b>Date</b>	<b>Content</b>	<b>Approved By</b>	<b>Pages Affected</b>
<b>1</b>	9/20/2021	Amendment Process and Log Created for Recovery Plan  <u>Budget Change:</u> N/A	Collier CHS Staff	P.2 Log Added P. 77 Amendment Process Outlined
<b>2</b>	9/28/2021	<u>Scope of Work Change:</u> New project under EC 1.1 COVID-19 Vaccination added – CC 1.7 Vaccination.  <u>Budget Change:</u> \$80,000 of funds re-allocated from CC 3.2 Public Health Safety Operations to CC 1.7 Vaccination	Collier County Board of County Commissioners – Item 11C	P.5 Graphic edited P.6 Project / EC count P.7 EC added P.13 EC added P.41 EC added / Project count P.45 Project / EC count P. 51 New Project Description added
<b>3</b>	10/20/2021	<u>Scope of Work Change:</u> Project CC 3.5 Altered to remove Mental Health and Substance Abuse (MHSA) System of Care Purchase. No budgetary changes.  <u>Budget Change:</u> N/A	County Manager	P.22 “substance abuse” removed P.58 Project Description changed P.74 Output and Outcome KPIs removed for EC 7.2
<b>4</b>	01/10/2022	<u>Evidence Base Change:</u> Project CC 1.1, additional description added.  <u>Evidence Base Change:</u> Project CC 1.6 Description edits  <u>Language Change:</u> Project CC1.6 description change. Dates changed from 2026 to 2024.	County Manager	P.25 KPI description change  P.36 Description Language Change  P.37 Description Language Change; Evidence Base reference removed

Change No.	Date	Content	Approved By	Pages Affected
		<u>KPI Change:</u> EC 1.10 Output KPI change.		P.51 Project Overview, Goals & Evidence, and Timeline edits
		<u>Budget Change:</u> N/A		P.70 Output KPI, removed “annually”
				P.72 KPI description change
<b>5</b>	3/22/2022	<p><u>Scope of Work / Project Change:</u></p> <p>New Project – CC 1.7 Public Health Infrastructure Added</p> <p>New Project – CC 3.6 “Collier County Revenue Replacement” EC 6.1 Added</p> <p>New Project – CC 4.4 “Collier County Affordable Housing” EC 3.10 Added</p> <p>CC 1.5 Project Description edits</p> <p>CC 1.12 Project Description edits</p> <p>CC 2.2 Expenditure Category changed</p> <p>CC 4.1-4.6 Library, University, Museum Project Changes</p> <p>CC 1.7 Removed</p> <p>CC 4.5 Removed</p> <p>CC 5.1 Removed</p> <p>CC 5.2 Removed</p> <p>CC 5.3 Removed</p> <p><u>Project Edits</u></p> <p>CC 1.1 Project Edits</p> <p>CC 1.2 Project Edits</p> <p>CC 1.3 Project Edits</p> <p>CC 1.5 Project Edits</p> <p>CC 1.6 Project Edits</p> <p>CC 3.4 Project Edits</p> <p>CC 3.6 Project Added</p> <p>CC 4.1 Project Condensed and edited from CC 4.1-4.3</p> <p>CC 4.2 Project Edits, EC Change to EC 2.1 from 3.13</p>	Collier County Board of County Commissioners 3/22/2022 – Item 16D	<p>p.0 Organizational staff changes</p> <p><u>p.7</u> Infographic edited</p> <p><u>p.8</u> Text description edits and graphic change</p> <p><u>p.9</u> Project text edits</p> <p><u>p.10</u> Project text edits and adds</p> <p><u>p.11</u> Project expenditure category graphic change</p> <p><u>p.12</u> Housing, Economic and Education goal edits</p> <p><u>p.13</u> Goal removal and narrative adds</p> <p><u>pp.14-17</u> Category edits and text changes</p> <p><u>pp.20-24</u> Category edits, narrative, and map changes</p> <p><u>pp.27-29</u> KPI edits on Equity Projects</p> <p><u>p.29</u> Infrastructure KPIs removed</p> <p><u>p.35</u> Infrastructure project description removed</p> <p><u>p.38</u> CC 1.1 budget adjusted</p> <p><u>p.40</u> CC 2.2 Project added to evidence base</p> <p><u>p.41</u> CC 4.4 Project Added and Evidence base provided.</p> <p><u>pp.45-48</u> budget adjustments per project / allocation changes</p> <p><u>p.49</u> Project description edits to CC 1.1</p> <p><u>p.52</u> Project description edits per FGCU</p> <p><u>(p.54)</u> COVID-19 vaccination project description removed</p> <p><u>p.49-67</u> Project adjustments to CC 1.1,</p>

<b>Change No.</b>	<b>Date</b>	<b>Content</b>	<b>Approved By</b>	<b>Pages Affected</b>
		CC 4.3 Project Edits (formerly CC 4.6) CC 4.4 Project Added		1.2, 1.3, 1.5, 1.6, 2.2, 3.4, 4.1, 4.2, 4.3 <u>p.61</u> CC 3.6 Provision of Government Services project added <u>P.55</u> CC 1.7 Collier Public Health Infrastructure Project added <u>P.67</u> CC 4.4 Collier County Affordable Housing project added <u>(pp.63-66)</u> CC4.1-4.6 Projects removed, consolidated, or edited <u>(p.66)</u> CC 4.5 Museum Tourism Marketing project removed <u>(pp.68-70)</u> CC5.1-5.3 Infrastructure projects removed <u>pp.68-73</u> EC 1.5, 1.7, 1.9, 1.10, 1.12, 2.2, 2.5, 2.9, 3.2, 3.10, 3.13 (Now 2.1), 6.1 KPI additions and/or edits per FGCU and Project Subrecipients <u>p.74</u> – Mandatory performance indicators edited to reflect CC 4.4, CC 4.1, and 4.3
		<u>KPI Change:</u> CC 1.5 KPI edits CC 1.12 KPI edits CC 3.2 KPI edits CC 3.2 KPI edits CC 3.4 KPI edits CC 2.1 KPI edits CC 2.2 KPI edits CC 3.6 KPIs added CC 4.1-4.3 KPI edits CC 4.4 KPIs added		
		<u>Budget Change:</u> \$15.8 Million  - New \$10 Million Project – CC 3.6 “Collier County Revenue Replacement” EC 6.1 Added - New \$4,586,137– CC 4.4 “Collier County Affordable Housing” Added - New CC 1.7 “Collier Public Health Infrastructure” \$1,200,000 added CC 1.1 (Reduced from \$7,500,000 to \$7,000,000) - CC 4.1 (Three library projects consolidated and reduced from \$7 M to \$2 M) - CC 4.2 (Reduced from \$2.05 M to \$1.55 M) CC 1.7 (\$80,000) Removed CC 4.5 (\$335,066) Removed CC 5.1 (\$2,300,000) Removed CC 5.2 (\$3,871,000) Removed CC 5.3 (\$3,000,000) Removed		

<b>Change No.</b>	<b>Date</b>	<b>Content</b>	<b>Approved By</b>	<b>Pages Affected</b>
<b>6</b>	7/12/2022	<u>Scope of Work / Project Changes:</u>		
		- All Expenditure Categories updated to fit Final Rule Guidance		P.9 Plan Format Key Updated for New ECs
		- New Project CC 4.5 Created to house subrecipient from CC 1.3		PP.10-11 ECs updated to Final Rule
		- Appendix A: Evaluation Report Added		P.12 Expenditure Pie Chart updated
				P.14 Challenges and Opportunities updated with yearly section
		<u>Project Edits:</u>		PP.15-18 Uses of Funds employment data and ECs updated
		- CC 1.3 Collier Comorbidity Care (differentiated project into two – CC 4.5 is new)		PP. 25-31 ECs updated and yearly “measuring equity” section added
		- CC 1.7 Collier Public Health Infra	Collier County Board of County Commissioners	PP.32-36 Community Engagement Sections broken out by year and 2022 added
		- CC 4.4 Collier Affordable Housing RLF edits	July 12, 2022	PP.39-46 Evidence Base ECs updated and evidence edited for EC 2.15
		- CC 4.5 Collier Access to Care (new project to hold longstanding subrecipient project)	Item 16D	PP.47-50 ECs updated in Expenses by Expenditure Category Section.
		PP.51-69 Project ECs updated; project description edits to CC 1.7, 3.4, and 4.4		
		P.70 – New Project CC 4.5 Created		
		PP.70-78 ECs updated for KPIs and KPI edits to CC 1.7, 3.4 and 4.4		
		PP.79-86 New KPI reporting table added		
		PP.89-90 Summary and Next Steps yearly breakouts added and 2022 content provided		
		<u>Budget Edits:</u>		
		- <u>CC 1.1 reduced by \$95,532</u>		
		- <u>CC 1.6 increased by \$95,532</u>		

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<b>Change No.</b>	<b>Date</b>	<b>Content</b>	<b>Approved By</b>	<b>Pages Affected</b>
		- <u>CC 3.1 decreased by \$28,000</u>		
		- <u>CC4.4 increased by \$28,000</u>		

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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 expenses<sup>1</sup> 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 will receive **\$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.

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<sup>1</sup> U.S. Treasury. "Interim Final Rule". 31 CFR Part 35

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 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*

<b>Annual Report</b>	<b>Period Covered</b>	<b>Due Date</b>
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



**\$11.6 million**  
Mortgage/rent, utility, housing navigation services, and development of new affordable housing. Administered through Collier County CHS, Courts, and housing partners.



**\$1.5 million**  
Help for vulnerable individuals and families through services provided by nonprofit organizations.




**\$5.75 million**  
Health and wellness promotion. Administered through David Lawrence Center, PLAN, and Togetherhood Collaborative.




**\$6.7 million**  
Food security programs providing more access to homegrown, local and fresh foods through food banks & education. Administered through CFCC and UF IFAS.



**\$6.5 million**  
Small business resiliency and recovery grants. Administered by Collier County CHS Division and nonprofits.



**\$2 million**  
Personal Protective Equipment and related COVID-19 prevention gear, such as masks, sanitizer, and filtration. Administered by Collier County Hospitals and CHS Division.




**\$22.3 million**  
EMS support for COVID-19 response through 2026. Administered by Collier County.



**\$10 million**  
Government Services, including those normally provided by the County, such as Public Safety. Administered by Collier County.



**\$2.6 million**  
Expanded and enhanced educational programming to respond to loss of in person instruction. Administered through Collier County Libraries and Museums.



**\$5.85 million**  
Program administration, grant management technology, staffing, and subrecipient monitoring. Includes FGCU Evaluation services.

## Plan Format Key

Through its final rule, the US Department of Treasury details seven major expenditure categories with a total of eighty three (83) 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 seven major Expenditure Categories – EC1-4, 6, and 7 (EC 5, Infrastructure, is 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 19 projects in 16 Treasury-defined Expenditure 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) – \$9,475,000

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

- Personal Protective Equipment (EC 1.5) - \$2,000,000
- Other COVID-19 Public Health Expenses (EC 1.7) - \$1,700,000
- Mental Health Services (EC 1.12) - \$5.5 Million
- Other Public Health Services (EC 1.14)- \$275,000



*Public Health  
EC-1*

## Negative Economic Impacts (EC 2) - \$28,890,931

Collier County is taking a comprehensive view toward mitigating negative economic impacts, both upon individuals and businesses. The following expenditure categories have been identified for program spending:

- Food Programs (EC 2.1) - \$6.7 Million
- Household Assistance: Rent, Mortgage, and Utility Aid (EC 2.2) - \$7.5 Million
- Long-term Housing Security: Affordable Housing (EC 2.15) - \$4.1 Million
- Addressing Educational Disparities: Aid to High Poverty Districts (EC 2.24) - \$2.6 Million
- Assistance to Small Business: Loans or Grants to Mitigate Financial Hardship (EC 2.29) - \$5.5 Million
- Assistance to Small Business: Technical Assistance, Counseling, or Business Planning (EC 2.30) - \$1 Million
- Assistance to Impacted Nonprofit Organizations (EC 2.34) - \$1.5 Million



*Economic Impacts  
EC-2*

## Public Health-Negative Economic Impact: Public Sector Capacity (EC 3) - \$20,776,770

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) – \$20.2 Million
- Public Sector Capacity: Effective Service Delivery (EC 3.4) - \$600,000



*Public Sector  
Capacity  
EC-3*

## Premium Pay (EC 4) - \$380,000

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:

- 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

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) - \$5,250,000

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) - \$5.25 Million

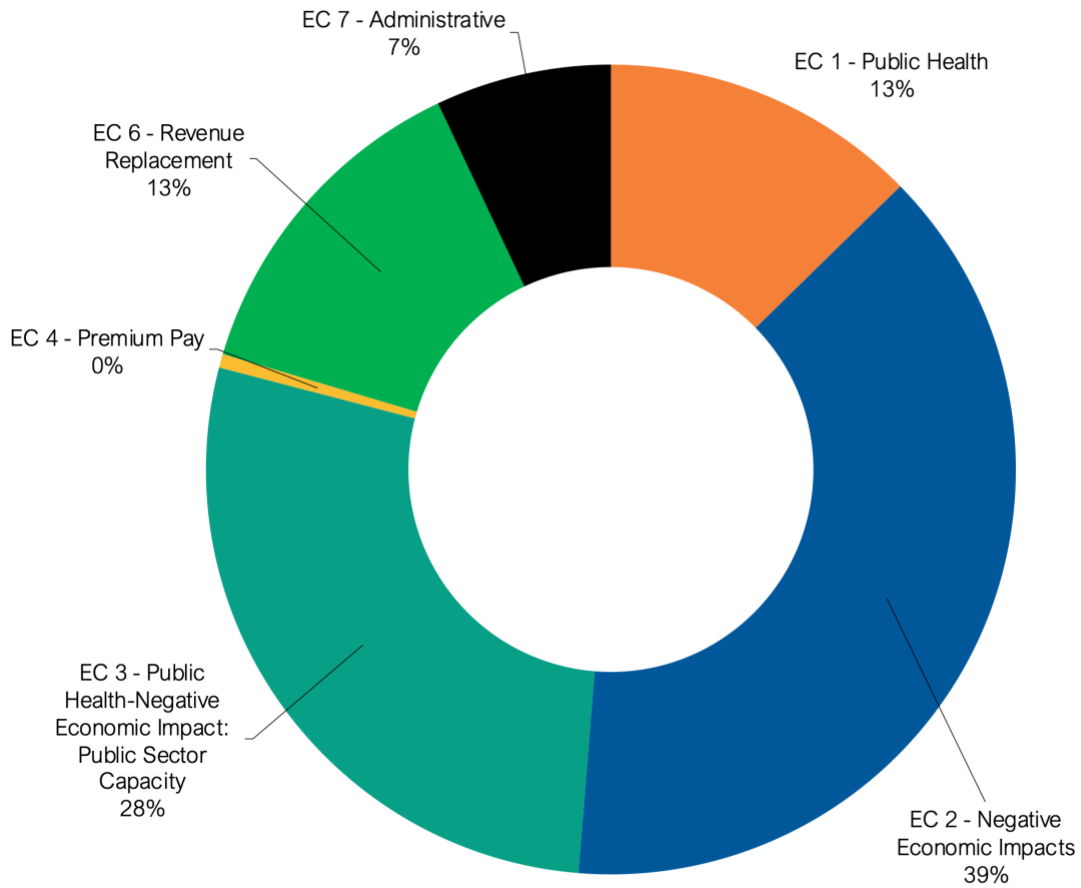


Administrative  
EC-7

Approximately 70% of funding will be implemented through Collier County Divisions and 30% through local non-profit organizations, businesses, and universities. These areas will promote a well-rounded recovery from the pandemic over the next five years – 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 goal of Collier ARP funding is 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 and resilience assistance, resulting in greater employee retention and revenue growth.

### 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 in 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 is now 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, is anticipated to begin its grant cycle in late 2022.

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.

## **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.

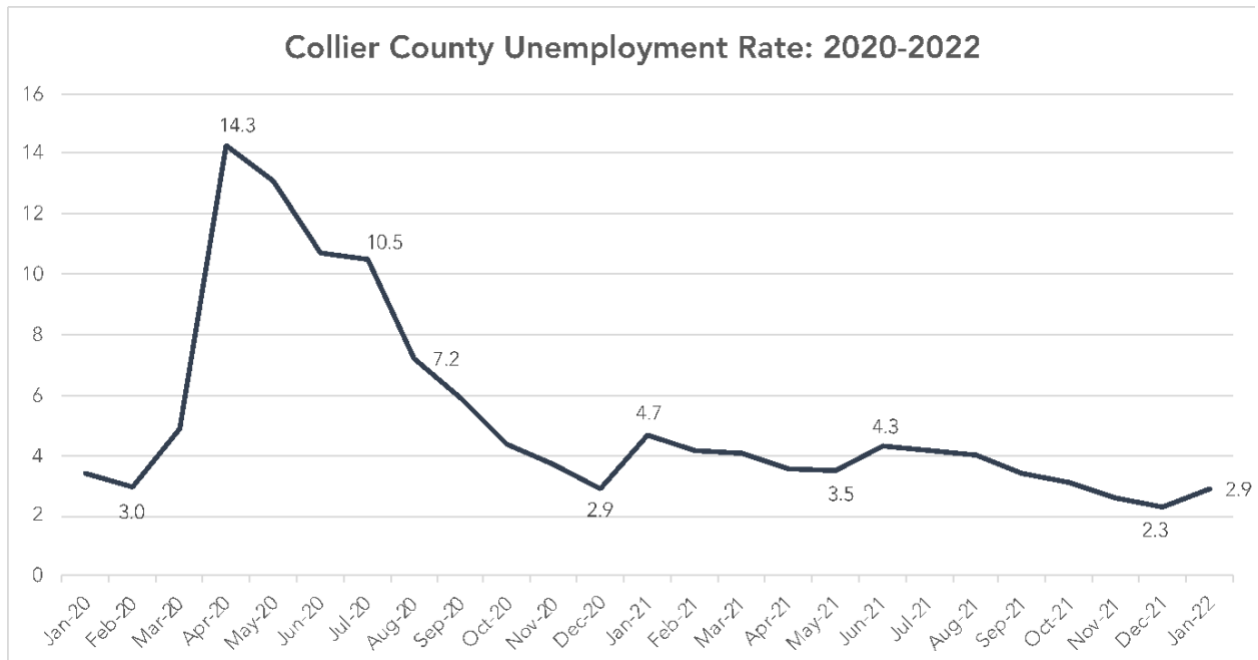
## USES OF FUNDS

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 April of 2020 (14.3%), then declined over the next six months. By December of 2020, the unemployment rate was down to the pre-pandemic level of the previous year (2.9%). As of January 2022, unemployment is 2.9%, which is down 1.8 points year-over-year, and even down .5 points from the January 2020 level. 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 two years in regards 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 2020 – Most Recent Available Month<sup>2</sup>



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 eleven Qualified Census

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

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.

