AMERICAN RESCUE PLAN
STATE AND LOCAL FISCAL RECOVERY FUNDS

RECOVERY PLAN

Collier County

Collier County

Board of County Commissioners

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Collier County, Florida
2023 Recovery Plan

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.

Change No.	Date	Content	Approved By	Pages Affected
1	9/20/2021	Amendment Process and Log Created for Recovery Plan Budget Change: N/A	Collier CHS Staff	P.2 Log Added P. 77 Amendment Process Outlined
2	9/28/2021	Scope of Work Change: New project under EC 1.1 COVID-19 Vaccination added – CC 1.7 Vaccination. Budget Change: $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
3	10/20/2021	Scope of Work Change: Project CC 3.5 Altered to remove Mental Health and Substance Abuse (MHSA) System of Care Purchase. No budgetary changes. Budget Change: 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
4	01/10/2022	Evidence Base Change: Project CC 1.1, additional description added. Evidence Base Change: Project CC 1.6 Description edits Language Change: Project CC1.6 description change.	County Manager	P.25 KPI description change P.36 Description Language Change P.37 Description Language Change; Evidence Base reference removed

		Dates changed from 2026 to 2024.		P.51 Project Overview, Goals & Evidence, and Timeline edits
		KPI Change: EC 1.10 Output KPI change.		P.70 Output KPI, removed "annually"
		Budget Change: N/A		P.72 KPI description change
5	3/22/2022	Scope of Work / Project Change: New Project – CC 1.7 Public Health Infrastructure Added New Project – CC 3.6 "Collier County Revenue Replacement" EC 6.1 Added New Project – CC 4.4 "Collier County Affordable Housing" EC 3.10 Added CC 1.5 Project Description edits CC 1.12 Project Description edits CC 2.2 Expenditure Category changed CC 4.1-4.6 Library, University, Museum Project Changes CC 1.7 Removed CC 4.5 Removed CC 5.1 Removed CC 5.2 Removed CC 5.3 Removed Project Edits CC 1.1 Project Edits CC 1.2 Project Edits CC 1.3 Project Edits CC 1.5 Project Edits CC 1.6 Project Edits CC 3.4 Project Edits CC 3.6 Project Added CC 4.1 Project Condensed and edited from CC 4.1-4.3 CC 4.2 Project Edits, EC Change to EC 2.1 from 3.13 CC 4.3 Project Edits (formerly CC 4.6) CC 4.4 Project Added	Collier County Board of County Commissioners 3/22/2022 – Item 16D	p.0 Organizational staff changes p.7 Infographic edited p.8 Text description edits and graphic change p.9 Project text edits p.10 Project text edits and adds p.11 Project expenditure category graphic change p.12 Housing, Economic and Education goal edits p.13 Goal removal and narrative adds pp.14-17 Category edits and text changes pp.20-24 Category edits, narrative, and map changes pp.27-29 KPI edits on Equity Projects p.29 Infrastructure KPIs removed p.35 Infrastructure project description removed p.38 CC 1.1 budget adjusted p.40 CC 2.2 Project added to evidence base p.41 CC 4.4 Project Added and Evidence base provided. pp.45-48 budget adjustments per project / allocation changes p.49 Project description edits to CC 1.1 p.52 Project description edits per FGCU (p.54) COVID-19 vaccination project description removed p.49-67 Project adjustments to CC 1.1, 1.2, 1.3, 1.5, 1.6, 2.2, 3.4, 4.1, 4.2, 4.3

KPI Change:
    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

Budget Change: $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

p.61 CC 3.6 Provision of Government Services project added
P.55 CC 1.7 Collier Public Health Infrastructure Project added
P.67 CC 4.4 Collier County Affordable Housing project added
(pp.63-66) CC4.1-4.6 Projects removed, consolidated, or edited
(p.66) CC 4.5 Museum Tourism Marketing project removed
(pp.68-70) CC5.1-5.3 Infrastructure projects removed
pp.68-73 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
p.74 – Mandatory performance indicators edited to reflect CC 4.4, CC 4.1, and 4.3

		Scope of Work / Project Changes: - All Expenditure Categories updated to fit Final Rule Guidance - New Project CC 4.5 Created to house subrecipient from CC 1.3 - Appendix A: Evaluation Report Added Project Edits: - CC 1.3 Collier Comorbidity Care (differentiated project into two – CC 4.5 is new) - CC 1.7 Collier Public Health Infra - CC 4.4 Collier Affordable Housing RLF edits - CC 4.5 Collier Access to Care (new project to hold longstanding subrecipient project) KPI Change: - Table added for KPI metric reporting - CC 3.4 - CC 1.7 - CC 3.1 - CC 3.2 - CC 1.3 - CC 1.6 Budget Edits: - CC 1.1 reduced by $95,532 - CC 1.6 increased by $95,532 - CC 3.1 decreased by $28,000 - CC4.4 increased by $28,000		

6 7/12/2022 Collier County Board of County Commissioners July 12, 2022, Item 16D

P.9 Plan Format Key Updated for New ECs
PP.10-11 ECs updated to Final Rule
P.12 Expenditure Pie Chart updated
P.14 Challenges and Opportunities updated with yearly section
PP.15-18 Uses of Funds employment data and ECs updated
PP. 25-31 ECs updated and yearly "measuring equity" section added
PP.32-36 Community Engagement Sections broken out by year and 2022 added
PP.39-46 Evidence Base ECs updated, and evidence edited for EC 2.15
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

		Scope of Work / Project Changes:		
		- New Project CC 1.8 Created to provide emergency rental assistance - CC 3.4 Project Changes - CC 4.3 Project oriented toward food assistance		
7	1/10/2023	Project Edits: - CC 1.8 Affordable Housing: Emergency Rental Assistance - CC 3.4 Public Health and Safety Operations and Response EC and project description change - CC 4.3 Immokalee Pioneer Museum Garden EC and project description change KPI Change: - CC 1.2 - CC 1.6 - CC 3.4 - CC 3.6 - CC 4.3 Budget Edits: - CC 3.2 reduced by $4,000,000 - CC 1.1 increased by $2,000,000 - New Project CC 1.8 $2,000,000 added - CC 4.1 decreased by $300,000 - CC4.4 increased by $300,000 Performance Reporting - KPI metrics updated	Collier County Board of County Commissioners January 10, 2023, Item 16.D	P.9 Graphic edited P.11 Project expenditure category graphic change P.13 Expenditure Pie Chart updated PP.18-20 Uses of Funds ECs updated PP.26-31 Outcomes updated P.40-46 Evidence base updated for CC 4.3 and deleted CC 1.2 PP. 51-71 Project Inventory updated P. 72-81 CC 1.2, 1.6, 3.4, 3.6, 4.3 KPIs edited PP.82-89 KPI data adds and changes

8	7/25/2023	Scope of Work / Project Changes: - New Project CC 1.9 Created to provide mental health and substance abuse services - CC 1.8 Affordable Housing-Collier County Emergency Rental Assistance edits to the project description - CC 2.2 Small Business Recovery project description change - CC 4.1 Collier County Library – Community Outreach, Literacy, and Education project description change - CC 4.3 Collier County Museums – Immokalee Pioneer Museum project description change KPI Change: - CC 1.6 - CC 2.2 - CC 3.4 - CC 4.1 - CC 4.2 - CC 4.3 - CC 4.4 Budget Edits: - CC 1.1 increased by $29,500 - CC 1.6 decreased by $29,500 - CC 1.7 increased by $1,000,000 - CC 1.8 decreased by $563,982	Collier County Board of County Commissioners July 25, 2023, Item <mark>___</mark>	P.11 Graphic edited P.12-14 Project expenditure category graphic change P.15 Expenditure Pie Chart updated PP.16-17 Progress To-Date updated PP.17-18 Challenges and Opportunities updated PP.19 Unemployment and Income Chart updated PP.19-23 Uses of Funds ECs updated PP.28-34 Outcomes updated PP.36-40 Community Engagement updated P.44-50 Evidence base updated for CC 2.2 and deleted CC 2.1 PP. 54-54 Table of Expenditures updated PP. 55-75 Project Inventory updated P. 76-84 Performance Report CC 1.6, CC 2.2, CC 3.4, CC 4.1, CC 4.2, CC 4.3, CC 4.4 KPIs edited PP.85-92 KPI reporting table updated

- New Project CC 1.9 $315,000 added
- <u>CC 2.1 decreased by $1,000,000</u>
- <u>CC 2.2 decreased by $2,810,863</u>
- <u>CC 3.2 decreased by $1,000,000</u>
- <u>CC3.3 increased by $513,982</u>
- <u>CC 4.1 decreased by $880,000</u>
- <u>CC4.4 increased by $4,375,863</u>
- <u>CC 4.5 increased by $50,000</u>

<u>Performance Reporting</u>
- KPI metrics updated

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[1] 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

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[1] U.S. Treasury. "Interim Final Rule". 31 CFR Part 35

the highest priority within the community. Collier County will measure the outputs and outcomes of projects along the way and evaluate the successes of these initiatives.

To develop this plan, Collier County staff evaluated local data and worked with organizations throughout the community to consider projects that fit the community's needs. Collier County also conducted a public survey that requested feedback on proposed expenditures and additional needs. The County received over 200 responses to this survey from residents, businesses, and nonprofits with overwhelming support for the programs identified. Nearly 99% of all respondents felt that the programs outlined would benefit Collier County residents and over 94% of respondents felt that programs would benefit businesses.

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

Table 1: Recovery Plan / Annual Report periods covered and due dates

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

Uses of Funds

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

Local Recovery Plan Programs

$19.8 million
Mortgage, rental, 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.

$6.1 million
Health and wellness promotion. Administered through David Lawrence Center, PLAN, and Togetherhood Collaborative.

$7.2 million
Food security programs providing more access to homegrown, local and fresh foods through food banks, pantries, and gardens. Administered through CFCC, UF IFAS, and Collier Museums.

$2.7 million
Small business recovery grants. Administered by Collier County CHS Division.

$2 million
Maintain nurse staffing levels to care for COVID-19 patients. Administered by Collier County Hospitals.

$18.2 million
EMS and EM 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.

$849 thousand
Expanded and enhanced educational programming to respond to loss of in-person instruction. Administered through Collier County Libraries.

$6.4 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
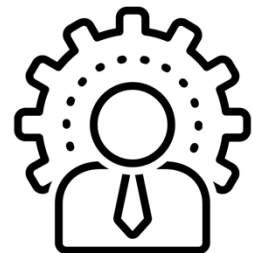
Administrative

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 21 projects in 14 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) – $10,840,000

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:

- Other COVID-19 Public Health Expenses (EC 1.7) - $2,700,000
- COVID-19 Assistance to Non-Profits (EC 1.9) - $2,000,000
- Mental Health Services (EC 1.12) - $5,815,000
- Other Public Health Services (EC 1.14)- $325,000

Public Health EC-1

Negative Economic Impacts (EC 2) - $32,011,949

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) - $7,222,490
- Household Assistance: Rent, Mortgage, and Utility Aid (EC 2.2) - $10,961,018
- Long-term Housing Security: Affordable Housing (EC 2.15) - $8,790,000
- Addressing Educational Disparities: Aid to High Poverty Districts (EC 2.24) - $849,304
- Assistance to Small Business: Loans or Grants to Mitigate Financial Hardship (EC 2.29) - $2,689,137
- Assistance to Impacted Nonprofit Organizations (EC 2.34) - $1,500,000

Economic Impacts EC-2

Public Health-Negative Economic Impact: Public Sector Capacity (EC 3) - $15,776,770

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) – $15,166,770
- Public Sector Capacity: Effective Service Delivery (EC 3.4) - $600,000

Public Sector Capacity EC-3

Premium Pay (EC 4) - $380,000

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) - $5,763,982

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) - $5,763,982

Administrative EC-7

Approximately 78% of funding will be implemented through Collier County Divisions and 22% through local non-profit organizations, businesses, and universities. These areas will promote a well-rounded recovery from the pandemic over the 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

EC 7 - Administrative
8%

EC 6 - Revenue Replacement
13%

EC 4 - Premium Pay
1%

EC 3 - Public Health-Negative Economic Impact: Public Sector Capacity
21%

EC 1 - Public Health
14%

EC 2 - Negative Economic Impacts
43%
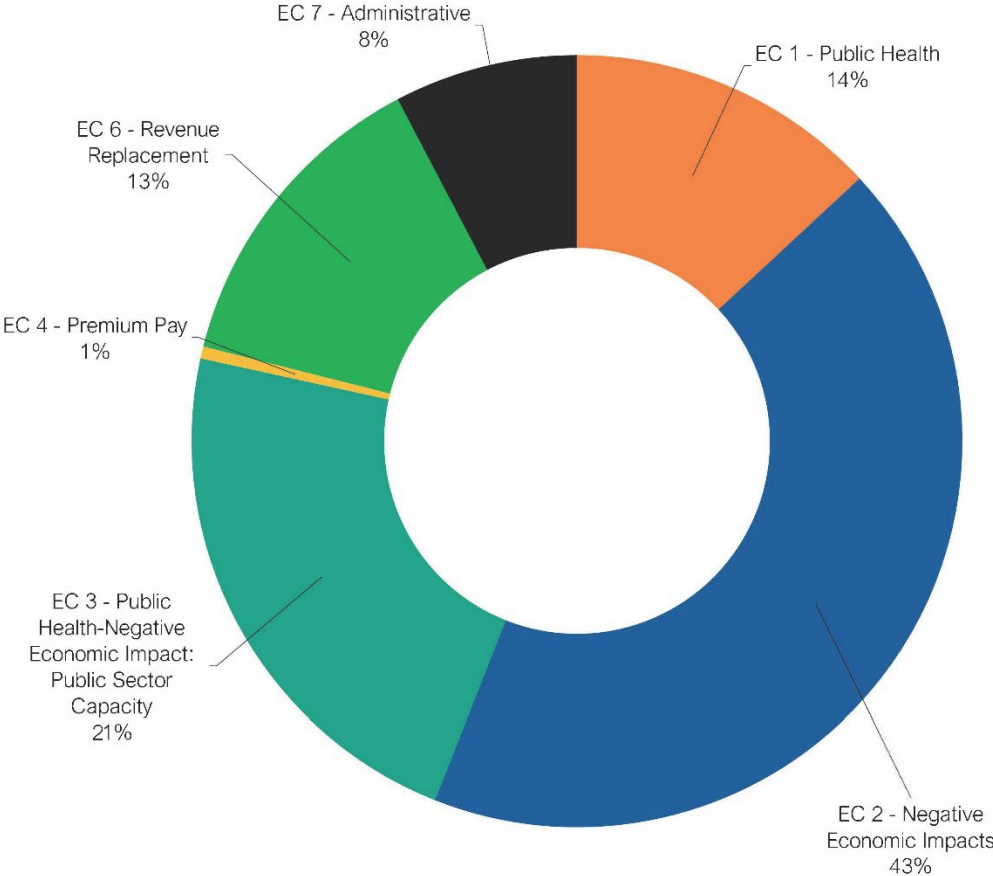
Key Outcome Goals

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 assistance, resulting in fewer business with long-term debt/financial burden.

Education Goals

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

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

Progress To-Date

2021

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

2022

Since the submission of the initial Recovery Plan in August 2021, Treasury released its SLFRF Final Rule. This impacted the feasibility of Collier projects, which were updated to streamline reporting and ensure that the County is able to efficiently render services to residents and businesses as the community works towards long-term recovery from the pandemic. 100% of funds have been encumbered as projects, bearing new Expenditure Category labels.

The software platform 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, began in late 2022 and awards are occurring now. This project is administered by the Community Foundation.

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

2023

The County recognizes that pandemic recovery must be flexible to respond to shifting changes and needs in the community. After a recent evaluation of the projects the County determined that there was a need to realign some projects to better address the highest priorities within the community. Project CC 3.4 Assistance to Non-Profits was revised to provide funding to offset increased personnel payroll costs due to the pandemic. In addition, the County has increased funding to housing assistance initiatives.

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

Challenges and Opportunities

2021

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

Additionally, Coronavirus Local Fiscal Recovery Funds are new and guidance on implementation will likely continue to be released by the US Department of Treasury over the next year. Collier County's current plan and allocation of programs among Expenditure Categories represents the County's understanding of these classifications, which may receive further definition and differentiation by the federal government. It is expected that with new guidance released, the County may need to realign programs to better fit within Expenditure

Category definitions. Therefore, working to refine the local Expenditure Category – Project – Subaward system is an ongoing process, and it is the County's hope that Treasury will continue to make technical assistance available to SLFRF recipients.

2022

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

2023

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

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

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 2023, unemployment is 2.5%, which is down 2.2 points year-over-year, and even down .9 points from the January 2020 level and the rate remains below the pre-pandemic level through February of 2023. 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 regard to the pandemic. However, it is recognized that the uncertain course of the pandemic could cause additional volatility in the future.

