



American Rescue Plan State and Local Fiscal Recover Funds RECOVERY PLAN





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2026 Recovery Plan Performance Report

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GENERAL OVERVIEW

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

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



Uses of Funds

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



Local Recovery Plan Programs



Plan Format Key

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



Public Health
EC-1



Negative Economic Impacts
EC-2



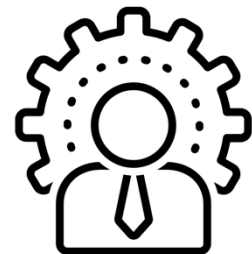
Public Sector Capacity
EC-3



Premium Pay
EC-4



Revenue Replacement
EC-6



Administrative
EC-7

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

This plan identifies 21 projects in 14 Treasury-defined Expenditure Sub-Categories to receive funding over the five-year horizon. However, due to the evolving nature of the pandemic and associated recovery, these categories may shift over time to accommodate other federally allowed expenditure categories of funding. An overview of County funding areas is provided by the graphic on the previous page. The use of funds will be covered in detail in the following sections, classified by expenditure category.

Public Health (EC 1) – \$12,861,991.69

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

- Other COVID-19 Public Health Expenses (EC 1.7) - \$3,080,147.38
- COVID-19 Assistance to NonProfits (EC 1.9) - \$2,000,000
- Mental Health Services (EC 1.12) - \$7,426,444.31
- Other Public Health Services (EC 1.14)- \$355,400



*Public Health
EC-1*

Negative Economic Impacts (EC 2) - \$30,335,333.50

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

- Food Programs (EC 2.1) - \$6,331,612.44
- Household Assistance: Rent, Mortgage, and Utility Aid (EC 2.2) - \$10,574,821.16
- Long-term Housing Security: Affordable Housing (EC 2.15) - \$11,479,137
- Addressing Educational Disparities: Aid to High Poverty Districts (EC 2.24) - \$450,462.90
- Assistance to Impacted Nonprofit Organizations (EC 2.34) - \$1,499,300



*Economic Impacts
EC-2*

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

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

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



*Public Sector
Capacity
EC-3*

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

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

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



*Premium Pay
EC-4*

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

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

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



*Revenue
Replacement
EC-6*

Administrative (EC 7) - \$5,418,605.81

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) - \$5,418,605.81

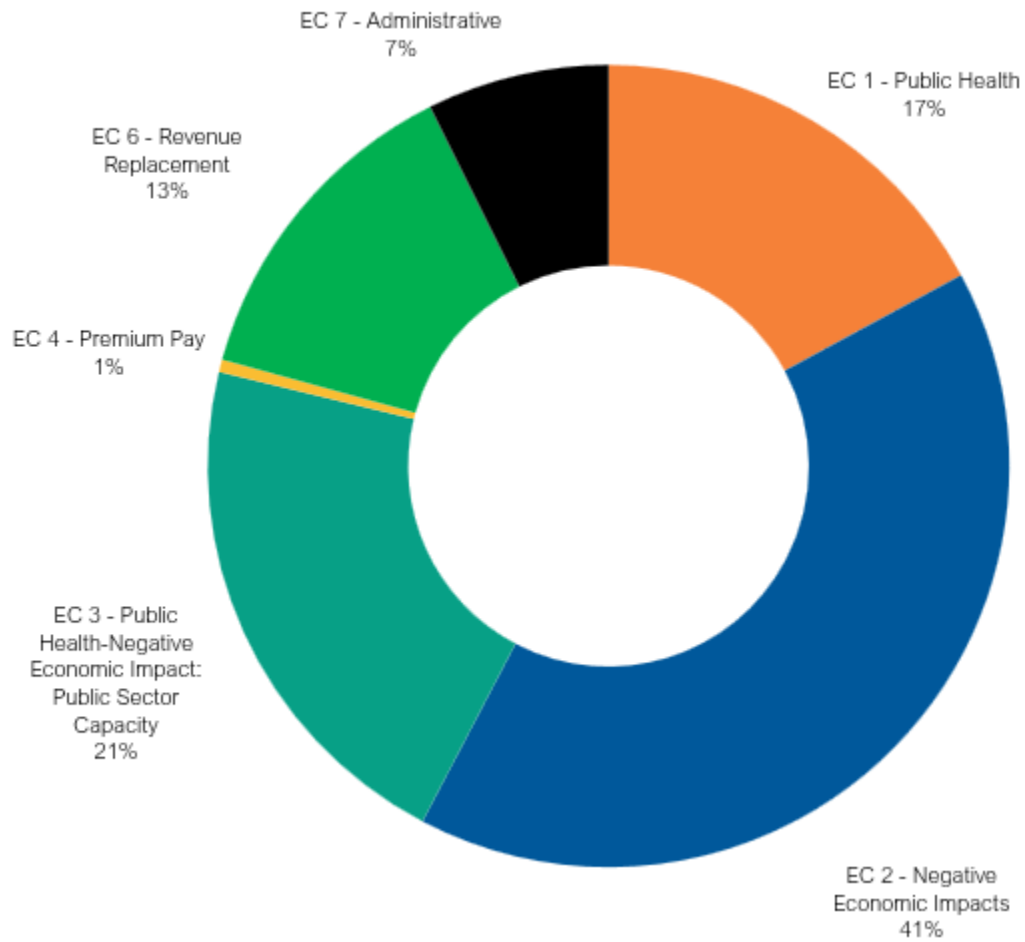


*Administrative
EC-7*

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

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

Collier County ARP Expenditure Category Allocations



Key Outcome Goals

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

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

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

Health Goals

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

Housing Goals

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

Food Security Goals

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

Economic Recovery Goals

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

Education Goals

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

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

Progress To-Date

2021

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

2022

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

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

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

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

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

2023

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

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

2024

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

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

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

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

2025

As of 2025, Collier County continues to refine its American Rescue Plan State and Local Fiscal Recovery Funds (SLFRF) strategy to address evolving community priorities and foster long-term resilience. Over the past year, the County observed a reduction in several programs, including dietician services, home-delivered meals, rent and mortgage assistance, housing navigation, foreclosure legal aid, and tutoring, as individuals stabilized, exited services, or as short-term project phases concluded.

Conversely, the County increased investments in areas exhibiting sustained or growing demand. Mental health outreach, particularly in rural communities, was significantly enhanced, aligning with broader initiatives to improve behavioral health access. Public health capacity was augmented through an expansion of the ambulance fleet, thereby improving emergency response services. Additionally, funding for the museum program was increased to support community gardening and food distribution, reinforcing food security and sustainability efforts.

These funding adjustments embody the County's adaptive approach by addressing decreasing demand in certain areas while bolstering and scaling efforts in critical sectors such as mental health, public health, and food access to meet the dynamic needs of Collier County residents.

2026

As Collier County enters the final phase of the SLFRF program, 2026 has been marked by continued, steady drawdown of the County's remaining active projects rather than further realignment. As of the first quarter of 2026, 100% of the County's SLFRF allocation remains obligated, and cumulative expenditures reached approximately 93.2%, up from roughly 91.4% at the close of the third quarter of 2025.

The EMS ambulance fleet expansion under CC 1.7 Public Health Infrastructure, which began drawing down in late 2025, continued into 2026, with up to eight new ambulances being added to enhance emergency medical response countywide. Similarly, the museum program's community gardening and food distribution activities under CC 4.3 continued at a measured pace, consistent with the project's multi-year timeline for produce distribution outcomes.

Several projects approached full expenditure of their adopted budgets during this period, including Household Assistance (CC 1.1), Affordable Housing Grant Program (CC 4.6), and Mental Health Services and Substance Abuse Services (CC1.9), each exceeding 90% of budget expended. Administration (CC 3.3) and Evaluation and Data Analysis (CC 3.5) also continued steady progress in support of ongoing compliance, monitoring, and outcome tracking across all active projects.

With the SLFRF program concluding in December 2026, the County's focus during this period shifted from project realignment toward closeout preparation, ensuring that remaining obligated funds are fully expended, outcomes are documented, and final reporting requirements are met in accordance with Treasury guidance.

Challenges and Opportunities

2021

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

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

2022

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

2023

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

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

2024

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

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

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

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

2025

As of 2025, Collier County continues to confront compounding challenges that have intensified the local housing crisis and slowed recovery efforts. While still managing the long-term impacts of Hurricane Ian, the region was further strained by Hurricanes Helene and Milton, both of which caused additional localized flooding, infrastructure strain, and temporary displacement, particularly in vulnerable coastal and rural areas. These back-to-back weather events have deepened the stress on an already fragile housing and construction environment.

The local construction industry continues to experience slowdowns due to ongoing material shortages, labor gaps, and the lingering effects of disrupted supply chains. Rising interest rates have further complicated recovery, making homeownership increasingly unattainable for working families and pushing more residents into an oversaturated rental market. This spike in rental demand, combined with a slow pace of new affordable housing development, has led to record-high rents.

This crisis is further exacerbated by the continued rise in property insurance premiums, driven by mounting climate-related risks and changes in Florida's insurance market. Many property owners, particularly those with low or fixed incomes, are now unable to afford necessary repairs or even retain coverage, leading to a loss of affordable housing stock and an increase in displacement. These national and local pressures, including inflation, natural disasters, and insurance instability have created a deeply challenging environment for housing stability in Collier County, requiring ongoing adaptation and coordinated intervention to protect the most vulnerable residents.

Despite the significant challenges Collier County has faced over the past several years there are several key opportunities in the coming year to promote recovery and resilience across the community. The increased federal and state focus on infrastructure, disaster resilience, and affordable housing offers the County an opening to secure additional funding to accelerate rebuilding and fortify future development. Investments in resilient, storm-hardened affordable housing can address both the ongoing housing crisis and long-term climate vulnerability.

There is also a strong opportunity to expand public-private partnerships aimed at stabilizing housing, supporting small-scale landlords, and incentivizing workforce housing development through tax credits, land-use flexibility, and grant programs. At the same time, continued expansion of mental health and public health outreach, particularly in underserved rural areas, can help reduce disparities and improve community well-being in the wake of prolonged stress and displacement.

By aligning local priorities with state and federal recovery agendas, and by building on the adaptive programs developed during recent emergencies, Collier County can chart a path forward that not only addresses immediate needs but also builds a more resilient, and future-ready community.

2026

As of 2026, Collier County enters the final year of its SLFRF program still navigating the affordability pressures that have defined recent years, even as some conditions have begun to ease. Florida's property insurance market has shown early signs of stabilization, with the state's insurer of last resort reducing rates for eligible policyholders and additional private carriers re-entering the market. However, coastal and flood-prone areas of Collier County continue to face elevated premiums, and affordability challenges persist for renters and homeowners with lower or fixed incomes.

The construction industry continues to work through the compounding effects of prior storm seasons, material costs, and labor availability, which have kept the pace of new affordable housing delivery slower than demand requires. With the SLFRF program concluding in December 2026, the County's central challenge this year is ensuring that its remaining active projects, including the 252-unit affordable rental development, the EMS ambulance fleet expansion, and the Immokalee Pioneer Museum grove, reach completion and full expenditure within the federal deadline, while documenting outcomes for populations served.

At the same time, program closeout presents an opportunity to consolidate the lessons and partnerships built over five years of SLFRF implementation. The County is well positioned to carry forward the mental health outreach, food security, and affordable housing infrastructure developed under this program by aligning them with other federal, state, and local funding sources, including HOME, CDBG, and SHIP, ensuring that the investments made during the pandemic recovery period continue to benefit Collier County residents well beyond the program's conclusion.

USES OF FUNDS

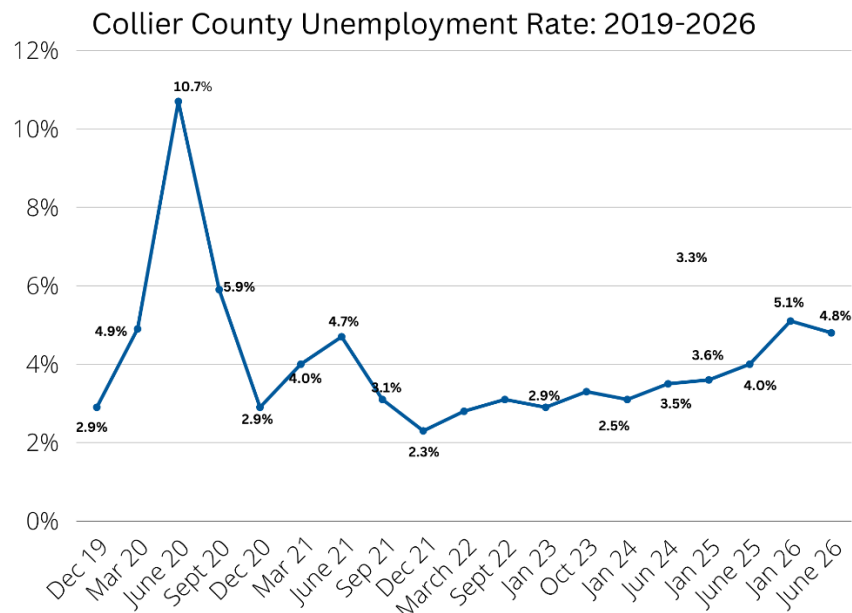
In collaboration with partners and in parallel with other federal COVID-19 funding, Collier County has identified a range of projects that further local pandemic response and recovery. Based on current data and community outreach, projects within Expenditure Categories 1-4 and 6-7 have been identified.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

Unemployment and Income

According to Local Area Unemployment Statistics, Collier unemployment levels have largely stabilized since the onset of the pandemic. Prior to the pandemic, Collier County unemployment reached a low of 2.9% in December 2019. The sudden rise in unemployment peaked in June 2020 at 10.7%, then declined over the next six months. By December of 2020, the unemployment rate was down to 2.9%. Unemployment remained relatively stable through 2024 and early 2025, reaching 4.0% in June 2025. The rate climbed further to 5.1% in January 2026 before easing slightly to 4.8% as of June 2026, reflecting some softening in labor market conditions but remaining well below pandemic-era highs. While unemployment has trended upward over the past year, it has not approached the volatility experienced in 2020, and Collier County continues to monitor economic conditions

and their potential impacts on residents and local businesses, as leaders, businesses, and residents have gained more knowledge over the past few years in regard to the pandemic.