### 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 \$9.5 million for Public Health, \$28.9 million under Negative Economic Impacts, \$20.8 million in Public Sector Capacity, \$380,000 for Premium Pay, \$10 million for Government Services, and \$5.25 million for Administrative Costs.**

### Public Health

Public Health represents thirteen 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)	Personal Protective Equipment (EC-1.5)	CC 3.4	\$2,000,000
	Other COVID-19 Public Health Expenses (EC-1.7)	CC 1.7	\$1,700,000
	Mental Health Services (EC-1.12)	CC 1.5	\$5,500,000
	Other Public Health Services (EC-1.14)	CC 1.3	\$175,000
	Other Public Health Services (EC-1.14)	CC 4.5	\$100,000
<b>TOTAL</b>			<b>\$9,475,000</b>

## Negative Economic Impacts

Collier County is taking a comprehensive view toward individual and business negative economic impact assistance. Thirty nine 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)	(EC-2.1) Food Programs	CC 1.4	\$5,115,000
	(EC-2.1) Food Programs	CC 4.2	\$1,546,000
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.1	\$6,904,468
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.6	\$620,532
	(EC-2.15) Long-term Housing Security: Affordable Housing	CC 4.4	\$4,114,137
	(EC-2.24) Addressing Educational Disparities: Aid to High Poverty Districts	CC 4.1	\$2,029,304
	(EC-2.24) Addressing Educational Disparities: Aid to High Poverty Districts	CC 4.3	\$561,490
	(EC-2.29) Small Business Assistance – Loans or Grants to Mitigate Financial Hardship	CC 2.2	\$5,500,000
	(EC-2.30) Small Business Assistance – Technical Assistance, Counseling, or Business Planning	CC 2.1	\$1,000,000
	(EC-2.34) Assistance to Impacted Nonprofit Organizations	CC 1.2	\$1,500,000
<b>TOTAL</b>			<b>\$28,890,931</b>

## Public Sector Capacity

Twenty eight 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	\$20,166,770
	(EC-3.4) Effective Service Delivery	CC 3.5	\$600,000
<b>TOTAL</b>			<b>\$20,766,770</b>

## 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
<b>TOTAL</b>			<b>\$380,000</b>

## Provision of Government Services

Recognizing that Collier County can nimbly respond to evolve 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
<b>TOTAL</b>			<b>\$10,000,000</b>

## Administrative

This category includes funding for grant management and evaluation of programs and outcomes until late 2026. Seven 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	\$5,250,000
<b>TOTAL</b>			<b>\$5,250,000</b>

These areas will promote a well-rounded recovery from the pandemic over the next five years – 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 and 2.2). A review of five currently active federal recovery funds totaling \$30.3 million is provided below for broader context:

**Community Development Block Grant (CDBG) CV [\$2,744,274]** - 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) [\$18,737,703]** - 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 \$9.6M under the Consolidated Appropriations Act, 2021, which was enacted on December 27, 2020, and ERA2 provides up to \$9M under the American Rescue Plan Act of 2021, which was enacted on March 11, 2021.

**Center for Disease Control and Prevention (CDC) [\$1,200,000]** - Community Health Workers COVID Response and Resilient Communities \$1.2 million – In this newly awarded project, Collier County Community Health Coalition (CCCHC) partners, which include the Collier County government, the Healthcare

Network, Department of Health Collier County, Partners In Health, the Coalition of Immokalee Workers, and Mission Peniel, will support efforts to expand the Community Health Program in the county by training and mentoring Community Health Workers (CHW) to serve Extra Mile communities in Collier County and to integrate the CHW function into care teams to support COVID-19 response efforts in communities hit hardest and among populations that are at high risk for COVID-19 exposure, infection, and poor health outcomes.

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.”<sup>3</sup> through the development and implementation of funding and projects outlined in this Recovery Plan. Equity has served as a guiding principle for the development of the plan, influencing 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 384,902, roughly 89.3% are white, 7.3% are black, 1.6% are Asian, and 28.6% are Hispanic. 73.3% of housing is owner-occupied, 85.2% of the population has access to broadband, the Median household income is \$76,415, and 9.4% of persons are in poverty<sup>4</sup>. 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 recovery<sup>5</sup>. QCTs, distributions of household income, as well as CDC’s social vulnerability, along with geography-specific projects, are shown in the following maps.

### 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.”

There are 11 QCTs in Collier, including: 7.00, 104.10, 104.20, 106.01, 107.01, 111.03, 112.04, 112.05, 113.01, 113.02, and 114.00<sup>6</sup>. 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.

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,

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

<sup>4</sup> EDA StatsAmerica: <https://www.statsamerica.org/USCP/>

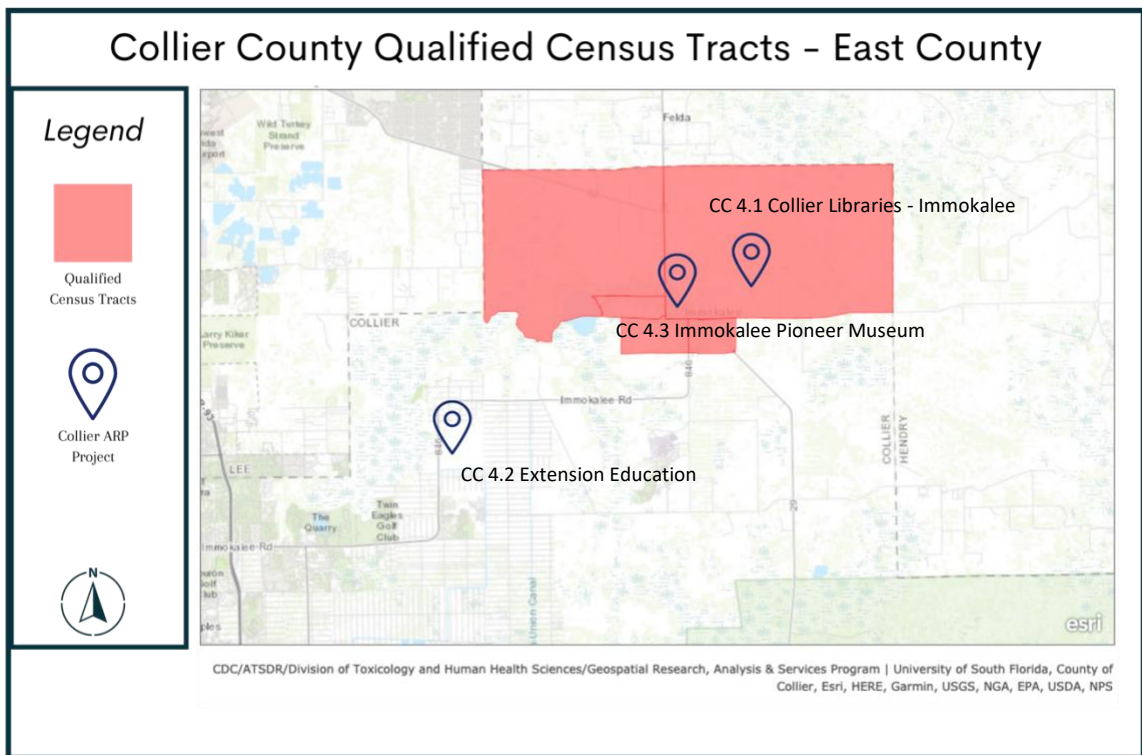
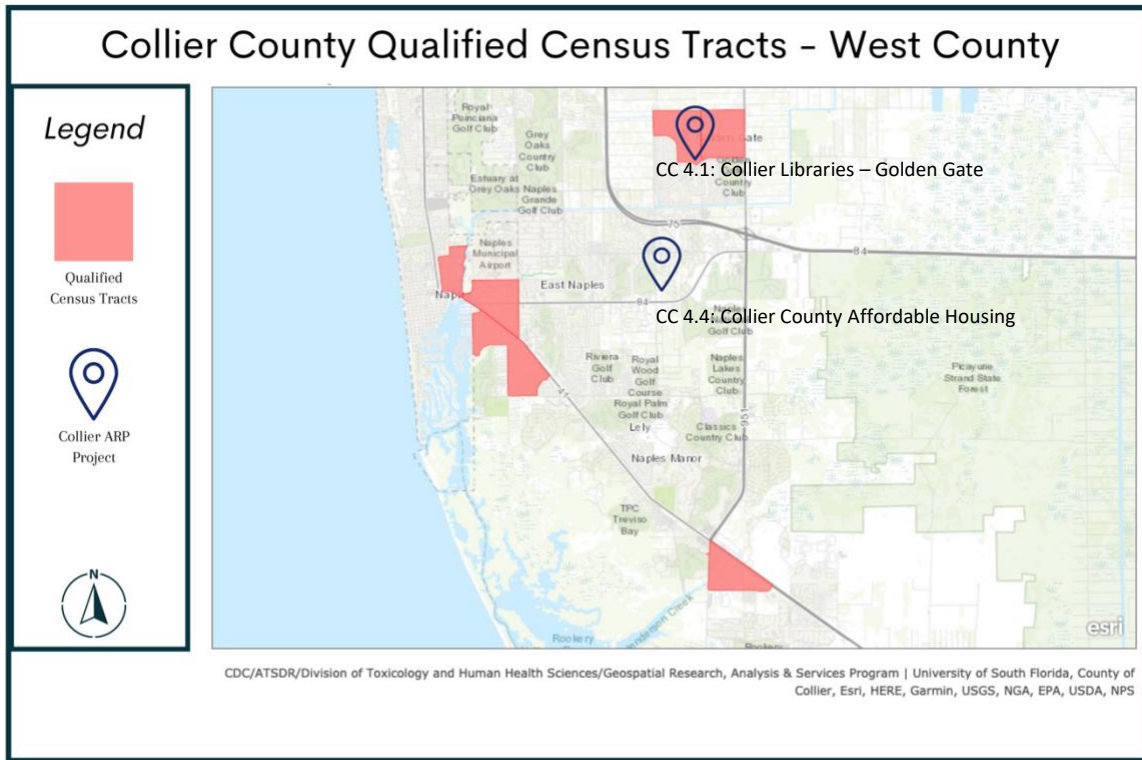
American Community Survey, 2019. <https://www.census.gov/quickfacts/fact/table/colliercountyflorida/PST045219>

<sup>5</sup> CDC Social Vulnerability: [https://www.atsdr.cdc.gov/placeandhealth/svi/fact\\_sheet/fact\\_sheet.html](https://www.atsdr.cdc.gov/placeandhealth/svi/fact_sheet/fact_sheet.html)

<sup>6</sup> HUD, 2022. [https://www.huduser.gov/portal/sadda/sadda\\_qct.html](https://www.huduser.gov/portal/sadda/sadda_qct.html)

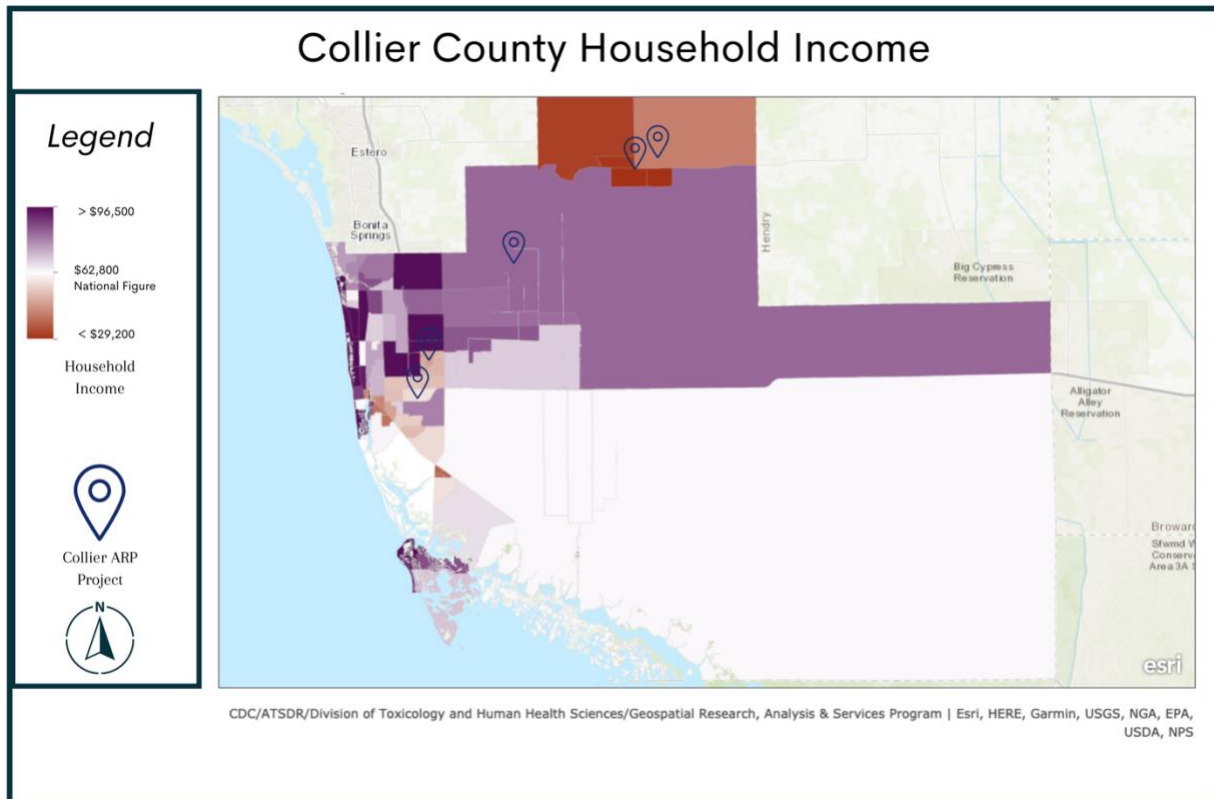


University Extension, and Affordable Housing projects directly serve QCTs or areas of higher social vulnerability, as shown by the following maps.



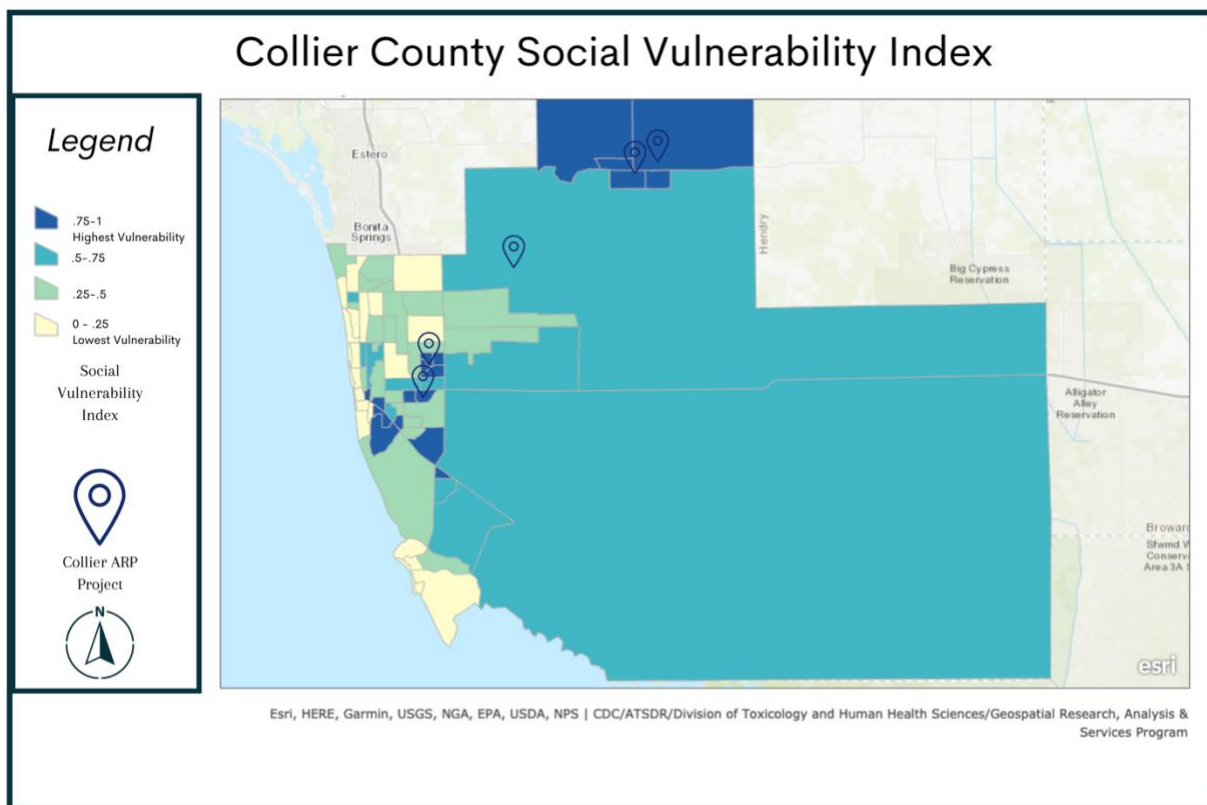
## Median Household Income

Median Household Income in Collier County ranges from around \$30,000 per year to above \$100,000. The map below displays median household income by census tract. 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.



## 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.



## 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 residents in QCTs for access to personal protective equipment and other public health services.

### Negative Economic Impacts (EC-2)

Target residents in QCTs for access to Food Programs, Rent, Mortgage, and Utility Aid, 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 (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 1.12	CC 1.5 Mental Health Services	<ul style="list-style-type: none"> <li>At least 8500 total crisis stabilization bed days</li> <li>At least 75 persons served annually</li> <li>Readmission rates at 30, 90, and 180 days</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> </ul>



Expenditure Category	Collier County Project	Outputs	Outcomes
			<ul style="list-style-type: none"> <li>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</li> </ul>
<p><b>EC 1.14</b></p>	<p>CC 1.3 Collier Comorbidity Care</p>	<ul style="list-style-type: none"> <li>Total number of Home Food Deliveries</li> <li>Number of services beneficiaries received</li> <li>Dollar value of donated food and services</li> <li>Number of unduplicated individuals and families served</li> <li>Total individuals served</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of beneficiary services provided, measured quarter-over-quarter</li> </ul>

Expenditure Category	Collier County Project	Outputs	Outcomes
<b>EC 1.14 (Continued)</b>	CC 4.5 Collier Access to Care	<ul style="list-style-type: none"> <li>Total number of patients referred by PLAN to medical providers in their network.</li> <li>Number of services that referred patients received</li> <li>Dollar value of donated services as reported by medical providers in PLAN's network</li> <li>Number of new medical providers enrolled in PLAN's network</li> </ul>	<ul style="list-style-type: none"> <li>At least 370 patients referred annually to medical providers in the PLAN network for services</li> <li>Referred patients will receive a minimum of 2400 services annually</li> <li>At least \$3,000,000 worth of donated services annually, reported by medical providers in the PLAN network</li> <li>At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance</li> </ul>
<b>EC 2.1</b>	CC 1.4 Food Security for Collier County Residents	<ul style="list-style-type: none"> <li>Support at least five Food Banks or Pantries serving Residents of Collier County</li> <li>Support a minimum of 10,000 households in Collier County with food security goods and services, with demographic and QCT info for populations served.</li> </ul>	<ul style="list-style-type: none"> <li>75% of distributed food packages will include nutrition and/or healthy diet information</li> <li>Children ages 18 or younger will be at least 25% beneficiaries of all food pantry distributions</li> <li>At least 40% of funds expended for food distribution will be in a Collier QCT</li> </ul>
<b>EC 2.1 (Continued)</b>	CC 4.2 University Extension – Reaching More	<ul style="list-style-type: none"> <li>Number of individuals participating in evidence-based nutrition education programs</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants in nutrition education programs who increase their knowledge of meal preparation and how fruits and vegetables</li> </ul>



Expenditure Category	Collier County Project	Outputs	Outcomes
			<p>support nutrition for improved health</p> <ul style="list-style-type: none"> <li>● Number of participants planning healthy meals based on MyPlate recommendations</li> <li>● Increased consumption of fruits, vegetables, or healthy meals that meet FDA dietary guidelines, and purchases of healthy foods by participants</li> </ul>
<b>EC 2.2</b>	CC 1.1 Affordable Housing – Mortgage and Rent	<ul style="list-style-type: none"> <li>● Number of persons receiving rent, mortgage, or utility assistance</li> </ul>	<ul style="list-style-type: none"> <li>● 40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury</li> <li>● 100% of homeowners served will receive housing counseling services</li> </ul>
<b>EC 2.2 (Continued)</b>	CC 1.6 – Housing Navigators and Legal Services	<ul style="list-style-type: none"> <li>● Number of persons or households receiving eviction prevention services</li> </ul>	<ul style="list-style-type: none"> <li>● Number of persons or households that are impacted or disproportionately impacted, as defined by Treasury</li> <li>● Number of successful eviction preventions</li> </ul>