Collier County Unemployment Rate from 2019 – Most Recent Available Month[2]
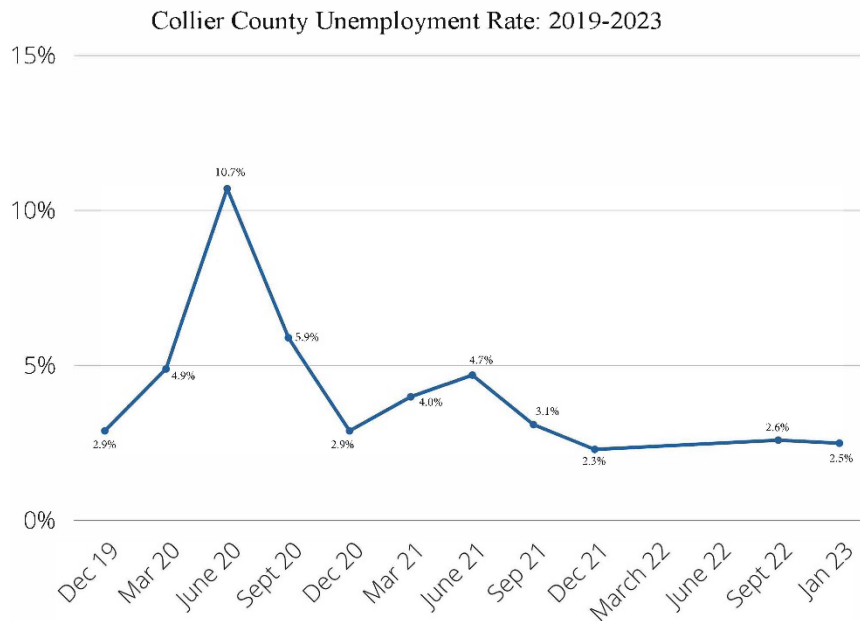
While the overall poverty rate in Collier County is comparatively low at 9.4% (Census), like many counties there are pockets within the community wherein it is more pervasive. Collier has eleven Qualified Census Tracts (detailed in the "Promoting Equitable Outcomes" section) wherein 50% of households 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 $10.8 million for Public Health, $32 million under Negative Economic Impacts, $15.8 million in Public Sector Capacity, $380,000 for Premium Pay, $10 million for Government Services, and $5.8 million for Administrative Costs.**

Public Health

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

Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Public Health (EC-1)	Other COVID-19 Public Health Expenses (EC-1.7)	CC 1.7	$2,700,000
	COVID-19 Assistance to Non-Profits (EC-1.9)	CC 3.4	$2,000,000
	Mental Health Services (EC-1.12)	CC 1.5	$5,500,000
	Mental Health Services (EC-1.12)	CC 1.9	$315,000
	Other Public Health Services (EC-1.14)	CC 1.3	$175,000
	Other Public Health Services (EC-1.14)	CC 4.5	$150,000
TOTAL			$10,840,000

Negative Economic Impacts

Collier County is taking a comprehensive view toward individual and business negative economic impact assistance. Forty-three 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-2.1) Food Programs	CC 4.3	$561,490
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.1	$8,933,968
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.6	$591,032
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.8	$1,436,018
	(EC-2.15) Long-term Housing Security: Affordable Housing	CC 4.4	$8,790,000
	(EC-2.24) Addressing Educational Disparities: Aid to High Poverty Districts	CC 4.1	$849,304
	(EC-2.29) Small Business Assistance – Loans or Grants to Mitigate Financial Hardship	CC 2.2	$2,689,137
	(EC-2.34) Assistance to Impacted Nonprofit Organizations	CC 1.2	$1,500,000
TOTAL			$32,011,949

Public Sector Capacity

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

Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Public Sector Capacity (EC-3)	(EC-3.1) Public Sector Workforce: Payroll and Benefits	CC 3.2	$15,166,770
	(EC-3.4) Effective Service Delivery	CC 3.5	$600,000
TOTAL			$15,766,700

Premium Pay

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

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

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
TOTAL			$10,000,000

Administrative

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

Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Administrative (EC-7)	(EC-7.1) Administration	CC 3.3	$5,763,982
TOTAL			$5,763,982

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 four currently active federal recovery funds totaling $23 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) [$14,329,718] - Funds provided via the US Treasury to local governments to assist with rental debt and evictions and the loss of basic housing security. COVID-19 has exacerbated an affordable housing crisis that predated the pandemic and that has exacerbated deep disparities that threaten the strength of an economic recovery that must work for everyone. To meet this need, the Emergency Rental Assistance program makes funding available to assist households that are unable to pay rent or utilities. Two separate programs have been established: ERA1 provides up to $8M under the Consolidated Appropriations Act, 2021, which was enacted on December 27, 2020, and ERA2 provides up to $6.3M under the American Rescue Plan Act of 2021, which was enacted on March 11, 2021.

Collier County will continue to monitor funds use and impacts across Recovery Plan projects and the above programs to ensure that funds are utilized efficiently and effectively, without duplication.

PROMOTING EQUITABLE OUTCOMES

Collier County is committed to the "consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities."[3] through the development and implementation of funding and projects outlined in this Recovery Plan. 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[4]. 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[5]. 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[6]. 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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[3] Executive Order 13985, On advancing racial equity and support for underserved communities. Web Link
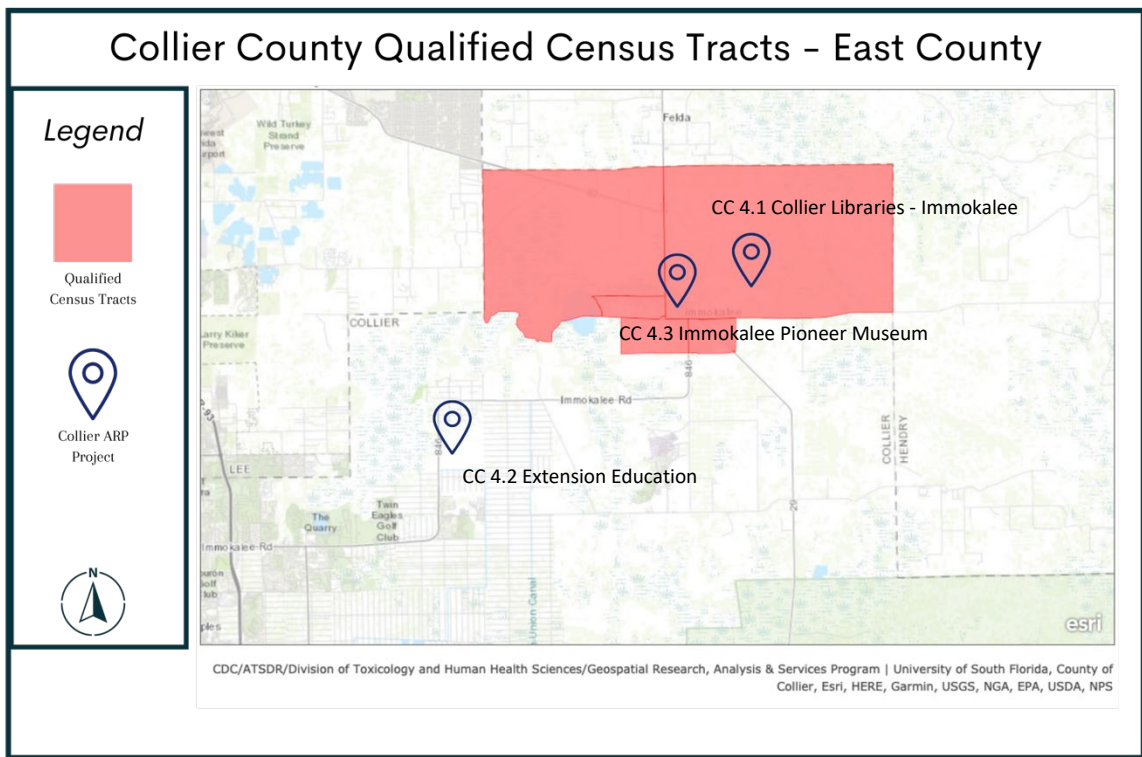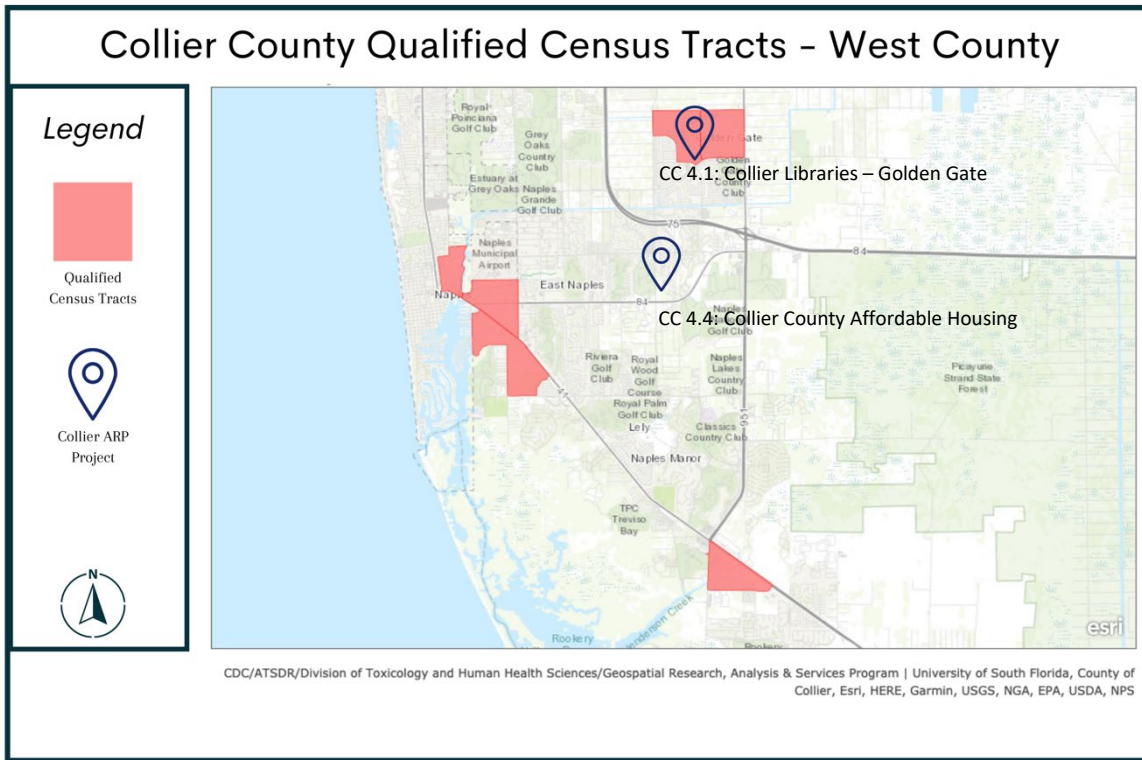[4] EDA StatsAmerica: https://www.statsamerica.org/USCP/
American Community Survey, 2019. https://www.census.gov/quickfacts/fact/table/colliercountyflorida/PST045219
[5] CDC Social Vulnerability: https://www.atsdr.cdc.gov/placeandhealth/svi/fact_sheet/fact_sheet.html
[6] HUD, 2022. https://www.huduser.gov/portal/sadda/sadda_qct.html

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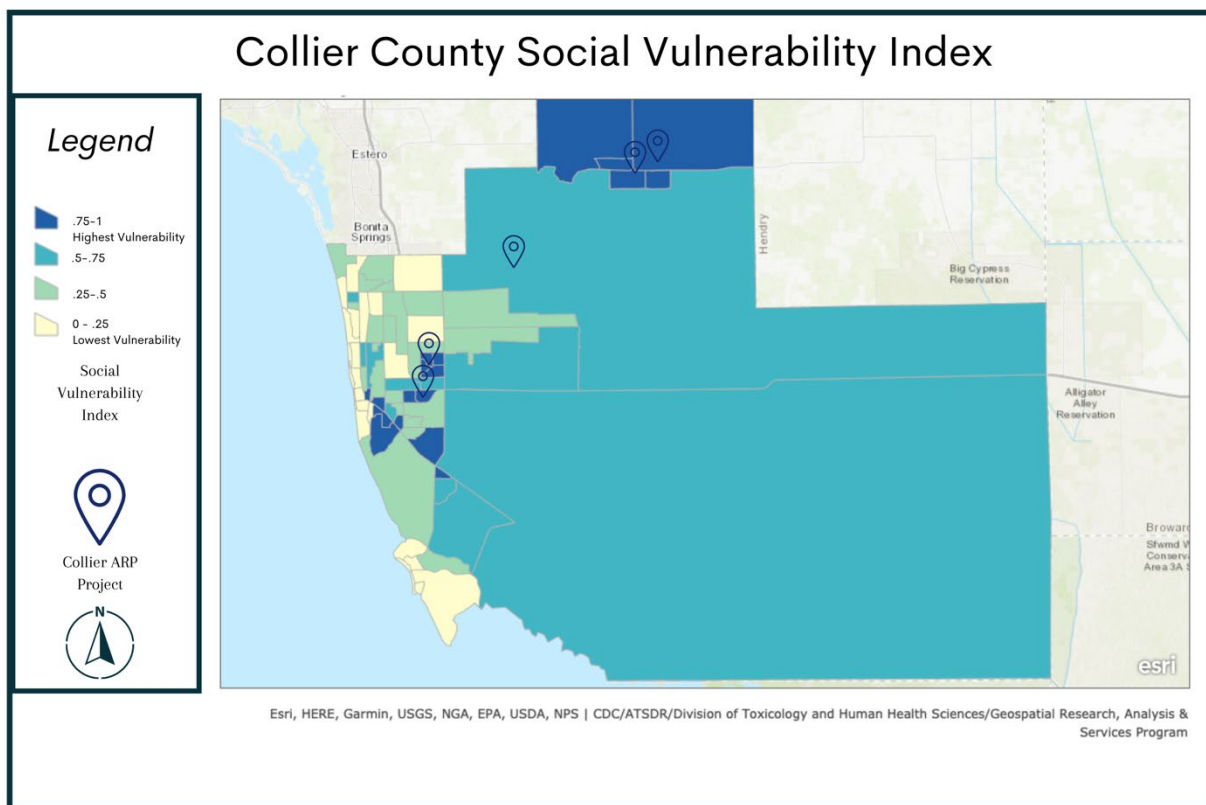

Collier County Qualified Census Tracts – West County

Legend

Qualified Census Tracts

Collier ARP Project

CC 4.1: Collier Libraries – Golden Gate

CC 4.4: Collier County Affordable Housing

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

Collier County Qualified Census Tracts – East County

Legend

Qualified Census Tracts

Collier ARP Project

CC 4.1 Collier Libraries - Immokalee

CC 4.3 Immokalee Pioneer Museum

CC 4.2 Extension Education

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

Median Household Income

Median Household Income in Collier County is $100,700. By census tract, the median household income ranges from $30,000 to above $100,000 per year, as shown on the map below. Areas shaded in dark red indicate a higher concentration of low-income households. The largest area of concentrated poverty is located in Northern Collier County in the Immokalee area. Golden Gate, East Naples, and South along US-41 toward Naples Manor also contain tracts with modest median household incomes. Several of these areas are served by ARP projects herein.
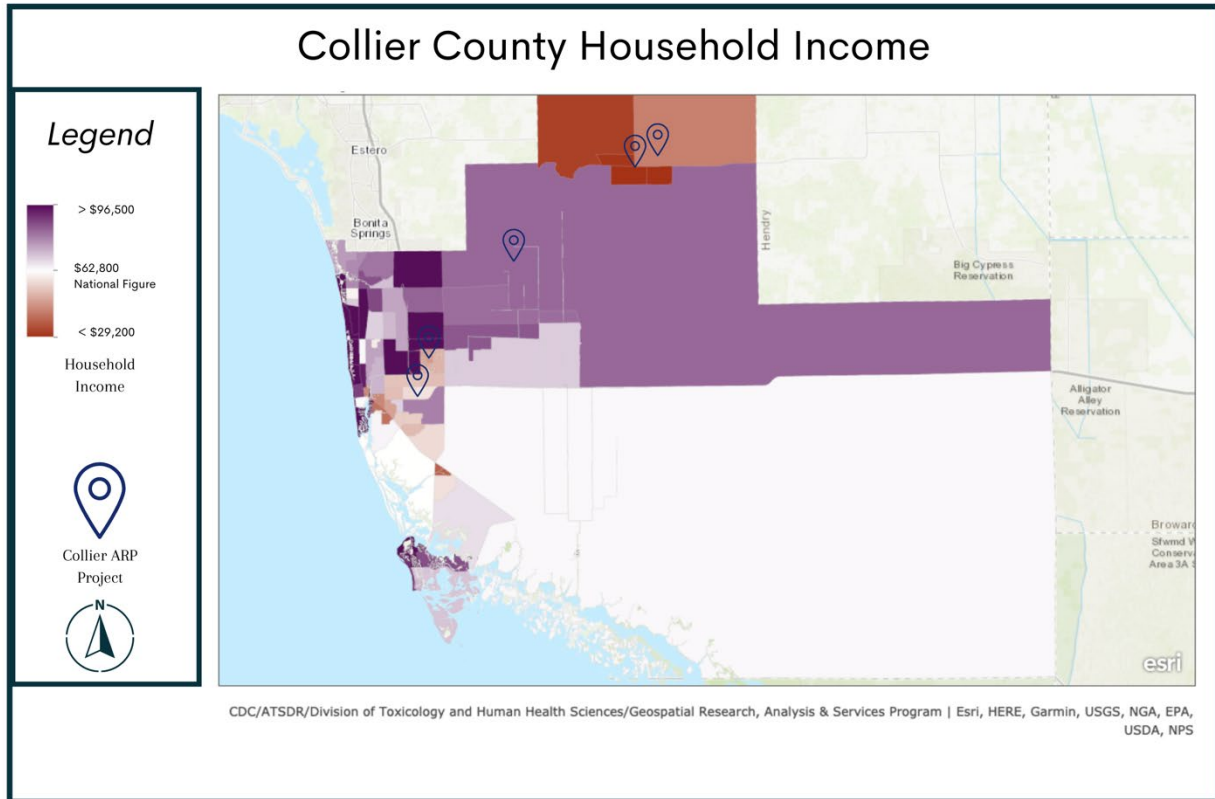
Social Vulnerability

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.