Collier County Unemployment Rate from 2019 – Most Recent Available Month²



While the overall poverty rate in Collier County is comparatively low at 9.4% (Census), like many counties there are pockets within the community wherein it is more pervasive. Collier has 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

² [Local Area Unemployment Statistics - FloridaJobs.org](https://www.floridajobs.org/local-area-unemployment-statistics)

Funding Tables

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

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

Programs include \$12.8 million for Public Health, \$30.3 million for Negative Economic Impacts, \$15.7 million in Public Sector Capacity, \$380,000 for Premium Pay, \$10 million for Government Services, and \$5.4 million for Administrative Costs.

Public Health

Public Health represents seventeen 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	\$3,080,147.38
	COVID-19 Assistance to Nonprofits (EC-1.9)	CC 3.4	\$2,000,000
	Mental Health Services (EC-1.12)	CC 1.5	\$6,861,444.31
	Mental Health Services (EC-1.12)	CC 1.9	\$565,000
	Other Public Health Services (EC-1.14)	CC 1.3	\$105,400
	Other Public Health Services (EC-1.14)	CC 4.5	\$250,000
TOTAL			\$12,861,991.69

Negative Economic Impacts

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



Expenditure Category	Expenditure Sub-Category	Project Number	Amount
	(EC-2.1) Food Programs	CC 1.4	\$5,115,000
	(EC-2.1) Food Programs	CC 4.2	\$527,396.64

Negative Economic Impacts (EC-2)	(EC-2.1) Food Programs	CC 4.3	\$689,215.80
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.1	\$8,827,562.25
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.6	\$389,186.48
	(EC-2.2) Household Assistance: Rent, Mortgage, and Utility Aid	CC 1.8	\$1,358,072.43
	(EC-2.15) Long-term Housing Security: Affordable Housing Loan Fund	CC 4.4	\$893,826.24
	(EC-2.15) Long-term Housing Security: Affordable Housing Grant Program	CC 4.6	\$10,585,310.76
	(EC-2.24) Addressing Educational Disparities: Aid to High Poverty Districts	CC 4.1	\$450,462.90
	(EC-2.34) Assistance to Impacted Nonprofit Organizations	CC 1.2	\$1,499,300
TOTAL			\$30,335,333.50

Public Sector Capacity

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



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

Premium Pay

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



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

Provision of Government Services

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



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

Administrative

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



Expenditure Category	Expenditure Sub-Category	Project Number	Amount
Administrative (EC-7)	(EC-7.1) Administration	CC 3.3	\$5,418,605.81
TOTAL			\$5,418,605.81

These areas will promote a well-rounded recovery from the pandemic over the five-year grant period – as funding has been fully obligated by December 31, 2024. Remaining expenditures continue in accordance with Treasury requirements through December 31, 2026.

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

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

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

moderate Income, prevent or eliminate slum and blight or urgent community need. Specific projects support legal service for businesses, senior center, health services.

HOME Investment Partnership (HOME)- ARP [\$2,733,183] – 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 needs. These funds are utilized to implement local housing strategies that enable Collier County to increase affordable housing opportunities for low and very low-income families. Funding will support the development of affordable housing and tenant-based rental assistance.

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 successfully closed the Emergency Rental Assistance (ERA) program Phase 1 and Phase 2. Collier County continues to monitor funds use and impacts across Recovery Plan projects and the above programs to ensure that funds are utilized efficiently and effectively, without duplication.

PROMOTING EQUITABLE OUTCOMES

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

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

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

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, 2023. <https://www.census.gov/quickfacts/fact/table/colliercountyflorida/PST045219>

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

preparation and outreach to improve dietary quality, nutrition literacy, and reduce health disparities amount low-income and negatively economically impacted residents and SNAP-eligible participants.

Qualified Census Tracts

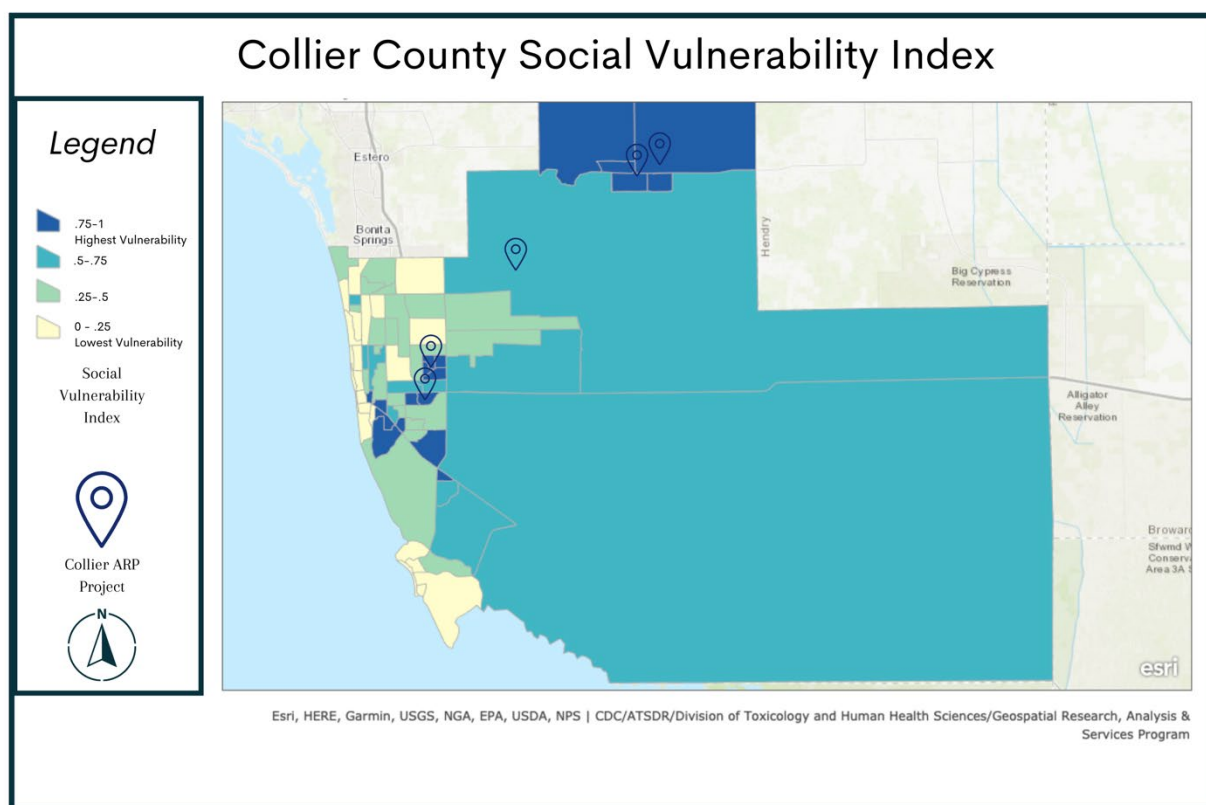
A Qualified Census Tract (QCT) means, “any census tract which is designated by the Secretary of Housing and Urban Development and, for the most recent year for which census data are available on household income in such tract, either in which 50 percent or more of the households have an income which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

There are 11 QCTs in Collier, including: 104.22, 106.01, 107.01, 108.04, 111.03, 112.04, 112.05, 113.03, 113.05, 113.06⁶ and 114. Projects in this plan that focus on housing, food programs, education, and health and wellness target disproportionately disadvantaged persons and QCTs. In addition, several location-based programs and services have been identified in the plan as predominately serving QCTs.

Social Vulnerability

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

⁶ HUD, 2026. https://www.huduser.gov/portal/sadda/sadda_qct.html



Equitable Outcome Goals

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

Public Health Goal (EC-1)

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

Negative Economic Impacts (EC-2)

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

Awareness

Awareness of projects and services funded will be high, given the entities delivering new food, rent, mortgage, mental health services, education, and health services are trusted and established. With partners such as the Collier County Community Foundation, Collier County Libraries, and County Communications, awareness of

programs will be transmitted to disadvantaged populations currently served by other funding and programs, and via a host of social media options, including email and Facebook notifications.

Access and Distribution

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

Outcomes

Given the above goals, awareness, and distribution of projects, intended outcomes remain 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.
	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).

Expenditure Category	Collier County Project	Outputs	Outcomes
			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	- A minimum of 120 Behavioral health screenings (including substance use risk and/or mental health screenings) will be conducted throughout the term of the agreement. - A minimum of 150 Narcan kits will be distributed annually (or 500 total over the full term of the agreement). Distribution will include brief overdose prevention education and resources at the time the kits are provided. - A minimum of 150 educational and resource materials related to substance use prevention, mental health awareness, and	- During the grant period, for those individuals who respond to the 30 day follow up Patient Satisfaction Survey, the average survey score will be a minimum of 3.5 75% of individuals served throughout the grant period will complete the Patient Health Questionnaire (PHQ-9)

Expenditure Category	Collier County Project	Outputs	Outcomes
		available community services will be distributed throughout the term of the agreement.	
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

Expenditure Category	Collier County Project	Outputs	Outcomes
			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.
	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

Expenditure Category	Collier County Project	Outputs	Outcomes
			nutrition for improved health.
EC 2.1 (Continued)	CC 4.3 Collier County Museums: Immokalee Pioneer Museum	Number of households served.	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.

Expenditure Category	Collier County Project	Outputs	Outcomes
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.
EC 2.15	CC 4.4 Collier County Affordable Housing Loan Fund	• Dollar amount invested in affordable housing. • Number of affordable housing units preserved or developed. • Number of households receiving eviction prevention services (including legal representation).	• Percentage increase in number of affordable housing units preserved or developed.

Expenditure Category	Collier County Project	Outputs	Outcomes
EC 2.15	CC 4.6 Collier County Affordable Housing Grant Program	• Number of affordable housing units preserved or developed. • Number of households receiving eviction prevention services (including legal representation).	• 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 – COLE Program	• Number of students participating in evidence-based tutoring programs.	• Increased positive attitude towards reading as self-reported by students participating in homework assistance sessions.
EC 2.34	CC 1.2 Help for Vulnerable Individuals and Families	• 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 3.5, Evaluation and Data Analysis, subrecipient agreements, and memorandums of understanding will further define equity-responsive KPIs.

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

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

2022

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

2023

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

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

2024

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

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

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

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

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

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

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

Additionally, CC1.6 Housing Navigators contracts with local nonprofits to assist households at risk of eviction or foreclosure, helping them navigate the legal process to prevent housing loss. This project primarily serves low and moderate-income populations experiencing heightened housing insecurity. The CC 4.1 Collier County Library – COLE project offers educational sessions at the Golden Gate and Immokalee libraries, targeting QCT populations to enhance educational opportunities. CC4.2 University Extension, Reaching More – Extension Education, focuses on improving dietary quality and nutrition literacy through education on healthy meals and meal preparation, addressing health disparities worsened by the pandemic. Furthermore, CC4.3 involves recreating a 1.25-acre citrus grove and homestead garden at the Immokalee Pioneer Museum, benefiting

residents in multiple QCTs by providing educational and nutritional resources to disadvantaged youth. Lastly, CC 4.5 Collier Access to Care ensures that impacted and disproportionately impacted residents receive comprehensive medical services, including primary, urgent, and specialized care, enhancing overall healthcare access in the community.

Goal: Creating Cohesive Communities:

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

Goal: Help Alleviate Housing Burdens for Households of Color:

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

2025

Advancing Affordable Housing and Community Investment

Collier County continues to uphold its commitment to prioritizing historically underserved communities through the intentional design of ARPA SLFRF-supported programs. Nearly 15% of the County's SLFRF allocation has been dedicated to affordable housing strategies that address longstanding housing needs and support resilient, thriving communities.

Goal 1: Serve Very Low- to Moderate-Income and Disproportionately Impacted Households

The County's housing initiatives are purpose-built to reach households earning between 30% and 80% of Area Median Income (AMI), with a particular focus on those experiencing housing insecurity or homelessness. Developments such as Ekos on Santa Barbara, Renaissance Hall at Old Course, and Senior Living projects provide critical pathways to stable housing. Additionally, these efforts leverage partnerships with federal programs like Section 8 to safeguard affordable housing for qualified residents.

Goal 2: Uplift Residents in Qualified Census Tracts (QCTs) from Persistent Poverty

Collier County is directing resources into areas designated as Qualified Census Tracts—defined by HUD as areas with a poverty rate of 25% or more or where over half the households earn below 60% AMI. The County has implemented seven impactful initiatives to support residents within these vulnerable communities, including:

- CC1.3 Collier Comorbidity Care: Increases access to nutritious foods and health screenings, with a focus on residents with or at risk of diabetes.

- CC1.5 Mental Health Services: Expands community-based mental health support through a long-standing service provider.
- CC1.6 Housing Navigators: Partners with nonprofits to prevent eviction and foreclosure, assisting low- and moderate-income households in navigating the legal system.
- CC4.1 COLE (Collier Online Learning and Education): Offers accessible educational sessions at the Golden Gate and Immokalee Libraries to expand learning opportunities for low-income students.
- CC4.2 University Extension - Reaching More: Provides nutrition and meal-preparation education to promote healthier diets in impacted communities.
- CC4.3 Immokalee Pioneer Museum Project: Recreates a citrus grove and homestead garden to provide hands-on nutritional education for youth in multiple QCTs.
- CC4.5 Collier Access to Care: Enhances healthcare access by delivering comprehensive primary, urgent, and specialized services to impacted residents.