Expenditure Category	Collier County Project	Outputs	Outcomes
<b>EC 2.15</b>	CC 4.4 Collier County Affordable Housing	<ul style="list-style-type: none"> <li>Total dollar amount of affordable housing loans provided</li> <li>Total dollar amount of affordable housing grants provided</li> </ul>	<ul style="list-style-type: none"> <li>Number of affordable housing units preserved or developed</li> </ul>
<b>EC 2.24</b>	CC 4.1 Collier County Libraries – COLE Program	<ul style="list-style-type: none"> <li>Number of students participating in evidence-based tutoring programs, with demographic information</li> <li>Computer equipment usage statistics with demographic information</li> </ul>	<ul style="list-style-type: none"> <li>Increased reading comprehension or other educational attainment that will be measured by pre- and post-assessment of participating students</li> </ul>
<b>EC 2.24 (Continued)</b>	CC 4.3 Collier County Museums: Immokalee Pioneer Museum	<ul style="list-style-type: none"> <li>Number of participants in community gardening programs who increase their knowledge in science regarding plant life and how fruits and vegetables support nutrition for students who lost science and health education due to pandemic school closures.</li> </ul>	<ul style="list-style-type: none"> <li>Increased knowledge in science as measured through pre- and post-assessment on plant life cycle and nutrition.</li> </ul>
<b>EC 2.34</b>	CC 1.2 Help for Vulnerable Individuals and Families	<ul style="list-style-type: none"> <li>Number of nonprofits receiving assistance</li> <li>Number of nonprofits operating in QCTs that receive assistance</li> </ul>	<ul style="list-style-type: none"> <li>Number of services provided quarterly by assisted nonprofits to Collier County beneficiaries</li> </ul>



## Measuring Equity

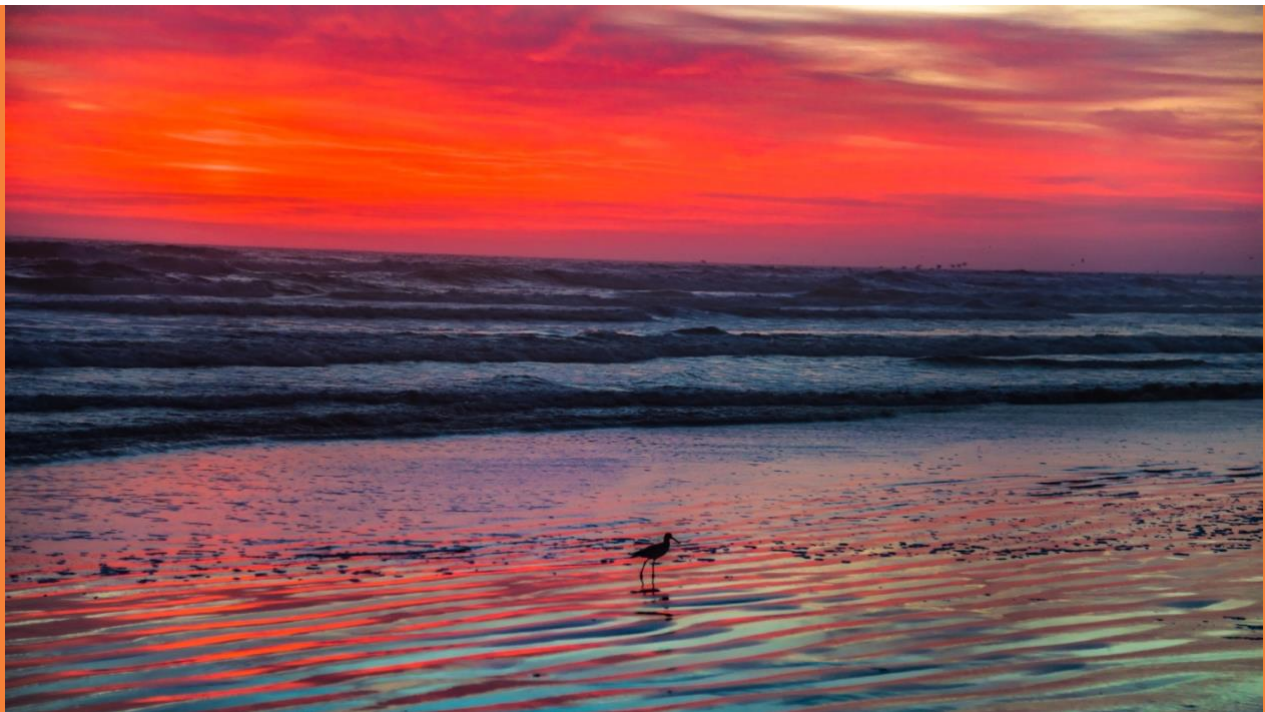
Assessing the location and extent of underserved populations within this plan has occurred through identification of Qualified Census Tracts, Household Income by Census Tract, and Tract-based Social Vulnerability Index scores. From this, projects have been tailored to serve as many of these areas as possible. Project CC 3.6, 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 3.6, 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.



## 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.



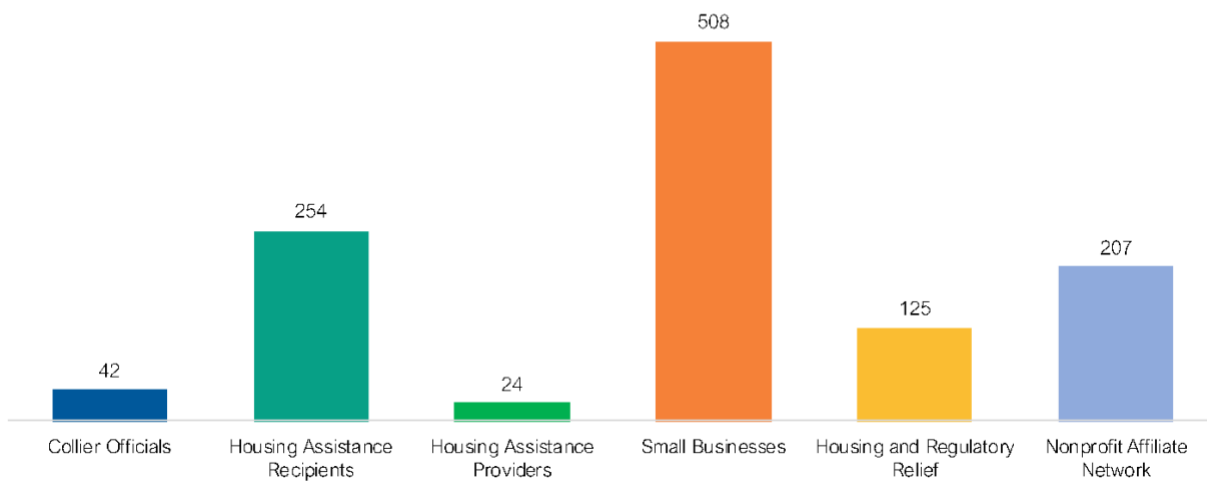
At the partner/expert phase Collier County staff met with the Community Foundation of Collier County, The Affordable Housing Advisory Committee, Collier County Health Department, and the Community Mental Health Agency. These meetings, conducted in mid-2021, gave rise to the initial projects which were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

Collier County developed its first plan proposal in late Spring, 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 Meeting<sup>7</sup>.

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.

Collier County ARP Community Engagement Information Recipients



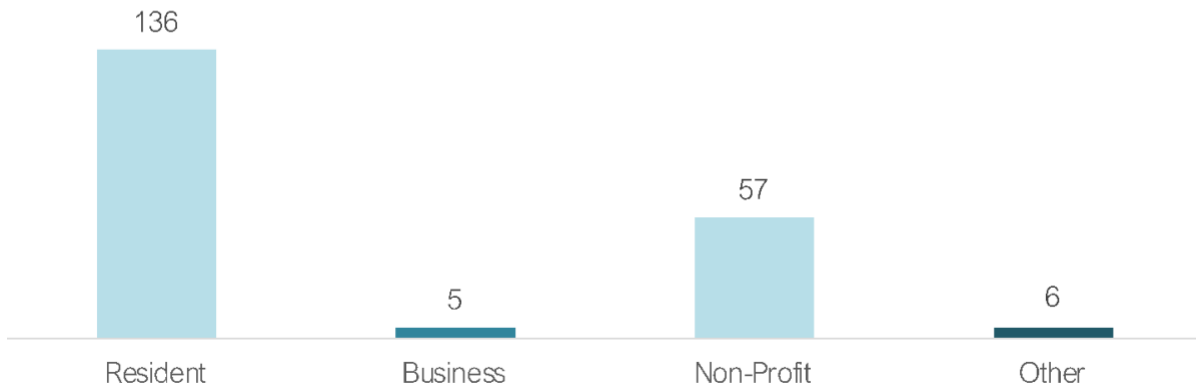
The survey, open from August 13, 2021, through August 20, 2021, received **206** responses. Residents, businesses, non-profits, and others provided answers, and feedback was positive. The following graphics present summary statistics and other highlights from the survey.

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

### 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.

#### Next Steps 2021

Collier County Communications will push 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.

### Next Steps 2022

Collier County and partners initiate project specific messaging – for example, CC 1.1 Affordable Housing Grants – as projects are in pre-application status. 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. 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.

## 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.<sup>8</sup> All Human Resources practices, including 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 arise<sup>9</sup>.

In 2020, 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 improvement in public and non-profit

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<sup>8</sup> Collier County Personnel Ordinance No. 2001-50

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

institutions. Collier County is one of the 15 distinguished first-time winners, one of 32 agencies in Florida, and one of 40 Counties in the United States and Canada<sup>10</sup>.

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!**



<sup>10</sup> Collier County, 2021. <https://www.colliercountyfl.gov/your-government/divisions-f-r/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.<sup>11</sup>

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
<b>Mental Health Services CC 1.5</b>	EC 1.12 Mental Health Services	\$5.5 million to provide evidence-based mental health services	Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.	*(see below)



<sup>11</sup> U.S. Department of the Treasury. “Coronavirus State and Local Fiscal Recovery Funds Guidance on Recipient Compliance and Reporting Responsibilities”. 2021



Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
<b>Food Security for Collier County Residents CC 1.4</b>	EC 2.1 Food Programs	\$5.115 million 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. <a href="#">Web Link</a>.</p> <p>Nonprofit sub-recipients within this category will provide evidence-based proof from their own academic sources, or from the <a href="#">Pew Results First Clearinghouse</a> or similar platform, and will work with Collier Impact Evaluation Team (CC 3.5) to define an evaluation plan for funded projects.</p>	*(see below)
<b>Reaching More – Extension Education CC 4.2</b>	EC 2.1 Household Assistance: Food Programs	\$1,546,000 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” <a href="#">Web link</a></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
<b>Affordable Housing – Mortgage and Rent CC 1.1</b>	EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid	<p>\$6.9 million 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>	<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 <a href="#">Web Link</a></p> <p>Full Evidence Base in development and to be maintained by FGCU Impact and Evaluation Team.</p>	*(see below)
<b>Housing Navigators and Legal Services CC 1.6</b>	EC 2.2 Household Assistance – Rent, Mortgage and Utility Aid	<p>This project provides \$620,532 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>	<p>The Pew Results First Clearinghouse provides that “Legal support in eviction proceedings” holds the second-highest evidence-based rating. <a href="#">Web link</a></p> <p>Sub-recipients within this category will provide evidence-based proof from their own academic sources, or from the <a href="#">Pew Results First Clearinghouse</a> 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)

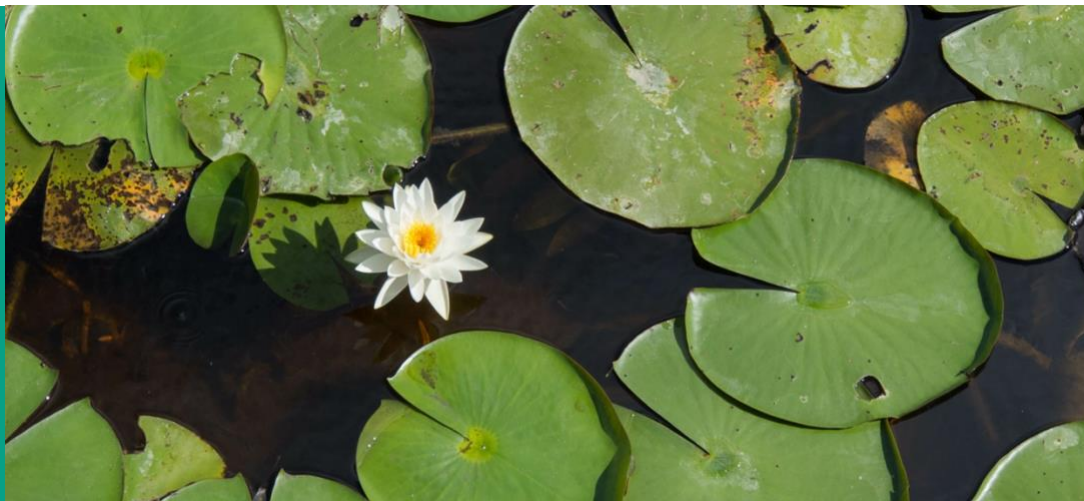
Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
<b>Collier County Affordable Housing CC 4.4</b>	EC 2.15 Long-term Housing Security: Affordable Housing	\$4,114,137 to partner with one or more local developers of Affordable Housing and new units to Treasury presumed eligible recipients	<p>According to the <a href="#">United States Interagency Council on Homelessness</a>: “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)
<b>Collier County Libraries – COLE Program CC 4.1</b>	EC 2.24 Addressing Educational Disparities: Aid to High Poverty Districts	\$2 Million to fund library education assistance programs	<p>Cindy Mediavilla of UCLA Dept. of Information Studies provides models for Homework Centers in her book <i>Creating &amp; Managing the Full Service Homework Center</i> 2018. <a href="#">Web Link</a></p> <p>Best practices for Teen life skills groups have been explore by Christopher Harriet (2010) <a href="#">Web Link</a> and the Young Adult Library Services Organization (2017) <a href="#">Web Link</a>.</p> <p>Slow internet connections or limited access in rural areas can contribute to students falling behind academically, with setbacks having impacts on college admissions and career opportunities, according to <a href="#">a report from Michigan State University’s Quello Center</a>.</p> <p>Bertot et al find that “public libraries have evolved into a primary source of Internet access” (The Library Quarterly, 2008. <a href="#">Web Link</a>) and provide a means of assessing users perception of the impacts of public library internet access in their own lives and communities.</p>	*(see below)

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
<b>Collier County Museums: Immokalee Pioneer Museum CC 4.3</b>	EC 2.24 Addressing Educational Disparities: Aid to High Poverty Districts	\$561,490 to re-create a 1.25-acre citrus grove and ½ acre garden museum, providing nutrition and science education to K-12 students that experienced loss of in person learning	<p>Additionally, Grier et al provide best practices from a COVID-19 wireless hotspot lending program: Research Week 2021 <a href="#">Web Link</a>.</p> <p>Libraries have functioned as educational building blocks for communities and continue to evolve to meet educational needs. Anne Whisken provides context on the “changing role of libraries, which involve considerations of the move from hard copy to digital resources and new views about the ways the library itself should operate. (Whisken, Anne. Synergy. 2015 <a href="#">Web Link</a>).</p> <p>Best practices for new collection design are explored by authors such as Paul Betty – “Assessing Homegrown Library Collections: Using Google Analytics to Track Use of Screencasts and Flash-based Learning Objects” (2009) <a href="#">Web Link</a></p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	*(see below)
			<p>Zoellner et al find that “major benefits of community gardens...included increasing community cohesion and improving nutrition and physical activity factors.” From Exploring Community Gardens in a Health Disparate Population. 2012 <a href="#">Web link</a></p>	
			<p>Rye, Selmer, S. J., Pennington, S., Vanhorn, L., Fox, S., &amp; Kane, S. (2012). Elementary School Garden Programs Enhance Science Education for All Learners. <i>Teaching Exceptional Children</i>, 44(6), 58–65.</p>	

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
			<p><a href="https://doi.org/10.1177/004005991204400606">https://doi.org/10.1177/004005991204400606</a></p> <p>Students, especially those with disabilities benefit from using gardens to enhance science instruction because students participate in the planting, observing, and measuring of plants as they grow. This can allow students to investigate soil, understand the concept of weathering and provides experiential, hands-on learning opportunities.</p> <p>See also Egli, Victoria; Oliver, Melody; and Tautolo, El-shadan The development of a model of community garden benefits to well-being. 2016 <a href="#">Web link</a>.</p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	
<b>Small Business Recovery CC 2.2</b>	EC 2.29 Assistance to Small Business: Loans or Grants	\$5.5 million to sustain small businesses through grants responding to negative economic impacts dues to the pandemic	<p>Parilla, Joseph, and Liu, Sifan. “From relief to recovery: Using federal funds to spur a small business rebound” Brookings. 2021 <a href="#">Web Link</a></p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	*(see below)
<b>Small Business Resiliency CC 2.1</b>	EC 2.30 Assistance to Small Businesses: Technical Assistance, Counseling, or Business Planning	\$1 million to sustain small businesses through technology development and recovery counseling	<p>Parilla, Joseph, and Liu, Sifan. “From relief to recovery: Using federal funds to spur a small business rebound” Brookings. 2021 <a href="#">Web Link</a></p> <p>Additionally, business resilience counseling will conform to best practice models, such as those discussed by Julie Kachgal in “The synergy needed for business resilience” Journal of Business</p>	*(see below)

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
			<p>Continuity &amp; Emergency Planning 2015 <a href="#">Web Link</a>.</p> <p>Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.</p>	
<p><b>Help for Vulnerable Individuals and Families served by Not for Profits CC 1.2</b></p>	<p>EC 2.34 Aid to Nonprofits</p>	<p>\$1.5 million for support services for socially vulnerable individuals served by non-profits</p>	<p>Nonprofit sub-recipients within this category will provide evidence-based proof from their own academic sources, or from the <a href="#">Pew Results First Clearinghouse</a> or similar platform, and may work with Collier Impact Evaluation Team (CC 3.5) to define an evaluation plan for funded projects.</p>	<p>*(see below)</p>

*\*The County intends to work 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.*



## TABLE OF EXPENSES BY EXPENDITURE CATEGORY

The following table of expenses by category details Collier County's anticipated project expenses for the full SLFRF award amount (\$74,762,701), to be obligated by December 31, 2024. **As of July 31, 2022, Expenditure Categories are divided between project-based allocations (planned expenditures), MOUs and Agreements (Obligations), and Expenditures.** The County is working to fully on-line all projects and expects obligations and expenditures within all categories by late 2023.