Collier County Social Vulnerability Index

Legend

.75-1 Highest Vulnerability

.5-.75

.25-.5

0 - .25 Lowest Vulnerability

Social Vulnerability Index

Collier ARP Project

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

Equitable Outcome Goals

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

Public Health Goal (EC-1)

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

Negative Economic Impacts (EC-2)

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

Awareness

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

Access and Distribution

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

Outcomes

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

Many of the outcomes described above under Key Outcome Goals recognize that residents who have experienced disparities leading to lower income, healthcare, and education are the focus populations of most project interventions. Projects CC 1.1-1.6, 1.8 and 3.4 (Rental Assistance, Mental Health, Housing, and Public Health Services, Food Security, and Housing Navigators), and CC 4.1-4.5 (Education, Food Assistance, Affordable Housing, and Medical Care) were designed to serve residents of historically underserved, QCT, and/or disproportionately disadvantaged communities. Specifically, outputs and outcomes of selected equity-focused or adjacent projects are as follows (see also the Key Performance Indicators section):

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 1.9	CC 3.4 Public Health and Safety Operations and Response	• Maintain sufficient nurse staffing levels during the pandemic to ensure patient safety.	• Maintain the appropriate level of nursing staffing as evidenced by the ratio of nursing FTE's to Patient Census.

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 1.12	CC 1.5 Mental Health Services	• At least 8500 total crisis stabilization bed days • At least 1100 persons served annually. • Readmission rates at 30, 90, and 180 days.	• 75% of individuals served in the Crisis Stabilization Units will receive evidence-based suicide risk screening using the Columbia-Suicide Severity Rating Scale (C-SSRS). • 75% of individuals served in the Crisis Stabilization Units will participate in evidence-based safety planning (Stanley-Brown Safety Plan) to mitigate risk factors and strengthen protective factors post-discharge.
EC 1.12	CC 1.9 Mental Health and substance abuse Services	• Number of individuals served. • Number of outreach services.	• Total number of referrals provided.

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 1.14	CC 1.3 Collier Comorbidity Care	• Total number of Home Food Deliveries. • Number of services beneficiaries received. • Dollar value of donated food and services. • Number of unduplicated individuals and families served. • Total individuals served.	• Increased number of beneficiary services provided, measured quarter-over-quarter.
EC 1.14 (Continued)	CC 4.5 Collier Access to Care	• Total number of patients referred by PLAN to medical providers in their network. • Number of services that referred patients received. • Dollar value of donated services as reported by medical providers in PLAN's network. • Number of new medical providers enrolled in PLAN's network.	• At least 370 patients referred annually to medical providers in the PLAN network for services. • Referred patients will receive a minimum of 2400 services annually. • At least $3,000,000 worth of donated services annually, reported by medical providers in the PLAN network. • At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance.

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 2.1	CC 1.4 Food Security for Collier County Residents	• Support at least five Food Banks or Pantries serving Residents of Collier County. • Support a minimum of 10,000 households in Collier County with food security goods and services, with demographic and QCT info for populations served.	• 75% of distributed food packages will include nutrition and/or healthy diet information. • Children ages 18 or younger will be at least 25% beneficiaries of all food pantry distributions. • At least 40% of funds expended for food distribution will be in a Collier QCT.
EC 2.1 (Continued)	CC 4.2 University Extension – Reaching More	• Number of households participating in evidence-based nutrition education programs.	• Number of households in nutrition education programs who increase their knowledge of cost-efficient healthy meal preparation and how increased fruit and vegetable consumption supports nutrition for improved health.

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 2.1 (Continued)	CC 4.3 Collier County Museums: Immokalee Pioneer Museum	• Number of households receiving food assistance.	• Number of repeat participants that self-report increased fruit and vegetable consumption based on CDC Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions.
EC 2.2	CC 1.1 Affordable Housing – Mortgage and Rent	• Number of persons receiving rent, mortgage, or utility assistance.	• 40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury. • 100% of homeowners served will receive housing counseling services.
EC 2.2 (Continued)	CC 1.6 – Housing Navigators and Legal Services	• Number of persons or households receiving eviction prevention services. • Number of persons or households served that are impacted or disproportionately impacted population, as defined by Treasury.	• 25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury. • 25% of cases will result in successful eviction prevention.

Expenditure Category	Collier County Project	Outputs	Outcomes
		• Number of persons or households referred to Legal Aid	
EC 2.2 (Continued)	CC 1.8 Affordable Housing – Collier County Emergency Rental Assistance	• Number of persons receiving rent, or utility assistance.	• 100% of households assisted will be impacted or disproportionately impacted population, as defined by Treasury.
EC 2.15	CC 4.4 Collier County Affordable Housing	• Number of affordable housing units preserved or developed.	• Percentage increase in number of affordable housing units preserved or developed. • Percentage of units developed benefitting those 65% AMI and 80% AMI.

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 2.24	CC 4.1 Collier County Libraries – COLE Program	• Number of students participating in evidence-based tutoring programs.	• Increased positive attitude towards literacy as measured by pre- and post-survey of participating students.
EC 2.34	CC 1.2 Help for Vulnerable Individuals and Families	• Number of Nonprofit Organizations receiving assistance (for this reporting period). • Number of Nonprofit Organizations approved to receive assistance located in QCTs (for this reporting period).	• Total dollar amount of salary support for Nonprofit Organizations provided (for this reporting period).

Measuring Equity

Assessing the location and extent of underserved populations within this plan has occurred through identification of Qualified Census Tracts, Household Income by Census Tract, and Tract-based Social Vulnerability Index scores. From this, projects have been tailored to serve as many of these areas as possible. Project CC 3.6, 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. As reporting data from projects and subrecipients becomes elaborated, reflections of populations served and KPIs related to equity projects will be reported in the Performance Report and Appendix A.

2023

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

Working collaboratively and intentionally across departments as well as across leadership levels and decision-makers the County acts urgently and boldly to achieve tangible results. All programs will align policies, processes, practices to effectively address equity challenges throughout the County's workforce (personnel, contractors and vendors)

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.

| Consult Partner Organizations and Experts |
| Define Initial Projects |
| County Commission Review & Input |
| Community Survey |
| Finalize Plan |

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

Collier County developed its first plan proposal in late Spring 2021, which was shared with the public through its County Commission meeting schedule and noticing protocols. The plan was discussed by the Commission,

was made available for public comment, and a draft final version was approved at the June 22, 2021, Board of County Commissioners Board Meeting[7].

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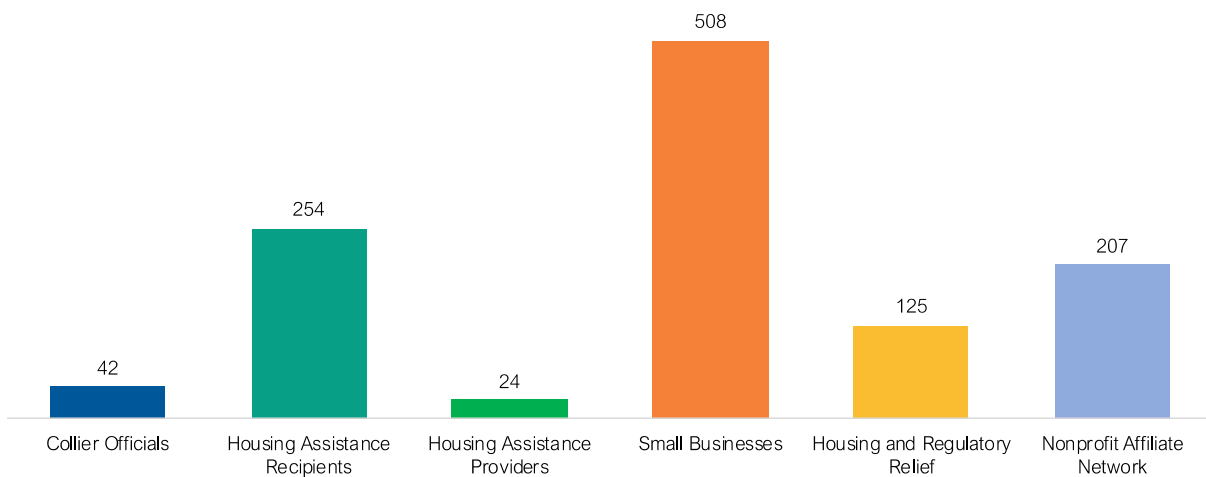
The survey, open from August 13, 2021, through August 20, 2021, received 206 responses. Residents, businesses, non-profits, and others provided answers, and feedback was positive. The following graphics present summary statistics and other highlights from the survey.

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

I am responding as a Collier County...
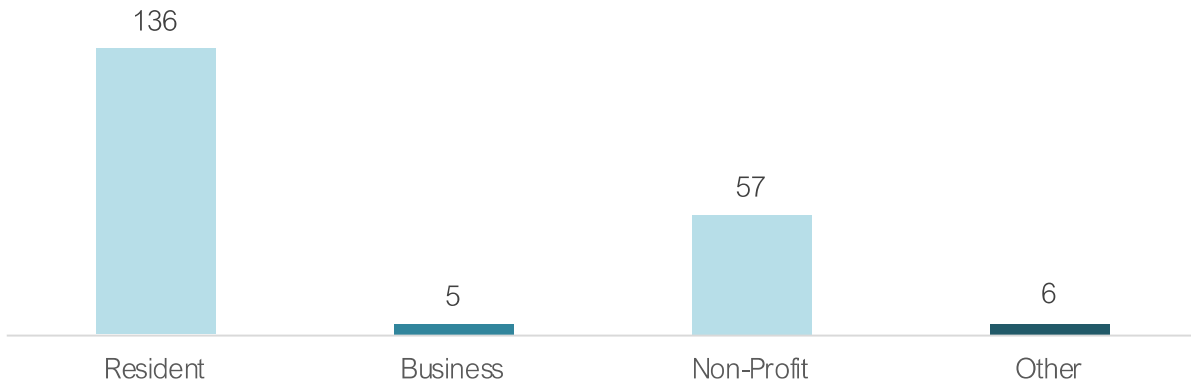
204 respondents provided an answer to their identity for the purpose of the survey. 136 respondents replied as residents, 5 as businesses, 57 as non-profits, and 6 as "other". The following two graphics explore respondents' perception of proposed program benefits to residents and businesses.

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?

No   12

Yes   194

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.

2021

Collier County Communications pushed messaging and information out to the full community. The County Communications and Customer Relations Division is committed to providing accurate, timely and useful information through a multimedia approach. This can include the County website, social media, government access television, printed publications, news releases, and public education and outreach. A full Spanish language complement is provided, and communications will be released during the ARP funding horizon (through 2026) in both English and Spanish.
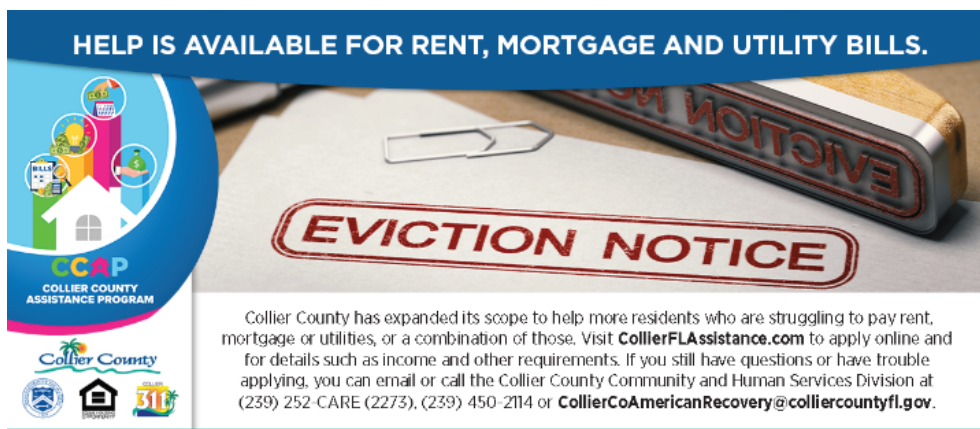
2022

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

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

2023

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

LABOR PRACTICES

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

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

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

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[8] Collier County Personnel Ordinance No. 2001-50

discrimination. The FCHR assists in claims of wrongdoing, including discrimination, and provides a means for effectively resolving problems should they arise[9].

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 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[10].

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, stead 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!

Collier County
Administrative Services Department
Procurement Services Division

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

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[9] Collier County, 2015. https://www.colliercountyfl.gov/Home/ShowDocument?id=61640
[10] Collier County, 2021. https://www.colliercountyfl.gov/your-government/divisions-f-r/procurement-services

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.
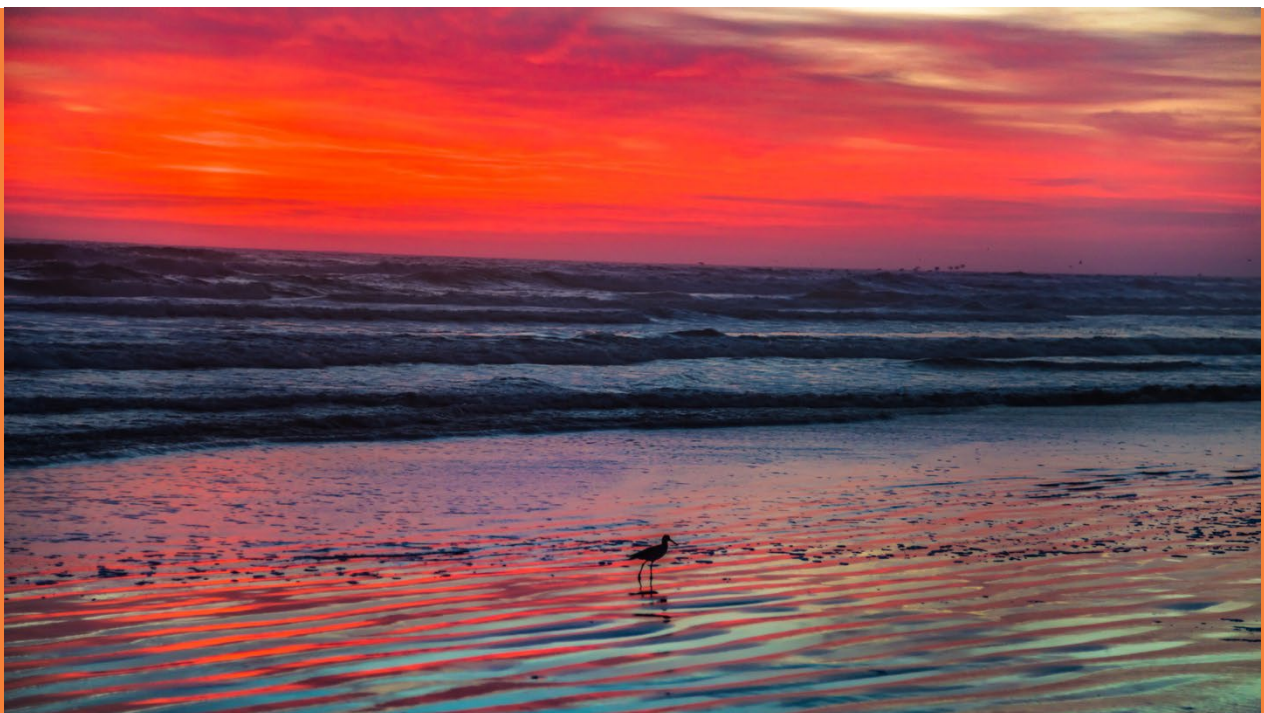
USE OF EVIDENCE

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

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

- Strong evidence means the evidence base that can support causal conclusions for the specific program proposed by the applicant with the highest level of confidence, as backed by one or more well-designed and well-implemented experimental study conducted on the proposed program with positive findings on one or more intended outcomes.