Goal 3: Build Cohesive Communities

Affordable housing developments often risk being placed in isolated or undesirable areas, contributing to community fragmentation. Collier County is reversing this trend by investing in walkable, well-located developments—like Ekos on Santa Barbara and Renaissance Hall—that are in close proximity to dining, shopping, and recreation. These projects promote integration, a sense of belonging, and a stronger social fabric for low- to moderate-income families.

Goal 4: Alleviate Housing Burdens for Communities of Color and Non-English Speaking

Collier County recognizes that communities of color and residents with Limited English Proficiency (LEP) often face disproportionate challenges in securing and maintaining safe, affordable housing. These challenges include language barriers, limited access to culturally competent services, discrimination, and a lack of awareness about housing rights and available resources. To address these inequities, Collier County is advancing a multifaceted approach that includes:

- Culturally and Linguistically Inclusive Services: Housing programs funded through ARPA SLFRF offer multilingual support services—including application assistance, housing counseling, and legal aid—in languages commonly spoken in the community, such as Spanish, Haitian Creole, and others. This ensures residents can fully understand and access the services available to them.
- Community Outreach and Education: The County has partnered with trusted community-based organizations to conduct targeted outreach in underserved neighborhoods. These efforts will raise awareness about tenant rights, prevention, fair housing protections, and eligibility for affordable housing programs.
- Supportive Navigation Services: Bilingual housing navigators through HELP will work directly with families to help them overcome systemic obstacles—from securing documentation to navigating lease agreements—ensuring residents are not left behind due to language or cultural differences.

Through these strategies, Collier County aims to create a housing system where every resident can access safe, affordable housing and build long-term stability.

2026

Advancing Affordable Housing and Community Investment

Collier County continued to uphold its commitment to prioritizing historically underserved communities through the final implementation and closeout of American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF)-supported programs. As projects transitioned from active implementation to closeout, the County maintained a strong emphasis on ensuring that equity remained central to program delivery, reporting, and outcome validation. Nearly 15% of the County's SLFRF allocation continued to support affordable housing and related community investment strategies designed to address long-standing disparities affecting vulnerable populations.

Goal 1: Serve Very Low- to Moderate-Income and Disproportionately Impacted Households

Collier County continued to prioritize households with the greatest need through ARPA SLFRF-funded housing and community support initiatives. Affordable housing developments, housing navigation services, behavioral health programs, food security initiatives, and access-to-care services continued to provide assistance to low- and moderate-income households and other disproportionately impacted populations. During 2026, the County continued to monitor project performance and beneficiary data to ensure services remained aligned with approved program objectives and equitable outcome goals.

Goal 2: Continue Investing in Qualified Census Tracts (QCTs) and Historically Underserved Communities

Collier County continued to direct investments toward Qualified Census Tracts and other historically underserved areas through projects supporting housing stability, healthcare access, nutrition education, library outreach, museum programming, and community-based services. Ongoing monitoring confirmed that these investments continued to reach residents in communities experiencing persistent economic and social disparities. As projects progressed, the County worked with subrecipients to document outcomes and ensure services remained responsive to community needs.

Goal 3: Strengthen Cohesive and Resilient Communities

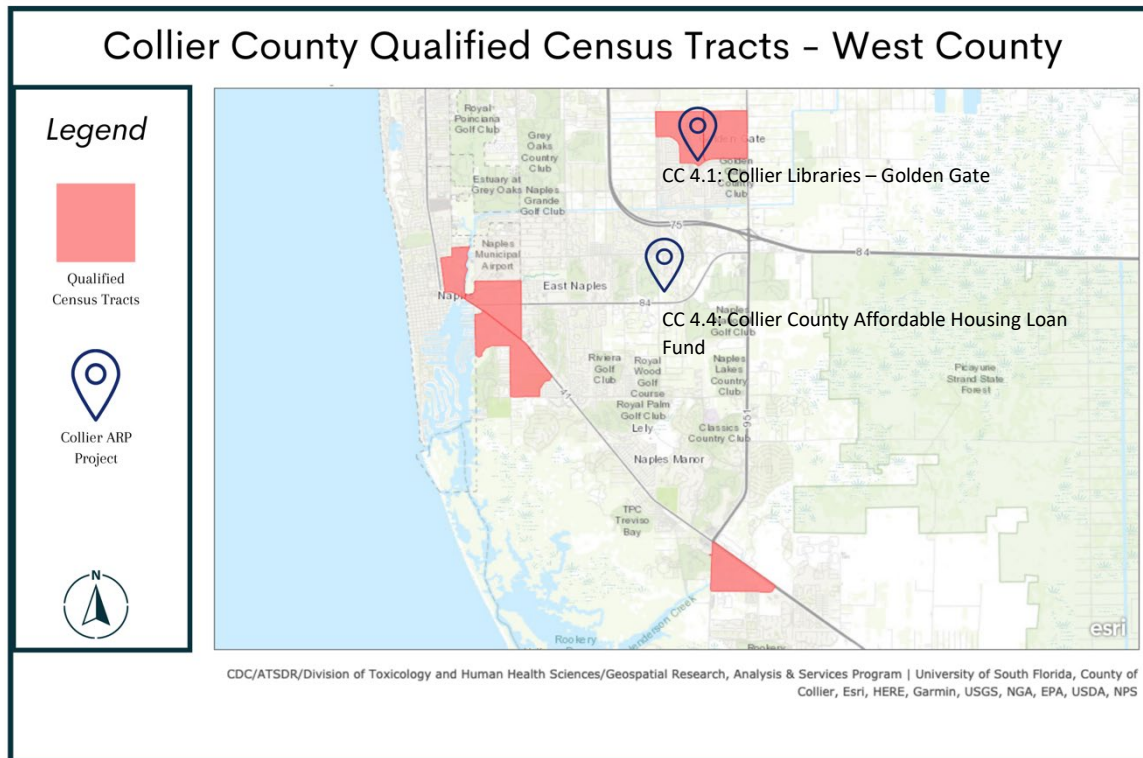
Collier County continued to support projects that improve access to stable housing, healthcare, education, and community resources. Investments in affordable housing and community-based services continued to strengthen neighborhoods by increasing access to essential services and promoting long-term community resilience. Throughout 2026, the County coordinated with project partners to support successful implementation while preparing completed activities for final reporting.

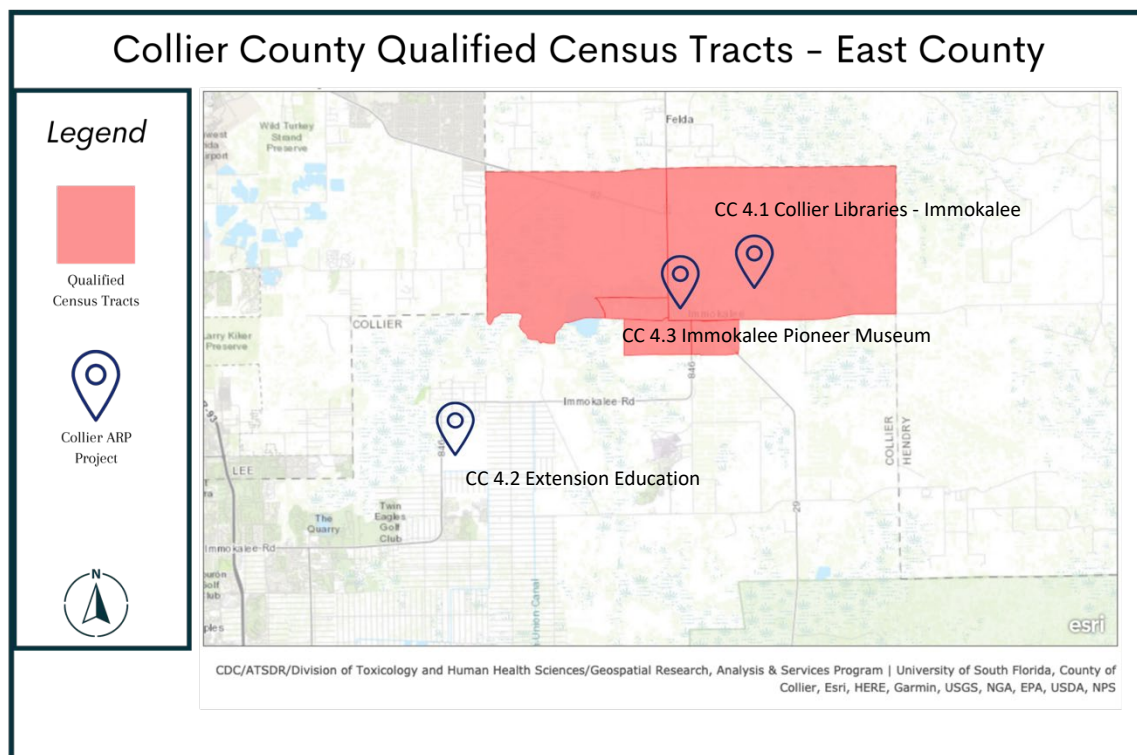
Goal 4: Reduce Barriers to Housing and Essential Services

Collier County remained committed to reducing barriers experienced by communities of color, low-income households, and Limited English Proficient populations. ARPA-funded programs continued to provide multilingual outreach, housing navigation, legal assistance, and other supportive services designed to improve equitable access to available resources. The County continued working with community organizations to ensure services remained accessible and compliant with applicable federal civil rights requirements while documenting outcomes achieved through these investments.

Goal 5: Ensure Transparency, Accountability, and Evidence-Based Equity Reporting

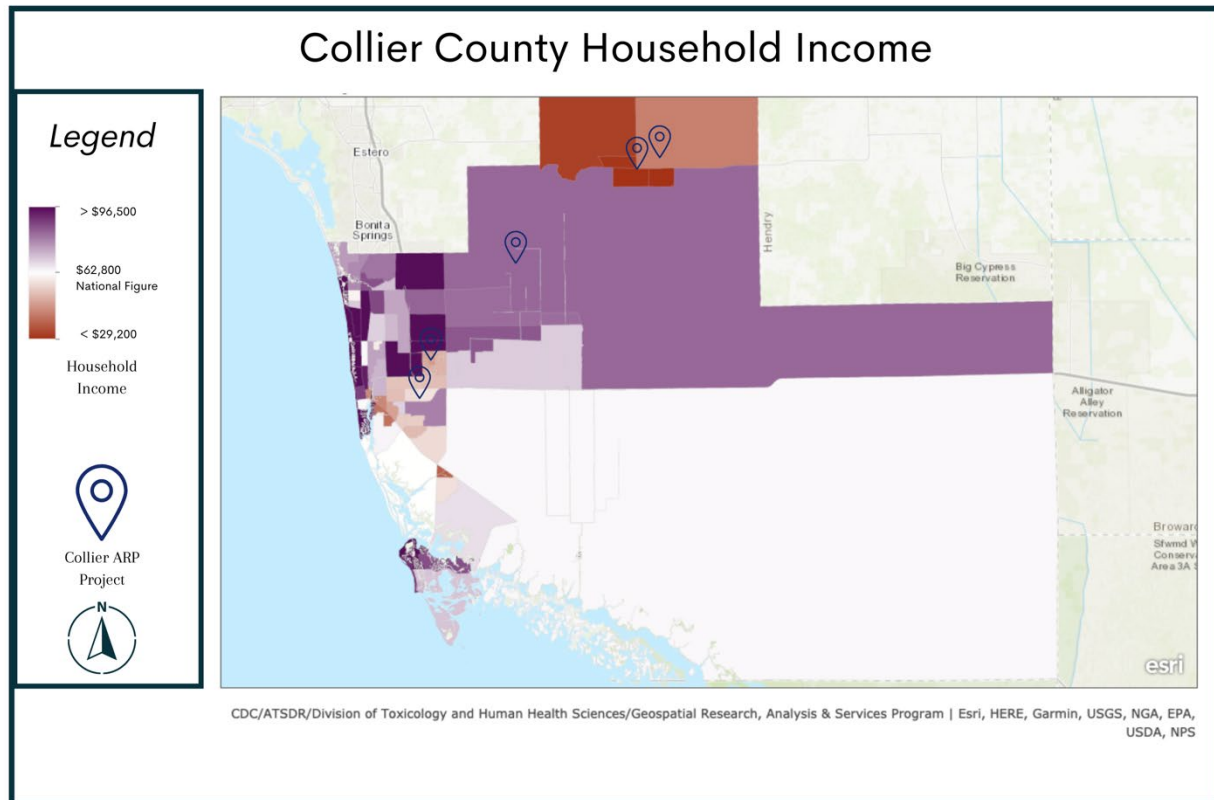
As ARPA SLFRF projects moved toward completion, Collier County maintained a strong emphasis on transparency and accountability in all reporting and program administration. Final equity assessments incorporated both quantitative performance data and qualitative community impact information, ensuring a comprehensive evaluation of program outcomes and their effectiveness in advancing equitable community benefits.





Median Household Income

Median Household Income in Collier County is \$86,173. By census tract, the median household income ranges from \$30,000 to above \$100,000 per year, as shown on the map below. Areas shaded in dark red indicate a higher concentration of low-income households. The largest area of concentrated poverty is located in Northern Collier County in the Immokalee area. Golden Gate, East Naples, and South along US-41 toward Naples Manor also contain tracts with modest median household incomes. Several of these areas are served by ARP projects herein.