**Current Total Projects:** 19

**Current Total Amount:** \$74,762,701



### Public Health (EC-1)

Category		Planned Expenditures (7.31.2022)	Obligations to date (\$)	Cumulative Expenditures to date (\$)	Amount spent since last Recovery Plan
1.5	Personal Protective Equipment	\$2,000,000 Allocated as Projects	--	\$0	\$0
1.7	Other COVID-19 Public Health Expenses	\$1,700,000 Allocated as Projects	--	\$0	\$0
1.12	Mental Health Services	\$5,500,000 Allocated as Projects	\$5,500,000	\$0	\$0
1.14	Other Public Health Services	\$275,000 Allocated as Projects	\$275,000	\$0	\$0





## Negative Economic Impacts (EC-2)

Category		Planned Expenditures (7.31.2022)	Obligations to date (\$)	Cumulative Expenditures to date (\$)	Amount spent since last Recovery Plan
2.1	Household Assistance: Food Programs	\$6,661,000 Allocated as Projects	\$6,661,000	\$5,115,000	\$5,115,000
2.2	Household Assistance: Rent, Mortgage, and Utility Aid	\$7,525,000 Allocated as Projects	\$295,000 \$425,532	\$21,687.30	\$21,687.30
2.15	Long-term Housing Security: Affordable Housing	\$4,114,137 Allocated as Projects	--	\$0	\$0
2.24	Addressing Educational Disparities: Aid to High-Poverty Districts	\$2,590,794 Allocated as Projects	\$2,590,794	\$0	\$0
2.29	Assistance to Small Businesses: Loans or Grants to Mitigate Financial Hardship	\$5,500,000 Allocated as Projects	--	\$0	\$0
2.30	Assistance to Small Businesses: Technical Assistance, Counseling, or Business Planning	\$1,000,000 Allocated as Projects	--	\$0	\$0
2.34	Assistance to Impacted Nonprofit Organizations	\$1,500,000 Allocated as Projects	--	\$0	\$0

**Public Health-Negative Economic Impact:**



**Public Sector Capacity (EC-3)**

Category		Planned Expenditures (7.31.2022)	Obligations to date (\$)	Cumulative Expenditures to date (\$)	Amount spent since last Recovery Plan
3.1	Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers	\$20,166,770 Allocated as Projects	\$20,166,770	\$0	\$0
3.4	Public Sector Capacity: Effective Service Delivery	\$600,000 Allocated as Projects	\$600,000	\$0	\$0

**Premium Pay (EC-4)**



Category		Planned Expenditures (7.31.2022)	Obligations to date (\$)	Cumulative Expenditures to date (\$)	Amount spent since last Recovery Plan
4.1	Public Sector Employees	\$380,000 Allocated as Projects	\$380,000	\$380,000	\$380,000



## Revenue Replacement (EC-6)

Category		Planned Expenditures (7.31.2022)	Obligations to date (\$)	Cumulative Expenditures to date (\$)	Amount spent since last Recovery Plan
6.1	Provision of Government Services	\$10,000,000 Allocated as Projects	\$10,000,000	\$0	\$0



## Administrative (EC-7)

Category		Planned Expenditures (7.31.2022)	Obligations to date (\$)	Cumulative Expenditures to date (\$)	Amount spent since last Recovery Plan
7.1	Administrative Expenses	\$5,250,000 Allocated as Projects		\$0	\$0



## PROJECT INVENTORY

As presented above, Collier County has currently identified 19 projects falling under 16 expenditure 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 CC1.1: Affordable Housing – Mortgage and Rent

<b>Funding Amount</b>	\$6,904,468	<b>Project Expenditure Category</b>	EC 2.2 – Household Assistance: Rent, Mortgage, and Utility Aid
<b>Project Overview</b>	<p>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.</p> <p>The primary delivery mechanism will be through online applications, and the County will partner with all housing assistance and marketing entities for messaging. The intended outcome is to assist rental households and owner-occupied households to avoid eviction, foreclosure, and potentially homelessness.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The goal of Collier County’s Mortgage and Rent project is to prevent an increase of individuals and families in poverty as exacerbated by COVID-19. While COVID-19 presented a new stressor to housing stability, rental and mortgage assistance programs acting via a cash transfer, are long established mechanisms for preventing loss of housing. The efficacy of state and local rental assistance programs during COVID-19 was provided by The National Low Income Housing Coalition, found at this link: <a href="#">Web Link</a>.</p> <p>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.</p>		
<b>Website</b>	<a href="https://www.colliercountyhousing.com/">https://www.colliercountyhousing.com/</a>		
<b>Timeline</b>	2021-2024		



## Project CC1.2: Help for Vulnerable Individuals and Families – Not for Profits

<b>Funding Amount</b>	\$1,500,000	<b>Project Expenditure Category</b>	EC 2.34 – Assistance to Impacted Nonprofit Organizations
<b>Project Overview</b>	<p>This project will provide \$1.5 million for support services for socially vulnerable individuals and families impacted by COVID-19.</p> <p>The project will be implemented through direct awards and competitive grants to nonprofit organizations who provide one or more of the above services. Outcomes will include sustained services to Collier County beneficiaries, as provided by assisted nonprofits.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>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.</p> <p>Nonprofit subrecipients will implement these services. Further evidence base will be detailed by subrecipient. Alternatively, an impact evaluation may be conducted. 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.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



## Project CC1.3: Collier Comorbidity Care

<b>Funding Amount</b>	\$175,000	<b>Project Expenditure Category</b>	EC 1.14 Other Public Health Services
<b>Project Overview</b>	<p>This project will provide food, nutrition, and diabetes counseling services to impacted and disproportionately impacted Collier County residents 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.</p> <p>Nonprofit subrecipients will report on KPIs and project progress through a web-based software portal. Outputs include food deliveries and individuals served by public health consults.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The goal of this program is to reduce the severity of diabetes in individuals served, thereby improving overall health. Individuals served will be Treasury Impacted or Disproportionately Impacted populations.</p> <p>While EC 1.14 does not require an evidence base, studies show that comorbidities exacerbate COVID-19 (<a href="#">web link</a>). Further evidence and evaluation will be determined by the subrecipient's work with the Evidence Base and Impact Evaluation Team (CC 3.5).</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



## Project CC1.4: Food Security for Collier County Residents

<b>Funding Amount</b>	\$5,115,000	<b>Project Expenditure Category</b>	EC 2.1 Household Assistance: Food Programs
<b>Project Overview</b>	<p>This project addresses food access, affordability, and infrastructure for healthy, fresh food. Funds will bolster emergency food operations, strengthen local food distribution systems, expand nutrition education, and reduce hunger. The primary delivery mechanism will be a sub-grantee agreement with Community Foundation of Collier County to support local food banks. The project will also support trainings and demonstrations of nutrition education and marketing for local food systems. Outcomes will include greater food security and higher nutrition for disadvantaged Collier County residents.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The goal of the project is to reduce hunger and malnutrition in Collier County, as exacerbated by COVID-19. Sub-grantees will draw from best practices in hunger relief organizations, as detailed by evidence such as that found here: <a href="#">Web Link</a>.</p> <p>Further evidence base will be detailed by the subrecipient. Alternatively, an impact evaluation may be conducted. 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.</p>		
<b>Website</b>	<a href="https://colliercf.org/">https://colliercf.org/</a>		
<b>Timeline</b>	2021-2022		



## Project CC1.5: Mental Health Services

<b>Funding Amount</b>	\$5,500,000	<b>Project Expenditure Category</b>	EC 1.12 Mental Health Services
<b>Project Overview</b>	<p>This project will provide \$5.5 million for mental health services to individuals in Collier County. As a 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.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The Goal of this project is to reduce mental health burdens and negative associated behaviors for all persons served. Evidence will be provided by sub-recipients to verify method, and impact evaluation will be utilized where appropriate.</p> <p>Nonprofit subrecipients will implement these services. Further evidence base will be detailed by the subrecipient. An impact evaluation may be conducted. 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. Documentation on use of procedures as evidence based in literature was provided by subrecipient January 2022.</p> <p>Evidence bibliography has been reviewed as sufficient by Impact Evaluation Team as appropriate, and can be provided upon request.</p>		
<b>Website</b>	<a href="https://davidlawrencecenters.org/">https://davidlawrencecenters.org/</a>		
<b>Timeline</b>	2021-2024		





## Project CC1.6: Housing Navigators and Legal Services

<b>Funding Amount</b>	\$620,532	<b>Project Expenditure Category</b>	EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid
<b>Project Overview</b>	<p>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.</p> <p>Outcomes will include lower rates of eviction among persons served as detailed in the KPI tables. The project will begin after an agreement with a local not-for-profit housing counseling agency and legal aid nonprofit is developed – anticipated for 2022 – and run through 2024.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>A first goal for this project is to decrease eviction rates among persons served. A second goal of this project is to extend housing services to Collier County’s most disadvantaged residents and reduce homelessness and housing instability.</p> <p>Evidence base for this project will be developed by the subrecipients and the FGCU impact evaluation team, and maintained by FGCU. An impact evaluation may be conducted. 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.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2024		



## Project CC1.7: Collier Public Health Infrastructure

<b>Funding Amount</b>	\$1,700,000	<b>Project Expenditure Category</b>	EC 1.7 Other COVID-19 Public Health Expenses
<b>Project Overview</b>	<p>This project will provide funding toward the acquisition of much-needed fleet improvements for Collier County EMS. Pandemic-related calls increased 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. Through CC 1.7, up to four new ambulances and four light duty trucks 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. This project will be implemented by Collier County EMS through an MOU agreement.</p> <p>A written justification of the project will be maintained by the County in accordance with <a href="#">Treasury Final Rule Capital Expenditure guidance</a> for projects with total capital expenditure between \$1 and \$10 Million.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>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.</p> <p>FGCU will work with the County subrecipient to further refine Key Performance Indicators and metrics, which will be updated in future versions of the Recovery Plan. An impact evaluation may be conducted. This Expenditure Category does not require an evidence base.</p>		
<b>Website</b>	<a href="https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services">https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services</a>		
<b>Timeline</b>	2022-2024		



## Project CC2.1: Small Business Resiliency

<b>Funding Amount</b>	\$1,000,000	<b>Project Expenditure Category</b>	EC 2.30 Technical Assistance, Counseling, or Business Planning
<b>Project Overview</b>	<p>This project will provide \$1 million to Collier County small businesses that were adversely impacted by COVID-19, to include reimbursement for business software upgrades, digital marketing, and business resilience and strategic planning counseling. “Small” will be defined as the larger of either 500 employees or the SBA’s industry specific <a href="#">Table of Size Standards</a> amount. The program will be managed by the County through an online portal-based application.</p> <p>Partners will include area business nonprofits and other business consulting groups specializing in business resilience, such as Legal Aid Services, which will provide counseling, accounting, and legal services. The outcomes include serving 50 or more small businesses, resulting in new hires and greater business revenue.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The Goals for this project are to increase business resilience, resulting in fewer business closures, more hires, and greater revenue. The effects of business grants on recovery have been documented by Brookings and these interventions fall within those described at this <a href="#">Web Link</a>. Additional evidence is explored in the Evidence Base section, and a literature review has been conducted by FGCU and is available upon request.</p> <p>An impact evaluation may be conducted. 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.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



## Project CC2.2: Small Business Recovery

<b>Funding Amount</b>	\$5,500,000	<b>Project Expenditure Category</b>	EC 2.29 Loans or Grants to Mitigate Financial Hardship
<b>Project Overview</b>	<p>The small business recovery project will provide grants of up to \$25,000, for Economic Injury Disaster Loan (EIDL) forgiveness, utility (e.g., water, garbage, electric, internet) bill in arrears payments, or assistance to enable the applicant to retain or recruit employees. This can include covering the cost of employee payroll and benefits. The program will be managed by the County through an online portal-based application.</p> <p>Partners will include area business assistance nonprofits; outcomes are 300-500 instances of business assistance, resulting in fewer business closures and increased employment.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The goal of this program is to assist 300-500 businesses, resulting in fewer closures and increased employment. Business assistance throughout the pandemic has been documented to have achieved a positive effect: <a href="#">Web Link</a>. A literature review has been conducted by FGCU and is available upon request. Evaluation of the project will occur via metrics on business revenue and employment metrics.</p> <p>An impact evaluation may be conducted. 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.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



<b>Project CC3.1 Collier County Premium (Hazard) Pay for First Responders</b>			
<b>Funding Amount</b>	\$380,000	<b>Project Expenditure Category</b>	EC 4.1: Premium Pay for Public Sector Employees
<b>Project Overview</b>	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.		
<b>Goals &amp; Use of Evidence</b>	Expenditure Category 4.1 does not require an evidence-based approach. Evaluation will include metrics on employee retention and job satisfaction, reported following the hazard pay.  This project expenditure category does not require an evidence-based allocation.		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022		



## Project CC3.2: Public Health and Safety Operations and Response

<b>Funding Amount</b>	\$20,166,770	<b>Project Expenditure Category</b>	EC 3.1 Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers
<b>Project Overview</b>	<p>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.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>Goals for this project are maintained employee retention. While this project expenditure category does not require an evidence base, activity will be monitored to ensure activities correspond to COVID-19 response.</p> <p>This project does not require evidence-based allocations.</p>		
<b>Website</b>	<a href="https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services">https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services</a>		
<b>Timeline</b>	2022-2026		



## Project CC3.3: Administration

<b>Funding Amount</b>	\$5,250,000	<b>Project Expenditure Category</b>	EC 7.1 Administrative Expenses
<b>Project Overview</b>	<p>This project covers staff and consultant activities dedicated to ensuring program compliance, monitoring, auditing, and administration. New staff capacity will be added through December 2026. This project will begin following 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.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>Goals for this project are project success for all other areas within the Recovery Plan. While this project expenditure category does not require an evidence base, Collier County is committed to open, transparent, efficient government and is keeping administrative costs to lower than 10%.</p> <p>This project does not require evidence-based allocations.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2021-2026		



## Project CC3.4: Personal Protective Equipment (PPE)

<b>Funding Amount</b>	\$2,000,000	<b>Project Expenditure Category</b>	EC 1.5 Personal Protective Equipment
<b>Project Overview</b>	<p>This project covers personal safety equipment needed by Collier County healthcare operations throughout Collier County. Supplies to be ordered include masks, face shields, swabs, tops, gowns, gloves, wipes, and related items; with the goal of minimizing contact and transmission of SARS-CoV-2. It will primarily involve Collier County Hospitals, including staff, patients, and visitors in the facilities. Outcomes include reduced COVID-19 transmission and infection in hospital staff, patients, and visitors.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>Goals for this project are reduced COVID-19 transmission and infection among Collier County hospital and system operations staff, patients and visitors using CDC guidelines. Masks, face shields, swabs, tops, gowns, gloves, wipes and related protective equipment are recommended by the Centers for Disease Control and Prevention (CDC), and this project strives to implement that best practice in Collier.</p> <p>This project does not require evidence-based allocations.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		





## Project CC3.5: Evaluation and Data Analysis

<b>Funding Amount</b>	\$600,000	<b>Project Expenditure Category</b>	EC 3.4 Public Sector Capacity: Effective Service Delivery
<b>Project Overview</b>	<p>This project will create 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 will include services procured to assist with meeting Treasury Guidelines on evidence base and impact evaluation for all relevant Collier ARP projects.</p> <p>Outcomes include evaluation and analysis that leads to optimized health, food security, housing, medical, disadvantaged services, and economic support programs in Collier County.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>Goals for this project are project include high 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.</p> <p>This project does not require evidence-based allocations.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



## Project CC 3.6: Collier County Revenue Replacement

<b>Funding Amount</b>	\$10,000,000	<b>Project Expenditure Category</b>	EC 6.1 Provision of Government Services
<b>Project Overview</b>	<p>This project involves election of the use of Treasury’s standard \$10 Million dollar Revenue Replacement option, enabled via the 2022 SLFRF Final Rule. These funds will be utilized to provide government services normally provided in Collier County. Collier County will implement the project. Project Key Performance Metrics include government services provided as a result of funding and perception of government surveys by residents and businesses.</p> <p>This project addresses the need for government services traditionally provided by Collier County, which have been impacted by pandemic related volatility, namely public safety.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>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 based, these activities represent Collier’s long-time commitment to excellence in the provision of public services. Evaluation will occur via coordination with the FGCU evidence base and impact evaluation team.</p> <p>This project expenditure category does not require an evidence-based allocation.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



## Project CC4.1 Collier County Library – Community Outreach, Literacy, and Education (COLE)

<b>Funding Amount</b>	\$2,029,304	<b>Project Expenditure Category</b>	EC 2.24 Addressing Educational Disparities: Aid to High Poverty Districts
<b>Project Overview</b>	<p>The COLE Project will provide educational sessions at the Golden Gate and Immokalee libraries, both serving QCT populations. They will offer three sessions per week to support literacy and improved educational outcomes of local students.</p> <p>A COLE coordinator will serve at each branch, overseeing community outreach, homework &amp; tutoring for ESOL students, and teen life skills programs. Funding will purchase an online tutoring program such as BrainFuse. Since no/limited access or slow internet connections in rural areas can contribute to students falling behind academically and accessing the online educational remedial services used for tutoring (i.e., BrainFuse), the library will purchase remote Wi-Fi hotspots (e.g., Verizon jetpacks) that students can check-out for 12 weeks to use at home to access remedial educational programs to support reading comprehension and fluency.</p> <p>To support face-to-face tutoring 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 and fluency skills at home.</p> <p>The project will be implemented through a memorandum of understanding with Collier County Library. Outcomes include increased reading comprehension and fluency.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The project will be measured in terms of program registration, attendance, increased reading comprehension and fluency as measured through a pre and post-test assessment. The project draws from evidence in the education field as presented above in the evidence base section.</p> <p>Evidence base for this project will be developed by the subrecipients and the FGCU impact evaluation team, and maintained by FGCU. An impact evaluation may be conducted. 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.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



## Project CC 4.2 University Extension, Reaching More – Extension Education

<b>Funding Amount</b>	\$1,546,000	<b>Project Expenditure Category</b>	EC 2.1 Household Assistance: Food Programs
<b>Project Overview</b>	<p>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 will be developed between Collier County and University Extension Services (UES) to implement this project. Outcomes include increased access to healthy foods, reduced food insecurity and better nutrition for Treasury presumed impacted participants.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>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.</p> <p>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. Full evidence base will be maintained by the FGCU Impact Evaluation Team. The program will be evaluated in accordance with goals, such as by participant behavior change through pre- and post-test measures.</p> <p>Collier County UF Extension Office will implement these services.</p> <p>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.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



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

<b>Funding Amount</b>	\$561,490	<b>Project Expenditure Category</b>	EC 2.24 Addressing Educational Disparities: Aid to High Poverty Districts
<b>Project Overview</b>	<p>This project consists of recreating a 1.25-acre citrus grove and ½ acre homestead garden at Immokalee Pioneer Museum to serve as an interactive educational platform for students in this high poverty district.</p> <p>Subsequent to garden and citrus grove installation, classes taught at the museum will build knowledge of plant life cycle and how fruits and vegetables supply the body with nutrition.</p> <p>Beneficiaries of this project will be disadvantaged students in Immokalee who lost science and health instruction during the school closure from the COVID pandemic. The project will be implemented through a memorandum of understanding with Collier County Museums. Outcomes will include increased science education for students in the high poverty district through hands-on instruction.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The main goal of this project is to increase students’ knowledge of plant life and biological sciences in the QCTs surrounding Immokalee, who lost in-person instruction during school closures due to COVID-19. The evidence base has been gathered and is maintained by FGCU Impact and Evaluation Team; available upon request.</p> <p>Collier County Museums will implement these services. An impact evaluation may be conducted through student pre-test, post-test measures.</p> <p>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.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



## Project CC4.4: Collier County Affordable Housing

<b>Funding Amount</b>	\$4,114,137	<b>Project Expenditure Category</b>	EC 2.15 Long-term Housing Security: Affordable Housing
<b>Project Overview</b>	<p>This project involves the creation of a Loan Fund and 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. Grants or loans will be utilized to cover eligible development costs associated with delivery of new affordable housing units.</p> <p>Flexibility of capital access options is intended to facilitate maximum leverage of the program; hence, both loans and grants will be available. Collier County Division of Community and Human Services will oversee implementation of the loan fund.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The goal for this program is to provide development assistance for affordable housing which serves Collier County impacted households.</p> <p>Evidence supporting affordable housing interventions has been gathered by FGCU and can be provided upon request.</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2026		



## Project CC4.5: Collier Access to Care

<b>Funding Amount</b>	\$100,000	<b>Project Expenditure Category</b>	EC 1.14 Other Public Health Services
<b>Project Overview</b>	<p>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.</p> <p>Nonprofit subrecipients will report on KPIs and project progress through a web-based software portal. Outputs include referrals made, services provided, and physicians recruited to join the service provider network.</p>		
<b>Goals &amp; Use of Evidence</b>	<p>The goal of this program is to address general and specialized illness for beneficiaries served through medical treatment. Individuals served will be Treasury Impacted or Disproportionately Impacted populations.</p> <p>While EC 1.14 does not require an evidence base, studies show that comorbidities exacerbate COVID-19 (<a href="#">web link</a>). Further evidence and evaluation will be determined by the subrecipient's work with the Evidence Base and Impact Evaluation Team (CC 3.5).</p>		
<b>Website</b>	Currently not available.		
<b>Timeline</b>	2022-2024		



# PERFORMANCE REPORT

## 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.*

Please see Appendix A: Collier County KPI Compendium for evaluation on KPIs. From the Collier County inventory of projects, the following KPIs have been developed by expenditure category. The first table provides an overview of KPIs; the second provides data inputs for the current year.