- Moderate evidence means that there is a reasonably developed evidence base that can support causal conclusions. It consists of one or more quasi-experimental studies with positive findings on one or more intended outcomes or two or more non-experimental studies with positive findings on one or more intended outcomes.[11]

The following Collier County projects under EC 1 and 2 will strive to include evidence-based findings to justify program activities:

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Mental Health Services CC 1.5	EC 1.12 Mental Health Services	$5,500,000 to provide evidence-based mental health services.	Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.	*(see below)

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

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

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

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Housing Navigators and Legal Services CC 1.6	EC 2.2 Household Assistance – Rent, Mortgage and Utility Aid	This project provides $591,032 for housing navigation services, including eviction legal services for persons at risk of eviction. Services will be provided by a local not for profit.	The Pew Results First Clearinghouse provides that "Legal support in eviction proceedings" holds the second-highest evidence-based rating. Web link Sub-recipients within this category will provide evidence-based proof from their own academic sources, or from the Pew Results First Clearinghouse or similar platform, and will work with Collier Impact Evaluation Team (CC 3.5) to define an evaluation plan for funded projects. Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.	*(see below)
Affordable Housing – Collier County Emergency Rental Assistance CC 1.8	EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid	$1,436,018 to address housing needs exacerbated by the COVID-19 pandemic – rental assistance to Collier County's most disadvantaged residents and reduce homelessness and housing instability.	A study of housing assistance programs during Covid-19 found that "many programs were ultimately successful in serving households within a limited time period." Partnering with local nonprofits led to better outcomes. Reina, Ellen, Aurand et al. "COVID-19 Emergency Rental Assistance: Analysis of a National Survey of Programs" 2021. Web Link Full Evidence Base in development and to be maintained by FGCU Impact and Evaluation Team.	*(see below)

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Collier County Affordable Housing CC 4.4	EC 2.15 Long-term Housing Security: Affordable Housing	$8,790,000 to partner with one or more local developers of Affordable Housing and new units to Treasury presumed eligible recipients	According to the United States Interagency Council on Homelessness: "Research indicates that affordability is a key determinant of the future stability of a household's housing." Expected beneficial outcomes are increased access to affordable and quality housing, increased neighborhood choice, and decreased disparities. Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.	*(see below)
Collier County Libraries – COLE Program CC 4.1	EC 2.24 Addressing Educational Disparities: Aid to High Poverty Districts	$849,304 to fund library education assistance programs	Cindy Mediavilla of UCLA Dept. of Information Studies provides models for Homework Centers in her book Creating & Managing the Full Service Homework Center 2018. Web Link Best practices for Teen life skills groups have been explore by Christopher Harriet (2010) Web Link and the Young Adult Library Services Organization (2017). Web Link. 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 Web Link).	*(see below)

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
			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). Web Link Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.	
Small Business Recovery CC 2.2	EC 2.29 Assistance to Small Business: Loans or Grants	$2,689,137 to sustain small businesses through grants responding to negative economic impacts dues to the pandemic	Parilla, Joseph, and Liu, Sifan. "From relief to recovery: Using federal funds to spur a small business rebound" Brookings. 2021 Web Link Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.	*(see below)

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

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 December 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: 21

Current Total Amount: $74,762,701

Public Health (EC-1)

Category		Planned Expenditures to date	Obligations as of 12.31.2022	Cumulative Expenditures as of 12.31.2022	Amount spent since last Recovery Plan
1.7	Other COVID-19 Public Health Expenses	$2,700,000 Allocated as Projects	$1,700,000	$0	$0
1.9	COVID-19 Assistance to Non-Profits	$2,000,000 Allocated as Projects	$0	$0	$0
1.12	Mental Health Services	$5,815,000 Allocated as Projects	$5,500,000	$2,062,507.50	$2,062,507.50
1.14	Other Public Health Services	$325,000 Allocated as Projects	$175,000 $100,000	$45,000	$45,000

Negative Economic Impacts (EC-2)

Category		Planned Expenditures to date	Obligations as of 12.31.2022	Cumulative Expenditures as of 12.31.2022	Amount spent since last Recovery Plan
2.1	Household Assistance: Food Programs	$7,222,490 Allocated as Projects	$5,115,000 $1,546,000 $561,490	$5,115,000	$0
2.2	Household Assistance: Rent, Mortgage, and Utility Aid	$10,961,018 Allocated as Projects	$1,280,735.77 $620,532	$1,259,326.91	$1,237,639.61
2.15	Long-term Housing Security: Affordable Housing	$8,790,000 Allocated as Projects	$0	$0	$0
2.24	Addressing Educational Disparities: Aid to High-Poverty Districts	$849,304 Allocated as Projects	$849,304	$0	$0
2.29	Assistance to Small Businesses: Loans or Grants to Mitigate Financial Hardship	$2,689,137 Allocated as Projects	$0	$0	$0
2.34	Assistance to Impacted Nonprofit Organizations	$1,500,000 Allocated as Projects	$1,500,000	$0	$0

Public Health-Negative Economic Impact:

Public Sector Capacity (EC-3)

Category		Planned Expenditures to date	Obligations as of 12.31.2022	Cumulative Expenditures as of 12.31.2022	Amount spent since last Recovery Plan
3.1	Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers	$15,166,770 Allocated as Projects	$15,166,770	$0	$0
3.4	Public Sector Capacity: Effective Service Delivery	$600,000 Allocated as Projects	$600,000	$93,000	$93,000

Premium Pay (EC-4)

Category		Planned Expenditures to date	Obligations as of 12.31.2022	Cumulative Expenditures as of 12.31.2022	Amount spent since last Recovery Plan
4.1	Public Sector Employees	$380,000 Allocated as Projects	$380,000	$380,000	$0

Revenue Replacement (EC-6)

	Category	Planned Expenditures to date	Obligations as of 12.31.2022	Cumulative Expenditures as of 12.31.2022	Amount spent since last Recovery Plan
6.1	Provision of Government Services	$10,000,000 Allocated as Projects	$10,000,000	$10,000,000	$0

Administrative (EC-7)

	Category	Planned Expenditures to date	Obligations as of 12.31.2022	Cumulative Expenditures as of 12.31.2022	Amount spent since last Recovery Plan
7.1	Administrative Expenses	$5,763,982 Allocated as Projects	$2,764,740.38	$1,359,271.46	$1,359,271.46

PROJECT INVENTORY

As presented above, Collier County has currently identified 23 projects falling under 14 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

Funding Amount	$8,933,968	Project Expenditure Category	EC 2.2 – Household Assistance: Rent, Mortgage, and Utility Aid
Project Overview	Collier County will implement direct grant assistance to individuals and families in the form of rent, mortgage, utility assistance, and other expenses related to housing instability as defined by the County. Rental assistance may include first month's rent, last month's rent, and initial fees including but not limited to: relocation assistance, security deposit, application fee, utility fees, pet fees, or any other fees associated with obtaining a new lease agreement. 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. 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.		
Goals & Use of Evidence	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: Web Link. 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.		
Website	https://www.colliercountyhousing.com/		
Timeline	2021-2024		

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

Funding Amount	$1,500,000	Project Expenditure Category	EC 2.34 – Assistance to Impacted Nonprofit Organizations
Project Overview	This project will provide $1.5 million in the form of grants to Collier County nonprofit organizations that have been impacted by the pandemic. Grants will not exceed $50,000 per entity, and applicants must show impacts such as decreased revenue, financial insecurity, increased costs, capacity to weather financial hardship, or challenges covering payroll. The project will be implemented through direct awards and competitive grants to nonprofit organizations that Outcomes will include sustained services to Collier County beneficiaries, as provided by assisted nonprofits.		
Goals & Use of Evidence	The goal of this project is to assist Collier County nonprofit organizations, and by so doing, provide continuity and enhancement to the services offered to their constituent populations. Nonprofit subrecipients will implement these services. An evidence base is not required for this Expenditure Category, however the County is working with an Evidence Base and Impact Evaluation Team (CC3.5) to evaluate this project based on KPIs and analysis found in Appendix A.		
Website	https://colliercf.org/		
Timeline	2022-2026		

Project CC1.3: Collier Comorbidity Care

Funding Amount	$175,000	Project Expenditure Category	EC 1.14 Other Public Health Services
Project Overview	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. 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.		
Goals & Use of Evidence	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. While EC 1.14 does not require an evidence base, studies show that comorbidities exacerbate COVID-19 (web link). Further evidence and evaluation will be determined by the subrecipient's work with the Evidence Base and Impact Evaluation Team (CC 3.5).		
Website	https://mealsofhope.org		
Timeline	2022-2026		

Project CC1.4: Food Security for Collier County Residents

Funding Amount	$5,115,000	Project Expenditure Category	EC 2.1 Household Assistance: Food Programs
Project Overview	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.		
Goals & Use of Evidence	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: Web Link. 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.		
Website	https://colliercf.org/		
Timeline	2021-2022		

Project CC1.5: Mental Health Services

Funding Amount	$5,500,000	Project Expenditure Category	EC 1.12 Mental Health Services
Project Overview	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.		
Goals & Use of Evidence	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. 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. Evidence bibliography has been reviewed as sufficient by Impact Evaluation Team as appropriate, and can be provided upon request.		
Website	https://davidlawrencecenters.org/		
Timeline	2021-2024		

Project CC1.6: Housing Navigators and Legal Services

Funding Amount	$591,032	Project Expenditure Category	EC 2.2 Household Assistance: Rent, Mortgage, and Utility Aid
Project Overview	Housing Navigator Services will complement CC 1.1 Housing and Rental Assistance, in the form of "navigators" who assist persons at risk of eviction with navigating the Collier County Courts system. A housing navigator and legal services will be provided, who will assist residents to negotiate payment plans and other means of avoiding loss of housing._____Outcomes will include lower rates of eviction among persons served as detailed in the KPI tables. The project began in 2022 with an agreement with a local not-for-profit housing counseling agency and legal aid nonprofit is developed – anticipated to run through 2024.		
Goals & Use of Evidence	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._____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.		
Website	https://collierlegalaid.org and https://floridahelp.org .		
Timeline	2022-2024		

Project CC1.7: Collier Public Health Infrastructure

Funding Amount	$2,700,000	Project Expenditure Category	EC 1.7 Other COVID-19 Public Health Expenses
Project Overview	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. 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.		
Goals & 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. FGCU will work with the County subrecipient to finalize 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.		
Website	https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services		
Timeline	2022-2024		

Project CC1.8: Affordable Housing – Collier County Emergency Rental Assistance

Funding Amount	$1,436,018	Project Expenditure Category	EC 2.2 – Household Assistance: Rent, Mortgage, and Utility Aid
Project Overview	Collier County recognizes the deep rental debt and fear of evictions and the loss of basic housing security experienced by many residents. COVID-19 has exacerbated an affordable housing crisis that predated the pandemic and that has deep disparities that threaten the strength of an economic recovery that must work for everyone and as such with the closure of ERA many households need some assistance through their ERA obligation period. To cover these needs of these impacted and disproportionately impacted families, Collier County will use ARP funds to assist. The program requirements for this project will mirror those of ERA2, families and expenditures will be administratively transferred from ERA2 to the Emergency Rental Assistance program to prevent any undue burden. It is the intent that this project will assist only through a current obligation, with a maximum amount of $25,000 in assistance or 18 months whichever comes first, documentation requirements will mirror the ERA2 program.		
Goals & Use of Evidence	The goal of Collier County's Emergency Rental Assistance program is to decrease eviction rates and provide utility assistance to Collier County's most disadvantaged residents and reduce homelessness and housing instability. 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.		
Website	https://www.colliercountyhousing.com/		
Timeline	2021-2024		

Project CC1.9: Mental Health Services and Substance Abuse Services

Funding Amount	$315,000	Project Expenditure Category	EC 1.12 Mental Health Services
Project Overview	This project will provide $315,000 for mental health and substance abuse services to individuals in low to moderate-income areas in Collier County. As a result of the pandemic, increased social isolation has exacerbated depressive and affective disorders. The project funds will be used toward providing informal mental health and substance abuse counseling, referrals for primary care services and a variety of outreach events to address healthy lifestyles including physical and mental health .		
Goals & Use of Evidence	The Goal of this project is to improve community prevention, advocacy, and education related to mental health and substance use disorders for all persons served. Evidence will be provided by sub-recipient to verify method, and impact evaluation will be utilized where appropriate. 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. Evidence bibliography has been reviewed as sufficient by Impact Evaluation Team as appropriate, and can be provided upon request.		
Website	https://healthcareswfl.org/		
Timeline	2021-2024		

Project CC2.2: Small Business Recovery

Funding Amount	$2,689,137	Project Expenditure Category	EC 2.29 Loans or Grants to Mitigate Financial Hardship
Project Overview	The small business recovery project will provide grants of up to $25,000, for Economic Injury Disaster Loan (EIDL) forgiveness. The program will be managed by the County through an online portal-based application. Partners will include area business assistance nonprofits; outcomes are approximately 100 instances of business assistance, resulting in fewer business with business with long-term debt/financial burden.		
Goals & Use of Evidence	The goal of this program is to assist approximately 100 businesses, resulting in lower financial burden. Business assistance throughout the pandemic has been documented to have achieved a positive effect: Web Link. A literature review has been conducted by FGCU and is available upon request. Evaluation of the project will occur via metrics on savings in interest payment from loans. 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.		
Website	https://www.colliercountyhousing.com/		
Timeline	2023-2026		

Project CC3.1 Collier County Premium (Hazard) Pay for First Responders

Funding Amount	$380,000	Project Expenditure Category	EC 4.1: Premium Pay for Public Sector Employees
Project Overview	Collier County EMS workers provided critical COVID-19 response throughout the 2020 and 2021 pandemic. For these heroic efforts, Collier County will be providing a one-time, $2,000 hazard pay distribution to each EMS employee for services rendered between March 2020 and the initiation of this award cycle. Goals include recognition of essential frontline work and increased employee retention. This project was implemented and completed during 2022.		
Goals & Use of Evidence	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.		
Website	https://www.colliercountyhousing.com/		
Timeline	2022		

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

Funding Amount	$15,166,770	Project Expenditure Category	EC 3.1 Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers
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.		
Goals & Use of Evidence	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. This project does not require evidence-based allocations.		
Website	https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services		
Timeline	2023-2026		

Project CC3.3: Administration

Funding Amount	$5,763,982	Project Expenditure Category	EC 7.1 Administrative Expenses
Project Overview	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.		
Goals & Use of Evidence	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%. This project does not require evidence-based allocations.		
Website	https://www.colliercountyhousing.com/		
Timeline	2021-2026		

Project CC3.4: Public Health and Safety Operations and Response			
Funding Amount	$2,000,000	**Project Expenditure Category**	EC 1.9 COVID-19 Assistance to Non-Profits
Project Overview	The NCH Healthcare System is a not-for-profit, multi-facility healthcare system located in Naples, Florida. NCH and the medical facilities and hospitals that fall under their jurisdiction have been on the frontline of the public health emergency providing services to prevent and mitigate COVID-19 to the general public. Responding to the pandemic required NCH to increase their COVID-19 treatment capacity. The market for nursing staff was highly competitive and staffing shortfalls were a challenge. In addition, due to staffing shortfalls in the summer, the hospital was required to fill nursing positions through staffing agencies. The goal of the grant to NCH is to mitigate financial hardship by offsetting the increased personnel payroll costs due to COVID-19 and maintain safe nursing staffing levels to patient census to ensure safety and quality of care delivery. Staff will attest to COVID-19 related work activities and outcomes include maintaining nursing staffing levels to care for COVID-19 patients.		
Goals & Use of Evidence	The goals of this project are to offset increased personnel payroll costs due to COVID-19 and maintain safe nurse staffing levels to patient census to ensure safety and quality of care delivery. This project does not require evidence-based allocations.		
Website	https://nchmd.org		
Timeline	2022-2026		

Project CC3.5: Evaluation and Data Analysis

Funding Amount	$600,000	Project Expenditure Category	EC 3.4 Public Sector Capacity: Effective Service Delivery
Project Overview	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. Outcomes include evaluation and analysis that leads to optimized health, food security, housing, medical, disadvantaged services, and economic support programs in Collier County.		
Goals & Use of Evidence	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. This project does not require evidence-based allocations.		
Website	https://www.fgcu.edu/		
Timeline	2022-2026		

Project CC 3.6: Collier County Revenue Replacement

Funding Amount	$10,000,000	Project Expenditure Category	EC 6.1 Provision of Government Services

Project Overview	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 tracking the dollars spent to date on provision of government services, and number of Public Safety personnel supported. This project addresses the need for government services traditionally provided by Collier County, which have been impacted by pandemic related volatility, namely public safety.
Goals & Use of Evidence	The goal of this project is to enable provision of government services typically provided by Collier County, which have been negatively impacted by pandemic volatility. While this expenditure category does not require an evidence based, these activities represent Collier's long-time commitment to excellence in the provision of public services. Evaluation will occur via tracking of Key Performance Indicators. This project expenditure category does not require an evidence-based allocation.
Website	https://www.colliercountyhousing.com/
Timeline	2022-2026

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

Funding Amount	$849,304	Project Expenditure Category	EC 2.24 Addressing Educational Disparities: Aid to High Poverty Districts
Project Overview	The Community Outreach, Literacy and Education (COLE) Program will provide educational sessions at the Golden Gate and Immokalee libraries, both serving Qualified Census Tract (QCT) populations. The library will offer a minimum of three sessions per week to support literacy and improved educational outcomes of local school-age students in grades K-12 or participants engaged in General Educational Development (GED) or in pursuit of a high school diploma. A COLE coordinator will serve at each branch, preparing for and overseeing community outreach, and homework including English as a Second Language (ESOL). The COLE Program includes the use of laptops for access to online educational resources, materials for instructional sessions, teaching personnel and staff. To support homework help through the COLE program, additional visual, print and audio materials will be purchased to support instruction during the session and for students to check out to practice reading comprehension. Outcomes include increased positive attitude towards literacy skills as measured by pre- and post-survey of participating students.		
Goals & Use of Evidence	The project will be measured in terms of program registration, attendance, and increased positive attitude toward literacy skills based on pre and post survey. The project draws from evidence in the education field as presented above in the evidence base section. 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.		
Website	https://www.collierlibrary.org.		
Timeline	2022-2026		

Project CC 4.2 University Extension, Reaching More – Extension Education

Funding Amount	$1,546,000	Project Expenditure Category	EC 2.1 Household Assistance: Food Programs

Project Overview	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 participation in activities and education to improve knowledge of cost-effective meal preparation and the importance of fruits and vegetable intake for enhancing health.
Goals & Use of Evidence	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.

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.

Collier County UF Extension Office will implement these services.