COMMUNITY ENGAGEMENT

2021

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



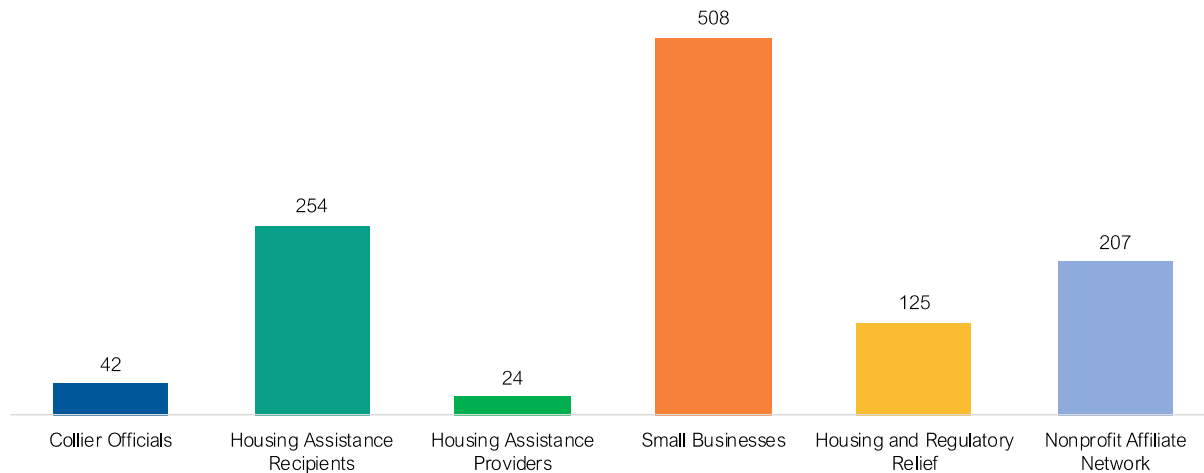
At the partner/expert phase Collier County staff met with the Community Foundation of Collier County, The Affordable Housing Advisory Committee, Collier County Health Department, and the Community Mental Health Agency. These meetings, conducted in mid-2021, gave rise to the initial projects which were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

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

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

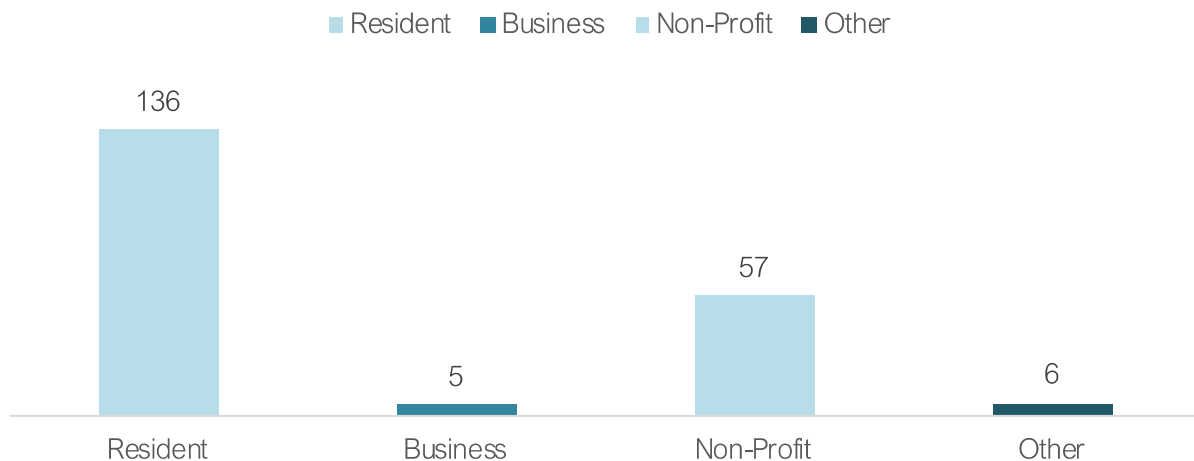
⁷ Collier County, June 22, 2021. [Events](#) • [Public Agendas](#) • [CivicClerk](#)

Collier County ARP Community Engagement Information Recipients

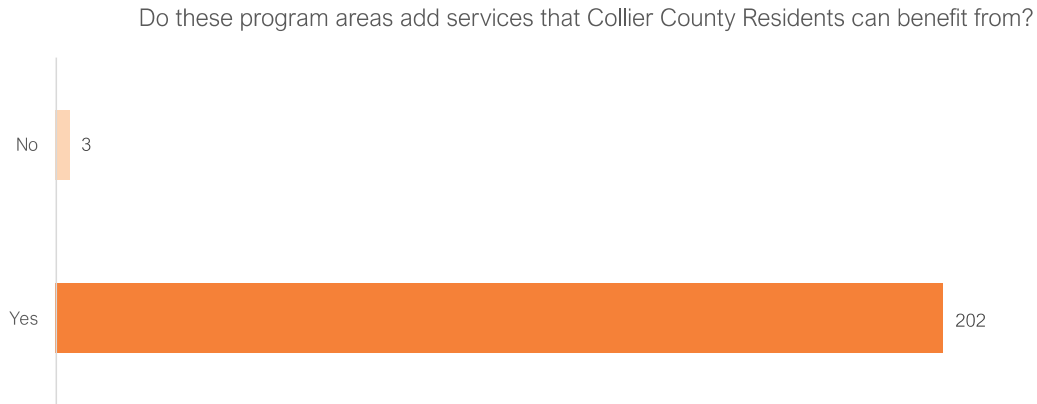


The survey, open from August 13, 2021, through August 20, 2021, received 206 responses. Residents, businesses, non-profits, and others provided answers, and feedback was positive. The following graphics present summary statistics and other highlights from the survey.

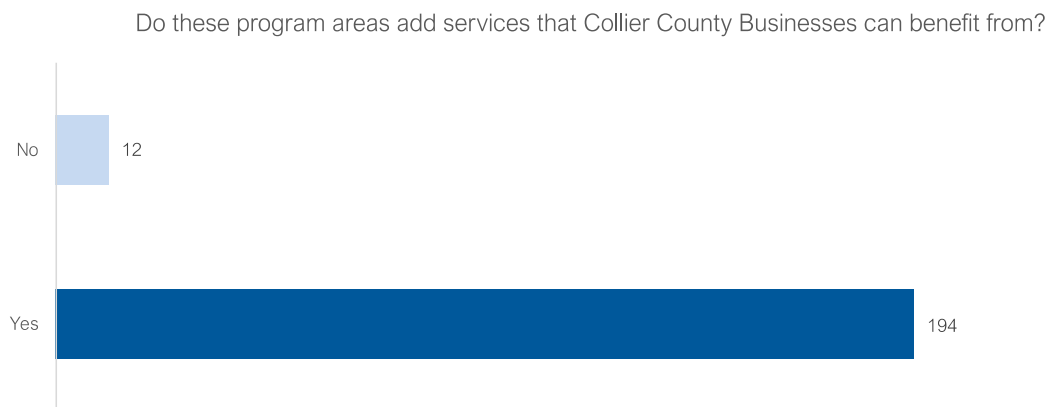
I am responding as a Collier County...



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.



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

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

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

Building Capacity of Community Organizations

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

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

2022

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

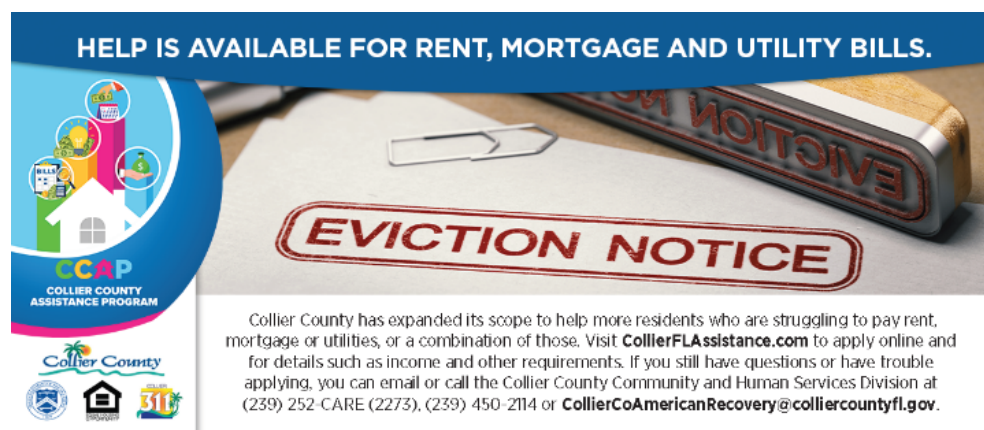
Collier County and partners initiated project specific messaging – for example, CC 1.1 Affordable Housing Grants – as projects began the pre-application process. An upcoming grant cycle project for 2022 will be CC 1.2 – which will include messaging for potential nonprofit grantees. The County continues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

2023

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

2024

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



HELP IS AVAILABLE FOR RENT, MORTGAGE AND UTILITY BILLS.

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

CCAP
COLLIER COUNTY ASSISTANCE PROGRAM

Collier County
FLORIDA



Rent and mortgage applications will close on November 30.

CCAP

(239) 450-2114 | CollierCoAmericanRecovery@colliercountyfl.gov

Collier County
FLORIDA

The negative economic impacts and services to disproportionately impacted communities programming has expressly targeted qualified census tracts. Process is policy, and the administration's reliance on a series of

community driven and data informed processes to help set allocation priorities has been grounded in the conviction that diverse perspectives will result in a more equitable and impactful portfolio of public investments.

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

2025

In 2025, Collier County continued to build on prior efforts by advancing ARPA program implementation, strengthening outreach, and refining projects to better serve the community. Throughout the year, the County actively engaged with residents, local businesses, and nonprofit organizations through community meetings, surveys, technical assistance, and one-on-one support to ensure projects remained responsive to the needs of Collier residents. Monthly evaluation of project proposals and amendments remained a key focus, allowing the County to adjust programs as funding levels, community priorities, and federal guidance evolved.

Collier County demonstrated this adaptive approach by reallocating funds in Amendments 10-13 in a targeted way. Modest reductions were made to projects such as Affordable Housing: Mortgage and Rent, Emergency Rental Assistance, Collier Comorbidity Care, Housing Navigators and Legal Services, library outreach, and university extension programs to reflect actual program participation, spending patterns, and shifting needs. In parallel, the County increased administrative funding to strengthen oversight, monitoring, and compliance, ensuring responsible stewardship of public dollars as the SLFRF program progresses toward its final phases.

Through this budget realignment, Collier County reinforced its commitment to fair and transparent decision-making, responding to resident feedback about priority needs while balancing compliance requirements. Community engagement has remained central to these processes, with County staff coordinating outreach through public forums, multilingual communications, and collaboration with trusted local organizations to raise awareness of available programs and support services.

Key initiatives in mental health and wellness, affordable housing, community-based food and nutrition efforts, and library outreach have continued to progress, guided by input from historically underserved communities and Qualified Census Tract residents. The County's consistent dialogue with subrecipients and project partners has supported a culture of shared accountability and continuous improvement, ensuring that resources are directed to where they will have the greatest impact. As Collier County moves into the fifth year of ARPA-funded recovery efforts, it remains committed to transparency, fairness, and community-centered program delivery, working alongside its partners to achieve meaningful, long-lasting outcomes for all residents.

As Collier County enters the final phase of the American Rescue Plan State and Local Fiscal Recovery Fund (SLFRF) program, which concludes in December 2026, the County has strategically shifted its focus from immediate pandemic response to long-term community capacity building. Through targeted investments in nonprofit and community-based organizations, the County has strengthened the organizational infrastructure necessary to sustain critical human services beyond the life of the federal funding.

SLFRF resources have been used to enhance operational capacity, improve service delivery systems, support workforce development, strengthen financial and grant management practices, modernize technology, and expand collaborative partnerships among service providers. These investments have enabled local organizations to increase their ability to serve vulnerable populations, diversify funding sources, improve program outcomes, and position themselves for future state, federal, and private funding opportunities.

As the County winds down SLFRF-funded activities, emphasis is being placed on sustainability planning and transition strategies. County staff are working closely with funded organizations to identify ongoing funding opportunities, strengthen performance measurement systems, institutionalize successful program models, and develop operational plans that support continuity of services. Through these efforts, Collier County is ensuring that the benefits of SLFRF extend beyond the grant period by leaving a stronger, more resilient network of community organizations capable of addressing local needs and responding to future challenges.

The County views these investments not only as a response to the impacts of the COVID-19 pandemic but also as a catalyst for building a more coordinated, effective, and sustainable human services system that will continue to benefit Collier County residents long after SLFRF funding has ended.

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.

⁸ Collier County Personnel Ordinance No. 2001-50

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

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

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

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

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

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

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

PROCUREMENT SERVICES DIVISION

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

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

Core Values

Honesty & Integrity: We speak and act truthfully, acknowledging mistakes, keeping commitments and avoiding silence; we do the right thing even when it is unpopular or nobody would know the difference.

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

Accountability: We are individually and collectively responsible for our behavior and performance; business is conducted in accordance with the highest professional and ethical standards.

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

Respect: We treat others with dignity and courtesy.

Knowledge: We are a learning organization, and encourage and promote continuous personal and professional development as a means of enhancing our team members' ability to plan for the future, make good decisions and solve customer problems.

Stewardship: We recognize that we are spending other's money; we carefully manage the resources entrusted to us; and, we seek to control costs of operations, improve efficiency and provide the greatest and best value and return on invested funds.

Collaboration: We realize that our success is interdependent on the success of other organizations, businesses and institutions of our County, Region and State. We seek, therefore, to work cooperatively with these agencies to allocate our collective resources to achieve mutual goals.

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

Self-Initiating / Self-Correcting: We are proactive and flexible; quickly adapting to changes in political, market and financial conditions. We believe that our self-initiating, self-correcting behavior helps us learn and encourages and enables us to be independent and collaborative problem solvers.

Exceeding expectations, every day!



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

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

where applicable, how project impacts can be evaluated in a way that builds evidence. In addition to evidence presented here and by subrecipients, project CC 3.5 will bring in the services of an Evidence Base and Impact Evaluation team to coordinate activities in these areas.