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
<b>EC 1.5</b>	CC 3.4 Personal Protective Equipment	<ul style="list-style-type: none"> <li>Count of PPE supplies distributed</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a 30-day supply of PPE as evidenced by inventory roster provided at the time of agreement execution</li> </ul>
<b>EC 1.7</b>	CC 1.7 Collier Public Health Infrastructure	<ul style="list-style-type: none"> <li>Number of fully outfitted Ambulances and Light Trucks acquired for Collier EMS emergency response</li> </ul>	<ul style="list-style-type: none"> <li>Improved response times for EMS services, as measured by a year-over-year comparison, pre and post-acquisition of new EMS vehicles</li> </ul>





Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
<b>EC 1.12</b>	CC 1.5 Mental Health Services	<ul style="list-style-type: none"> <li>At least 8500 total crisis stabilization bed days</li> <li>At least 75 clients served per year</li> <li>Readmission rates at 30, 90, and 180 days</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> <li>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</li> </ul>
<b>EC 1.14</b>	CC 1.3 Collier Comorbidity Care	<ul style="list-style-type: none"> <li>Total number of Home Food Deliveries</li> <li>Number of services beneficiaries received</li> <li>Dollar value of donated food and services</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of beneficiary services provided, measured quarter-over-quarter</li> </ul>

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
		<ul style="list-style-type: none"> <li>• Number of unduplicated individuals and families served</li> <li>• Total individuals served</li> </ul>	<ul style="list-style-type: none"> <li>• At least 370 patients referred annually to medical providers in the PLAN network for services</li> <li>• Referred patients will receive a minimum of 2400 services annually</li> <li>• At least \$3,000,000 worth of donated services annually, reported by medical providers in the PLAN network</li> <li>• At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance</li> </ul>
<b>EC 1.14 (Continued)</b>	CC 4.5 Health and Wellness Promotion	<ul style="list-style-type: none"> <li>• Total number of patients referred by PLAN to medical providers in their network.</li> <li>• Number of services that referred patients received</li> <li>• Dollar value of donated services as reported by medical providers in PLAN's network</li> <li>• Number of new medical providers enrolled in PLAN's network</li> </ul>	

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
<b>EC 2.1</b>	CC 1.4 Food Security for Collier County Residents	<ul style="list-style-type: none"> <li>• Support at least five Food Banks or Pantries serving Residents of Collier County</li> <li>• Support a minimum of 10,000 households in Collier County with food security goods and services, with demographic and QCT info for populations served</li> </ul>	<ul style="list-style-type: none"> <li>• 75% of distributed food packages will include nutrition and/or healthy diet information</li> <li>• Children ages 18 or younger will be at least 25% beneficiaries of all food pantry distributions</li> <li>• At least 40% of funds expended for food distribution will be in a Collier QCT</li> </ul>
<b>EC 2.1 (Continued)</b>	CC 4.2 University Extension – Reaching More	<ul style="list-style-type: none"> <li>• Number of individuals participating in evidence-based nutrition education programs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants planning healthy meals based on MyPlate recommendations</li> <li>• Number of participants in nutrition education programs who increase their knowledge of meal preparation and how fruits and vegetables support nutrition</li> </ul>




Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
			<p>for improved health</p> <ul style="list-style-type: none"> <li>Increased consumption of fruits, vegetables, or healthy meals that meet FDA dietary guidelines, and purchases of healthy foods by participants</li> </ul>
<b>EC 2.2</b>	CC 1.1 Affordable Housing – Mortgage and Rent	<ul style="list-style-type: none"> <li>Number of persons receiving rent, mortgage, or utility assistance</li> </ul>	<ul style="list-style-type: none"> <li>40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury</li> <li>100% of homeowners served will receive housing counseling services</li> </ul>
<b>EC 2.2 (Continued)</b>	CC 1.6 – Housing Navigators and Legal Services	<ul style="list-style-type: none"> <li>Number of persons or households receiving eviction prevention services</li> </ul>	<ul style="list-style-type: none"> <li>Number of persons or households served that are impacted or disproportionately impacted, as defined by Treasury</li> </ul>

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
			<ul style="list-style-type: none"> <li>Number of successful eviction preventions</li> </ul>
<b>EC 2.15</b>	CC 4.4 Collier County Affordable Housing	<ul style="list-style-type: none"> <li>Total dollar amount of affordable housing loans provided</li> <li>Total dollar amount of affordable housing grants provided</li> </ul>	<ul style="list-style-type: none"> <li>Number of affordable housing units preserved or developed</li> </ul>
<b>EC 2.24</b>	CC 4.1 Collier County Libraries	<ul style="list-style-type: none"> <li>Number of students participating in evidence-based tutoring programs, with demographic information</li> <li>Computer equipment usage statistics with demographic information</li> </ul>	<ul style="list-style-type: none"> <li>Increased reading comprehension or other educational attainment that will be measured by pre- and post-assessment of participating students</li> </ul>

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
<b>EC 2.24 (Continued)</b>	CC 4.3 Collier County Museums: Immokalee Pioneer Museum	<ul style="list-style-type: none"> <li>• Number of participants in community gardening programs who increase their knowledge in science regarding plant life and how fruits and vegetables support nutrition for students who lost science and health education due to pandemic school closures.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge in science as measured through pre- and post- assessment on plant life cycle and nutrition.</li> </ul>
<b>EC 2.29</b>	CC 2.2 Small Business Recovery	<ul style="list-style-type: none"> <li>• Number of businesses receiving grant assistance</li> </ul>	<ul style="list-style-type: none"> <li>• New hires as a result of program participation</li> <li>• Business sales revenue growth among participants</li> </ul>
<b>EC 2.30</b>	CC 2.1 Small Business Resiliency	<ul style="list-style-type: none"> <li>• Number of businesses receiving strategic counseling or technology upgrade</li> </ul>	<ul style="list-style-type: none"> <li>• New hires as a result of program participation</li> <li>• Number of retained employees as a result of program participation</li> </ul>

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
			<ul style="list-style-type: none"> <li>Business sales revenue growth among participants</li> </ul>
<b>EC 2.34</b>	CC 1.2 Help for Vulnerable Individuals and Families	<ul style="list-style-type: none"> <li>Number of nonprofits that receive assistance</li> <li>Number of Nonprofits operating in QCTs that receive assistance</li> </ul>	<ul style="list-style-type: none"> <li>Number of services provided quarterly by assisted nonprofits to Collier County beneficiaries</li> </ul>
<b>EC 3.1</b>	CC 3.2 Public Health and Safety Operations	<ul style="list-style-type: none"> <li>Number of government FTEs responding to COVID-19 supported under this authority</li> </ul>	<ul style="list-style-type: none"> <li>Maintain employee retention</li> </ul>
<b>EC 3.4</b>	CC 3.5 Evaluation and Data Analysis	<ul style="list-style-type: none"> <li>Number of projects for which evaluation data has been negotiated with subrecipient</li> <li>Number of projects for which evaluation plans have been defined and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Annual Key Outcome Goal assessments</li> </ul>



Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
		<ul style="list-style-type: none"> <li>Number of projects for which evidence base has been refined</li> </ul>	
	<b>EC 4.1</b> CC 3.1 Collier County Premium (Hazard) Pay for First Responders	<ul style="list-style-type: none"> <li>Number of staff provided premium (hazard) pay benefits</li> </ul>	<ul style="list-style-type: none"> <li>Lower turnover rate in job categories receiving premium (hazard) pay</li> </ul>
	<b>EC 6.1</b> CC 3.6 Provision of Government Services	<ul style="list-style-type: none"> <li>Tracking of Government Services provided</li> </ul>	<ul style="list-style-type: none"> <li>Positive impact of government services, as measured through citizen perception surveys</li> </ul>
	<b>EC 7.1</b> CC 3.3 Administration	<ul style="list-style-type: none"> <li>Dollar amount of funds encumbered to ARPA Projects</li> </ul>	<ul style="list-style-type: none"> <li>Number of timely Treasury submissions for Collier County ARPA</li> </ul>



			<b>FY 2022 (Oct 2021-Sept 2022)</b>			
			<i>Quarter 1</i>	<i>Quarter 2</i>	<i>Quarter 3</i>	<i>Quarter 4</i>
<b>EC 1.5</b>	<b>CC 3.4</b>	<b>Personal Protective Equipment</b>				
	Output	Count of PPE supplies distributed				
	Outcome	Maintain a 30-day supply of PPE as evidenced by inventory roster provided at the time of agreement execution				
<b>EC 1.7</b>	<b>CC 1.7</b>	<b>Collier Public Health Infrastructure</b>				
	Output	Number of fully outfitted Ambulances and Light Trucks 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				
<b>EC 1.12</b>	<b>CC 1.5</b>	<b>Mental Health Services</b>				
	Output	At least 8500 total crisis stabilization bed days	5,833	8,673	11,513	
	Output	At least 75 clients served per year	844	1,186	1,607	
	Output	Readmission rates at 30, 90, and 180 days	12, 18, 24	11, 17, 20	10, 14, 16	
	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)	98%	98%	98%	

			<b>FY 2022 (Oct 2021-Sept 2022)</b>			
			<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
	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	93%	88%	94%	
<b>EC 1.14</b>	<b>CC 1.3</b>	<b>Collier Comorbidity Care</b>				
	Output	Total number of Home Food Deliveries				
	Output	Number of services beneficiaries received				
	Output	Dollar value of donated food and services				
	Output	Number of unduplicated individuals and families served				
	Output	Total individuals served				
	Outcome	Increased number of beneficiary services provided, measured quarter-over-quarter				
<b>EC 1.14</b>	<b>CC 4.5</b>	<b>Collier Access to Care</b>				
	Output	Total number of patients referred by PLAN to medical providers in their network	120	166	95	
	Output	Number of services that referred patients received	506	697	664	
	Output	Dollar value of donated services as reported by medical providers in PLAN's network	\$981,243	\$1,177,167	\$936,730	
	Output	Number of new medical providers enrolled in PLAN's network	0	0	2	

			<b>FY 2022 (Oct 2021-Sept 2022)</b>			
			<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
	Outcome	At least 370 patients referred annually to medical providers in the PLAN network for services	120	166	95	
	Outcome	Referred patients will receive a minimum of 2400 services annually	506	697	664	
	Outcome	At least \$3,000,000 worth of donated services annually, reported by medical providers in the PLAN network	\$981,243	\$1,177,167	\$936,730	
	Outcome	At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance	0	0	2	
<b>EC 2.1</b>	<b>CC 1.4</b>	<b>Food Security for Collier County Residents*</b>				
	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% After 7/2021			
	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%			

\*CC 1.4 Entries are cumulative for entire 2021 calendar year, entered in Q1 FY2022

			<b>FY 2022 (Oct 2021-Sept 2022)</b>			
			<i>Quarter 1</i>	<i>Quarter 2</i>	<i>Quarter 3</i>	<i>Quarter 4</i>
<b>EC 2.1</b>	<b>CC 4.2</b>	<b>University Extension - Reaching More</b>				
	Output	Number of individuals participating in evidence-based nutrition education programs				
	Outcome	Number of participants planning healthy meals based on MyPlate recommendations				
	Outcome	Number of participants in nutrition education programs who increase their knowledge of meal preparation and how fruits and vegetables support nutrition for improved health				
	Outcome	Increased consumption of fruits, vegetables, or healthy meals that meet FDA dietary guidelines, and purchases of healthy foods by participants				
<b>EC 2.2</b>	<b>CC 1.1</b>	<b>Affordable Housing - Mortgage and Rent</b>				
	Output	Number of persons or households receiving rent, mortgage, or utility assistance			0	
	Outcome	40% of households will be impacted or disproportionately impacted population, as defined by Treasury			0	
	Outcome	100% of homeowners served will receive housing counseling services			0	

			<b>FY 2022 (Oct 2021-Sept 2022)</b>			
			<i>Quarter 1</i>	<i>Quarter 2</i>	<i>Quarter 3</i>	<i>Quarter 4</i>
<b>EC 2.2</b>	<b>CC 1.6</b>	<b>Housing Navigators and Legal Services</b>				
	Output	Number of persons or households receiving eviction prevention services		22	34	
	Outcome	Number of persons or households that are impacted or disproportionately impacted, as defined by Treasury		22	34	
	Outcome	Number of successful eviction preventions		22	34	
<b>EC 2.15</b>	<b>CC 4.4</b>	<b>Collier County Affordable Housing</b>				
	Output	Total dollar amount of affordable housing loans provided				
	Output	Total dollar amount of affordable housing grants provided				
	Outcome	Number of affordable housing units preserved or developed				
<b>EC 2.24</b>	<b>CC 4.1</b>	<b>Collier County Library – Community Outreach, Literacy and Education (COLE)</b>				
	Output	Number of students participating in evidence-based tutoring programs, with demographic information				
	Output	Computer equipment usage statistics with demographic information				

			<b>FY 2022 (Oct 2021-Sept 2022)</b>			
			<i>Quarter 1</i>	<i>Quarter 2</i>	<i>Quarter 3</i>	<i>Quarter 4</i>
	Outcome	Increased reading comprehension or other educational attainment that will be measured by pre- and post-assessment of participating students				
<b>EC 2.24</b>	<b>CC 4.3</b>	<b>Collier County Museums: Immokalee Pioneer Museum</b>				
	Output	Number of participants in community gardening programs who increase their knowledge in science regarding plant life and how fruits and vegetables support nutrition for students who lost science and health education due to pandemic school closures				
	Outcome	Increased knowledge in science as measured through pre- and post-assessment on plant life cycle and nutrition				
<b>EC 2.29</b>	<b>CC 2.2</b>	<b>Small Business Recovery</b>				
	Output	Number of businesses receiving grant assistance				
	Outcome	New hires as a result of program participation				
	Outcome	Business sales revenue growth among participants				
<b>EC 2.30</b>	<b>CC 2.1</b>	<b>Small Business Resiliency</b>				
	Output	Number of businesses receiving strategic counseling or technology upgrade				

			<b>FY 2022 (Oct 2021-Sept 2022)</b>			
			<i>Quarter 1</i>	<i>Quarter 2</i>	<i>Quarter 3</i>	<i>Quarter 4</i>
	Outcome	New hires as a result of program participation				
	Outcome	Number of retained employees as a result of program participation				
	Outcome	Business sales revenue growth among participants				
<b>EC 2.34</b>	<b>CC 1.2</b>	<b>Help for Vulnerable Individuals and Families</b>				
	Output	Number of nonprofits receiving assistance				
	Output	Number of nonprofits operating in QCTs that receive assistance				
	Outcome	Number of services provided quarterly by assisted nonprofits to Collier County beneficiaries				
<b>EC 3.1</b>	<b>CC 3.2</b>	<b>Public Health and Safety Operations</b>				
	Output	Number of government FTEs responding to COVID-19 supported under this authority				
	Outcome	Maintain employee retention				
<b>EC 3.4</b>	<b>CC 3.5</b>	<b>Evaluation and Data Analysis</b>				
	Output	Number of projects for which evaluation data has been negotiated with subrecipient		17	19	
	Output	Number of Projects for which evaluation plans have been defined and implemented		5	19	
	Output	Number of projects for which evidence base has been refined		13	14	

			<b>FY 2022 (Oct 2021-Sept 2022)</b>			
			<i>Quarter 1</i>	<i>Quarter 2</i>	<i>Quarter 3</i>	<i>Quarter 4</i>
	Outcome	Annual Key Outcome Goal Assessments		0	5	
<b>EC 4.1</b>	<b>CC 3.1</b>	<b>Premium (Hazard) Pay</b>				
	Output	Number of staff provided premium (hazard) pay benefits			191	
	Outcome	Lower turnover rate in job categories receiving premium (hazard) pay				
<b>EC 6.1</b>	<b>CC 3.6</b>	<b>Provision of Government Services</b>				
	Output	Tracking of Government Services provided				
	Outcome	Positive impact of government services, as measured through citizen perception surveys				
<b>EC 7.1</b>	<b>CC 3.3</b>	<b>Administration</b>				
	Output	Dollar amount of funds encumbered to ARPA projects				
	Outcome	Number of timely Treasury submissions for Collier County ARPA				



## **Mandatory Performance Indicators (Federally Required)**

### *a. Household Assistance and Housing Support:*

- *Number of people or households receiving eviction prevention services (including legal representation)*
- *Number of affordable housing units preserved or developed*

Collier County is pursuing projects in household assistance through its rental and mortgage assistance program and will collect information about people and households receiving eviction prevention services via project CC 1.6. Additionally, CC 4.4, Collier County Affordable Housing, will report on number of affordable housing units preserved or developed.

### *b. Negative Economic Impacts (EC 2):*

- *Number of workers enrolled in sectoral job training programs*
- *Number of workers completing sectoral job training programs*
- *Number of people participating in summer youth employment programs*

Collier County's assistance for negative economic impacts includes grants for business recovery and business resilience counseling, technical services, and technology upgrade funding. While the projects are intended to positively benefit workers, sectoral job training programs are not a current ARP funded project; thus, data thereon is not going to be captured.

### *c. Education Assistance:*

- *Number of students participating in evidence-based tutoring programs*

Collier County projects CC 4.1 and 4.3 target Education Services to high poverty districts, and to the extent that activities within each project consist of tutoring services, data will be collected on students participating therein.

### *d. Healthy Childhood Environments:*

- *Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5)*
- *Number of families served by home visiting*

Collier County has not allocated project funding directly for childcare, early learning, or home visitations at this time. Should sub-recipient projects emerge that included childcare or home visits, data will be collected thereon.

**Ineligible Activities: Tax Offset Provision (States and territories only)**

**Collier County Florida is not required to report on these items.**

Item	Amount
a. Revenue-reducing Covered Changes	\$0.00

*See Section C(11) on page 33 of the Reporting Guidance for additional information.*

## 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.

All plan amendments will be routed to the County Manager for approval. For amendments involving re-allocations of over \$50,000, recommendation to accept updates via memorandum or agenda material will be provided to the Board.

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 (Amendment 6). 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.

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.