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. |
| Website | https://sfyl.ifas.ufl.edu/collier/ |
| Timeline | 2022-2026 |

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

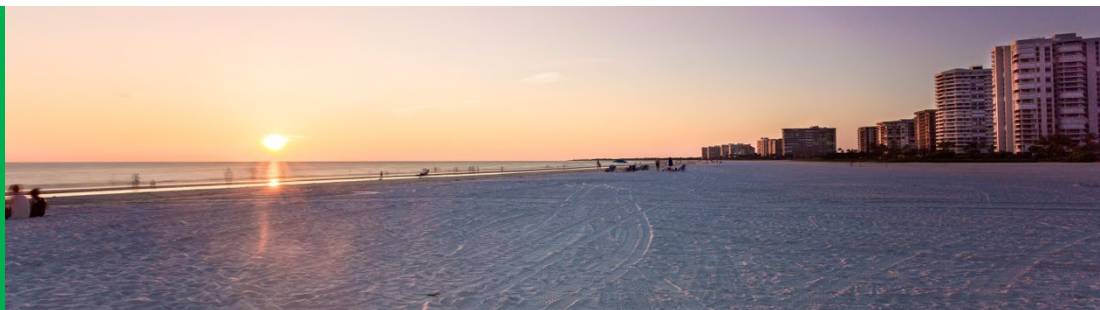| Funding Amount	$561,490	Project Expenditure Category	EC 2.1 Household Assistance: Food Programs
Project Overview	This project consists of recreating a 1.25-acre citrus grove and half-acre garden at Immokalee Pioneer Museum, to provide access to healthier fruit and vegetable options to individuals experiencing food insecurity due to hardships exacerbated by the COVID-19 pandemic. The project will be implemented through a memorandum of understanding with Collier County Museums. Outcomes will include lower food insecurity as tracked by produce distributed over the life of the project.		
Goals & Use of Evidence	Goals of this project include decreased food insecurity for residents within the QCTs surrounding Immokalee. Evidence base supports community gardens provide participants with easier access healthier food options those who participate consume more fruits and vegetables throughout the day than non-community garden program participants. Collier County Museums will implement this service. Further evidence base will be detailed through the MOU. Full evidence based is maintained by FGCU Impact and Evaluation Team and is available upon request. This project involves collaboration with an Evidence Base and Impact Evaluation Team (CC3.5) to evaluate evidence-based project expenditure amounts, KPIs and evaluation techniques.		
Website	https://colliermuseums.com		
Timeline	2022-2026		

Project CC4.4: Collier County Affordable Housing

Funding Amount	$8,790,000	Project Expenditure Category	EC 2.15 Long-term Housing Security: Affordable Housing
Project Overview	This project involves the creation of a Loan Fund and a Grant Program that will provide capital to Internal Revenue Code (IRC) Section 42 Low Income Housing Tax Credit (LIHTC), IRC Section 142 Tax Exempt Bond-eligible projects, or other qualifying affordable housing projects located in Collier County. Capital provided in the form of loans will be accounted for in accordance with the Treasury Final Rule, "Treatment of Loans" section. Capital provided in the form of grants will be managed as a subrecipient agreement with the Developer. Grants or loans will be utilized to cover all eligible development costs associated with delivery of new affordable housing units, to include but not limited to construction, permitting, survey, developer fees, impact fee and labor and materials.		
	Flexibility of capital access options is intended to facilitate maximum leverage of the program; hence, both loans and grants will be available.		
Goals & Use of Evidence	The goal for this program is to provide development assistance for affordable housing which serves Collier County impacted and disproportionately impacted households.		
	Evidence supporting affordable housing interventions has been gathered by FGCU and can be provided upon request.		
Website	https://www.mcdprop.com/ and https://www.ruralneighborhoods.org/		
Timeline	2023-2026		

Project CC4.5: Collier Access to Care

Funding Amount	$150,000	Project Expenditure Category	EC 1.14 Other Public Health Services
Project Overview	This project will provide medical services to Impacted and Disproportionately Impacted Collier County residents, including primary, urgent, and specialized care. Individuals with acute and chronic health concerns will be connected to physicians, nurse practitioners, and other healthcare professionals offering pro-bono services through a nonprofit intermediary organization. This project will be implemented through a subrecipient agreement with a nonprofit partner organization. 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.		
Goals & 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. While EC 1.14 does not require an evidence base, studies show that comorbidities exacerbate COVID-19 (web link). Further evidence and evaluation will be determined by the subrecipient's work with the Evidence Base and Impact Evaluation Team (CC 3.5).		
Website	www.plancc.org		
Timeline	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
EC 1.7	CC 1.7 Collier Public Health Infrastructure	• Number of fully outfitted Ambulances and Light Trucks acquired for Collier EMS emergency response	• Improved response times for EMS services, as measured by a year-over-year comparison, pre- and post-acquisition of new EMS vehicles
EC 1.9	CC 3.4 Public Health and Safety Operations and Response	• Maintain sufficient nurse staffing levels during the pandemic to ensure patient safety	• Maintain the appropriate level of nursing staffing as evidenced by the ratio of nursing FTE's to Patient Census.

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
EC 1.12	CC 1.5 Mental Health Services	• At least 8500 total crisis stabilization bed days • At least 1100 clients served per year • Readmission rates at 30, 90, and 180 days	• 75% of individuals served in the Crisis Stabilization Units will receive evidence-based suicide risk screening using the Columbia-Suicide Severity Rating Scale (C-SSRS) • 75% of individuals served in the Crisis Stabilization Units will participate in evidence-based safety planning (Stanley-Brown Safety Plan) to mitigate risk factors and strengthen protective factors post-discharge

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
EC 1.12	CC 1.9 Mental Health and substance abuse Services	• Number of individuals served. • Number of outreach services.	• Total number of referrals to provider agencies.
EC 1.14	CC 1.3 Collier Comorbidity Care	• Total number of Home Food Deliveries • Number of services beneficiaries received. • Dollar value of donated food and services • Number of unduplicated individuals and families served • Total individuals served	• Increased number of beneficiary services provided, measured quarter-over-quarter

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
EC 1.14 (Continued)	CC 4.5 Health and Wellness Promotion	• Total number of patients referred by PLAN to medical providers in their network. • Number of services that referred patients received • Dollar value of donated services as reported by medical providers in PLAN's network • Number of new medical providers enrolled in PLAN's network	• At least 370 patients referred annually to medical providers in the PLAN network for services • Referred patients will receive a minimum of 2400 services annually • At least $3,000,000 worth of donated services annually, reported by medical providers in the PLAN network • At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance
EC 2.1	CC 1.4 Food Security for Collier County Residents	• Support at least five Food Banks or Pantries serving Residents of Collier County • Support a minimum of 10,000 households in Collier County with food security goods and services, with demographic and QCT info for populations served	• 75% of distributed food packages will include nutrition and/or healthy diet information • Children ages 18 or younger will be at least 25% beneficiaries of all food pantry distributions • At least 40% of funds expended for food distribution will be in a Collier QCT

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
EC 2.1 (Continued)	CC 4.2 University Extension – Reaching More	• Number of households participating in evidence-based nutrition education programs.	• Number of households in nutrition education programs who increase their knowledge of cost-efficient healthy meal preparation and how increased fruit and vegetable consumption supports nutrition for improved health.
EC 2.1 (Continued)	CC 4.3 Collier County Museums: Immokalee Pioneer Museum	• Number of households receiving food assistance.	• Number of repeat participants that self-report increased fruit and vegetable consumption based on Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions.
EC 2.2	CC 1.1 Affordable Housing – Mortgage and Rent	• Number of persons receiving rent, mortgage, or utility assistance	• 40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury. • 100% of homeowners served will receive housing counseling services.

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
EC 2.2 (Continued)	CC 1.6 – Housing Navigators and Legal Services	• Number of persons or households receiving eviction prevention services • Number of persons or households served that are impacted or disproportionately impacted population, as defined by Treasury • Number of persons or households referred to Legal Aid	• 25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury • 25% of cases will result in successful eviction prevention
EC 2.2 (Continued)	CC 1.8 Affordable Housing – Collier County Emergency Rental Assistance	• Number of persons receiving rent, or utility assistance.	• 100% of households assisted will be impacted or disproportionately impacted population, as defined by Treasury.

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
EC 2.15	CC 4.4 Collier County Affordable Housing	• Number of affordable housing units preserved or developed.	• Percentage increase in number of affordable housing units preserved or developed. • Percentage of units developed benefitting those 65% AMI and 80% AMI.
EC 2.24	CC 4.1 Collier County Libraries	• Number of students participating in evidence-based tutoring programs.	• Increased positive attitude towards literacy as measured by pre- and post-survey of participating students.
EC 2.29	CC 2.2 Small Business Recovery	• Number of businesses receiving grant assistance	• Savings in interest payments on EIDL loans among participants

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
EC 2.34	CC 1.2 Help for Vulnerable Individuals and Families-Aid to Not For Profits	• Number of Nonprofit Organizations receiving assistance (for this reporting period) • Number of Nonprofit Organizations approved to receive assistance located in QCTs (for this reporting period)	• Total dollar amount of salary support for Nonprofit Organizations provided (for this reporting period)
EC 3.1	CC 3.2 Public Health and Safety Operations	• Number of government FTEs responding to COVID-19 supported under this authority	• Maintain employee retention
EC 3.4	CC 3.5 Evaluation and Data Analysis	• Number of projects for which evaluation data has been negotiated with subrecipient • Number of projects for which evaluation plans have been defined and implemented • Number of projects for which evidence base has been refined	• Annual Key Outcome Goal assessments

Expenditure Category	Associated Projects	Output KPIs	Outcome KPIs
EC 4.1	CC 3.1 Collier County Premium (Hazard) Pay for First Responders	• Number of staff provided premium (hazard) pay benefits	• Lower turnover rate in job categories receiving premium (hazard) pay
EC 6.1	CC 3.6 Provision of Government Services	• Dollars spent on provision of government services to date.	• Number of Public Safety Personnel supported
EC 7.1	CC 3.3 Administration	• Dollar amount of funds encumbered to ARPA Projects	• Number of timely Treasury submissions for Collier County ARPA

Collier Key Performance Indicators Data Inputs

			FY 2023 (Oct 2022-Sept 2023)			
			Quarter 1	*Quarter 2*	*Quarter 3*	*Quarter 4*
EC 1.7	CC 1.7	**Collier Public Health Infrastructure**				
	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				
EC 1.9	CC 3.4	**Public Health and Safety Operations and Response**				
	Output	Maintain appropriate nurse staffing levels during the pandemic to ensure patient safety				
	Outcome	Maintain the sufficient level of nursing staffing as evidenced by the ratio of nursing FTE's to Patient Census				
EC 1.12	CC 1.5*	**Mental Health Services**				
	Output	At least 8500 total crisis stabilization bed days	3,051	3,413		
	Output	At least 1100 clients served per year	468	523		
	Output	Readmission rates at 30, 90, and 180 days	10, 16, 21	13, 19, 21		
	Outcome	75% of individuals served in the Crisis Stabilization Units will receive evidence-based suicide risk screening using the Columbia-Suicide Severity Rating Scale (C-SSRS)	99%	97%		

			FY 2023 (Oct 2022-Sept 2023)			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
	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%	91%		
EC 1.12	CC 1.9	Mental Health and Substance Abuse Services				
	Output	Number of individuals served				
	Output	Number of outreach services				
	Outcome	Total number of referrals to provider agencies				
EC 1.14	CC 1.3	Collier Comorbidity Care				
	Output	Total number of Home Food Deliveries				
	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				
EC 1.14	CC 4.5	Collier Access to Care				
	Output	Total number of patients referred by PLAN to medical providers in their network	152	113		

			FY 2023 (Oct 2022-Sept 2023)			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Output	Number of services that referred patients received	537	538		
	Output	Dollar value of donated services as reported by medical providers in PLAN's network	$877,908.00	$928,369.00		
	Output	Number of new medical providers enrolled in PLAN's network	0	0		
	Outcome	At least 370 patients referred annually to medical providers in the PLAN network for services	152	113		
	Outcome	Referred patients will receive a minimum of 2400 services annually	537	538		
	Outcome	At least $3,000,000 worth of donated services annually, reported by medical providers in the PLAN network	$877,908.00	$928,369.00		
	Outcome	At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance	0	0		
EC 2.1	CC 1.4**	Food Security for Collier County Residents*				
	Output	Support at least five Food Banks or Pantries serving Residents of Collier County				
	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				

				FY 2023 (Oct 2022-Sept 2023)			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
		Outcome	75% of distributed food packages will include nutrition and/or healthy diet information				
		Outcome	Children ages 18 or younger will be at least 25% beneficiaries of all food pantry distributions				
		Outcome	At least 40% of funds expended for food distribution will be in a Collier QCT				
EC 2.1	**CC 4.2**	**University Extension - Reaching More**					
		Output	Number of households participating in evidence-based nutrition education programs		170		
		Outcome	Number of households in nutrition education programs who increase their knowledge of cost-efficient healthy meal preparation and how increased fruit and vegetable consumption supports nutrition for improved health.		170		
EC 2.1	**CC 4.3**	**Collier County Museums: Immokalee Pioneer Museum**					
		Output	Number of households receiving food assistance				
		Outcome	Number of repeat participants that self-report increased fruit and vegetable consumption based on CDC Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions				
EC 2.2	**CC 1.1**	**Affordable Housing - Mortgage and Rent**					
		Output	Number of persons or households receiving rent, mortgage, or utility assistance	111	66		

			FY 2023 (Oct 2022-Sept 2023)			
			Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
	Outcome	40% of households will be impacted or disproportionately impacted population, as defined by Treasury	100%	100%		
	Outcome	100% of homeowners served will receive housing counseling services	100%	100%		
EC 2.2	**CC 1.6**	**Housing Navigators and Legal Services**				
	Output	Number of persons or households receiving eviction prevention services	18, 70	4, 30		
	Output	Number of persons or households served that are impacted or disproportionately impacted, as defined by Treasury	18, 70	4, 32		
	Output	Number of persons or households referred to Legal Aid				
	Outcome	25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury	100%, 100%	100%, 100%		
	Outcome	25% of cases will result in successful eviction prevention	94%, 66%	100%, 32%		
EC 2.2	**CC 1.8**	**Affordable Housing – Collier County Emergency Rental Assistance**				
	Output	Number of persons or households receiving rent or utility assistance				

			FY 2023 (Oct 2022-Sept 2023)			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Outcome	100% of households assisted will be impacted or disproportionately impacted population, as defined by Treasury				
EC 2.15	CC 4.4	**Collier County Affordable Housing**				
	Output	Number of affordable housing units preserved or developed				
	Outcome	Percentage increase in number of affordable housing units preserved or developed				
	Outcome	Percentage of units developed benefitting those 65% AMI and 80% AMI				
EC 2.24	CC 4.1	**Collier County Library – Community Outreach, Literacy, and Education (COLE)**				
	Output	Number of students participating in evidence-based tutoring programs.	81	119		
	Outcome	Increased positive attitude towards literacy as measured by pre- and post-survey of participating students	0			
EC 2.29	CC 2.2	**Small Business Recovery**				
	Output	Number of businesses receiving grant assistance				
	Outcome	Savings in interest payments on EIDL loans among participants				
EC 2.34	CC 1.2	**Help for Vulnerable Individuals and Families**				
	Output	Number of Nonprofit Organizations receiving assistance (for this reporting period)		5		

			FY 2023 (Oct 2022-Sept 2023)			
			Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
	Output	Number of Nonprofit Organizations approved to receive assistance located in QCTs (for this reporting period)		5		
	Outcome	Total dollar amount of salary support for Nonprofit Organizations provided (for this reporting period)		$133,956.53		
EC 3.1	**CC 3.2**	**Public Health and Safety Operations**				
	Output	Number of government FTEs responding to COVID-19 supported under this authority				
	Outcome	Maintain employee retention				
EC 3.4	**CC 3.5**	**Evaluation and Data Analysis**				
	Output	Number of projects for which evaluation data has been negotiated with subrecipient	20	21	23	
	Output	Number of Projects for which evaluation plans have been defined and implemented	20	21	22	
	Output	Number of projects for which evidence base has been refined	14	14	16	
	Outcome	Annual Key Outcome Goal Assessments	20	5	5	
EC 4.1	**CC 3.1**	**Premium (Hazard) Pay**				
	Output	Number of staff provided premium (hazard) pay benefits		191		
	Outcome	Lower turnover rate in job categories receiving premium (hazard) pay		13		
EC 6.1	**CC 3.6**	**Provision of Government Services**				

			FY 2023 (Oct 2022-Sept 2023)			
			Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
	Output	Dollars spent on provision of government services to date				
	Outcome	Number of Public Safety personnel supported				
EC 7.1	**CC 3.3**	**Administration**				
	Output	Dollar amount of funds encumbered to ARPA projects	$52,339,572.15	$52,616,708.72		
	Outcome	Number of timely Treasury submissions for Collier County ARPA	1	1		

*CC 1.5 Entries for Output KPIs (At least 8500 total crisis stabilization beds and At least 75 clients served per year) are cumulative for quarters 1-3. **CC 1.4 Entries are cumulative for entire 2021 calendar year, entered in Q1 FY2022.

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 (Amendments 6 and 7). Five projects were added and five removed, in step with changing pandemic needs and local priorities. This included use of the Revenue Replacement Expenditure Category, removal of infrastructure projects, and additions of an affordable housing project and EMS capital expenditure project. Further, many of the County's centerpiece equity projects were re-crafted to better fit within Final Rule expenditure categories, and reasonable and proportional responses to identified impacts or impacted/disproportionately impacted populations.