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

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

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

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

Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Mental Health and substance abuse services CC 1.9	EC 1.12 Mental Health Services	\$565,000 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. <i>Adm Policy Ment Health</i> , 45:195-211. DOI 10.1007/s10488-017-0815-0	*(see below)
			Kangovi, S., Mitra, N., Grande, D., Long, J.A., Asch, D.A. (2020). Evidence-based community health worker program addresses unmet social needs and generates positive return on investment, <i>Health Affairs</i> , 39(2),207-213. DOI 10.1377/hlthaff.2019.00981	
			Whitley, E.M., Everhart, R.M., Wright, R.A. (2006) Measuring return on investment of outreach by community health workers. <i>Journal of Health Care for the Poor and Underserved</i> , 17(1), 6-15. https://doi.org/10.1353/hpu.2006.0015	
			*Full Evidence Base maintained by FGCU Impact and Evaluation Team; available upon request.	

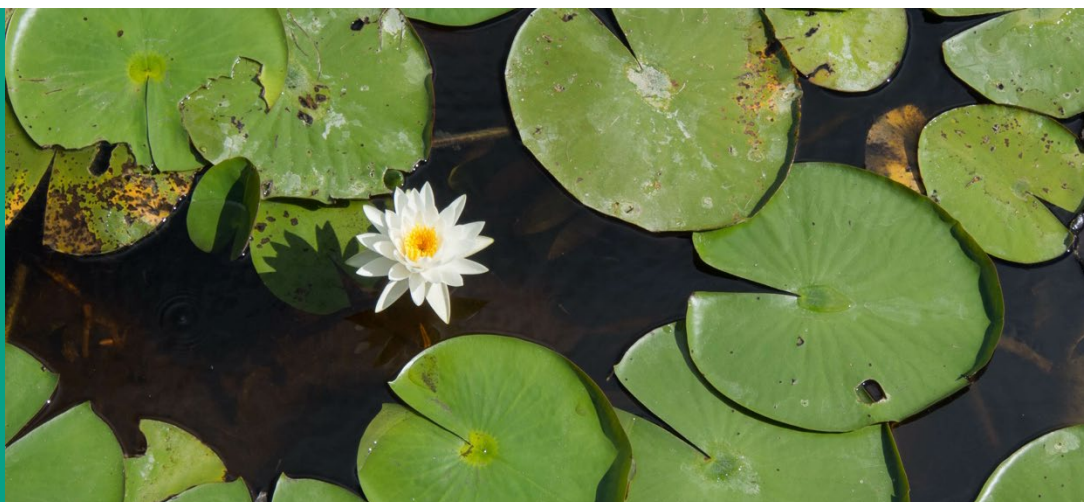
Project	Expenditure Category	Description	Evidence-based Findings	Percent of Project Backed by Evidence
Food Security for Collier County Residents CC 1.4	EC 2.1 Household Assistance: Food Programs	\$5,115,000 to address food security and improve access, affordability, and infrastructure for health, fresh 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	\$527,396.64 to provide classes, demonstration s, 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	\$689,215.80 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. <i>Journal of Nutrition Education and Behavior</i>, 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. <i>Local Environment</i>, 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. <i>BMC Public Health</i>, 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	\$8,827,562.25 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 \$389,186.48 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	\$1,358,072.43 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 Loan Fund CC 4.4	EC 2.15 Long-term Housing Security: Affordable Housing	\$11,479,137 to partner with one or more local developers of Affordable Housing and new units to Treasury presumed eligible recipients	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)

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



PERFORMANCE REPORT 2025 - 2026

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.

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

Performance Report			
EC 1.7	CC 1.7	Collier Public Health Infrastructure (Not Started)	YTD NUMBER
	Output	Number of fully outfitted Ambulances acquired for Collier EMS emergency response	8
	Outcome	Improved response times for EMS service, as measured by a year-over-year comparison, pre- and post-acquisition of new EMS vehicles	Improved response times in Zones 22 and 30 (Q2 2026 vs. Q2 2025)
EC 1.9	CC 3.4	Public Health and Safety Operations and Response	
	Output	Maintain sufficient nurse staffing levels during the pandemic to ensure patient safety	Project Completed No KPI data this year
	Outcome	Maintain the appropriate level of nursing staffing as evidenced by the ratio of nursing FTE's to Patient Census	Project Completed No KPI data this year
EC 1.12	CC 1.5*	Mental Health Services	
	Output	At least 8500 total crisis stabilization bed days	Project Completed No KPI data this year
	Output	At least 1100 clients served per year	Project Completed No KPI data this year
	Output	Readmission rates at 30, 90, and 180 days	Project Completed No KPI data this year
	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)	Project Completed No KPI data this year

	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	Project Completed No KPI data this year
EC 1.12	CC 1.9	Mental Health and Substance Abuse Services (Not Started)	
	Output	A minimum of 120 Behavioral health screenings (including substance use risk and/or mental health screenings) will be conducted throughout the term of the agreement	31
	Output	A minimum of 150 Narcan kits will be distributed annually (or 500 total over the full term of the agreement). Distribution will include brief overdose prevention education and resources at the time the kits are provided	443
	Output	A minimum of 150 educational and resource materials related to substance use prevention, mental health awareness, and available community services will be distributed throughout the term of the agreement	443
	Outcome	During the grant period, for those individuals who respond to the 30 day follow up Patient Satisfaction Survey, the average survey score will be a minimum of 3.5	4.4
	Outcome	75% of individuals served throughout the grant period will complete the Patient Health Questionnaire (PHQ-9)	Two individuals had a positive PHQ-9 score to trigger a referral.
EC 1.14	CC 1.3	Collier Comorbidity Care	
	Output	Total number of Home Food Deliveries	Project Completed No KPI data this year
	Output	Dollar value of donated food and services	Project Completed No KPI data this year
	Output	Number of services beneficiaries received	Project Completed No KPI data this year
	Output	Number of unduplicated individuals and families served.	Project Completed No KPI data this year
	Output	Total individuals served	Project Completed No KPI data this year
	Outcome	Increased number of beneficiary services provided, measured quarter-over-quarter	Project Completed No KPI data this year

EC 1.14	CC 4.5	Collier Access to Care	
	Output	Total number of patients referred by PLAN to medical providers in their network	489
	Output	Number of services that referred patients received	2,426
	Output	Dollar value of donated services as reported by medical providers in PLAN's network	\$5,092,392.51
	Output	Number of new medical providers enrolled in PLAN's network	No new medical providers were added to PLAN this year
	Outcome	At least 370 patients referred annually to medical providers in the PLAN network for services	489
	Outcome	Referred patients will receive a minimum of 2400 services annually	2,426
	Outcome	At least \$3,000,000 worth of donated services annually, reported by medical providers in the PLAN network	\$5,092,392.51
	Outcome	At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance (No new medical providers were added to PLAN this year)	2
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	Project Completed No KPI data this year
	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	Project Completed No KPI data this year
	Outcome	75% of distributed food packages will include nutrition and/or healthy diet information	Project Completed No KPI data this year
	Outcome	Children ages 18 or younger will be at least 25% beneficiaries of all food pantry distributions	Project Completed No KPI data this year
	Outcome	At least 40% of funds expended for food distribution will be in a Collier QCT	Project Completed No KPI data this year
EC 2.1	CC 4.2	University Extension - Reaching More	

	Output	Number of households participating in evidence-based nutrition education programs	Project Completed No KPI data this year
	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.	Project Completed No KPI data this year
EC 2.1	CC 4.3	Collier County Museums: Immokalee Pioneer Museum	
	Output	Number of households served	511
	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	12
EC 2.2	CC 1.1	Affordable Housing - Mortgage and Rent	
	Output	Number of persons or households receiving rent, mortgage, or utility assistance	58
	Outcome	40% of households will be impacted or disproportionately impacted population, as defined by Treasury	100%
	Outcome	100% of homeowners served will receive housing counseling services	100%
EC 2.2	CC 1.6	Housing Navigators and Legal Services	
	Output	Number of persons or households receiving eviction prevention services	Project Completed No KPI data this year
	Output	Number of persons or households served that are impacted or disproportionately impacted, as defined by Treasury	Project Completed No KPI data this year
	Output	Number of persons or households referred to Legal Aid	Project Completed No KPI data this year
	Outcome	25% of persons or households served will be impacted or disproportionately impacted, as defined by Treasury	Project Completed No KPI data this year

	Outcome	25% of cases will result in successful eviction prevention	Project Completed No KPI data this year
EC 2.2	CC 1.8	Affordable Housing – Collier County Emergency Rental Assistance	
	Output	Number of persons or households receiving rent or utility assistance	Project Completed No KPI data this year
	Outcome	100% of households assisted will be impacted or disproportionately impacted population, as defined by Treasury	Project Completed No KPI data this year
EC 2.15	CC 4.4	Collier County Affordable Housing	
	Output	Dollar amount invested in affordable housing.	Project Completed No KPI data this year
	Output	Number of affordable housing units preserved or developed	Project Completed No KPI data this year
	Output	Number of households receiving eviction prevention services (including legal representation).	Project Completed No KPI data this year
	Outcome	Percentage increase in number of affordable housing units preserved or developed	Project Completed No KPI data this year
EC 2.15	CC 4.6	Collier County Affordable Housing Grant Program	
	Output	Number of affordable housing units preserved or developed.	144
	Output	Number of households receiving eviction prevention services (including legal representation).	No eviction prevention services were provided this year
	Outcome	Percentage increase in number of affordable housing units preserved or developed.	57.1
	Outcome	Percentage of units developed benefiting those 65% AMI and 80% AMI.	19.8
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.	Project Completed No KPI data this year
	Outcome	Increased positive attitude towards reading as self-reported by students participating in homework assistance sessions.	Project Completed No KPI data this year
EC 2.34	CC 1.2	Help for Vulnerable Individuals and Families	

	Output	Number of Nonprofit Organizations receiving assistance (for this reporting period)	Project Completed No KPI data this year
	Output	Number of Nonprofit Organizations approved to receive assistance located in QCTs (for this reporting period)	Project Completed No KPI data this year
	Outcome	Total dollar amount of salary support for Nonprofit Organizations provided (for this reporting period)	Project Completed No KPI data this year
EC 3.1	CC 3.2	Public Health and Safety Operations	
	Output	Number of government FTEs responding to COVID-19 supported under this authority	Project Completed No KPI data this year
	Outcome	Maintain employee retention	Project Completed No KPI data this year
EC 3.4	CC 3.5	Evaluation and Data Analysis	
	Output	Number of projects for which evaluation data has been negotiated with subrecipient	23
	Output	Number of Projects for which evaluation plans have been defined and implemented	16
	Output	Number of projects for which evidence base has been refined	8
	Outcome	Annual Key Outcome Goal Assessments	5
EC 4.1	CC 3.1	Premium (Hazard) Pay	
	Output	Number of staff provided premium (hazard) pay benefits	Project Completed No KPI data this year
	Outcome	Lower turnover rate in job categories receiving premium (hazard) pay	Project Completed No KPI data this year
EC 6.1	CC 3.6	Provision of Government Services	
	Output	Dollars spent on provision of government services to date	Project Completed No KPI data this year
EC 7.1	CC 3.3	Administration	
	Output	Dollar amount of funds encumbered to ARPA projects	\$74,762,701.00
	Outcome	Number of timely annual Treasury submissions for Collier County ARPA	100%

SUMMARY AND NEXT STEPS

2021

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

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

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

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

Plan Amendments

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

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

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

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

2022

Collier County responded to numerous changes between submission of the 2021 Recovery Plan, the amended 2021 plan submitted to Treasury (Amendment 5), and the 2022 edition (Amendments 6 and 7). Five projects were added and five removed, in step with changing pandemic needs and local priorities. This included use of the Revenue Replacement Expenditure Category, removal of infrastructure projects, and additions of an affordable housing project and EMS capital expenditure project. Further, many of the County's centerpiece equity projects were re-crafted to better fit within Final Rule expenditure categories, and reasonable and proportional responses to identified impacts or impacted/disproportionately impacted populations.

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

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

2023

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

Further adjustments include a \$1,000,000 reduction in the EMS Public Sector Workforce fund to facilitate the purchase of additional ambulances and light-duty trucks. These changes aim to ensure funds are utilized effectively and address the evolving needs of the community.

2024

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

Further adjustments include modifications to the Collier Public Health Infrastructure project narrative, now allowing EMS to purchase up to seven new ambulances, thereby enhancing emergency response capabilities.

These modifications were made to provide clearer and more comprehensive reporting on project progress and performance, ensuring effective management and utilization of the SLFRF funds.

2025

As Collier County enters the fifth year of its American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF) implementation, the County continues to adapt its strategies to meet the evolving needs of residents and ensure long-term recovery. The 2025 Plan Update reflects thoughtful amendments, enhanced monitoring practices, and a sharpened focus on affordable housing, healthcare access, and support for historically underserved populations.

Amendment 10, approved on November 12, 2024, includes updates to project scopes, funding reallocations, and refined performance metrics to support the County's goals of efficiency, transparency, and community impact. These changes were informed by subrecipient performance, evolving federal guidance, and extensive community feedback gathered through public forums and stakeholder engagement. Specifically, the amendment decreased the budgets for Affordable Housing: Mortgage and Rent by \$36,533.59, Collier Comorbidity Care by \$69,600, Housing Navigators and Legal Services by \$1,845.52, Affordable Housing: Emergency Rental Assistance by \$77,945.57, Collier County Library – Community Outreach, Literacy, and Education by \$50,000, and University Extension Education by \$1,463.05. Conversely, funding for Administrative was increased by \$237,387.73 to support grant management and compliance costs as the program approaches closeout.

Amendment 11, executed on November 19, 2024, administratively reallocated \$700.00 from the closed-out "Assistance to Impacted Nonprofit Organizations" project to Administrative expenses to ensure full obligation of SLFRF funds by the federal deadline. Amendment 12, approved on December 10, 2024, reallocated \$49,300.00 from the "Affordable Housing – Mortgage and Rent" project to support the Collier County Museums' Immokalee Pioneer Museum project, advancing cultural preservation and community engagement. Amendment 13, finalized on January 30, 2025, further supported the Immokalee Pioneer Museum by reallocating an additional \$38,425.80. This funding was drawn from multiple sources, including \$12,127.16 from Affordable Housing – Mortgage and Rent, \$4,537.10 from Collier County Libraries – COLE Program, and \$21,761.54 from Administrative, building on the investment made in Amendment 12.