## APPENDIX A: COLLIER COUNTY KPI COMPENDIUM

In addition to the Performance Report, this KPI Compendium provides detailed analysis of Collier County Recovery Plan KPIs. It consists of an annual analysis of Key Outcome Goals, followed by project-by-project evaluation reporting, including an overview, use of evidence, KPI discussion, and SWOT analysis.

### PROJECTS

<b>Project</b>	<b>Evidence Base?</b>	<b>Evaluation?</b>	<b>SWOT?</b>
<b>CC1.1 Affordable Housing – Mortgage and Rent</b>	Yes	Yes	Yes
<b>CC1.2 Help for Vulnerable Individuals and Families – Not for Profits</b>	Yes	Yes	Yes
<b>CC1.3 Collier Comorbidity Care</b>	Yes	Yes	Yes
<b>CC1.4 Food Security for Collier County Residents</b>	Yes	Yes	Yes
<b>CC1.5 Mental Health Services</b>	Yes	Yes	Yes
<b>CC1.6 Housing Navigators and Legal Services</b>	Yes	Yes	Yes
<b>CC1.7 Collier Public Health Infrastructure</b>	No	Yes	Yes
<b>CC2.1 Small Business Resiliency</b>	Yes	Yes	Yes
<b>CC2.2 Small Business Recovery</b>	Yes	Yes	Yes
<b>CC3.1 Collier County Premium (Hazard) Pay for First Responders</b>	No	Yes	Yes
<b>CC3.2 Public Health and Safety Operations and Response</b>	No	Yes	Yes
<b>CC3.3 Administration</b>	No	Yes	No
<b>CC3.4 Personal Protective Equipment (PPE)</b>	No	Yes	Yes

<b>Project</b>	<b>Evidence Base?</b>	<b>Evaluation?</b>	<b>SWOT?</b>
<b>CC3.5 Evaluation and Data Analysis</b>	No	Yes	Yes
<b>CC3.6 Collier County Revenue Replacement</b>	No	Yes	No
<b>CC4.1 Collier County Library – Community Outreach, Literacy, and Education (COLE)</b>	Yes	Yes	Yes
<b>CC4.2 University Extension, Reaching More – Extension Education</b>	Yes	Yes	Yes
<b>CC4.3 Collier County Museums – Immokalee Pioneer Museum</b>	Yes	Yes	Yes
<b>CC4.4 Collier County Affordable Housing</b>	Yes	Yes	Yes
<b>CC4.5 Collier Access to Care</b>	Yes	Yes	Yes

## ANALYSIS OF KEY OUTCOME GOALS

As stated in the Recovery Plan, the overarching outcome goal of Collier ARP funding is 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.*

During FY21-22, Projects across all Key Outcome Goals were initiated, however data collection and evaluation remains in an introductory phase. While progress is being made toward each of the below Key Outcome Goals, specific evaluation will be postponed until greater project data is collected.

### Health Goals

- Agencies in Collier County continue to provide higher levels of healthcare and other supportive services that enrich the health of the population.
  - During year one the county and the evaluators engaged in processes to define project areas within the health goals for sub awardees, create agreements with community and county entities, and launch stages of various projects to be implemented in the process. For the health goal 9 projects are designed to contribute to health care outcomes and are in various stages of project planning and implementation as evidenced by performance on the KPIs for each.

### Housing Goals

- Collier County residents receive rental, mortgage, utility assistance, housing navigation and affordable housing to mitigate increased housing instability.
  - During year one the county and the evaluators engaged in processes to define project areas within the housing goals for sub awardees, create agreements with community and county entities, and launch various projects to be implemented in the process. For the housing goal 3 projects are designed to contribute to improved housing outcomes and are in various stages of project planning and implementation as evidenced by performance on the KPIs for each.

### Food Security Goals

- Community nutrition, food demonstration, and food pantry services connect Collier County underserved populations to more nutrition.
  - During year one the county and the evaluators engaged in processes to define project areas within the food security goals for sub awardees, create agreements with community and county entities, and launch various projects to be implemented in the process. For the food security goal 4 projects are designed to contribute to improved food security outcomes and

are in various stages of project planning and implementation as evidenced by performance on the KPIs for each. One project has completed their deliverables and met all KPIs as of this annual report

## Economic Recovery Goals

- Collier County small businesses receive recovery and resilience assistance, resulting in greater employee retention and revenue growth.
  - During year one the county and the evaluators engaged in processes to define project areas within the economic recovery goals for sub awardees, create agreements with community and county entities, and plan for various projects to be implemented in the process. For the economic recovery goal 2 projects are designed to contribute to improved economic outcomes. These projects will commence in year 2 of the ARP award to the Collier County.

## Education Goals

- Education services positively impact QCT and underserved youth, improving educational programs to support remediation of skills lost during COVID-19.
  - During year one the county and the evaluators engaged in processes to define project areas within the education goals for sub awardees, create agreements with community and county entities, and plan for various projects to be implemented in the process. For the education goal 2 projects are designed to contribute to improved education outcomes. These projects will commence in year 2 of the ARP award to the Collier County.



## **PROJECT EVALUATION**

The following sections provide project-by-project overviews, use of evidence, KPI discussion, and SWOT analysis, as applicable.

Project [CC1.1]: Affordable Housing – Mortgage and Rent  
Funding amount: \$6,904,468  
Project Expenditure Category: EC 2.2  
Project Evaluation Timeline Ending: June 30, 2022  
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.

Link to project: N/A

### 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 Report

#### **Output KPIs**

Output KPI #1: Number of persons receiving rent, mortgage, or utility assistance

- Output KPI #1 as of annual report, no persons/households have been funded at county level

## **Outcome KPIs**

Outcome KPI #1: 40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury

- Outcome KPI #1: as of annual report, no persons/households have been funded at county level

Outcome KPI #2: 100% of homeowners served will receive housing counseling services

- Outcome KPI #2: as of annual report , no persons/households have been funded at county level

## **SWOT Analysis**

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

### **STRENGTHS:**

- Although no quantitative analysis yet, the early release of the program has been pointed out as a strength given the ability to get people the aid needed

### **WEAKNESSES (IMPEDIMENTS):**

- Given the early release some functionalities of the program/website were missing.
- Applicants may require one on one assistance in filling out the application, leading to incomplete applications or misclassifications.
- Although application has been approved, at time of interview, no funds had been released yet for applicants.

### **OPPORTUNITIES (LESSONS LEARNED):**

- Hiring additional staff sooner to allow for quicker processing and releasing of funds to provide timely assistance to more people.
- Provide extra feedback on application throughout the entire process and its many agencies (e.g., County Government, County Clerk, etc.)
- HELP has identified local community group (Great Naples Leadership) composed of retired executives wanting to assist with filing of applications, as application outreach can be scalable. However, given current bottleneck, this effort may create additional issues.

### **THREATS (CHALLENGES due to IMPEDIMENTS):**

- Use of extra time to go over misclassified applications.
- Current volume of funds provided by multiple federal agencies, and the coordination of funds release create capacity constraint

Project [CC1.2]: Help for Vulnerable Individuals and Families – Not for Profits  
Funding amount: \$1,500,000  
Project Expenditure Category: EC 2.34  
Project Evaluation Timeline Ending: June 30, 2022  
Key Outcome Goal Alignment: Economic Recovery

The project will provide support services for socially vulnerable individuals and families through direct awards and competitive grants to nonprofit organizations who provide one or more services, including but not limited to elderly and child caregiving, housing assistance, food insecurity assistance, domestic violence, and sexual assault assistance. Grant award will help supplement not-for-profit revenue streams that have been impacted by Covid-19, maintaining and/or increasing their ability to provide services to vulnerable populations. Covid-19 has also increased the demand for several of these services.

Link to project: N/A

### 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 Report

#### **Output KPIs**

Output KPI #1: Number of nonprofits receiving assistance

- Output KPI #1 as of annual report, no data exists for this metric

Output KPI #2: Number of nonprofits operating in QCTs that receive assistance

- Output KPI #2 as of annual report, no data exists for this metric

#### **Outcome KPIs**

Outcome KPI #1: Number of services provided quarterly by assisted nonprofits to Collier County beneficiaries

- Outcome KPI #1: as of annual report, no data exists for this metric

### SWOT Analysis

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

**STRENGTHS:**

- No Strengths have been identified at this time, pending project start

**WEAKNESSES (IMPEDIMENTS):**

- No Weaknesses have been identified at this time, pending project start

**OPPORTUNITIES (LESSONS LEARNED):**

- No Opportunities have been identified at this time, pending project start

**THREATS (CHALLENGES due to IMPEDIMENTS):**

- No Threats have been identified at this time, pending project start

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

Funding amount: \$175,000

Project Expenditure Category: EC 1.14

Project Evaluation Timeline Ending: June 30, 2022

Key Outcome Goal alignment: Health, Food Security

### Project overview

The main activities of the Meals of Hope led by Collier Comorbidity Care are to improve access to healthy foods, especially among individuals living with or at risk of diabetes, increased opportunities for health promotion through home well checks during food delivery services and focus on approaches to increase fresh produce in food pantries while supporting clients via nutrition and cooking education.

Opportunities for health promotion enable Collier underserved populations to enjoy better health through nutrition and health education.

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

### Use of Evidence

The goal of this project is to provide 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.

\$175,000 is the amount of funding for this project.

### Performance Report

#### **Output KPIs**

Output KPI #1 Total number of Home Food Deliveries

- Output KPI #1 KPI data has not been verified as of this report.

Output KPI #2 Number of services beneficiaries received

- Output KPI #2 KPI data has not been verified as of this report.

Output KPI #3 Dollar value of donated food and services

- Output KPI #3 KPI data has not been verified as of this report.

Output KPI #4 Number of unduplicated individuals and families served

- Output KPI #4 KPI data has not been verified as of this report.

Output KPI #5 Total individuals served

- Output KPI #5 KPI data has not been verified as of this report.

### **Outcome KPIs**

Outcome KPI #1 Increased number of beneficiary services provided measured quarter-over-quarter

- Outcome KPI #1 As of this annual report, no data exists for this metric as Q3 is the baseline metric against which subsequent services will be compared.

### **SWOT Analysis**

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

#### **STRENGTHS:**

- The home delivery and opportunities for charitable food system considering dietary quality for non-communicable diseases and associated comorbidities play a key role in mitigating short-term food insecurity for adults with diabetes

#### **WEAKNESSES (IMPEDIMENTS):**

- Community-based applications to improve opportunities for improved health outcomes could improve capacity for diabetes self-management, prevent complications, and reduce diabetes-related health disparities has been challenged by limited in-person service opportunities for provision of services related to pandemic safety protocols.

#### **OPPORTUNITIES (LESSONS LEARNED):**

- This program expands usual pantry services adding diabetes-specific food boxes, diabetes self-management education, health care referrals as appropriate, and glucose monitoring.

**THREATS (CHALLENGES due to IMPEDIMENTS):**

- Processes related to opening fully compliant facilities, thus affecting on-site health promotion activities.



Project [CC1.4]: Food Security for Collier County Residents (Community Foundation)  
Funding amount: \$5,115,000  
Project Expenditure Category: EC 2.1  
Project Evaluation Timeline Ending: June 30, 2022  
Key Outcome Goal alignment: Health, Food Security

Project overview – *This Project was completed in its entirety by 1/1/2022*

This project addresses food access, affordability, and infrastructure for healthy, fresh food. Funds will bolster emergency food operations, strengthen local food distribution systems, expand nutrition education, and reduce hunger. The primary delivery mechanism will be a sub-grantee agreement with Community Foundation of Collier County to support local food banks. The project will also support trainings and demonstrations of nutrition education and marketing for local food systems. Outcomes will include greater food security and higher nutrition for disadvantaged Collier County residents.

Link to project: N/A

### Use of Evidence

The goal of this project is to decrease food insecurity exacerbated by the pandemic. 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. Castro AN, White MA, Ishdorj A, Thompson D, Dave JM. The Impact of the COVID-19 Pandemic on Food Distribution at Emergency Food Assistance Organizations in the Southwestern United States: A Qualitative Investigation. *Nutrients*. 2021 Nov 26;13(12):4267. doi: 10.3390/nu13124267. PMID: 34959818; PMCID: PMC8703558.
2. Bertmann F, Rogomentich K, Belarmino EH, Niles MT. The Food Bank and Food Pantries Help Food Insecure Participants Maintain Fruit and Vegetable Intake During COVID-19. *Front Nutr*. 2021 Aug 6;8:673158. doi: 10.3389/fnut.2021.673158. PMID: 34422877; PMCID: PMC8378669.
3. Long CR, Rowland B, Steelman SC, McElfish PA. Outcomes of disease prevention and management interventions in food pantries and food banks: a scoping review. *BMJ Open*. 2019 Aug 21;9(8):e029236. doi: 10.1136/bmjopen-2019-029236. PMID: 31439606; PMCID: PMC6707699.

\$5,115,000.00 is the dollar amount of the total project spending allocated towards evidence-based interventions for each project

### Performance Report

#### **Output KPIs**

Output KPI #1 Support at least five Food Banks or Pantries serving Residents of Collier County.

- The Collier County Community Foundation expenditures supported food distribution directly to five food pantries (Catholic Charities, Our Daily Bread, Meals of Hope, St. Matthews House, and Naples Senior Center) and indirectly to 35 pantries via partnerships with two food banks (Harry Chapin and Midwest Food Bank).

Output KPI #2 Support a minimum of 10,000 households in Collier County with food security goods and services, with demographic and QCT info for populations served.

- The Collier County Community Foundation expenditures supported 673,720 beneficiaries. The number of beneficiaries supported corresponds to 15,650 UNDUPLICATED household's indicative of meeting the output KPI of 10,000 households supported. Additionally, 75% pantries are located in QCTs

### **Outcome KPIs**

Outcome KPI #1 75% of distributed food packages will include nutrition and/or healthy diet information.

- The Collier County Community Foundation responded to the requirement of nutrition and/or diet information imposed beginning in July 2021. Subsequently, 100% of distributed food packages included the information. As an aggregate, KPI was met.

Outcome KPI #2 Children ages 18 or younger will be at least 25% of beneficiaries of all food pantry distributions.

- The Collier County Community Foundation supported food distribution to 673,720 beneficiaries. The household demographic extrapolated from beneficiaries is highly indicative that at least 25% of the beneficiaries were children aged 18 or younger. KPI was met.

Outcome KPI #3 At least 40% of funds expended for food distribution will be in a Collier County QCT.

- The Collier County Community Foundation expenditure supporting food distribution to the food banks and pantries in Collier County allowed significant distribution within QCTs, such that 79% of the funds expended for food distribution was in a Collier County QCT. KPI was met.

### **SWOT Analysis**

Progress is reported based on a SWOT Analysis conducted in partnership with food banks and pantries included in the funding period. The progress presented herein is based on qualitative assessments derived from banks and pantries as well as analysis of aggregated quantitative data

### **STRENGTHS:**

- Project outcomes 2 and 3 were met by individual banks and/or pantries and therefore, outcomes were met.
- Over 1.3 million pounds of food was distributed by Harry Chapin Food Bank alone, allowing the consortium to meet the food needs of a record-setting number of consumers during this time. This is only the amount of food Harry Chapin distributed, the amount in total was much greater but we did not collect that information. The additional food was distributed during regularly scheduled pantry services or newly added mobile pantries, which made it easier to serve low-income residents.
- Individual pantries met or exceeded project outcomes in amount of food delivered, households served, and distribution across the lifespan.

- The Community Foundation was able to navigate the storage issue through additional partnerships for nearly a full year.

#### **WEAKNESSES (IMPEDIMENTS):**

- The drive-up operations that made it safe also meant limited contact with the consumers thereby making it more difficult to collect statistics, stories, distributing information, etc. Lack of storage was initially a major issue.
- Limited staff and resources to meet the increased demand.

#### **OPPORTUNITIES (LESSONS LEARNED):**

- The food assistance programs emphasize nutritional foods such as produce, dairy, and proteins. Each partner is encouraged to distribute nutritional items at their distributions while also providing choice to clients when possible.
- Through a connection made by the Community Foundation, St. Matthew's House was able to use warehouse space donated on a long-term basis by Cheney Bros, and Meals of Hope was able to use warehouse space at Stan's Coffee
- The challenges and impediments identified will allow for better preparedness for next pandemic or disaster as well as enhanced capacity to focus on developing a system to collect demographic information and statistics using a drive-by style of food delivery more easily.

#### **THREATS (CHALLENGES due to IMPEDIMENTS):**

- Reduced availability of food from the usual sources. Food price increases due to inflation. Lack of storage initially was a major issue.
- Continued increase in number of consumers seeking food.
- Beyond food provisions, hot meals were served to seniors during lunch. However, COVID safety protocol prevented the provision of hot lunches at Naples Senior Center, limiting food security services.

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

Funding amount: \$5,500,000

Project Expenditure Category: EC 1.12

Project Evaluation Timeline Ending: June 30, 2022

Key Outcome Goal alignment: Health

### Project overview

This project will provide \$5.5 million for the delivery of mental health services to individuals in Collier County. As a 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.

Beneficiaries who demonstrate negative mental stress and behaviors such as seeking assistance for depression and suicide risk will be treated and discharged with a safety plan to improve mental health and avoid suicide. The impact is to improve mental health for individuals in Collier County. Individuals who are Court ordered and voluntary beneficiaries who seek this service in Collier County will benefit from this service.

Suicide prevention and treatment of risk for depression and suicide during the pandemic/epidemic ensures productive citizens and saves lives. The pandemic has broadly impacted Americans' behavioral health during and post-pandemic times.

Link to project: [www.Davidlawrencecenters.org](http://www.Davidlawrencecenters.org)

### 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 below cited similar 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.000000000000225.
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>

\$5.5 million is the total project spending allocated towards evidence-based interventions for the mental health project.

## Performance Report

### **Output KPIs**

Output KPI #1 At least 8500 total crisis stabilization bed days over the period of performance.

- Output KPI #1: 11,513 total crisis stabilization bed days have been provided since 7/1/2021

Output KPI #2 At least 75 clients served per year

- Output KPI #2: 1607 clients were served since 7/1/2021

Output KPI #3 Readmission rates at 30,60, and 90 days

- Output KPI #3: 30-day-10.9%; 90 day-4.58% (15.48% inclusive); 180-day-additional 2.46% (17.94% inclusive) since July 1, 2021.

### **Outcome KPIs for period 7/1/2021 through June 30, 2022**

Outcome KPI #1: 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)

- Outcome KPI #1: 99.71% of clients served in the Crisis Stabilization unit were assessed for risk using the C-SSRS. The number of clients who received screening exceeded the target. KPI Met

Outcome KPI #2: 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.

- Outcome KPI #2: 93.07% of clients serviced in the Crisis Stabilization unit participated in Evidence-based safety planning. The number of clients who received screening exceeded the target. KPI Met

### SWOT Analysis

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

### **STRENGTHS:**

All outcomes were met and exceeded from the beginning of the project (7/1/2021 through June 30, 2022) through the first year as described in the KPIs sections 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 C-SSRS is attached to the clinical and nursing assessments. If the initial score is moderate or moderately high, there is a reassessment with the C-SSRS prior to client discharge. A delay in discharge can be an outcome of maintaining a moderate or moderately high result to support the ongoing safety of the client. 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. All clinical staff are provided comprehensive and multidisciplinary training on both tools. Readmission rates are in line with the range of central Florida readmission rates by similar provider agencies. Expended funds for clients in QCTs were \$332,128 out of \$1,650,006.00 for all mental health services. Therefore 20.1% of clients were from QCTs and QCT clients occupied 20.11% of the crisis bed days.

**WEAKNESSES (IMPEDIMENTS):**

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

The COVID-19 pandemic has influenced the staff mix resulting in more newly hired and PRN staff as opposed to fulltime experienced staff in light of excessive demand for beds.