Subrecipient agreements experienced continual adaptation during this timeframe. As Treasury guidance changed, so too did the corresponding agreements the County had in development. Key Performance Indicators were improved and evidence bases were updated. This led to delays in project roll-outs; ultimately a good development rather than to have projects in defunct Expenditure Categories or lacking justification, such as the reasonable and proportional response. Collier County collaborated with subrecipients to access the current need and realigned project budgets and expenditure categories to better serve the community.

Significant progress has been made pertaining to grant management software and oversight. Florida Gulf Coast University will continue to assist with project monitoring & evaluation, which may also impact projects and expenditure categories utilized in years to come.
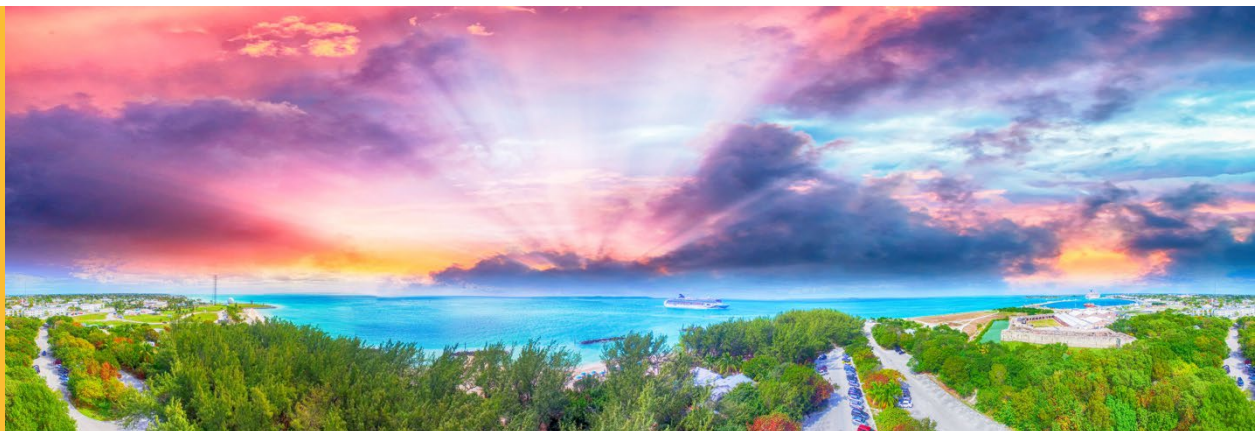
2022 Performance Report

Submitted to US Treasury July 31, 2022

Collier County

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

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

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

    o 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.

    o 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.

    o 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.

    o 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.

    o 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 a project is designed to contribute to improved education outcomes. This project 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.

2022

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 As of this annual report, 33 home deliveries have been made to 11 houses

Output KPI #2 Number of services beneficiaries received

- Output KPI #2 As of annual report, 51 beneficiaries were served.

Output KPI #3 Dollar value of donated food and services

- Output KPI #3 As of this annual report, there was approximately $5000 worth of food and services donated

Output KPI #4 Number of unduplicated individuals and families served

- Output KPI #4 As of this annual report, 33 individuals and 11 families were served

 Output KPI #5 Total individuals served

- Output KPI #5 As of this annual report, 51 individuals were served

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

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.0000000000000225.

3. Stanley, B., Chaudhury, S. R., Chesin, M., Pontoski, K., Bush, A. M., Knox, K. L., & Brown, G. K. (2016). An emergency department intervention and follow-up to reduce suicide risk in the VA: acceptability and effectiveness. *Psychiatric Services,* 67(6), 680-683. Retrieved from http://ps.psychiatryonline.org/doi/abs/10.1176/appi.ps.201500082

$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

Given differences in KPIs reported across quarters KPIs were reconciled to match the KPIs listed below. Output KPI #1 is consistent across quarters. Output KPI #2 and Outcome KPI #1 are calculated also using old KPIs Number of persons or households in QCTs and Number of persons or households at or below 185% of the Federal Poverty Level. Outcome KPI #2 also uses old KPIs Number of persons or households with a filed eviction and Number of persons or households that avoided an eviction. Some KPIs are reported as non-unique households because no extra information was given by HELP and/or Legal Aid to allow for this differentiation. Also, no additional information on overlap between households in QCTs and at or below FPL was given to allow for unique accounting.

Output KPIs

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

- Output KPI #1 as of annual report, 63 non-unique households have received some eviction prevention services (56 to date in FY 2022)

Outcome KPI #2: Number of persons or households served that are impacted or disproportionately impacted population, as defined by Treasury

- Output KPI #2: as of annual report, 63 non-unique households can be considered as impacted or disproportionately impacted population, as defined by Treasury (56 to date in FY 2022)

Outcome KPIs

Outcome KPI #1: 25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury

- Outcome KPI #1: as of annual report, at least 90% of served households are impacted or disproportionately impacted, as defined by Treasury

Outcome KPI #2: 25% of cases will result in successful eviction prevention

- Outcome KPI #2: as of annual report, 98% of cases resulted in successful eviction prevention. The only case not successful happened because household came in too late for successful eviction prevention.

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

<u>SWOT Analysis</u>

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.

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

o   Outcome KPI #1: 3, The 2021 and 2022 annual reports and three 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)

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 inadequate training and inconsistent use can mitigate the effectiveness of the infection control interventions. Furthermore, due to the delay in symptoms display or asymptomatic COVIID-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 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.

<u>Project [CC3.6]:</u> Collier County Revenue Replacement

<mark>NOT EVALUATED BY FGCU</mark>

<u>Funding amount</u>: $10,000,000

<u>Project Expenditure Category</u>: EC 6.1

<u>Project Evaluation Timeline Ending:</u> 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: Dollars spent on provision of government services to date

- Output KPI #1 No data currently available

Outcome KPIs

Outcome KPI #1: Number of Public Safety personnel supported

- Outcome KPI #1 No data currently available

SWOT Analysis is not requested/required by Collier County

Project [CC4.1]: Collier County Library – Community Outreach, Literacy, and Education (COLE)
Funding amount: $1,729,304
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).

$1,729,304.00 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.

<u>Project [CC4.2]:</u> University Extension, Reaching More – Extension Education
<u>Funding amount:</u> $1,546,000
<u>Project Expenditure Category:</u> EC 2.1
<u>Project Evaluation Timeline Ending:</u> June 30, 2022
<u>Key Outcome Goal alignment:</u> 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, *Journal of Public Health Management and Practice*: March/April 2020 - Volume 26 - Issue 2 - p 184-186 doi: 10.1097/PHH.0000000000001025

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

<u>Performance Report</u>

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

- o 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

- o 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

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

<u>SWOT Analysis</u>

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

<u>STRENGTHS:</u>

- Programs are ready to implement in August 2022

<u>WEAKNESSES (IMPEDIMENTS):</u>

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

<u>OPPORTUNITIES (LESSONS LEARNED):</u>

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

<u>THREATS (CHALLENGES due to IMPEDIMENTS):</u>

- 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 2.1
Project Evaluation Timeline Ending: June 30, 2022
Key Outcome Goal alignment: Food Security

Project overview

This project consists of recreating a citrus grove and homestead garden at Immokalee Pioneer Museum, serving QCTs 112.04, 112.05, 113.01, 113.02, and 114.00, to provide access to healthier fruit and vegetable options to individuals experiencing food insecurity due to hardships exacerbated by the COVID-19 pandemic. The 1.25-acre citrus grove and ½ acre garden will be effectuated through a memorandum of understanding with Collier County Museums. Outcomes will include lower food insecurity as tracked by produce distributed over the life of the project.

Link to project: N/A

This program contributes to "Household Assistance: Food Programs," which addresses food insecurity as a result of the pandemic. It is located within a Qualified Census Tract.

The Immokalee Pioneer Museum serves beneficiaries within QCT 114 and adjacent QCTs who are experiencing food insecurity.

Use of Evidence

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

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. Alaimo, Packnett, E., Miles, R. A., & Kruger, D. J. (2008). Fruit and Vegetable Intake among Urban Community Gardeners. Journal of Nutrition Education and Behavior, 40(2), 94–101. https://doi.org/10.1016/j.jneb.2006.12.003

2. Burt, Mayer, G., & Paul, R. (2021). A systematic, mixed studies review of the outcomes of community garden participation related to food justice. Local Environment, 26(1), 17–42. https://doi.org/10.1080/13549839.2020.1861589

3. Hume, Grieger, J. A., Kalamkarian, A., D'Onise, K., & Smithers, L. G. (2022). Community gardens and their effects on diet, health, psychosocial and community outcomes: a systematic review. BMC Public Health, 22(1), 1247–1247. https://doi.org/10.1186/s12889-022-13591-1

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

<u>Performance Report</u>

Output KPIs

Output KPI #1: Number of participants in community gardening programs who receive food assistance

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

Outcome KPIs

Outcome KPI: #1 Number of repeat participants that self-report increased fruit and vegetable consumption based on CDC Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions.

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

<u>SWOT Analysis</u>

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. 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: $4,086,137
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.

<u>SWOT Analysis</u>

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

<u>STRENGTHS:</u>

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

<u>WEAKNESSES (IMPEDIMENTS):</u>

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

<u>OPPORTUNITIES (LESSONS LEARNED):</u>

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

<u>THREATS (CHALLENGES due to IMPEDIMENTS):</u>

- 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

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

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

- o 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)

- o 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

- o 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

- o 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.

2023 Draft **Performance Report**

Submission to US Treasury July 31, 2023

Collier County

ARP Exhibit C Annual Report July 1, 2022 through June 30, 2023, submitted by Florida Gulf Coast University (FGCU) to Collier County

Project [CC1.1]: Affordable Housing – Mortgage and Rent
Funding amount: $8,904,468
Project Expenditure Category: EC 2.2
Key Outcome Goal alignment: Housing

Project overview

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

Link to project: www.colliercountyhousing.com

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- 312 households received rent, mortgage, or utility assistance this year

Outcome KPIs

Outcome KPI #1: 40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury
- Outcome KPI #1:100% of served households are impacted or disproportionately impacted, as defined by Treasury in this year

Outcome KPI #2: 100% of homeowners served will receive housing counseling services
- Outcome KPI #2: 100% of homeowners served received housing counseling services this year

Applications to this program are now closed as all funds have been committed.

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 as described in the KPIs outcome section above.
- The amount of funds available per household and duration of assistance is a strength.
- The program design provided certainty for the amounts each household would receive.

WEAKNESSES (IMPEDIMENTS):

- The provision of assistance to applicants only on in-person capacity at a single location with difficult access to with use of public transportation can create an additional barrier to access aid. This may contribute to incomplete and/or misclassified information
  - NOTE: Collier County is relocating the assistance center to the Government Center where there is easier access and have required prior scheduling to assure staff availability.
- Although the County assistance center provided help to applicants, this took place in-person, at the center, and required prior scheduling, which may have created additional barriers to access aid, contributing to some incomplete or misclassified applications.
- Unbalanced demand from other programs associated with the state of the local housing market increased the number of applicants which contributed to a faster commitment of funds than planned.

OPPORTUNITIES (LESSONS LEARNED):

- The Program design and implementation are very connected. Involving all stakeholders who will be part of the implementation in the design phase avoids potential confusion and creates an opportunity to fully utilize the flexibility of the sponsor, making the implementation phase easier. In addition, since the eligible population is predominately a vulnerable population (minorities, low-income, immigrant, for example), taking the challenges of this population into account during the design phase can allow for easier and faster application, review, and disbursement of funds.
- Local community groups have been identified as potential partners for assistance with filing applications, broadening and increasing outreach events for filing applications. This

could be leveraged in future programs to increase the number of applicants with complete applications thereby receiving aid.
• In light of any incomplete and misclassified applications, developing a better tracking system and better understanding the reasons for incompletion/misclassification can assist with reaching larger numbers of participants.

THREATS (CHALLENGES due to IMPEDIMENTS):
• The current local housing market with increasing costs of rent and ownership adds pressure on eligible households who are seeking programs (some with high constraint eligibility) to mitigate housing instability.
• Since release of funds is not immediate after approval, there is a potential time lag, especially with large number of applications. If time lags are exceedingly large, households may still be assessed late fees and other fees (not accounted in application), as well as still receive a notice of intent to foreclosure.

Project [CC1.2]: Community Foundation – Assistance to Nonprofit Organizations
Funding amount: $1,500,000
Project Expenditure Category: EC 2.34
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 will be 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: 13 nonprofits received assistance

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

- Output KPI #2: 13 nonprofits received assistance in the QCTs

Outcome KPIs
Outcome KPI #1: Total dollar amount of salary support for Nonprofit Organizations provided

- Outcome KPI #1: $366,444.66 was provided to nonprofits

SWOT Analysis

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

- Thirteen non-profits have received assistance with approval pending for several others for the next quarter.

- One-on-one calls, group Zoom calls, and mailed written guidance to partners facilitated communication.

- All nonprofit grantees are extremely grateful for the salary support.

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WEAKNESSES (IMPEDIMENTS):

- The primary challenge encountered with making the ARP grants is that many of the nonprofits have had additional questions about navigating the reimbursement process. Each nonprofit seems to have different questions.

- Incorrect documents were returned several times before they were deemed correct. The smaller nonprofits seem to struggle the most with the process.

- Well-organized agencies were required to create a special process due to the extremely large size of their payroll documents that Software systems could not handle.

- Staff turnover required changes to their application packets.

OPPORTUNITIES (LESSONS LEARNED):

- The reporting challenges have allowed for strategies to be put into place to enhance reporting in the future.

THREATS (CHALLENGES due to IMPEDIMENTS):

- Reporting by non-profits continues to delay the capacity of the Foundation to disburse funds in a timely fashion.

[CC1.3]: Collier Comorbidity Care Meals of Hope
Funding amount: $175,000
Project Expenditure Category: EC 1.14
Key Outcome Goal alignment: Health, Food Security

Project overview

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

1. Simmet A, Depa J, Tinnemann P, Stroebele-Benschop N. The Dietary Quality of Food Pantry Users: A Systematic Review of Existing Literature. *J Acad Nutr Diet.* 2017 Apr;117(4):563-576. doi: 10.1016/j.jand.2016.08.014. Epub 2016 Oct 7. PMID: 27727100.

2. Gibson S, Metcalfe JJ, McCaffrey J, Allison T, Prescott MP. Nutrition Environment at Food Pantries Improves After Fresh Produce Donation Program. *J Nutr Educ Behav.* 2022 May;54(5):432-441. doi: 10.1016/j.jneb.2021.09.005. PMID: 35534101

3. Seligman HK, Levi R, Ridberg R, Smith M, Hills N, Waxman E. Impact of Enhanced Food Pantry Services on Food Security among Adults with Diabetes Using a Crossover Study Design. *Curr Dev Nutr*. 2022 Feb 10;6(4): nzac021. doi: 10.1093/cdn/nzac021. PMID: 35415385; PMCID: PMC8989277.

Output KPI #1 Total number of Home Food Deliveries

- Output KPI #1: This year there were 203 home deliveries- all conducted in Q1.

Output KPI #2 Number of services beneficiaries received
- Output KPI #2: This year 80 beneficiaries were served.

Output KPI #3 Dollar value of donated food and services

- Output KPI #3: As of this annual report data $10,150.00 of donated food and services (estimated at $50 per delivery) were provided- this value was all expended in Q1.

Output KPI #4 Number of unduplicated individuals and families served

- Output KPI #4: As of this annual report, 40 unduplicated individuals or families were served, all in Q1.

Output KPI #5 Total individuals served

- Output KPI #5: As of this annual report, 80 deliveries were made- all in Q1.

Outcome KPIs
- Outcome KPI #1: In Q1 203 deliveries were made. This number reflects a decline from the previous quarter (last fiscal year). However, Q1 was the only quarter in this annual report in which families or individuals were served.

- Outcome KPI #1: In September 2022, the Registered Dietitian position for this project became vacant. No new expenditures after Q1 have been reported and/or no services were provided.

SWOT Analysis
STRENGTHS

- Subrecipient is eager to provide healthy meal deliveries and health education services, specifically addressing health needs for individuals with or at risk for chronic diseases, such as diabetes. The Togetherhood Center has opened and is expected to begin making an impact in the near future. In Quarter 1 (July 2022-September 2022) 203 deliveries occurred (122 in July and 81 in August). The funds expended, estimated to reflect $50 per delivery, were all completed in Q1.

WEAKNESSES
- Annually, aggregated KPIs have not been met according to the quarterly reports in Salesforce and through interviews with MOH staff as there were no services, deliveries, or educational activities conducted in quarters 2,3,4.

- In August the full-time dietitian relocated and while deliveries were made, health services and educational offerings were not performed. A dietitian still has not been hired. MOH is in the process of taking bids and restructuring the budget to reflect a subcontract with a dietitian and for the health navigator.
- In three of the four quarters for this annual report, KPIs were not met as no deliveries, services, or educational activities were conducted from September 2022-present.

OPPORTUNITIES
- The Togetherhood Center opening is expected to increasingly impact Immokalee and address unmet needs. Hiring a dietician and navigator can facilitate meeting existing KPIs in each quarter of year 3.
- MOH has requested an extension of the deadline for expenditures.

THREAT
- Staffing shortages and allocation of resources related to partnerships with outside agencies have been a challenge. The inability to deliver services in accordance with the grant KPIs may place future funding in jeopardy.

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

<u>Project overview</u> – *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

<u>Use of Evidence</u>

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

<u>Performance Report</u>

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 households thereby 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
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. Due to the pandemic, increased social isolation has worsened 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.