Collier County has obligated 100% of its American Rescue Plan State and Local Fiscal Recovery Funds (SLFRF), with approximately 72% expended to date. All subrecipient agreements have been executed, and projects remain in full compliance with U.S. Treasury guidelines. The County is now focused on the final implementation phase, which includes the construction of a 252-unit affordable rental housing development, the delivery of new ambulances to enhance emergency response services, and the completion of the citrus and vegetable grove at the Pioneer Museum. In addition, Collier County continues the support of the PLAN program, which connects uninsured and at-risk individuals to free medical care, improving access to critical health services. The County's Community Mental Health Outreach Team also continues to play a vital role in providing behavioral health support. Collier County remains on track to fully expend all SLFRF funds by the end of 2026, ensuring that these strategic investments deliver lasting community benefit and resilience. The County remains committed to transparency and will continue to post all plan updates and amendments on the publicly accessible SLFRF webpage. The County will also notify the U.S. Treasury of any substantial changes to projects, performance goals, or expenditure categories as required.

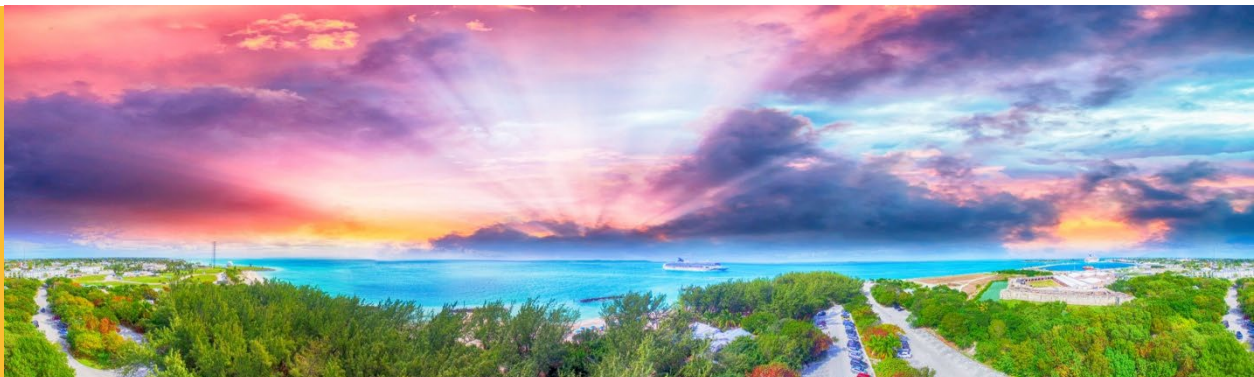
2026

As Collier County enters the sixth and final year of its American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF) implementation, the County continued to make targeted adjustments to its project portfolio through Amendments 14 and 15. Amendment 14, approved by the Board of County Commissioners on August 12, 2025 (Item 16.D.6), added a new project, CC 4.6 Collier County Affordable Housing Grant Program, and updated project narratives and KPIs for CC 1.7 Collier Public Health Infrastructure and CC 4.4 Collier Affordable Housing Loan Program. The amendment decreased the Administrative budget (CC 3.3) by \$371,702.38 and the Affordable Housing: Mortgage and Rent budget (CC 1.1) by \$8,445.00, while increasing the Public Health Infrastructure budget (CC 1.7) by \$380,147.38 to support the EMS ambulance fleet expansion.

Amendment 15, approved by the Board of County Commissioners in April 28, 2026 (Item 16.D.2), updated KPIs for CC 1.9 Mental Health Services and Substance Abuse Services and reallocated funding to reflect continued demand in that area. The amendment decreased the Administrative budget (CC 3.3) by \$290,000.00, increased the Mental Health Services and Substance Abuse Services budget (CC 1.9) by \$250,000.00, and increased the Collier County Museums – Immokalee Pioneer Museum budget (CC 4.3) by \$40,000.00, further supporting the museum’s food security and community gardening outcomes. Together, these amendments reflect the County’s continued, targeted refinement of its remaining active projects as the program approaches closeout, reallocating Administrative savings toward direct service delivery in mental health, public health infrastructure, and food security.

Collier County has obligated 100% of its SLFRF award, with cumulative expenditures reaching approximately 93.2% as of the first quarter of 2026, up from roughly 72% at the same point in 2025. All subrecipient agreements remain in place and in compliance with Treasury guidelines. Remaining next steps center on completing the County’s active projects, including the 252-unit affordable rental housing development, delivery of the remaining EMS ambulances, and completion of the citrus and vegetable grove at the Immokalee Pioneer Museum, while continuing the PLAN program and Community Mental Health Outreach Team’s behavioral health support services through year’s end.

The County will continue to submit quarterly Project and Expenditure Reports to Treasury through the remainder of the program and will prepare a final Recovery Plan submission ahead of the SLFRF program’s December 2026 conclusion. The County will notify Treasury of any substantial changes to projects, performance goals, or expenditure categories as required, and all plan updates and amendments will continue to be posted on the publicly accessible SLFRF webpage.



PROJECT INVENTORY

As presented above, Collier County has currently identified 21 projects falling under 14 expenditure sub-category areas in its initial Recovery Plan. These projects respond to partner feedback, information about outstanding needs and underserved populations, and public feedback. **However, given the long horizon, likelihood of evolving needs, and extensive expenditure category breadth, it was expected that projects and expenditure categories may change over time.**

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

Funding amount: \$8,827,562.25

Status of Completion: Completed 99% or more.

Annual Project Expenses: \$ 98,053.74

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

Project Expenditure Category: EC 2.2

Key Outcome Goal alignment: Housing



Project Overview

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

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

Goals and Use of Evidence

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

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

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2025-2026)
Number of persons receiving rent, mortgage, or utility assistance	58

Outcome	Cumulative Data (Q1-Q4 2025-2026)
40% of persons or households will be impacted or disproportionately impacted population, as defined by Treasury	100%
100% of homeowners served will receive housing counseling services	100%

Success Story

"Without assistance from the Collier County Community and Human Service Division, I fear I would have been homeless. As you know, the cost of housing has skyrocketed and is out of reach for many. My necessity to maintain two jobs to meet financial obligations speaks volumes of the economic strain individuals face in our region, particularly when disaster strikes, as it did with Hurricane Irma and, more recently, Hurricane Ian, further destabilizing our livelihoods."

"Your assistance came at a critical moment, providing not just financial relief but also a sense of security and hope. The support from the Collier County Community and Human Service Division has been a beacon of light in these turbulent times, and I am immensely thankful for your empathy, action, and unwavering commitment to our community."

SWOT Analysis

SWOT Analysis not requested or required by Collier County this year.

PROJECT COMPLETED

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

Funding amount: \$1,499,300.

Status of Completion: Completed June 2024.

Project Duration: 7/1/22 – 6/30/24

Project Expenditure Category: EC 2.34

Key Outcome Goal Alignment: Economic Recovery



Project Overview

This project will provide \$1.5 million in grants to Collier County nonprofit organizations impacted by the pandemic. Grants will not exceed \$50,000 per

entity, and applicants must show impacts such as decreased revenue, financial insecurity, increased costs, capacity to weather financial hardship, or challenges covering payroll.

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

Goals and Use of Evidence

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

Performance Measures to Date: PROJECT COMPLETED June 2024

PROJECT COMPLETED

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

Funding amount: \$105,000

Status of Completion: Completed

Annual Project Expenses: \$10,540.02

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

Project Expenditure Category: EC 1.14

Key Outcome Goal alignment: Health, Food Security



Project Overview

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

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

Goals and Use of Evidence

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

1. Simmet A, Depa J, Tinnemann P, Stroebele-Benschop N. The Dietary Quality of Food Pantry Users: A Systematic Review of Existing Literature. *J Acad Nutr Diet.* 2017 Apr;117(4):563-576. doi: 10.1016/j.jand.2016.08.014. Epub 2016 Oct 7. PMID: 27727100.
2. Gibson S, Metcalfe JJ, McCaffrey J, Allison T, Prescott MP. Nutrition Environment at Food Pantries

Improves After Fresh Produce Donation Program. *J Nutr Educ Behav*. 2022 May;54(5):432-441. doi: 10.1016/j.jneb.2021.09.005. PMID: 35534101

3. Seligman HK, Levi R, Ridberg R, Smith M, Hills N, Waxman E. Impact of Enhanced Food Pantry Services on Food Security among Adults with Diabetes Using a Crossover Study Design. *Curr Dev Nutr*. 2022 Feb 10;6(4): nzac021. doi: 10.1093/cdn/nzac021. PMID: 35415385; PMCID: PMC8989277.
4. Cheyne K, Smith M, Felter EM, Orozco M, Steiner EA, Park Y, Gary-Webb TL. Food Bank-Based Diabetes Prevention Intervention to Address Food Security, Dietary Intake, and Physical Activity in a Food-Insecure Cohort at High Risk for Diabetes. *Prev Chronic Dis*. 2020 Jan 9;17: E04. doi: 10.5888/pcd17.190210. PMID: 31922370; PMCID: PMC6977780.

Performance Measures to Date: PROJECT COMPLETED December 31,2024

PROJECT COMPLETED

Project [CC1.4]: Food Security for Collier County Residents (Collier Community Foundation)

Funding amount: \$5,115,000

Status of Completion: This project was completed in year 1.

Project Expenditure Category: EC 2.1

Key Outcome Goal alignment: Health, Food Security

PROJECT COMPLETED

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

Funding amount: \$6,861,444.31

Status of Completion: Completed March 31, 2025.

Annual Project Expenses: \$686,144.43

Project Duration:7/1/21-3/31/25

Project Expenditure Category: EC 1.12

Key Outcome Goal alignment: Health



Project Overview

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

Project Website www.Davidlawrencecenters.org

Goals and Use of Evidence

The goal of this project is to reduce mental health burdens and negative associated behaviors for all persons served. Three representative citations of evidence are provided to verify method, and impact evaluation is

utilized where appropriate. The complete evidence-based bibliography is on file with FGCU evaluators and has been deemed sufficient to support project interventions.

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

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

Performance Measures to Date: PROJECT COMPLETED March 31, 2025

PROJECT COMPLETED

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

Funding Amount: \$ \$389,186.48

Status of Completion: Completed December 2024

Project Duration: 3/1/22 – 12/31/24.

Project Expenditure Category: EC 2.2

Key Outcome Goal alignment: Housing



Project overview

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

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

Goals and Use of Evidence

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

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

Performance Measures to Date: PROJECT COMPLETED December 31, 2024

PROJECT COMPLETED

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

Funding amount: \$3,080,147.38

Status of Completion: Delivery/Project completed.

Annual Project Expenses: \$3,080,143.38

Project Duration: End date is 6/30/2026.

Project Expenditure Category: EC 1.7

Key Outcome Goal alignment: Health



Project overview

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

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

Goals and Use of Evidence

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

Performance Measures to Date—COMPLETED June 30, 2026

Output	Cumulative Data (Q1-Q4 2025-2026)
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Number of fully outfitted ambulances acquired for Collier EMS emergency response	All eight ambulances have been delivered, equipped, and deployed in the County.
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Outcome	Cumulative Data (Q1-Q4 2025-2026)
Improved response times for EMS services, as measured by a year-over-year comparison, pre-and post-acquisition of new EMS vehicles.	Comparing Q2 2025 with Q2 2026 indicates improved response times in Zones 22 and 30. For example, Station 70 Truck 38 gained a 9% increase in faster response rates. Because this quarter is the first one measuring comparative response rates with new equipment and a snapshot in time for
	measuring response rates, it will be more accurate to compare composite annual response rates with the 8 new ambulances from June 30, 2026, through June 30, 2027, to interpret any annual trends in the future.

Success Story

Funding for eight new ambulances, provided by U.S. Treasury SLFRF program, has had a direct and positive impact on emergency medical services in Collier County. The upgraded units have improved operational readiness, strengthened fleet reliability, and enhanced EMS's ability to deliver timely, high-quality patient care to residents and visitors.

Recently, during a severe motor vehicle collision involving a pedestrian, one of the newly acquired ambulances (Truck 48) was immediately deployed to transport a critically injured patient for helicopter transfer. Because of the improved reliability and availability of the fleet, EMS crews were able to focus fully on patient care, facilitating rapid access to advanced treatment. This outcome demonstrates the life-saving value of continued investment in EMS infrastructure.



One of the eight active, new ARP-funded ambulances is ready to respond efficiently to Collier County residents. An eight ambulance was funded outside of ARP funding.

SWOT Analysis

Not requested/required by Collier County

PROJECT COMPLETED

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

Funding amount: \$ 1,358,072.43

Status of Completion: Completed.

Annual Project Expenses: \$0

Project Duration: 1/1/23 – 3/31/24

Project Expenditure Category: EC 2.2

Key Outcome Goal alignment: Housing

Project overview



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

mirror those of ERA2, and 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.

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

Goals and Use of Evidence

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

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

Performance Measures to Date: PROJECT COMPLETED March 31, 2024

Project ID [CC 1.9]: Mental Health Services and Substance Abuse Services

Healthcare Southwest Florida

Funding Amount: \$565,000

Status of Completion: More than 72% completed.

Annual Project Expenses: \$261,218.10

Project Duration: 7/1/24-9/30/2026

Project Expenditure Category: EC 1.12

Key Outcome Goal Alignment: Health



Project Overview

This project will provide \$565,000 for mental health and substance abuse services to individuals in low to moderate-income areas in Collier County. As a result of the pandemic, increased social isolation has worsened depressive and affective disorders. The project funds will be used toward providing informal mental health and substance abuse counseling, referrals for primary care services, and a variety of outreach events to address healthy lifestyles including physical and mental health.