**OPPORTUNITIES (LESSONS LEARNED):**

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. There are mitigating reasons for clients not receiving the assessment tools; staff intends to understand more fully the reasons for the variance in tool administrations and will plan accordingly for administration to all clients. The culture of safety is paramount in the clients they serve which begins with the recruiting of staff, onboarding, and continuing professional development.

**THREATS (CHALLENGES due to IMPEDIMENTS):**

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. Evaluation which seeks to understand the contributions of heterogeneous demographic and environmental factors will inform these variances when they occur.

An extremely high volume of clients has challenged licensure guidelines, work processes that add to the difficulty in personnel staffing, and challenges in ensuring that adequate safety protocols are consistently followed at the facility. Additional beds are being added in the near future which will influence additional staffing needs.

Project [CC1.6]: Housing Navigators and Legal Services  
Funding amount: \$620,532  
Project Expenditure Category: EC 2.2  
Project Evaluation Timeline Ending: June 30, 2022  
Key Outcome Goal alignment: Housing

### Project overview

This project helps individuals at risk of eviction with navigating the Collier County Courts system. In addition, housing navigation services will assist with housing stability including locating housing, reviewing agreements, assistance with other rental assistance programs, among others. With housing navigation services housing stability is addressed in two main fashions. In the short-term, there will be a resolution to individuals facing eviction. In the long-term, assistance in the form of services described above should help individuals to make appropriate decisions in terms of housing, decreasing potential defaults payments, eviction, and homelessness.

Link to project: N/A

### 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 Report

#### **Output KPIs**

Output KPI #1: Number of persons or households receiving eviction prevention services

- Output KPI #1 56 to date in FY 2022

## **Outcome KPIs**

Outcome KPI #1: Number of persons or households that are impacted or disproportionately impacted, as defined by Treasury

- Outcome KPI #1: 56 to date in FY 2022

Outcome KPI #2: Number of successful eviction preventions

- Outcome KPI #2: 56 to date in FY 2022

## **SWOT Analysis**

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

### **STRENGTHS:**

- Both HELP and Legal Aid have pointed to the communication between HELP, Legal Aid and Collier County Government as a strength to this program. The additional steps/processes associated with this program has allowed for quick referrals and is perceived to have reached people that usually are missed by other similar programs.
- Ability to push funds quickly

### **WEAKNESSES (IMPEDIMENTS):**

- An increase in critical applicants with urgent needs has limited the ability to prioritize cases when needed
- KPI Success and compensation are tied to ability of Collier County to complete the process which can take time even though the application and process has been properly handled and negotiated.
  - Solution: better define what success is, tying it to “stipulation approval” and not “adjournment.” This makes process fair to all involved, as the success becomes “measurable, observable, and controllable” for subrecipients
  - *Comment: After conversation with Collier County, some extra negotiation will occur between all parties to find agreeable language.*

### **OPPORTUNITIES (LESSONS LEARNED):**

- Connecting to all stakeholders, including apartment management associations has allowed the development of relationships that allow for such program to work better. It creates another source of information to those in need while building trust and goodwill with landlords.
- Provide extra feedback on application throughout the entire process and its many agencies (e.g., County Government, County Clerk, etc.). Access to history of file is crucial when writing up legal case.
- Improve outreach, for example, using County TV. Provide simple point of contact (phone and website) focusing on relevant information for getting connected to help.

### **THREATS (CHALLENGES due to IMPEDIMENTS):**



- Reevaluation of files at various levels may be slowing down the process.
- Subrecipients expressed concerns regarding coordination processes outside their control.

Project [CC1.7]: Collier Public Health Infrastructure-Collier County  
Funding amount: \$1,700,000  
Project Expenditure Category: EC 1.7  
Project Evaluation Timeline Ending: June 30, 2022  
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. Through CC 1.7, up to four new ambulances and four light duty trucks 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. This project will be implemented by Collier County EMS through an MOU agreement.

A written justification of the project will be maintained by the County in accordance with Treasury Final Rule Capital Expenditure guidance for projects with total capital expenditure between \$1 and \$10 Million.

FGCU will work with the County subrecipient to further refine Key Performance Indicators and metrics, which will be updated in future versions of the Recovery Plan. An impact evaluation may be conducted. This Expenditure Category does not require an evidence base.

Link to project: N/A

### 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.

Subrecipient is evaluating this project via KPI and SWOT, as detailed below

\$1,700,000.00 is the dollar amount of the total project spending allocation.

### Performance Report

#### **Output KPIs**

Output KPI #1 Number of fully outfitted Ambulances and Light Trucks acquired for Collier EMS emergency response.

- Output KPI #1 As of this annual report, no data exists for this metric as activities have not started.

## **Outcome KPIs**

Outcome KPI #1 Improved response times for EMS services, as measured by a year-over-year comparison, pre- and post-acquisition of new EMS vehicles.

- Outcome KPI #1 As of this annual report, no data exists for this metric as activities have not started.

SWOT Analysis is not requested/required by Collier County

Project [CC2.1]: Small Business Resiliency  
Funding amount: \$1,000,000  
Project Expenditure Category: EC 2.30  
Project Evaluation Timeline Ending: June 30, 2022  
Key Outcome Goal alignment: Economic Recovery

### Project overview

This project provides support to small businesses adversely impacted by Covid-19 to improve their resiliency by reimbursing expenses related to software upgrades, digital marketing, and strategic planning counseling. By improving business operations and knowledge on issues such as legal aid, accounting, and finance for instance, businesses will be in a better position to navigate downturns.

Link to project: N/A

### Use of Evidence

The goal of this project is to increase business resilience, resulting in fewer business closures, more hires, and greater revenue. 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. Doern, R. (2017). Strategies for resilience in entrepreneurship: Building resources for small business survival after a crisis. *Creating Resilient Economies*. Edward Elgar Publishing
2. Adam, N. A., & Alarifi, G. (2021). Innovation practices for survival of small and medium enterprises (SMEs) in the COVID-19 times: the role of external support. *Journal of Innovation and Entrepreneurship*, 10(1), 1-22
3. Katare, B., Marshall, M. I., & Valdivia, C. B. (2021). Bend or break? Small business survival and strategies during the COVID-19 shock. *International Journal of Disaster Risk Reduction*, 61, 102332

### Performance Report

#### **Output KPIs**

Output KPI #1: Number of businesses receiving strategic counseling or technology upgrade

- Output KPI #1 as of annual report, no data exists for this metric

#### **Outcome KPIs**

Outcome KPI #1: New hires as a result of program participation

- Outcome KPI #1: as of annual report, no data exists for this metric

Outcome KPI #2: Number of retained employees as a result of program participation

- Outcome KPI #2: as of annual report, no data exists for this metric

Outcome KPI #3: Business sales revenue growth among participants

- Outcome KPI #3: as of annual report, no data exists for this metric

### **SWOT Analysis**

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

#### **STRENGTHS:**

- No Strengths have been identified at this time, pending project start

#### **WEAKNESSES (IMPEDIMENTS):**

- No Weaknesses have been identified at this time, pending project start

#### **OPPORTUNITIES (LESSONS LEARNED):**

- No Opportunities have been identified at this time, pending project start

#### **THREATS (CHALLENGES due to IMPEDIMENTS):**

- No Threats have been identified at this time, pending project start

Project [CC2.2]: Small Business Recovery  
Funding amount: \$5,500,000  
Project Expenditure Category: EC 2.29  
Project Evaluation Timeline Ending: June 30, 2022  
Key Outcome Goal alignment: Economic Recovery

### Project overview

This project will provide grants of up to \$25,000 for Economic Injury Disaster Loan (EIDL) forgiveness, utility bill in arrears payments, or assistance to enable the applicant to retain or recruit employees. The ability to pay bills, loans, and payroll, including attraction of new employees is important for maintenance of businesses' operation, especially during economic downturns. This project tackles an important issue by assisting affected small businesses to keep afloat.

Link to project: N/A

### Use of Evidence

The goal of this project is to reduce business closures and increase employment. 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. Watson, M. (2021) The Role of SBA Loans in Small Business Survival after Disaster Events. *Journal of Planning Education and Research* <https://doi.org/10.1177/0739456X211028291>
2. Adam, N. A., & Alarifi, G. (2021). Innovation practices for survival of small and medium enterprises (SMEs) in the COVID-19 times: the role of external support. *Journal of Innovation and Entrepreneurship*, 10(1), 1-22
3. Katare, B., Marshall, M. I., & Valdivia, C. B. (2021). Bend or break? Small business survival and strategies during the COVID-19 shock. *International Journal of Disaster Risk Reduction*, 61, 102332

### Performance Report

#### **Output KPIs**

Output KPI #1: Number of businesses receiving grant assistance

- Output KPI #1 as of annual report, no data exists for this metric

#### **Outcome KPIs**

Outcome KPI #1: New hires as a result of program participation

- Outcome KPI #1: as of annual report, no data exists for this metric

Outcome KPI #2: Business sales revenue growth among participants

- Outcome KPI #2: as of annual report, no data exists for this metric

### SWOT Analysis

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

#### **STRENGTHS:**

- No Strengths have been identified at this time, pending project start

#### **WEAKNESSES (IMPEDIMENTS):**

- No Weaknesses have been identified at this time, pending project start

#### **OPPORTUNITIES (LESSONS LEARNED):**

- No Opportunities have been identified at this time, pending project start

#### **THREATS (CHALLENGES due to IMPEDIMENTS):**

- No Threats have been identified at this time, pending project start

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

Funding amount: \$380,000

Project Expenditure Category: EC 4.1

Project Evaluation Timeline Ending: June 30, 2022

Key Outcome Goal alignment: Health

Project overview

The goal of this project is to provide Collier County EMS workers who worked during the critical COVID-19 response throughout the 2020 and 2021 pandemic 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. This payment recognizes this essential frontline work and serves to increase employee retention.

The project recognizes employees who worked during the critical COVID-19 pandemic with a bonus structure to acknowledge their contributions to health and to serve as a retention strategy to maintain sufficient personnel to provide EMS health services.

Link to project: N/A

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.

\$380,000 is the dollar amount of the total project spending allocated towards interventions.

Performance Report

**Output KPIs**

Output KPI #1 Number of staff provided premium (hazard) pay benefits

- Output KPI #1 191 staff were provided premium (hazard) pay

**Outcome KPIs**

Outcome KPI #1 Lower turnover rate in job categories receiving premium (hazard) pay

- Outcome KPI #1 As of this annual report, no data exists for this metric

SWOT Analysis results are not requested/required by Collier County

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.



**STRENGTHS:**

- Hazard (premium) pay to recognize employee work is often applied during exceptional conditions and can serve to augment regularly scheduled raises in the year awarded. Compensation is known to support satisfaction and employee retention.

**WEAKNESSES (IMPEDIMENTS):**

- Other forms of employee satisfaction contributing to retention are not addressed by the bonus structure in the year awarded.

**OPPORTUNITIES (LESSONS LEARNED):**

- An employee survey will assist in uncovering the true nature of conditions that contribute to employee job satisfaction and dissatisfaction.

**THREATS (CHALLENGES due to IMPEDIMENTS):**

- If other factors for retention are not able to be accomplished, employee retention may be affected despite the compensation structure – for example, union negotiations.

Project [CC3.2]: Public Health and Safety Operations and Response- Collier County  
Funding amount: \$20,166,770  
Project Expenditure Category: EC 3.1  
Project Evaluation Timeline Ending: June 30, 2022  
Key Outcome Goal alignment: Health

### Project overview

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.

This project does not require evidence-based allocations.

Link to project: N/A

### Use of Evidence

The goals of this project are greater enforcement of public health ordinances and increased employee retention.

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

\$20,166,770.00 is the dollar amount of the total project spending.

### Performance Report

#### **Output KPIs**

Output KPI #1 Number of government FTEs responding to COVID-19 supported under this authority

- Output KPI #1 As of this annual report, no data exists for this metric

#### **Outcome KPIs**

Outcome KPI #2 Maintain employee retention

- Outcome KPI #2 As of this annual report, no data exists for this metric

SWOT Analysis is not requested/required by Collier County

## Project [CC3.3]: Administration

NOT EVALUATED BY FGCU

Funding amount: \$5,250,000.00

Project Expenditure Category: EC 7.1

Project Evaluation Timeline Ending: June 30, 2022

### Project overview

Administration covers County and Consulting (i.e., website, plan writing) expenses related to administering the full \$74.7 million dollar program.

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

### Use of Evidence

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

This project is not required to report on an evidence base.

### Performance Report

#### **Output KPIs**

Output KPI #1: Dollar amount of funds encumbered to ARPA Projects

- Output KPI #1: \$74,762,701 – the full award amount has been encumbered.

#### **Outcome KPIs**

Outcome KPI #1: Number of timely Treasury submissions for Collier County ARPA

- Outcome KPI #1: 3, The 2021 annual report and two quarterly reports have been submitted.

SWOT Analysis is not requested/required by Collier County

Project [CC3.4]: Personal Protective Equipment (PPE) NCH Facilities in Collier County

Funding amount: \$2,000,000

Project Expenditure Category: EC 1.5

Project Evaluation Timeline ending June 30, 2022

Key Outcome Goal alignment: Health

## **Project overview**

This project covers personal safety equipment needed by Collier County healthcare operations throughout Collier County. Supplies to be ordered include masks, face shields, swabs, tops, gowns, gloves, wipes, and related items; with the goal of minimizing contact and transmission of SARS-CoV-2. It will primarily involve Collier County Hospitals, including staff, patients, and visitors in the facilities. Outcomes include reduced COVID-19 transmission and infection in hospital staff, patients, and visitors.

Link to project: [NCH Healthcare System \(nchmd.org\)](https://nchmd.org)

## **Evidence Base**

This project does not require evidence-based allocations.

The goals for this project are to reduce COVID-19 transmission and infection among Collier County hospital and system operations staff, patients, and visitors. Masks, face shields, swabs, tops, gowns, gloves, wipes, and related protective equipment are recommended by the Centers for Disease Control and Prevention (CDC), and this project strives to implement that best practice in Collier.

The evaluation model is quantitative in nature with reported counts of the distribution of PPE Supplies quarterly as compared to the inventory reported at the highest level in 2020-2021. Should any deviations occur, a narrative explaining deviation(s) will be included with an action plan for restoring inventory in the subsequent quarter.

\$2,000,000 is the dollar amount of the total project spending allocated towards meeting the goal.

## **Performance Report**

### **Output KPIs**

Output KPI #1. Count of PPE supplies distribution

- Output KPI #1 As of this annual report, no data exists for this metric

### **Outcome KPIs**

Outcome KPI #1 Maintain a 30-day supply of PPE as evidenced by inventory roster provided at the time of agreement execution

- Outcome KPI #1 As of this annual report, no data exists for this metric from NCH. The first NCH data report will submit data generated from July 1, 2022

## SWOT Analysis

### **STRENGTHS**

Inventory control for optimal availability and distribution of protective equipment (PPE) ensures adequacy of protection from COVID-19 transmission to the degree offered by PPE. NCH implements mandatory training on PPE as part of the broader program for annual infection control throughout the hospital. Periodic just-in-time refresher training is used when warranted.

### **WEAKNESSES (IMPEDIMENTS):**

Despite availability of protective equipment, factors such as inadequate training and inconsistent use can mitigate the effectiveness of the infection control interventions. Furthermore, due to the delay in symptoms display or asymptomatic COVID-19 infected individuals, even the correct use of PPE is not enough to completely prevent community or hospital-based spread.

### **OPPORTUNITIES (LESSONS LEARNED):**

Lessons were learned in the industry concerning the supply chain issues with PPE as well as the quality and availability of PPE products. The availability of vendors who have been properly vetted for quality PPE supplies during the pandemic helped to avoid instances of insufficient, ineffective, and inadequate supplies of PPE. Even with an adequate stock of PPE, frequent reminders through training and visible cueing can facilitate the proper use of PPE supplies, distribution, and use.

### **THREATS (CHALLENGES due to IMPEDIMENTS):**

Complacency in employee use and lack of enforcement of proper use can increase the risk of transmission even when PPE is sufficiently maintained and appropriately implemented.

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

Funding amount: \$600,000

Project Expenditure Category: EC 3.4

Project Evaluation Timeline Ending: June 30, 2022

### 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 Treasury Guidelines on 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

Link to project: N/A

### Use of Evidence (Not Applicable)

Goals for this project include a high 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 is constituted of both formative and summative data collection, pre and post measures, and qualitative and quantitative designs.

\$600,000.00 is the dollar amount of the total project spending allocated towards interventions for the project.

### Performance Report

#### **Output KPIs**

Output KPI #1 Number of projects for which evaluation data has been negotiated with subrecipients.

- Output KPI #1 20 –All applicable projects have had evaluation KPIs negotiated with subrecipients.

Output KPI #2 Number of projects for which evaluation plans have been defined and implemented.

- Output KPI #2: 19 projects have been reviewed for evaluation plans, resulting in 14 projects being evaluated by FGCU evaluation team while six will not be evaluated quarterly by FGCU by direction of Collier County.

Output KPI #3 Number of projects for which the evidence base has been refined.

- Output KPI #3 14 projects have evidence-based interventions as required by US Treasury guidance

### **Outcome KPIs**

Outcome KPI #1 Annual Key Outcome Goal assessments

- Outcome KPI #1 1 – Five key outcome goal assessments have been conducted, as part of the annual evaluation report. All projects have been matched under one of five key outcomes goals: health, housing, economic recovery, education, food security

### **SWOT Analysis is not requested/required by Collier County**

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

### **STRENGTHS:**

- FGCU used year one to build relationships with all sub-awardees, Coastal Cloud, OVID, and Collier County as agreements were negotiated to refine all KPIs.
- The FGCU evaluator team members worked well together to build solutions to challenges confronted in building and executing the evaluation process.
- Several team members engaged in the evaluation were trained in the application of NVivo analytics to facilitate qualitative analyses for sub awardees.
- County staff monitor the validity of projects and information reported.

### **WEAKNESSES (IMPEDIMENTS):**

- For the generalization of findings among sub-awardees the predominant form of evidence is moderate in nature by definition in US Treasury guidance which may limit application across demographics of clients in a specific sector.

### **OPPORTUNITIES (LESSONS LEARNED):**

- Close communication to clarify data needed is essential to the alignment of understanding among all parties.
- Shifts in sub awardee measures as projects progress benefit from the flexibility in evaluation processes.

- Quantitative and qualitative (SWOT interviews) data collection presents a robust description of progress for projects.

**THREATS (CHALLENGES due to IMPEDIMENTS):**

- Sub awardee timeliness of data input affects the timeliness of ability of FGCU evaluations to be submitted by due dates.

FGCU does not verify veracity of data submitted by the sub awardee; rather it seeks to clarify how data is gathered and submitted, noting any aberrations that would suggest further examination.



## Project [CC3.6]: Collier County Revenue Replacement

NOT EVALUATED BY FGCU

Funding amount: \$10,000,000

Project Expenditure Category: EC 6.1

Project Evaluation Timeline Ending: June 30, 2022

### Project overview

Collier County Revenue Replacement utilizes the 1-time election of \$10 million assumed revenue loss due to the pandemic, and funds County operations with said replacement.