Proportionate to Impact: 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

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 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.0000000000000225.

3. Stanley, B., Chaudhury, S. R., Chesin, M., Pontoski, K., Bush, A. M., Knox, K. L., &
   Brown, G. K. (2016). An emergency department intervention and follow-up to reduce
   suicide risk in the VA: acceptability and effectiveness. *Psychiatric Services,* 67(6), 680-
   683. Retrieved from http://ps.psychiatryonline.org/doi/abs/10.1176/appi.ps.201500082

<u>Performance Report</u>
Output KPIs
Output KPI #1 At least 8500 total crisis stabilization bed days over the period of performance.
- Output KPI #1: More than 8500 bed days were utilized by clients served by the Unit annually. Annually there were 23,499 bed days occupied at the crisis unit.

Output KPI #2 At least 75 clients served per year
- Output KPI #2: 1299 clients were served by the Unit annually

Output KPI #3 Readmission rates at 30,90, and 180-days
- Output KPI #3: 30-days rates ranged from 10% to 14%; 90-days ranged from 16% to 19%; 180-days ranged from 20% to 23%

Outcome KPIs
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: More than 75% but less than 100% of annual clients reported as served in the Unit received the Columbia-Suicide Severity Rating Scale

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: More than 75% but less than 100% of the average number of annual clients reported as served by the Unit participated in the Stanley-Brown Safety Plan.

<u>SWOT Annual Analysis</u>

STRENGTHS:
- All outcomes were met and exceeded as described in the KPIs outcome section above.
- The evidence base used in KPI #1 (C-SSRS) offers guidance and understanding by clinicians to protect the safety of patients and to execute a plan of intervention treatments. The 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 discharge delay can be an outcome of maintaining a moderate or moderately high result to support the client's ongoing safety.
- The evidence base used in KPI# 2 (Stanley- Brown Safety Plan tool) is a tool used to evaluate access to lethal means of harm and provides a plan for response if a safety crisis occurs post- discharge. While this process begins early in admission the full safety plan is completed closer to discharge. In the event a client is transferred for medical care or other reasons and does not return to the Unit, the Safety Plan may not have been completed with the client.
- All clinical staff are provided comprehensive and multidisciplinary training on both tools.

- Readmission rates are within the range of central Florida readmission rates by similar provider agencies. Despite the severe disruption of services by non-profits due to Ian, the DLC Crisis Stabilization unit exceeded all goals.

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.

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 (one of which is clients may be transferred before the Safety Plan is completed); 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 to the clients they serve, which begins with the recruiting of staff, onboarding, and continuing professional development.
- During this annual report period, Salus Care was closed due to destruction from Ian in late September 2022. However, Salus Care has announced it is reopened which can add more support to the community for crisis stabilization in the future in addition to that provided by DLC.

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. This can affect completion of the Safety Plan for clients discharged to other facilities and who do not return to the Unit. Evaluation which seeks to understand the contributions of heterogeneous demographic, environmental and disaster mitigating factors will inform these variances when they occur.
- An extremely high volume of clients has challenged licensure guidelines, revised work processes that added to the difficulty in personnel staffing, and challenges in ensuring that adequate safety protocols are consistently followed at the facility. As additional beds were added it influenced additional staffing needs. However, the closure of a large provider, Salus Care in Lee County, due to the building destruction caused by hurricane Ian increased demand for access to the DLC Stabilization Unit during the year. The need is anticipated to be managed with the extension of beds by the reopening of additional facility.

Project [CC1.6]: Housing Navigators and Legal Services
Funding amount: $620,532
Project Expenditure Category: EC 2.2
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. Due to 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: https://www.collierlegalaid.org/housing-law
https://floridahelp.org

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

KPIs are reported as non-unique households because no extra information was given by HELP and/or Legal Aid to allow for this differentiation.

Output KPIs

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

- Output KPI #1: 93 non-unique households have received some eviction prevention services in quarter 1 of this year. 144 unique households have received some eviction prevention services in quarters 2 through 4 of this year. (Two unique households received services other than eviction prevention in quarters 2 through 4 of this year).

Output KPI #2: Number of persons or households served that are impacted or disproportionately impacted population, as defined by Treasury

- Outcome KPI #2: 93 non-unique households were impacted or disproportionately impacted population, as defined by Treasury, in quarter 1 of this year. 146 unique households were impacted or disproportionately impacted populations, as defined by Treasury, in quarters 2 through 4 of this year.

Outcome KPIs

Outcome KPI #1: 25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury

- Outcome KPI #1: 100% of non-unique served households were impacted or disproportionately impacted, as defined by Treasury, in quarter 1 of this year. 100% of unique served households were impacted or disproportionately impacted, as defined by Treasury, in quarters 2 through 4 of this year.

Outcome KPI #2: 25% of cases will result in successful eviction prevention

- Outcome KPI #2: 94.6% of non-unique cases resulted in successful eviction prevention in quarter 1 of this year. 59.7% of unique cases resulted in successful eviction prevention in quarters 2 through 4 of this year.

SWOT Analysis

STRENGTHS:
- All outcomes were met and exceeded as described in the KPIs outcome section above.
- The Program allowed for increased and improved collaboration between agencies (HELP and Legal Aid) which also affects other programs and the community. The HELP and Legal Aid partnership is becoming established in the community as the agencies to assist with housing issues.
- Successful cases of eviction prevention through the court system created an unintended policing presence incentivizing better practices by local landlords.

WEAKNESSES (IMPEDIMENTS):
- Most files were considered as "rush files" for part of the year which removed the ability to prioritize urgent cases when needed.
- Housing Navigation and Legal Service were tightly connected to the availability of the rental assistant program. Given the program design did not cap the number of recipients

this created some uncertainty about the duration of funds. Households did not plan appropriately for future payments on their own, inadvertently relying on the program for housing needs.

- The provision of assistance to applicants only on an in-person capacity, at a specific location and with the requirement of prior scheduling can create additional barriers to access aid given the potential needs for transportation, child and/or elderly care, work absences or use time-off, among others. This may contribute to incomplete or misclassified applications.

OPPORTUNITIES (LESSONS LEARNED):

- Connecting to all stakeholders, including apartment management associations has allowed the development of relationships for such programs to work better. It creates another source of information to those in need while building trust and goodwill with landlords.
- Programs can work within the guidelines of Treasury to give latitude for processes from the release of funds and documentation to expedite the processes, even if this is applied only to a share of funds to create a true emergency process.
- The program has allowed the development of a structure that assists parties to avoid the costs of legal cases, and the negative effect of an adjudication. The infrastructure is already in place and has been working as planned; but can benefit from additional funding.
- The County residents could benefit from "Housing Insecurity Literacy" training to proactively work on eviction prevention. For example, households and other stakeholders could learn more about key terms, main stakeholders, and opportunities to improve access to assistance and planning tools.

THREATS (CHALLENGES due to IMPEDIMENTS):

- The Program design had little input from each organization involved in their role from the applicants' perspective. This can create confusion and potential unintended consequences as applicants may not engage with the appropriate organization for specific needs.
- Collier County is vulnerable to extreme weather events such as Hurricane Ian. Victims may lose documents required to complete applications creating additional hurdles for the application and review process.
- The turn-over rate at agencies associated with the implementation of program can create confusion for subrecipients and applicants due to loss of tacit knowledge on the program and its implementation.
- Appropriate timing of payment is crucial for apartment complexes and private landlords to be willing to work with program and guarantee a higher success rate.
- Since release of funds may not be immediate after approval, there is a potential for time lags between approval and release of funds to exist. If time lags are exceedingly large, households may still be assessed late fees and other fees (not accounted in application), as well as still receive notice of intent to foreclosure. Applicants may apply for relief after late fees have been applied.

Project [CC1.7]: Collier Public Health Infrastructure-Collier County, Coronavirus Local Fiscal Recovery Funding: $1,700,000
Project Expenditure Category: EC 1.7
Key Outcome Goal alignment: Health

Project overview
This project will provide funding toward the acquisition of much-needed fleet improvements for Collier County EMS. Pandemic-related calls increased the strain on existing EMS transportation capital stock, accelerating asset depreciation and impacting the ability to provide a high level of service in public health and medical response. 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 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 US Treasury Final Rule Capital Expenditure guidance for projects with total capital expenditure between $1 and $10 Million.

FGCU works 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: https://www.colliercountyfl.gov/government/county-manager-operations/divisions/emergency-medical-services

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

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 the annual report the purchase order for four ambulances has been provided to the vendor ETR. Project manager and EMS representative visited the production site to discuss requirements in June,2023, with planned delivery and possession of four new ambulances by October,2024. Therefore, there have been no new ambulances delivered.

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 new ambulances have been delivered so response time data is not available.

SWOT is not required for this project.

Project [CC1.8]: Affordable Housing – Collier County
Emergency Rental Assistance (ERA)
Funding amount: $2,000,000
Project Expenditure Category: EC 2.2
Key Outcome Goal alignment: Housing

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

Link to project: www.colliercountyhousing.org

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 rent, or utility assistance

- Output KPI #1: Annually, 187 beneficiaries were served with these services.

Outcome KPIs

Outcome KPI #1: 100% of households assisted will be impacted or disproportionately impacted population, as defined by Treasury

- Outcome KPI #1: 100% of households met the criteria as defined by Treasury.

SWOT Analysis

The SWOT analysis will be available at a later time.

Project [CC 1.9]: Mental Health Services
Healthcare Southwest Florida (In process of finalization-to be activated in year 3)
<u>Funding Amount</u>: $315,000
<u>Project Expenditure Category</u>: EC 1.12
<u>Key Outcome Goal Alignment</u>: Health

<u>Project Overview</u>: Starts in Year 3

This project will provide $315,000 for mental health and substance abuse services to individuals in low to moderate-income areas in Collier County. Due to the pandemic, increased social isolation has worsened depressive and affective disorders. The project funds will be used toward providing direct and supportive mental health and substance abuse services.

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

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.

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

https://healthcareswfl.org/

Performance Report

Output KPIs

Output # 1: Number of individuals served

- Output #1: No data exists for this metric as project will be executed in year 3

Output #2: Number of outreach Services

- Output #2: No data exists for this metric as project will be executed in year 3

Outcome KPI

Outcome #1 Number of referrals to provider agencies

- Outcome #3: No data exists for this metric as project will be executed in year 3.

SWOT to be developed in year 3 after execution.

<u>Project [CC2.1]</u>: Small Business Resiliency
<u>Funding amount</u>: $1,000,000 designated but project cancelled before expenditures
<u>Project Expenditure Category</u>: EC 2.30
<u>Key Outcome Goal alignment</u>: Economic Recovery

<u>Project overview:</u> *Project cancelled before expenditures made.*

This project provides 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

<u>Use of Evidence</u>

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

<u>Performance Report</u>

Output KPIs
Output KPI #1: Number of businesses receiving strategic counseling/ technology upgrade
- Output KPI #1: No data exists for this metric.

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

- Outcome KPI #1: No data exists for this metric

Outcome KPI #2: No data exists for this metric

Outcome KPI #2: No data exists for this metric, program has not started

Outcome KPI #3: Business sales revenue growth among participants

- Outcome KPI #3: No data exists for this metric

<u>SWOT Analysis</u>

SWOT Analysis was not performed as the project has been cancelled.

Project [CC2.2]: Small Business Recovery
Funding amount: $5,500,000
Project Expenditure Category: EC 2.29
Key Outcome Goal alignment: Economic Recovery

Project overview: *Project starts in year 3 but being developed in year 2*

This project will provide grants of up to $50,000 for Economic Injury Disaster Loan (EIDL) forgiveness, utility bills 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 the maintenance of any business operation, especially during economic downturns. This project tackles a critical 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 year 2 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 year 2 report no data exists for this metric

Outcome KPI #2: Business sales revenue growth among participants

- Outcome KPI #2: As of year 2 report no data exists for this metric.

SWOT Analysis

SWOT Analysis was not performed in year 2 as the project has not started yet. It will begin in Year 3 although it was developed in Year 2.

 Project [CC3.1]: Collier County Hazard Pay for First Responders-Collier County
 Funding amount: $380,000
 Project Expenditure Category: EC 4.1
 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, up to $2,000, hazard pay distribution to each EMS employee for services rendered between March 2020 and the initiation of this award cycle. The project recognizes employees who worked during the critical COVID-19 pandemic with a structure (hazard pay) to acknowledge their contributions to health. This program was completed March 31,2023.

 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 and Outcome KPIs
 Output KPI #1 Number of staff provided hazard pay benefits

- Output KPI #1: All payouts to 191 EMS personnel were paid in the first quarter of 2022.

 SWOT is not required for this project by Collier County

<u>Project [CC3.2]</u>: Public Health & Safety Operations and Response
<u>Funding</u>: $16,166,770
<u>Project Expenditure Category</u>: EC 3.1
<u>Key Outcome Goal alignment</u>: Health

<u>Project overview</u>

This project will cover costs incurred by Collier County Emergency Medical Services to cover payroll, taxes, and benefits for the portion of employee time spent on COVID-19 responses or implementing COVID-19 prevention through the performance period. Outcomes include maintaining employee retention.

This project does not require an evidence base.
 Link to project: N/A

<u>Use of Evidence</u>

The goal of this project is increased employee retention.

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

<u>Performance Report</u>

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 Collier County staff reported for January through March 2023, that 183 FTEs were involved in EMS transport. No data was available for this report for April through June 30,2023. Cumulative metrics for each quarter are available only as the expenditures are finalized after the conclusion of each reporting period.

Outcome KPIs
Outcome KPI #2 Maintain employee retention

- Outcome KPI #2: As of this report no retention data is available as the EMS division is in the process of defining the retention metrics before reporting the data.

<u>SWOT is not required by Collier County</u>

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Project [CC3.3]: Administration: Not Evaluated by FGCU
Funding amount: $5,250,000
Project Expenditure Category: EC 7.1

Project overview

Administration covers County and Consulting (i.e., website, plan writing) expenses related to administering the full $74.7 million-dollar program. The County staff are to deliver direct assistance programs and administer all subrecipient agreements and operating expenses for the assistance center.

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 does not require an evidence base.

Performance Report

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

- Output KPI #1: Of the $74,762,701 to be encumbered for the award only the following project funds have not been encumbered pending agreements:

There are pending agreements with McDowell Housing and Rural Neighborhoods; Naples Community Hospital; and small businesses. Collier County staff continues to administer the housing programs and is working to develop the small business program administered by the staff. The staff are relocating to a more centralized location near the main government complex to allow easier access.

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

- Outcome KPI #1: The 2022-2023 annual report and all quarterly reports to date are being submitted on time. Timely submission of all reports was also achieved in 2021-2022.

SWOT is not required by Collier County

Project [CC3.4]: NCH COVID-19 Assistance to Non-Profits
Funding amount: $2,000,000
Project Expenditure Category: EC 1.9

Key Outcome Goal alignment: Health

This project has been under development during year two and developmental progress to date is reported here. Full implementation will begin in year 3.

Project Overview

The NCH Healthcare System is a not-for-profit, multi-facility healthcare system located in Naples, Florida. NCH and the medical facilities and hospitals that fall under their jurisdiction have been on the frontline of the public health emergency providing services to prevent and mitigate COVID-19 to the general public. Responding to the pandemic required NCH to increase their COVID-19 treatment capacity. The market for nursing staff was highly competitive and staffing shortfalls were a challenge. In addition, due to staffing shortfalls in the summer, the hospital was required to fill nursing positions through staffing agencies. The goal of the grant to NCH is to mitigate financial hardship by offsetting the increased personnel payroll costs due to COVID-19 and maintain safe nursing staffing levels to patient census to ensure safety and quality of care delivery. Staff will attest to COVID-19 related work activities and outcomes include maintaining nursing staffing levels to care for COVID-19 patients.

Goals & Use of Evidence

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

Use of Evidence: This project does not require an evidence-based allocation; however, supporting evidence is included herein.
1. American Nurses Association. (2020). *Principles for nurse staffing*. 3rd edition. Silver Spring: MD.
2. AACN Guideline Principles for Appropriate Staffing. (2008). Retrieved from https://www.aacn.org/policy-and-advocacy/guiding-principles-for-staffing
3. National Database of Nursing Quality Indicators Guidelines for Data Collection and Submission on
   Nursing Care Hours (NCH) Indicator. (2020). Retrieved from https://members.nursingquality.org/NDNQIPortal/Doc/General/Guidelines%20-%20NursingCareHours.pdf

https://nchmd.org

Performance Report:

Output KPIs:

Output #1 Maintain sufficient nurse staffing levels during the pandemic to ensure patient safety.

- Output #1: As of this annual report no funds have been distributed. See outcome metric.

Outcome #1: Maintain the appropriate level of nursing staffing as evidenced by the ratio of nursing FTEs to Patient census.

- Outcome#1: As of this annual report no funds have been distributed. However, staffing levels are reported. From February 28,2021 through September 25, 2021, the registered nurse hours worked were 707,474.11. With a patient volume of 80,655, the average ratio of nurse to patient was 1 nurse to 2.72 patients, within the best practice standards for registered nurses in the references cited above.

SWOT will be provided when project funds commence.

Project [CC3.5]: Evaluation and Data Analysis- Florida Gulf Coast University
Funding amount: $600,000
Project Expenditure Category: 3.4
Key Outcome Goal Alignment: All

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 US Treasury Guidelines on the evidence- base and impact evaluation for all relevant Collier ARP projects.