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

method and impact evaluation will be utilized where appropriate.

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

Goals and Use of Evidence

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

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

Performance Measures to Date:

Output	Cumulative Data (2025-2026)
Minimum number of 120 Behavioral Health screenings (including substance use risk and/or mental health screenings) will be conducted throughout the term of the agreement.	31 Behavioral Health Screenings were provided annually. Over the term of project funding/agreements to date, 149 screenings have been conducted exceeding the KPI.
Minimum of 150 NARCAN kits will be distributed annually (or 500 total over the full term of the agreement). Distribution will include briefs on overdose prevention, education, and resources at the time the kits are provided.	443 Narcan Kits were distributed annually exceeding the KPI.
A minimum of 150 educational and resource materials related to substance use prevention, mental health awareness, and available community services will be distributed throughout the term of the agreement.	443 Educational and Resource material kits were distributed annually exceeding the KPI.
No less than 6 outreach events throughout the term of the agreement	45 outreach events were held annually exceeding the KPI.

Outcome	Cumulative Data (Q1-Q4 2025-2026)
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During the grant period, for those individuals who responded to the 30-day follow-up Patient Satisfaction and Awareness Survey, the average survey score will be a minimum of 3.5.	The annual average of the average quarterly satisfaction scores was 4.4 exceeding the KPI.
75% of individuals who have a positive Patient Health Questionnaire (PHQ-9) result were referred to service providers with an appointment scheduled.	Two (2) individuals had a positive PHQ-9 score to trigger a referral.

Success Story: Community Health Worker Impact Through Narcan Distribution

Through funding provided by the American Rescue Plan, Healthcare Network's Community Health Workers (CHWs) have been able to positively impact the lives of many individuals who were previously unaware of our mission and the comprehensive services our organization provides. As part of these outreach efforts, CHWs have distributed 1,889 Narcan kits directly into the hands of individuals, most likely to witness an overdose including family members, peers, and community members helping ensure a faster, lifesaving response before emergency medical services arrive. Beyond its immediate lifesaving potential, Narcan distribution serves as a key entry point for deeper engagement. CHWs use these interactions to connect individuals to substance use treatment, primary care services, and mental health support.

Often, a single interaction such as receiving Narcan can open the door to long term care and recovery support. For example, earlier this year, during a community mini health fair, an attendee approached a CHW expressing concern about a family member experiencing significant mental distress. The individual was unsure how to access appropriate services and feared the situation could escalate. During their conversation, the attendee received a call indicating that their loved one was in crisis, walking along State Road 29 in the town of Immokalee.

In that moment, the CHW was able to provide immediate support by helping the individual contact and connect with the Mobile Crisis Unit. This timely intervention ensured that the individual in distress received prompt evaluation and assistance during a critical moment. This example highlights how CHWs not only provide essential resources like Narcan but also serve as trusted connectors, bridging community members to urgent care and ongoing support when it is needed most.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

The Healthcare Network (HCN) has endured in Collier County for a number of years and uses an integrated behavioral health model delivery system so that patients needing behavioral health services can be seen by in-house providers in a timely manner. HCN bridges the gap in health services delivery by advocating for access to care, addressing health literacy, using interprofessional team-work, community health workers, and time management for the efficient and effective delivery of health services to the insured, underinsured, and uninsured in the county. CHSI has built trusted community connections and enhanced care coordination of patients, providers, and resources. Most KPIs were met in year 5 with the addition of funding.

Weaknesses

The PHQ-9 assessment had few patients who scored for behavioral health referrals and made appointments- which reflect the stigma attributed to behavioral health issues in the population served. Participants expressed hesitancy to be screened for feelings of anxiety and depression due to stigma and a culture of showing resilience regardless of life situations. Some benefits to behavioral health screening are reportedly difficult to quantify, and cultural change occurs slowly over time.

Opportunities

Increasing the educational resources for services and support through intentional education projects in partnership with food pantries, food delivery services, community centers, senior centers, homeless shelters, and ensuring knowledge of sliding scale options can support more people seeking services. By providing assurances when participants are ready and the use of Community Health Workers who are integrated into communities, HCN can educate about the available referral and intervention services using clinic providers to address their needs and support improved mental health. Using the full allotment of uncompensated care funds can help to broaden access. Marketing approaches can optimize stories of gratitude and healing for those who have reached out for behavioral health support from providers to normalize behavioral health care seeking behaviors.

Threats

Policy changes to Medicaid and the Affordable Care Act initiated in 2025 threaten the funding of services and eligibility of the typical clientele. This will result in many not using well visits or primary care without insurance but instead using ER care- which dramatically increases the cost of health care in the community. The demand for uncompensated care funds is likely to rise beyond that allocated in health care organizations. In addition, the stigma of seeking help for behavioral health issues remains a cultural issue; however, not unique to this population. Competition exists for hiring and retention of the CHW workforce.

PROJECT COMPLETED

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

Funding amount: \$380,000

Status of Completion: Completed

Annual Project Expenses: \$0

Project Duration: 10/15/21-10/15/22

Project Expenditure Category: EC 4.1

Key Outcome Goal alignment: Health

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



Project Overview

Collier County EMS workers provided critical COVID-19 response throughout the 2020 and 2021 pandemic. For these heroic efforts, Collier County will be providing a one-time, \$2,000 hazard pay distribution to each EMS employee for services rendered between March 2020 and the initiation of this award cycle. Goals include recognition of essential frontline work and increased employee retention. This project was implemented and completed during 2022.

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

Goals and Use of Evidence

No evidence is required for this project.

Performance Measures to Date PROJECT COMPLETED October 31, 2022

PROJECT COMPLETED

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

Funding amount: \$15,166,770.00

Status of Completion: Completed

Annual Project Expenditures \$0

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

Project Expenditure Category: EC 3.1

Key Outcome Goal alignment: Health



Project overview

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

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

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

Goals and Use of Evidence

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

Performance Measures to Date PROJECT COMPLETED December 31, 2024

Project [CC3.3]: Administration: Not Evaluated by FGCU
Funding amount: \$5,418,605.81
Status of Completion: Completed 89% or more.
Annual Project Expenses: \$467,366.40
Project Duration: 6/22/21-12/31/26
Project Expenditure Category: EC 7.1
Key Outcome Goal alignment: Administration



Project Overview

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

This project will -be responsible for the submission of the Recovery Plan and continue throughout the duration of allowable SLFRF funding timelines. It will primarily involve Collier County and consultant partners. Outcomes include compliance and monitoring for all other SLFRF Recovery Plan projects.

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

Goals and Use of Evidence

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

This project does not require an evidence base.

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2025-2026)
Dollar amount of funds encumbered to ARPA Projects	\$74,762,701 has been encumbered for the project funds.

Outcome	Cumulative Data (Q1-Q4 2025-2026)
Number of timely Treasury submissions for Collier County ARPA	The annual and quarterly reports to date are being submitted on time with data available at the time of submission. 100% compliance with US Treasury submission requirements.

Success Story

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

SWOT Analysis

SWOT analysis is not requested/required by Collier County.

PROJECT COMPLETED

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

Funding amount: \$2,000,000

Status of Completion: Completed.

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

Project Expenditure Category: EC 1.9

Key Outcome Goal alignment: Health

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



Project Overview

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

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

Goals and Use of Evidence

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

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

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

Performance Measures to Date: PROJECT COMPLETED September 30, 2024

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

Funding amount: \$600,000

Status of Completion: Completed more than 80%.

Annual Project Expenses: \$114,000.00

Project Duration: 1/1/22-10/31/26

Project Expenditure Category: 3.4

Key Outcome Goals: Public Sector Capacity: Effective Service Delivery



Project Overview

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

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

Goals and Use of Evidence (Not Applicable)

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

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2025-2026)
The number of projects for which evaluation data has been negotiated with subrecipients.	8 projects were actively reviewed with subrecipients in year 5. - Since the inception of the grant award, 23 projects (active, concluded, replaced, or new) have had evaluation decisions. - KPIs negotiated with subrecipients even as some projects were currently undergoing further revision of projects and KPIs.
The number of projects for which evaluation plans have been defined and implemented.	- Output KPI #2: All active projects have been re-reviewed for evaluation plans (quantitative and qualitative analysis) including those under development, revised, or replaced. - New projects (and in some cases award amounts and KPIs) were developed/revised with Amendment 15 approved by the Collier County Board in 2026.
The number of projects for which the evidence base has been refined.	- In year 5, four (4) of the remaining active projects have evidence-based (EB) interventions that have been reviewed for adequacy as required by US (United States) Treasury guidance. - Of the original 16 EB projects, 4 remaining EB projects were active at some point during the current reporting period. - During the annual year 5, eight (8) projects recorded expenditures. - At the conclusion of year 5, eight (8) active projects remained.

Outcome	Cumulative Data (Q1-Q4 2025-2026)
Annual Key Outcome Goal assessments	Five key outcome goal assessments are ongoing quarterly as part of each quarter and annual review. All current, revised, concluded, and new projects were matched under one of five key outcome goals for health, housing, economic recovery, education, and food security. The annual outcomes for all five key outcome goals are reported on the annual report.

Success Story

Described in the KEY OUTCOME GOALS SECTION below.

SWOT Analysis

SWOT Analysis is not requested/required by Collier County

KEY OUTCOME GOALS: Annual report.

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

Health Goals:

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

During the fifth 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. One additional health project for mental health workers was expanded as well as expanded funding for the Museum project to grow healthy food. The SWOT analysis developed as part of the annual report informed revisions of funding and KPIs. A total of six CC projects addressed some components of the Health Goal. The KPIs for active health projects were met or exceeded with available funds. Additional funding for personnel will need to be secured in order to continue to meet the KPI in the future for adding additional providers to the PLAN program.

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 fifth 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. An additional housing project was negotiated and executed in years four/five. 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 fifth 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 remaining projects for completion. 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. As data was available, the KPIs for all active projects were met.

Economic Recovery Goals:

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

During the fifth 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, launch stages of various projects, and to cancel some projects. The SWOT analysis developed as part of the annual report informed revisions of funding and KPIs informed additional resources. A total of nine CC projects addressed some component of the Economic Recovery goal. KPI methods of data collection will continue to evolve as expenditures are made, and impact is measured. The KPIs for all active projects were met.

Education Goals:

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

PROJECT COMPLETED

Project [CC3.6]: Collier County Revenue Replacement Standard Allowance Not Evaluated by FGCU but monitored by the County.

Funding amount: \$10,000,000.

Status of Completion: Completed

Annual Project Expense: \$0

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

Project Expenditure Category: EC 6.1

Key Outcome Goals: Economic



Project Overview

This project has been completed.

This project involves the election of the use of Treasury's standard \$10 Million-dollar Revenue Replacement option, enabled via the 2022 SLFRF Final Rule. These funds are being utilized to provide government services normally provided in Collier County due to the loss incurred by the public health emergency.

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

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

Goals and Use of Evidence

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

SWOT Analysis

SWOT Analysis is not requested/required by Collier County

PROJECT COMPLETED

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

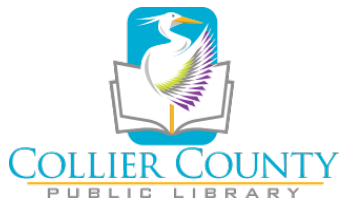
Funding Amount: \$450,462.90

Status of Completion: Completed.

Project Duration: 10/1/21 – 12/31/24

Project Expenditure Category: EC 2.24

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



Project Overview

The Community Outreach, Literacy and Education (COLE) Program will provide educational sessions at the Golden Gate and Immokalee libraries, both serving Qualified Census Tract (QCT) populations. The library will offer a minimum of three sessions per week to support literacy and improved educational outcomes of local school-age

students in grades K-12. A COLE coordinator will serve at each branch, preparing for and overseeing community outreach and homework including English as a Second Language (ESOL). The COLE Program includes the use of laptops for access to online educational resources and materials for instructional sessions for use by students and staff. To support homework, help through the COLE program, additional visual, print and audio materials will be purchased to support instruction during the session and for students to check out to practice reading comprehension. Outcomes include an increased positive attitude on the survey provided, towards reading as self-reported by students participating in homework assistance sessions.

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

Promoting Equitable Outcomes

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

Goals and Use of Evidence

The project will be measured in terms of program registration, attendance, and an increased positive attitude towards reading as self-reported by students participating in homework assistance sessions. This project expenditure category does not require an evidence-based allocation.

Performance Measures to Date: PROJECT COMPLETED December 31, 2024

PROJECT COMPLETED

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

Funding amount: \$527,396.64.

Status of Completion: 100% Completed.

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

Project Expenditure Category: EC 2.1

Key Outcome Goal alignment: Health, Nutrition, Education

Project Overview



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

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

Promoting Equitable Outcomes

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

Goals and Use of Evidence:

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

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

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

Performance Measures to Date: PROJECT COMPLETED December 31, 2024

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

Funding amount: \$689,215.80

Status of Completion: Completed less than 88%.

Annual Project Expenses: \$372,671.77

Project Duration: 10/1/21 – 9/30/26

Project Expenditure Category: EC 2.1

Key Outcome Goal alignment: Food Security



Project Overview

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

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

Project Website <https://colliermuseums.com>

Promoting Equitable Outcomes

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

Goals and Use of Evidence

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

Collier County Museums will implement this service. Further evidence base will be detailed through the MOU. Full evidence based is maintained by FGCU Impact and Evaluation Team and is available upon request. This project involves collaboration with an Evidence Base and Impact Evaluation Team (CC3.5) to evaluate evidence-based project expenditure amounts, KPIs and evaluation techniques.