### Use of Evidence

Evidence is not required for this expenditure category

### Performance Report

#### **Output KPIs**

Output KPI #1: Tracking of Government Services provided

- Output KPI #1 No data currently available

#### **Outcome KPIs**

Outcome KPI #1: Positive impact of government services, as measured through citizen perception surveys

- Outcome KPI #1 No data currently available

### SWOT Analysis

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

#### **STRENGTHS:**

- No Strengths have been identified at this time

#### **WEAKNESSES (IMPEDIMENTS):**

- No Weaknesses have been identified at this time

#### **OPPORTUNITIES (LESSONS LEARNED):**

- No Opportunities have been identified at this time

#### **THREATS (CHALLENGES due to IMPEDIMENTS):**

- No Threats have been identified at this time

**Project [CC4.1]: Collier County Library – Community Outreach, Literacy, and Education (COLE)**

**Funding amount: \$2,029,304**

**Project Expenditure Category: EC 2.24**

**Project Evaluation Timeline Ending: June 30, 2022**

**Key Outcome Goal alignment: Education**

**Project overview**

The COLE project will provide educational sessions at the Golden Gate and Immokalee library branches three times per week with the intended outcome of improving reading skills for students who lost in-person instruction during the COVID-19 school closures. Funds will be utilized to provide homework and tutoring support for ESOL students and teen life programs. Online programs such as BrainFuse, will be purchased as a resource to promote improved reading outcomes. Expenditures will also include Wi-Fi hotspots for students to check-out for up to 12 weeks in order to access the online remedial programs and online tutoring support. Additional face-to-face support will be provided. Expenditures will include resources such as additional visual, print and audio materials for students to check out. The program is being implemented through a signed memorandum of understanding. Tutoring services will begin in fall 2022.

This program contributes to “Addressing Educational Disparities: Aid to High Poverty Districts.” Beneficiaries are students who lost in person instruction because of school closures due to the COVID-19 Pandemic. The students’ learning loss was further exacerbated by lack of internet access to participate in online instruction. The COLE program will provide for remediation in reading skills to recoup lost learning.

The library branches providing the COLE program serves students in a qualifying census tract who lost reading instruction during school closures for COVID-19.

Link to project: N/A

**Use of Evidence**

The goal of the Collier County Library – Community Outreach, Literacy, and Education (COLE) program is to increase reading comprehension skills in students who lost in-person instruction due to school closures for the COVID-19 pandemic. Three representative citations of evidence are provided to verify method, and impact evaluation is utilized where appropriate. The program is utilizing BrainFuse and is currently researching evidence-based online reading programs to use (i.e., Reading A to Z). The library will be tracking student progress through online reading pre- and post-assessments in order to evaluate the project’s effectiveness and build evidence to support the program.

The goal of the COLE program is to increase students’ reading comprehension skills as measured by pre- and post-assessments of participating students.

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. A full bibliography for evidence is on file with FGCU evaluators.

1. Mediavilla, C. (2001). Creating a full-service homework center in your library. American Library Association.
2. Betty, P. (2009). Assessing homegrown library collections using google analytics to track use of screencasts and clash-based learning objectives: Special issue on usage statistics of electronic resources. *Journal of Electronic Resources Librarianship*, 21(1), 75–92.
3. Harriott, C. (2010). *Conversations: teen talk and life skills group* (Doctoral dissertation, California State University, Northridge).

\$2,029,304.00 is the total project spending allocated towards evidence-based interventions for the COLE program.

## Performance Report

### **Output KPIs**

Output KPI #1: Number of students participating in evidence-based tutoring programs, with demographic information.

- As of this annual report, no data exists for this metric.

Output KPI #2: Computer equipment usage statistics with demographic information.

- As of this annual report, no data exists for this metric.

### **Outcome KPIs**

Outcome KPI #3: Increased reading comprehension or other educational attainment that will be measured by pre- and post-assessment of participating students.

- As of this annual report, no data exists for this metric

## SWOT Analysis

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

SWOT analysis provided below is limited due to the program currently in the planning stages. Currently interviews are being conducted for the various positions of the homework center. Program is in planning stages as noted above and has not begun to provide services to beneficiaries.

**STRENGTHS:**

- Community & Human Services (CHS): strong support and teamwork via Grant Coordinators for the Library sub-recipient group working on the COLE grant;
- New FTE Library Program Specialist to execute and oversee the two QCT-area Homework Centers brings a wealth of ideas and experience;
- Grant well-received and appreciated by QCT-area Branch Managers who know their demographic and how best to aid them to mitigate learning loss attributed to COVID impacts.

**WEAKNESSES (IMPEDIMENTS):**

- Processes and procedures are disseminated and implemented through the various channels in the government organization with many movable parts; this naturally takes time and resets the previous expected timeline targets of the program.
- Areas where the Homework Centers can take place are rather small in dimension and will take some innovative thinking and brainstorming to utilize all the materials purchased, how to store them, and how best to serve the students in a positive and impactful way.

**OPPORTUNITIES (LESSONS LEARNED):**

- QCT-areas where Homework Centers are to be located will be well-served by the COLE Grants objectives and outcomes;
- Diverse and multimodal means of learning tools are available to purchase and implement to bring enriching resources to students in these areas who might otherwise not have access to them;
- Budget large enough to hold additional sessions, if possible (due to staffing), through added weekend sessions for both K12 or GED students.

**THREATS (CHALLENGES due to IMPEDIMENTS):**

- Supply-chain issues with receiving computers, homework center stations, materials, etc.
- Restrictions on how, where, and to whom the funds can be used on severely limits allocating and using the funds as well meeting the spend-down process within the allotted timeline.

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

Funding amount: \$1,546,000

Project Expenditure Category: EC 2.1

Project Evaluation Timeline Ending: June 30, 2022

Key Outcome Goal alignment: Health, Nutrition, Education

### Project overview

This project involves nutrition education, healthy food purchases and cooking activities; family financial education; hands on gardening and landscape programs; and youth development life skills/leadership acquisition activities for underserved residents. These programs will be executed by the University of Florida Institute of Food and Agricultural Science (UF|IFAS) Extension Collier County. A memorandum of understanding will be developed with the UF Extension to implement this project. Outcomes include increased food security for participants from QCTs.

Link to project: N/A

### Use of Evidence

University Extension Services has deep roots in Collier County to serve as the outreach and non-formal education branch of the Land Grant University system. Extension professionals focus on community-based education to enhance the universities' outreach in agriculture, engineering, youth development, and family and consumer sciences which in 2020 grew to include community resource development for addressing COVID. Given the tremendous need for health and nutrition -related activities, University Extension Services coalesced efforts for coordination and communications, curriculum development, training, and resource development efforts to improve health and nutrition centering COVID-19 related outreach. In light of COVID-19, agents will deliver training and provide technical assistance on a host of health and nutrition related matters to keep participants informed on COVID-19, share nutrition and education through cooking demonstrations and activities, provide written communication, and/or overall nutrition technical assistance.

The goal of this project is to increase access to healthy food and nutrition education. 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. The full bibliography is maintained in the FGCU and has been deemed sufficient to support activities.

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,

\$1,546,000.00 is the dollar amount of the total project spending allocated towards evidence-based interventions for each project.

## Performance Report

### **Output KPIs**

Output KPI #1. Number of individuals participating in evidence-based nutrition education programs

- Output KPI #1 As of this annual report, no data exists for this metric.

### **Outcome KPIs**

Outcome KPI #1 Number of participants in nutrition education programs who increase their knowledge of meal preparation and how fruits and vegetables support nutrition for improved health

- Outcome KPI #1 As of this annual report no data exists for this metric.

Outcome KPI #2 Number of participants planning healthy meals based on *MyPlate* recommendations

- Outcome KPI #2 As of this annual report, no data exists for this metric.

Outcome KPI #3 Increased consumption of fruits, vegetables, or healthy meals that meet FDA dietary guidelines, and purchases of healthy foods by participants

- Outcome KPI #3 As of this annual report, no data exists for this metric.

## SWOT Analysis

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data. NOT yet started

### **STRENGTHS:**

- Programs are ready to implement in August 2022

### **WEAKNESSES (IMPEDIMENTS):**

- No Weaknesses have been identified at this time; pending reporting from subrecipient

### **OPPORTUNITIES (LESSONS LEARNED):**

- No Opportunities have been identified at this time; pending reporting from subrecipient

### **THREATS (CHALLENGES due to IMPEDIMENTS):**

- Understanding need for purchase order and quotes for food and supplies is being discussed

Project [CC4.3]: Collier County Museums – Immokalee Pioneer Museum  
Funding amount: \$561,490  
Project Expenditure Category: EC 2.24  
Project Evaluation Timeline Ending: June 30, 2022  
Key Outcome Goal alignment: Education

### Project overview

The Immokalee Pioneer Museum will be developing a 1.25-acre citrus grove and a half acre homestead garden as an interactive educational platform to teach students about plant life and how fruits and vegetables supply the body with nutrition. Students who are participating in the program are students who live in the QCT and lost science instruction due to school closures for COVID-19. Students will learn about the fruits and vegetables grown on Roger's Homestead and the plants' life cycle as the fruits and vegetables grow. Then students will learn how consuming the fruits and vegetables provide the body with nutrition. The intended outcome is for students to increase knowledge about plant life and the biological sciences through hands-on learning experiences in order to recoup learning lost due to school closures for COVID-19. Student learning will be measured through pre- and post-assessment measures.

Link to project: N/A

**Identified Impact:** This program contributes to “Addressing Educational Disparities: Aid to High Poverty Districts.” Beneficiaries are students who lost in-person instruction because of school closures due to the COVID-19 Pandemic.

**Impacted Population:** The Immokalee Pioneer Museum serves students in a qualifying census tract who lost science instruction during school closures for COVID-19. The Immokalee Pioneer Museum program will provide for additional hands-on learning of science skills to recoup lost learning.

### Use of Evidence

The goal of the Immokalee Pioneer Museum program is to increase students' knowledge of plant life and biological sciences for students who lost instruction due to school closures for COVID-19. The program is reconstructing a historically accurate citrus grove and homestead garden and is using evidence based upon research on how school gardens can contribute to increased science learning by students. The Immokalee Pioneer Museum will be tracking student progress through pre- and post- assessments in order to evaluate the project's effectiveness and build evidence to support the program.

The goal of the Immokalee Pioneer Museum program is to increase students' science skills as measured by pre- and post-assessments of participating students.



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:(full bibliography for evidence is on file with FGCU evaluators.)

1. Graham, Beall, D. L., Lussier, M., McLaughlin, P., & Zidenberg-Cherr, S. (2005). Use of School Gardens in Academic Instruction. *Journal of Nutrition Education and Behavior*, 37(3), 147–151. [https://doi.org/10.1016/S1499-4046\(06\)60269-8](https://doi.org/10.1016/S1499-4046(06)60269-8)
2. Brown, & Concannon, J. (2019). Evidence-based science activities in grades 3-5: meeting the NGSS. Routledge. <https://doi.org/10.4324/9780815383444>
3. Rye, Selmer, S. J., Pennington, S., Vanhorn, L., Fox, S., & Kane, S. (2012). Elementary School Garden Programs Enhance Science Education for All Learners. *Teaching Exceptional Children*, 44(6), 58–65. <https://doi.org/10.1177/004005991204400606>

\$561,490.00 is the total project spending allocated towards evidence-based interventions for the mental health project.

## Performance Report

### **Output KPIs**

Output KPI #1: Number of participants in community gardening programs who increase their knowledge in science regarding plant life and how fruits and vegetables support nutrition for students who lost science and health education due to pandemic school closures.

- As of this annual report, no data exists for this metric.

### **Outcome KPIs**

Outcome KPI: #1 Number of participants in community gardening programs who increase their knowledge in science regarding plant life and how fruits and vegetables support nutrition for students who lost science and health education due to pandemic school closures.

- As of this annual report, no data exists for this metric.

Outcome KPI #2: Increased knowledge in science as measured through pre- and post-assessment on plant life cycle and nutrition.

- As of this annual report, no data exists for this metric.

## SWOT Analysis

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

SWOT analysis provided below is limited due to the program being in planning stages. Currently a kick-off meeting is being planned. Program is in planning stages as noted above and has not begun to provide services to beneficiaries.

**STRENGTHS:**

- No Strengths have been identified at this time; pending reporting from subrecipient

**WEAKNESSES (IMPEDIMENTS):**

- No Weaknesses have been identified at this time; pending reporting from subrecipient

**OPPORTUNITIES (LESSONS LEARNED):**

- No Opportunities have been identified at this time; pending reporting from subrecipient

**THREATS (CHALLENGES due to IMPEDIMENTS):**

- No Threats have been identified at this time; pending reporting from subrecipient

Project [CC4.4]: Collier County Affordable Housing  
Funding amount: \$4,114,137  
Project Expenditure Category: EC 2.15  
Project Evaluation Timeline Ending: June 30, 2022  
Key Outcome Goal alignment: Housing

### Project overview

This project involves the utilization of grants and loans in the veins of a Low-Income Housing Tax Credit (LIHTC) program to cover eligible development costs associated with the delivery of new affordable housing units in Collier County. Given the increase of median prices due both supply and demand shocks in the County, the vulnerable population has suffered with an even faster increase in housing costs (both mortgage and rents) leading to increase in homelessness, out-migration of low-income population and difficulty in attracting workforce to the region. This project tackles the supply side of the market by assisting with the increase in the number of affordable housing units in the County, which will improve market conditions for current residents and attract new workforce.

Link to project: N/A

### Use of Evidence

The goal of this project is to provide development assistance for affordable housing, thus increasing the amount of affordable housing units in Collier County. 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. 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 Report

#### **Output KPIs**

Output KPI #1: Total dollar amount of affordable housing loans provided

- Output KPI #1 As of annual report no data exists for this metric.

Output KPI #2: Total dollar amount of affordable housing grants provided

- Output KPI #2 as of annual report no data exists for this metric.

**Outcome KPIs**

Outcome KPI #1: Number of affordable housing units preserved or developed

- Outcome KPI #1 as of annual report no data exists for this metric.

**SWOT Analysis**

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

**STRENGTHS:**

- No Strengths have been identified at this time, pending project start

**WEAKNESSES (IMPEDIMENTS):**

- No Weaknesses have been identified at this time, pending project start

**OPPORTUNITIES (LESSONS LEARNED):**

- No Opportunities have been identified at this time, pending project start

**THREATS (CHALLENGES due to IMPEDIMENTS):**

- No Threats have been identified at this time, pending project start

Project [CC4.5]: Collier Access to Care - PLAN  
Funding amount: \$100,000  
Project Expenditure Category: EC 1.14  
Project Evaluation Timeline Ending: June 30, 2022  
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.

Access to care is an important attribute for improving health status. Collier County residents who are uninsured and who cannot afford to pay for health care providers and services need access to an agency that can coordinate uncompensated care thereby connecting patients and providers to achieve health care interventions to improve health status in the community. Access to care is a public health value.

Link to project: [www.plancc.org](http://www.plancc.org)

### Use of Evidence

The goal of this program is to address general and specialized illness for beneficiaries served through medical treatment. Individuals served will be Treasury Impacted or Disproportionately Impacted populations.

1. [https://www.researchgate.net/profile/Ronald-Andersen/publication/237675193\\_Improving\\_access\\_to\\_care\\_in\\_America\\_Individual\\_and\\_contextual\\_indicators/links/556cd20a08aec226830548fa/Improving-access-to-care-in-America-Individual-and-contextual-indicators.pdf](https://www.researchgate.net/profile/Ronald-Andersen/publication/237675193_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>

\$100,000.00 is the dollar amount of the total project spending allocated towards evidence-based interventions for this project.

### Performance Report

#### **Output KPIs**

Output KPI #1 Total number of patients referred by PLAN to medical providers in their network

- Output KPI #1: *381 patients have been referred by PLAN to providers since 7/1/2021*

Output KPI #2 Number of services that referred patients received

- Output KPI #2: *1867 services have been provided to PLAN patients since 7/1/2021*

Output KPI #3 Dollar value of donated services as reported by medical providers in PLAN's network

- Output KPI #3: *\$3,095,140.00 is the value of donated services since 7/1/2021*

Output KPI #4 Number of new medical providers enrolled in PLAN's network

- Output KPI #4: *Two new medical providers have been added to PLAN since 7/1/2021*

### **Outcome KPIs**

Outcome KPI #1 At least 370 patients referred annually to medical providers in the PLAN network for services

- Outcome KPI #1- MET: *381 patients have been referred by PLAN to providers since 7/1/2021*

Outcome KPI #2 Referred patients will receive a minimum of 2400 services annually (PLAN Award started October 1, 2021, so only three quarters of data constitute the annual report on their metrics)

- Outcome KPI #2- Progress toward goal is apparent: *1867 services have been provided to PLAN patients since the start of their award on October 1, 2021. Forecasts for number of services were based on retrospective data over last 3 years when COVID-19 was in the acute phase of the pandemic. It is too early to understand if any change in annual services will be a trend for PLAN recipients due to a myriad of factors including COVID-19 and long COVID trajectories, patient hesitancy to seek care due to fear of communicability of COVID from outside the home, and provider stress in offering services in the midst of a continuing presence of COVID-19 to name a few.*

Outcome KPI #3 At least \$3,000,000.00 worth of donated services annually, reported by medical providers in the PLAN network

- Outcome KPI #3: MET- *\$3,095,140.00 is the value of services delivered to PLAN patients by providers since 7/1/2021*

Outcome KPI #4 At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance

- Outcome KPI #4: MET- *Two new medical providers were added to the PLAN registry since 7/1/2021.*

## **SWOT Analysis**

The SWOT Analysis is conducted in partnership with the subrecipient (if applicable) and is based on available quantitative and qualitative data.

### **STRENGTHS:**

PLAN has a long history of linking Collier County residents in need of health care services with pro bono health care providers and services. PLAN has 150 specialists in the data base 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 during the Covid-19 pandemic.

### **WEAKNESSES (IMPEDIMENTS):**

PLAN Telecommunication network is over 10 years old and is reported to be overloaded with messages as it is a one tele mailbox messaging system that is dependent on a staff member retrieving all messages regardless of the nature and urgency of the inquiry which contributes to intermittent delays in retrieval and response. In addition, PLAN is always recruiting for additional pro bono providers due to the regular rotation of new and existing providers from the pro bono list which can contribute to lengthening the time for a patient to receive the referral and coordination of services. There is a small marketing budget to educate the provider community as to the nature of services, recruitment of providers, and requirements for patients to access PLAN. Providers have been known to refer patients to PLAN without screening for patient qualifications and this places PLAN in the position to deny access to services for those referrals who do not qualify.

### **OPPORTUNITIES (LESSONS LEARNED):**

PLAN explored an updated and improved call center model found it to be cost-prohibitive with current PLAN budget so external funding is required to update telecommunications systems which can improve access and timely care. Marketing personnel also need to be added with external funding to ensure appropriate community education for PLAN services and recruitment of additional pro bono providers to meet the demand PLAN is experiencing.

### **THREATS (CHALLENGES due to IMPEDIMENTS):**

Service delays for patients can result in diagnoses and treatments that may have been more effective earlier in the trajectory of the disease process. The outdated telecommunication system contributes to this delay. It has been noted in the literature that delays in service due to COVID-19 demands for care, provider office closures for periods of time, unavailability of beds for elective surgeries, and fear expressed by patients to seek care in an environment that may contribute to COVID exposure have resulted in delayed care.

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.

Providers who decline or limit care report they want other providers to join the ability of the community to provide bono care; they report stress with workloads due to prolonged Covid-19 pandemic; and they may

impose a limited number of services (i.e., number of surgeries per month/number of patients willing to provide services).

Providers lack the knowledge as to how PLAN and the State provide physician benefits for coverage of PLAN patients. PLAN cannot afford incentives to recruit providers and depends on the good will of providers and their dedication to service in their communities. The small staff of three, the lack of a marketing person, and the outdated telecommunication system contribute to limited recruitment success and an underinformed community as to the needs for pro bono care and timely access to care.



# 2022 Performance Report

Submitted to US Treasury July 31, 2022