Outcomes include evaluation and analysis that leads to optimized health, food security, housing, medical, disadvantaged services, and economic support programs in Collier County

Link to project: N/A

Use of Evidence (Not Applicable)

Goals for this project include a prominent level of service in measuring and evaluating Collier County ARP projects, such that residents, businesses, and nonprofits are served in ways that improve community health and prosperity. This project will streamline and refine the use of evidence and monitoring for all projects proposed in the recovery plan requiring evidence and evaluation.

The evaluation design comprises both formative and summative data collection, pre- and post-measures, and qualitative and quantitative designs.

Performance Report

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

- Output KPI#1: All 23 projects have had evaluation KPIs negotiated with subrecipients as they are developed even as some projects are currently undergoing further revision of scope and KPIs.

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

- Output KPI #2: Due to the ongoing nature of evaluation and agreement revisions, one (1) of 23 projects developed since the start of the award in 2021 concluded activities in year one -CC1.4 Collier Community Foundation [CCF] funding to non-profits for food distribution; and, both CC3.1 EMS payment (concluded) and CC 2.1 Small Business

(cancelled) were completed in year two. CC 3.4 NCH COVID 19 Assistance to Non-Profits project substance was found to not meet US treasury guidelines and was replaced by a new NCH 3.4. New projects (and in some cases award amounts) were developed: CC1.2 new CCF for non-profit payroll relief, CC3.4 NCH COVID-19 Assistance to Non-Profits-Nurse Staffing Payroll, CC1.8 Household Assistance, and CC1.9 Mental Health and Substance Abuse Services underwent award development and finalization. All projects have been re-reviewed for evaluation plans including those under development, and those completed or replaced, resulting in 18 projects being evaluated by FGCU while five will not be or were not evaluated quarterly by FGCU as instructed by Collier County.

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

- Output KPI #3: 16 projects had evidence-based interventions that have been reviewed for adequacy as required by US (United States) Treasury guidance including an additional new project (CC 3.4 NCH which replaced former CC 3.4) supported by evidence-based interventions although not required by US Treasury guidance for EC 1.9.

Outcome KPIs
Outcome KPI #1 Annual Key Outcome Goal assessments

- Outcome KPI #1: Five key outcome goal assessments are ongoing as part of each quarter and annual review. All current, revised, and new projects were matched under one of five key outcomes goals for health, housing, economic recovery, education, and food security. See the annual analysis of these Key Outcome Goals below:

KEY OUTCOME GOALS: Annual report

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

Health Goals:

Agencies in Collier County continue to provide higher levels of health care and other supportive services that enrich the health of the County populations.

During the second year of the US Treasury grant, the County and the FGCU evaluators used the KPI outcome data during the quarters to refine and further define project areas within the health goals for sub awardees, create and revise agreements, and continued to launch stages of various projects. The nature of one agreement was found to be in non-compliance with US Treasury rules; therefore, the activities to be delivered were realigned to ensure compliance. One additional health project for mental health workers was added and will be executed in the next quarter. The SWOT analysis developed as part of the annual report informed revisions of funding

and KPIs. A total of six CC projects addressed some component of the Health Goal. The KPIs for all active health projects were met or exceeded in year two.

Housing Goals:

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

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

Food Security Goals:

Agencies in Collier County continue to provide higher levels of food security support in the form of food distribution, community gardens, and food preparation and nutrition education activities.

During the second year of the US Treasury grant, the County and the FGCU evaluators used the KPI outcome data during the quarters to refine and further define project areas within the food security goals for sub awardees, create and revise agreements, and to launch stages of various projects. The SWOT analysis developed as part of the annual report informed revisions of funding and KPIs informed additional resources. A total of four CC projects addressed some components of the Food Security Goal. To the extent that data was available the KPIs for all active projects were met, except for Meals of Hope which conducted KPI activity only for quarter 1 of year two.

Economic Recovery Goals:

Agencies in Collier County continue to provide higher levels of economic recovery support in the form of grants and loans to businesses, revenue replacement funds for some county services, EMS payroll, EMS capital expenditure replacements, county administration and evaluation activities,

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

Education Goals:

Agencies in Collier County continue to provide higher levels of educational support to children and families in the form of out-of-school tutoring and nutrition education.

During the second year of the US Treasury grant, the County and the FGCU evaluators used the KPI outcome data available during the quarters to refine and further define project areas within the education goals for agreements, create and revise agreements, and to launch stages of various projects. The SWOT analysis developed as part of the annual report informed revisions of funding and KPIs informed adjusted resources. A total of three CC projects addressed some components of the Education goal. The KPIs for all active projects were met.

SWOT is not required by Collier County

Project [CC3.6]: Collier County Revenue Replacement-Not Evaluated by FGCU- monitored by Collier County
Funding: $10,000,000
Project Expenditure Category: EC6.1
Key Outcome Goal Alignment: Economic

Project Overview

This project involves selecting the use of the US 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 tracking the dollars spent to date on provision of government services, and number of Public Safety personnel supported.

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

Goals & Use of Evidence

This project's goal is to enable provision of government services typically provided by Collier County, which have been negatively impacted by pandemic volatility. While this expenditure category does not require an evidence base, these activities represent Collier's long-time commitment to excellence in the provision of public services. Evaluation will occur via tracking of Key Performance Indicators.

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

Website: https://www.colliercountyhousing.com/

SWOT not required by Collier County

Project [CC4.1]: Collier County Library- Community Outreach, Literacy, and Education (COLE)
Funding amount: $1,729,304
Project Expenditure Category: EC 2.24
Key Outcome Goal alignment: Education

Project overview

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.

A COLE coordinator will serve at each branch, overseeing community outreach, homework & 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.

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.

The project will be implemented through a memorandum of understanding with Collier County Library. Outcomes include increased reading comprehension and fluency.

Link to project: https://www.collierlibrary.org

Use of Evidence

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.

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

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).

Performance Report

Output KPIs

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

- Two hundred seventy-eight (278) students received homework assistance at the two Collier County Library tutoring centers during this past year.

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

- Computers at the Collier County Library tutoring centers were utilized 77 times this past year.

Outcome KPIs

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

- Outcomes for reading comprehension were not approved to be measured. (Measurable outcomes have been negotiated for amendment 8.)

SWOT
STRENGTHS:
- The COLE project's homework centers have been well received by the community, and sessions were extended to 18 weeks (about 4 months) instead of the first planned 10 weeks (about 2 and a half months).
- The homework center staff bring a wealth of knowledge and enthusiasm to the job.
- According to survey results, students who participated in the program immensely enjoyed it.
- In the first two sessions, the homework center staff demonstrated exceptional performance. They have established strong connections with both students and parents and implemented effective teaching aids to assist the students.

WEAKNESSES (IMPEDIMENTS):
- Due to a lack of transportation for students to and from the center, participation at the Immokalee location is lower than at Golden Gate.

OPPORTUNITIES (LESSONS LEARNED):

- Marketing with Neapolitan could introduce the program to a wider audience.
- Extending the Fall and Spring sessions will allow the program to have a larger impact on attendees from the QCTs.
- The library will contact Wink News at the start of the upcoming fall session to promote the program and attract students to the Immokalee location.
- The library is planning to purchase launchpads, books, and magazines for the upcoming Fall Session.

THREATS (CHALLENGES due to IMPEDIMENTS):

- Walmart has been the most affordable vendor as well as the easiest way to purchase food and drinks for the students at the homework center due to their pick-up feature. Local procurement rules have presented a challenge and a formal contract would need to be secured.

Project [CC4.2]: University Extension, Reaching More-Extension Education
Funding amount: $1,546,000
Project Expenditure Category: EC 2.1
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. The University of Florida Institute of Food and Agricultural Science (UF|IFAS) Extension Collier County will execute these programs. A memorandum of understanding will be developed with the UF (University of Florida) 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. Considering 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, *Journal of Public Health Management and Practice*: March/April 2020 - Volume 26 - Issue 2 - p 184- 186 doi: 10.1097/PHH.0000000000001025

Output KPIs

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

- Output KPI #1: 297 individuals participated in nutrition education

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: 297 individuals increased their knowledge of meal preparation

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

- Outcome KPI #2: 297 individuals participated in planning healthy meals based on *MyPlate* recommendations

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

- Outcome KPI #3: 0 individuals were reported to have increased their consumption of fruits, vegetables, or healthy meals that meet USDA dietary guidelines, and purchases of healthy foods by participants.

SWOT

STRENGTHS:
- UES has begun to deliver nutrition education and cooking demos to participants
- Participants receive education, food tasting, and small appliances
- Participants have provided positive feedback.

WEAKNESSES (IMPEDIMENTS):
- Sub awardee indicates there are challenges with procurement but have been very adaptive and flexible to begin to provide deliverables
- There is a lack of storage space for small appliances
- Correct data entry by sub awardee remains a challenge so consistent verification is required.

OPPORTUNITIES (LESSONS LEARNED):
- Partnering with 4H has increased capacity and reach.
- Partnering with Family programs has increased capacity and reach to participants.
- The academic school year will provide a significant increase in opportunities
- Extending the Fall and Spring sessions will allow the program to have a larger impact on participants in the QCTs

THREATS (CHALLENGES due to IMPEDIMENTS):
- The procurement process, while resolving, is met with some delays in programming.

Project [CC4.3]: Collier County Museums – Immokalee Pioneer Museum
Funding amount: $561,490
Project Expenditure Category: EC 2.1
Key Outcome Goal alignment: Food Security

Project overview

This project consists of recreating a citrus grove and homestead garden at Immokalee Pioneer Museum, serving QCTs 112.04, 112.05, 113.01, 113.02, and 114.00, to provide access to healthier fruit and vegetable options to individuals experiencing food insecurity due to hardships exacerbated by the COVID-19 pandemic. The 1.25-acre citrus grove and ½ acre garden will be effectuated through a memorandum of understanding with Collier County Museums.

Beneficiaries of this project will be low income QCT residents who are experiencing food insecurity. The project will be implemented through a memorandum of understanding with Collier County Museums. Outcomes will include lower food insecurity as tracked by produce distributed over the life of the project.

Link to project: https://colliermuseums.com

Use of Evidence

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

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

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

1. Alaimo, Packnett, E., Miles, R. A., & Kruger, D. J. (2008). Fruit and Vegetable Intake among Urban Community Gardeners. Journal of Nutrition Education and Behavior, 40(2), 94–101. https://doi.org/10.1016/j.jneb.2006.12.003

2. Burt, Mayer, G., & Paul, R. (2021). A systematic, mixed studies review of the outcomes of community garden participation related to food justice. Local Environment, 26(1), 17–42. https://doi.org/10.1080/13549839.2020.1861589

3. Hume, Grieger, J. A., Kalamkarian, A., D'Onise, K., & Smithers, L. G. (2022). Community gardens and their effects on diet, health, psychosocial and community outcomes: a systematic review. BMC Public Health, 22(1), 1247–1247. https://doi.org/10.1186/s12889-022-13591-1

<u>Performance Report</u>

Output KPIs
Output KPI #1 Number of participants in community gardening programs who receive food assistance

- No metrics were reported as the program is still in the planning and planned revision stages and has not begun serving community members in year 2.

Outcome KPIs

Outcome KPI: #1 Number of repeat participants that self-report increased fruit and vegetable consumption based on CDC (Centers for Disease Control) Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions.

- No metrics were reported as the program is still in the planning stages and has not begun serving community members.

<u>SWOT analysis</u>

STRENGTHS:
- The landscape architect has been fully engaged in the design of the garden.
- The garden area has been plowed, prepped, and planted for interim fast-producing summer crops to effectuate actual beneficiaries sooner than previously planned. Sweet potatoes, green beans, and similar vegetable plants are established and should be bearing fruit in the coming weeks.

WEAKNESSES (IMPEDIMENTS):
- No weaknesses noted.

OPPORTUNITIES (LESSONS LEARNED):
- A trial run of the survey was administered and based on the implementation updates and clarifications will be made to the survey questions.

THREATS (CHALLENGES due to IMPEDIMENTS):
- Threats will be addressed in the year 3 report once community members can participate in food collection.

Project [CC4.4]: Collier County Affordable Housing
Funding amount: $4,414,137.00
Project Expenditure Category: EC 2.15
Key Outcome Goal alignment: Housing 2023-2026

Project overview

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.

Flexibility of capital access options is intended to facilitate maximum leverage of the program; hence, both loans and grants will be available. Collier County Economic Development and Housing Division will oversee implementation of the loan fund.

Link to project: N/A

Use of Evidence

The goal of this project is to provide development assistance for affordable housing, thus increasing the number 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 this annual report no data exists for this metric.

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

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

SWOT will be constructed once the project is active in year 3.

Project [CC4.5]: Collier Access to Care PLAN
Funding amount: $100,000
Project Expenditure Category: EC 1.14
Key Outcome Goal alignment: Health

Project overview

This project provides 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.

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

1. https://www.researchgate.net/profile/Ronald-Andersen/publication/237675193_Improving_access_to_care_in_America_Individual_and_contextua l_indicators/links/556cd20a08aec226830548fa/Improving-access-to-care-in-America-Individual-and- contextual-indicators.pdf

2. Dennis P. Andrulis. Access to Care Is the Centerpiece in the Elimination of Socioeconomic Disparities in Health. *Ann Intern Med*.1998; 129:412-416. doi:10.7326/0003-4819-129-5-199809010-00012

3. Shah, R., Chen, C., O'Rourke, S., Lee, M., Mohanty, S. A., & Abraham, J. (2011). Evaluation of Care Management for the Uninsured. *Medical Care*, 49(2), 166–171. http://www.jstor.org/stable/41103892

Performance Report
Output KPIs

Output KPI #1 Total number of patients referred by PLAN to medical providers in their network
- Output KPI #1: 545 patients were referred by PLAN annually.

Output KPI #2: Number of services received by PLAN patients
- Output KPI #2: 2270 services were provided to patients annually. Post Covid-19, the 545 patients required fewer services.

Output KPI #3 Dollar value of donated services as reported by medical providers in PLAN's network.
- Output KPI #3: $3,681,392.47 is the value of donated services annually.

Output KPI #4 Number of new medical providers enrolled in PLAN's network
- Output KPI #4: 3 new medical providers were added to PLAN annually.

Outcome KPIs

Outcome KPI #1 At least 370 patients referred annually to medical providers in the PLAN network for services.
- Outcome KPI #1: 545 patients were referred by PLAN to providers and all were disproportionately impacted.

Outcome KPI #2 Referred patients will receive a minimum of 2400 services annually

- Outcome KPI #2: 2270 services were received by PLAN patients. Since post-Covid-19 these patients utilized fewer services.

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

- Outcome KPI #3: $3,681,392.47 worth of donated services were delivered to PLAN patients by providers annually.

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

- Outcome KPI #4: 3 medical providers were added to the PLAN registry in annual period.

<u>SWOT</u>

STRENGTHS:

- PLAN exceeded most KPI targets in year 2. PLAN has a long history of linking Collier County residents in need of health care services with pro bono health care providers and services with over 150 specialists in the database to provide services. The provision of free medical services allows patients to dedicate their other resources to food security, housing, transportation, and quality of life. PLAN never closed/denied the services offered and continued to see even more patients post Covid-19 and was able to conduct services for patients during the aftermath of hurricane Ian.

- More patients were served in year 2 although they required slightly fewer services when referred.

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

WEAKNESSES (IMPEDIMENTS):

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

- Over time PLAN has developed challenging weaknesses that provide an opportunity to upgrade efficiency and effectiveness in the areas of telecommunication systems and computers. While they are meeting the KPIs established historically, the nature of demand for services has changed and IT enhancements can support the ability of PLAN to provide more care in a timely manner in the case. New equipment is needed and to date this acquisition would require additional funds to execute.

- Caps on uncompensated care by community providers and services continue to limit the ability of PLAN.

OPPORTUNITIES (LESSONS LEARNED):

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

- Negotiations with acute care systems to increase the amount of uncompensated care services can be undertaken by providing the demographics of the demand for care in a timely manner and demonstrating that delayed care is costlier in provider time and more intensity of services as well as delayed return to health status of patients.

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

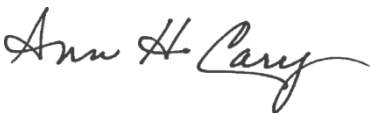THREATS (CHALLENGES due to IMPEDIMENTS):

- Service delays for patients due to telecommunication and computer issues can result in diagnoses and treatments that may have been more effective earlier in the trajectory of the disease process and which may ultimately result in more costly care when finally addressed. The outdated telecommunication system and computers contribute 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, especially during the aftermath of

hurricane Ian, unavailability of beds for elective surgeries due to provider caps, and fear expressed by patients to seek care in an environment that may contribute to COVID-19 exposure and long Covid-19 conditions have resulted in delayed care even today.

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

- PLAN reports that providers lack the knowledge as to how PLAN and the State provide physician benefits for coverage of PLAN patients. PLAN struggles to recruit 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 or resources, and the outdated telecommunication and computer system contribute to limited recruitment success and an underinformed community as to the needs for pro bono care and timely access to care.

This annual evaluation report is based on data submitted by each subrecipient into the Salesforce database and discussions with each subrecipient to clarify the data sources, data generation process, calculations, and conclusions. The evaluation team does not monitor or audit the data.

Respectfully submitted,

Ann H. Cary

July 20, 2023

AMERICAN RESCUE PLAN
STATE AND LOCAL FISCAL RECOVERY FUNDS

RECOVERY PLAN

Collier County