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

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2025-2026)
Number of households served.	511

Outcome	Cumulative Data (Q1-Q4 2025-2026)
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Number of repeat participants that self-report increased fruit and vegetable consumption based on the Behavioral Risk Factor Surveillance System (BRFSS) Fruit and Vegetable questions	12
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Success Story

The Collier County Immokalee Pioneer Museum recreated a 1.25-acre citrus grove and garden to provide access to healthier fruit and vegetable options to individuals experiencing food insecurity exacerbated by the pandemic. On May 16, 2026, the Museum held the second annual Cultivating Community with Immokalee Community Academy Dragon Squad students. Over 50 people, as well as several community-based organizations, including The Early Learning Coalition, Camelot Community Care, University of Florida Institute of Food and Agricultural Sciences (UFIFAS), Cultivate Abundance, Immokalee Center for Arts and Culture, and Florida Rural Legal Services, attended the event. The students presented scientific findings about how jalapenos grew in their school garden, as well as how participating in the Museum's community garden helped them achieve a sense of pride in their community. The students also toured Mrs.

Roberts' Garden. The project has harvested and distributed over 200 pounds of fresh produce to the Immokalee community.



SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

Community engagement has allowed for more client growth. More people are attending the museum because they see the work in the citrus grove. There has been an increase in participants who are obtaining fruits and vegetables and learning about healthy eating. With an increase in food production, the museum has been able to support the food pantry in Immokalee with dissemination of fruits and vegetables.

Weaknesses

Time constraints have been a challenge and have resulted in having data for only 12 repeat customers. More

time is needed to recruit volunteers and coordinate with volunteer interpreters to get more questionnaires answered.

Opportunities

There are opportunities to plant more diverse fruits and vegetables along with the citrus that will appeal to a broader clientele which will increase engagement from the community and get more people eating fruits and vegetables.

Threats

There was insect infestation on the citrus trees. Parts of the irrigation system are old and breaking. Due to this and the recent drought, the well at times was not producing enough water.

PROJECT COMPLETED

Project ID [CC 4.4]: Collier County Affordable Housing

Funding amount: \$893,826.24

Status of Completion: Completed

Project Duration: 03/03/2021– 12/05/2054 (30 years from date of loan disbursement)

Project Expenditure Category: EC 2.15

Key Outcome Goal alignment: Housing



Project Overview

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

Promoting Equitable Outcomes

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

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

Goals and Use of Evidence

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

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

Performance Measures to Date PROJECT COMPLETED June 30, 2025

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

Funding amount: \$250,000

Status of Completion: Completed less than 81%.

Annual Project Expenses: \$45,000

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

Project Expenditure Category: EC 1.14

Key Outcome Goal alignment: Health



Project overview

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

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

Project Website www.plancc.org

Goals and Use of Evidence

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

1. https://www.researchgate.net/profile/Ronald-Andersen/publication/237675193_Improving_access_to_care_in_America_Individual_and_contextual_indicators/links/556cd20a08aec226830548fa/Improving-access-to-care-in-America-

[Individual-and- contextual-indicators.pdf](#)

2. Dennis P. Andrulis. Access to Care Is the Centerpiece in the Elimination of Socioeconomic Disparities in Health. *Ann Intern Med*.1998; 129:412-416. doi:10.7326/0003-4819-129-5-199809010-00012
3. Shah, R., Chen, C., O'Rourke, S., Lee, M., Mohanty, S. A., & Abraham, J. (2011). Evaluation of Care Management for the Uninsured. *Medical Care*, 49(2), 166–171. <http://www.jstor.org/stable/41103892>

Performance Measures to Date

Output	Cumulative Data (Q1-Q4 2025-2026)
Total number of patients referred by PLAN to medical providers in their network.	Annually 489 patients were referred by PLAN to providers, and all were disproportionately impacted.
Number of services that referred patients received.	Annually, PLAN patients received 2426 services.
Dollar value of donated services as reported by medical providers in PLAN's network.	\$5,092,392.51 is the value of services delivered to PLAN patients by providers this annual year.
Number of new medical providers enrolled in PLAN's network.	No new medical providers were added to PLAN. However, over the course of the award years at least 2 new providers were added, and an additional provider specialist has asked for an application.

Outcome	Cumulative Data (Q1-Q4 2025-2026)
At least 370 patients referred annually to medical providers in the PLAN network for services.	Annually, 489 patients this year were referred by PLAN to providers, and all were disproportionately impacted. Exceeded annual KPI.
Referred patients will receive a minimum of 2400 services annually.	PLAN patients received 2426 services this year. Exceeded annual KPI.
At least \$3,000,000.00 worth of donated services delivered annually as reported by medical providers in the PLAN network. Exceeded annual KPI.	\$5,092,392.51 is the value of services delivered to PLAN patients by providers this year. PLAN exceeded this KPI by over \$2,092,392.51 in donated services.
At least 2 new medical providers will be enrolled in PLAN during the agreement period of performance (annually)	While no new medical providers were added to the PLAN registry this year, over the course of the years of the agreement period at least 2 new providers were added to PLAN, and an additional cancer specialist has asked for an application in this quarter.

Success Story

PLAN of Collier County

In a county where sunshine is abundant, but healthcare access is not always guaranteed, the Physician Led Access Network (PLAN) of Collier County continues to shine as a beacon of hope for those who need it most.

Patient Success Story:

When a Collier County mother noticed concerning symptoms, including a breast mass and nipple discharge, she sought medical attention. She was evaluated by breast surgeon Dr. Tam Mai at Magnolia Breast Center, one of PLAN's valued community partners. Recognizing the urgency of her condition, Dr. Mai referred her to the Physician Led Access Network (PLAN) of Collier County for additional diagnostic services.

Through PLAN's network of volunteer physicians and healthcare partners, the patient was quickly connected to care. Within approximately 10 days of her referral, PLAN coordinated a digital diagnostic bilateral mammogram, bilateral breast ultrasound, and a right breast biopsy. She was also referred to an oncologist, Dr. Lamar, to begin further evaluation.

Following the initial diagnostic results, additional imaging was required, including an MRI and PET scan. Through PLAN's partnerships with volunteer radiology providers and facilities, these critical tests were arranged promptly at ProScan, ensuring there were no unnecessary delays in her care. The results confirmed that surgery and cancer treatment would be necessary.

For this patient, the diagnosis brought more than medical concerns. As a single mother relying on government assistance to help support her child, the prospect of undergoing surgery and being unable to work during recovery was overwhelming. Despite the fear and uncertainty, she remained determined to pursue the treatment she needed.

PLAN continued to coordinate her care every step of the way. A request was placed for a port insertion at NCH Hospital, and remarkably, the patient underwent surgery less than one month after enrolling in the program.

Today, she is actively receiving chemotherapy and remains under the close supervision of both her breast surgeon and oncologist. While her journey is far from over, she faces the future with hope and gratitude.

She shared that finding PLAN made all the difference. In a community where access to uncompensated, high-quality healthcare can be difficult to obtain, PLAN provided a pathway to life-saving treatment that may otherwise have been out of reach.

Her story is a powerful reminder of the impact that coordinated care, compassionate providers, and community partnerships can have on the lives of Collier County's uninsured and underserved residents. Through PLAN, patients facing some of life's most difficult challenges receive not only medical care but also hope for a healthier future.

Despite facing a shortage of staff, PLAN has remained a vital access point for healthcare in the community. Through resilience, innovation, and strong partnerships, the program has continued to meet the needs of the most vulnerable — without compromising on quality or compassion. PLAN is more than just a safety net; it's a lifeline. And with the continued support of its volunteer physicians and community partners, it stands as a powerful reminder of what is possible when care comes first.

SWOT Analysis

SWOT Analysis is based on qualitative and quantitative data.

Strengths

PLAN exceeded all KPIs with the recruitment of 2 additional providers occurring over the course of the award years. PLAN has a long history of linking Collier County residents needing health care services with pro bono health care providers and services among over 150 specialists in the database. 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 as well as conduct services for patients during the aftermath of hurricane Ian. 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 year averaging.

PLAN has a very dedicated staff member to the PLAN mission and operations. The relocation site is stable and can support up to 3 staff members.

Weaknesses

Staffing has remained down by at least 2 FTE. Understaffing is a barrier to aggressive marketing and additional recruitment of providers by the singular remaining staff member who must prioritize direct patient care referrals. Caps on uncompensated care by community providers and services continue to influence the ability of PLAN to recruit additional providers each year.

Opportunities

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

New staff are needed to replace the 2.0 FTE staff who have left. Negotiations with acute care systems to increase the amount of uncompensated care services may be strengthened with data to demonstrate that delayed care is costlier for provider time and requires more intensity of uncompensated services as well as a delayed return to health status of patients.

Advisory board leadership continues to offer intense advocacy for the needs and advantages of expanded providers and services. Expanded Advisory board membership has been shown to benefit from expanded key informants who are committed to advocate and secure service expansion. Master's level marketing students from MBA programs are an opportunity to offer marketing planning and programs for PLAN from local universities. It is recommended the organization consider applying for additional community non-profit funding to optimize staffing for expansion of community impact.

Threats

Service delays can occur for patients once they contact PLAN when staffing and provider specialties are not rightsized to meet demand. PLAN allows a wait list of 6 months for clients seeking services. While some pro bono providers see many patients and provide more than their share of care, other providers may only see a few patients and place limits on the services provided historically. The reality of an increase in community need has been demonstrated to exceed historical data. Providers who decline or limit care report they want

other providers to join the community to provide pro-bono care.

PLAN reports that providers lack the knowledge as to how PLAN and the State provide physician benefits for coverage of PLAN patients. PLAN struggles to recruit new providers and depends on the goodwill of existing providers and their dedication to service in their communities. The small staff, the lack of a marketing person or resources, the year-to-year funding, and changes in reimbursement through federal and state funding reductions contribute to provider recruitment challenges as well as an underinformed community of providers as to the needs for pro-bono and timely access to care.

PROJECT COMPLETED

Project ID [CC 4.6]: Collier County Affordable Housing Grant Program

Funding amount: \$10,585,310.76

Status of Completion: Completed 100%.

Annual Project Expense: \$10,585,310.76

Project Duration: 12/19/2022 – 12/31/2026

Project Expenditure Category: EC 2.15

Key Outcome Goal alignment: Housing



Project Overview

This project involves the creation of 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 grants will be managed as a subrecipient agreement with the Developer. Grants 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.

Link to project: <https://www.ruralneighborhoods.org/renaissance-hall-at-old-course-94m/>

Use of Evidence

This project does not require an evidence base.

The goal for this program is to provide development assistance for affordable housing which serves Collier County impacted and disproportionately impacted households.

Performance Report:

Output KPIs

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

- Output KPI #1: 144

Output KPI #2: Number of households receiving eviction prevention services (including legal representation).

- Output KPI #2: 0

Outcome KPIs

Outcome KPI #1: Percentage increase in number of affordable housing units preserved or developed.

- Outcome KPI #1: 57.1% (144 out of 252 units)

Outcome KPI #2: Percentage of units developed benefitting those 65% AMI and 80% AMI.

- Outcome KPI #2: 19.8% (50 out of 252 units)

Renaissance Hall at Old Course, a new 252-unit affordable housing development in Collier County, is seeing significant traffic now that the initial phase has opened and units are available for rental.

On Tuesday, June 9, 2026, Renaissance Hall at Old Course received Permission to Occupy by U.S. Housing and Urban Development (HUD), their 1st mortgage insurer. On Friday, June 12, 2026, tenant move-ins to the initial 84 units commenced with 22 households currently approved. Approximately six of these households have already moved into units. Before the end of June, approximately half of 22 approved households are expected to take occupancy. Of the 22 households approved, nine (9) households are 80% AMI and below and thirteen (13) are 120% AMI and below. Nine (9) of the 22 households are essential service personnel (including government employees) and one (1) is a special needs household.

Another 20 applications are in various stages of review. Approximately two- to- five new households tour the property each day. Before Friday, June 26, 2026, two (2) additional buildings, totaling 60 units, are expected to receive temporary certificates of occupancy, which should boost traffic resulting in additional applicants.

Strengths

The biggest strength of this project was the partnership with other organizations such as the Collier Community Foundation and the Schulze Family Foundation, and Collier County who acquired and paid for the land in which development takes place.

Weaknesses

Impact fee funds were not 100% secured by developer, so as they received additional funds from other sources it impacted the debt in the project which affected the terms, requiring additional review and approvals adding time to funding approvals.

Opportunities

The biggest lesson learned from this project is that grants work well while forgivable loans are more difficult, especially after underwriting. Based on the challenges faced by the developer, there has been an amendment to the county's plan to allow grants for not-for-profit organizations, which was not an option before.

The location of the development is quite favorable for workers and lower income families. The presence of the housing development not doubt has assisted to attract the new VA nursing home and First Tee (golf programs). The location is considered an up-and-coming area in the county.

Lastly, a big opportunity is for better targeting in the development of affordable units. While recent data shows a vacancy rate for 80% AMI and above increasing, there is no vacancy for those 50% below.

Threats

Environmental hazards, associated with institutional changes and local market conditions, continue to put upward pressure on housing costs and housing developments in the region. This has led to increasing vacancy rates for certain low-income units (80% AMI and above) while households with 50% AMI and below find no units in the marketplace. The development of units targeting this population is also concentrated in one area of the county (Immokalee) and is not meeting the current needs (22 units). In addition, developers/landlords have reported difficulty in meeting the requirements for individuals with special needs. Better understanding their situation and need, and connecting with the existing resources should help close this gap.

CONCLUSION

The data in this report is based on the reports submitted by each Sub awardee into the Salesforce data repository which is then extracted to create the information herein. Through quarterly and annual interviews, the FGCU evaluators seek to clarify with each sub awardee the accuracy of sub awardee Salesforce data as entered by each sub awardee. However, the evaluators do not verify the data sources nor accuracy of input into salesforce nor the absence of data documentation in possession of the sub awardee. The data reflected in this report appears consistent with sub-awardee interview information.



2026 Performance Report
Submitted to US Treasury July 31, 2026