Advisory Boards

Minutes and Records
September 30, 2025
9/30/2025
September 30, 2025

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1. Affordable Housing Advisory Committee

1.A. Affordable Housing Advisory Committee- September 16, 2025 *(2025-3626)*

ATTACHMENTS

1. September 16, 2025 AHAC Agenda Packet -FINAL
2. July 15, 2025 AHAC Meeting Minutes -Signed
3. Attendance sheets & Public Comment forms

2. All Terrain Vehicle Park Ad Hoc Committee

2.A. All Terrain Vehicle Park Ad Hoc Committee - September 2025 No Meeting *(2025-2936)*

ATTACHMENTS

None

3. Animal Services Advisory Board

4. Bayshore Beautification MSTU Advisory Committee

5. Bayshore/Gateway Triangle Local Redevelopment Adv Board

6. Black Affairs Advisory Board

7. Board of Building Adjustments and Appeals

8. Coastal Advisory Committee

8.A. Coastal Advisory Committee - 9.11.2025 *(2025-3590)*

ATTACHMENTS

1. Public Notice - 9.11.2025 CAC Meeting
2. Agenda- September 11, 2025 _ Collier County, FL
3. Signed- 8.14.2025 Meeting Minutes

9. CSRM Coastal Storm Risk Management Feasibility Study Advisory Committee

10. Code Enforcement Board

11. Collier County Citizens Corps

12. Contractors Licensing Board

13. Comprehensive Watershed Improvement Program Committee

14. Development Services Advisory Committee

14.A. Development Services Advisory Committee (DSAC) — August 06, 2025 *(2025-2939)*

ATTACHMENTS

1. DSAC 08-06-2025 FINAL Agenda Packet
2. DSAC 08-06-25 Public Notice
3. DSAC-LDR Subcommittee 05.20.25 Meeting FINAL Minutes_Signed
4. DSAC 06.04.25 Meeting FINAL Minutes_Signed
5. DSAC-IFR 06.19.25 Meeting FINAL Minutes_Signed
6. DSAC-ROW Subcommittee 07.23.25 Meeting FINAL Minutes_Signed
7. DSAC 08.06.25 Meeting FINAL Minutes_Signed

14.B. Development Services Advisory Committee — Impact Fee Review Subcommittee — July 16, 2025 *(2025-2940)*

ATTACHMENTS

1. DSAC-IFR 07-16-2025 FINAL Agenda Packet
2. DSAC-Impact Fee Review 07-16-25 Public Notice
3. DSAC-IFR 07.16.25 Meeting FINAL Minutes_Signed

15. Emergency Medical Authority

16. Floodplain Management Planning Committee

17. Forest Lakes Roadway and Drainage MSTU Advisory Committee

17.A. Forest Lakes Roadway and Drainage MSTU Advisory Committee — September 2, 2025 *(2025-3685)*

ATTACHMENTS

1. 0826 Forest Lakes MSTU 0902
2. Agenda & Backup - Forest Lakes MSTU 09-02-25
3. Signed Minutes - Forest Lakes 08-05-25

18. Golden Gate Beautification MSTU Advisory Committee

18.A. Golden Gate Beautification MSTU Advisory Committee — September 16, 2025 *(2025-3686)*

ATTACHMENTS

1. 0909 Golden Gate MSTU 0916
2. Agenda & Backup - Golden Gate MSTU 09-16-25
3. Signed Minutes - Golden Gate MSTU 08-19-25

19. Golden Gate Community Center Advisory Board

19.A. Golden Gate Community Center Advisory Board - 09/03/2025 *(2025-2937)*

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ATTACHMENTS

1. Advisory Board Minutes=08-04-2025-Signed
2. Advisory Board Agenda=09-03-2025
3. _Golden Gate Community Center Advisory Board _ News Releases _ Collier County, FL

20. Golden Gate Estates Land Trust Committee

21. Golden Gate City Economic Development Zone Advisory Board

22. Haldeman Creek Dredging Maintenance MSTU Adv Committee

23. Historical/Archeological Preservation Board

24. Immokalee Community Redevelopment Advisory Board

24.A Immokalee Community Redevelopment Advisory Board — September 17, 2025 *(2025-3645)*
.

ATTACHMENTS

1. CRA Public Notice - 09.17.25
2. CRA Agenda - 09.17.25
3. CRA Minutes - 08.20.25

25. Infrastructure Surtax Citizen Oversight Committee (ad hoc)

26. Land Acquisition Advisory Committee

26.A Land Acquisition Advisory Committee Meeting 9/3/2025 *(2025-3587)*
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ATTACHMENTS

1. 9-3-2025 CCLAAC Agenda
2. 9-3-2025 Hybrid Remote CCLAAC Meeting Public Notice
3. CCLAAC Meeting Minutes (signed) 8-6-2025
4. 4.A. AAL Combined 8-27-2025
5. 5.C.1. Everglades Outpost - ICSR
6. 5.C.2. Gore ICSR-9-3-2025
7. September CCLAAC LM Update AK (1)

26.B August 6, 2025, Land Acquisition Advisory Committee Meeting *(2025-3632)*
.

ATTACHMENTS

1. 8-6-2025 CCLAAC Agenda
2. 8-6-2025 Hybrid Remote CCLAAC Meeting Public Notice
3. CCLAAC Meeting Minutes (signed) 8-6-2025

4. 4.A. 2025 Cycle AAL - 7-8-2025
5. 4.A. Acquisition Updates 8-6-25
6. 5.A. Clerk Review of Conservation Collier 2025
7. 5.B. DRAFT 2025 Resolution Conservation Collier Policy 7.30.25 Highlights
8. 5.B. CCLAAC OIG Report 08.06.2025
9. Presented at Meeting - CCLAAC OIG Report 08.06.2025
10. 5.C. Budget Summary 8-6-2025

27. Lely Golf Estates Beautification MSTU Advisory Committee

27.A. Lely Golf Estates Beautification MSTU Advisory Committee — September 18, 2025 *(2025-3687)*

ATTACHMENTS

1. 0911 Lely MSTU 0918
2. Agenda & Backup - Lely MSTU 09-18-25

28. Library Advisory Board

28.A. Library Advisory Board - September 17, 2025 *(2025-3693)*

ATTACHMENTS

1. LAB - AGENDA - Sept. 17, 2025_FINAL
2. Hybrid Remote LAB Meeting Notice_September 17 2025
3. Approved August 20 2025 LAB Meeting Minutes_Rev

29. Ochopee Fire Control District Advisory Committee

30. Parks and Recreation Advisory Board

30.A. Parks and Recreation Advisory Board 09-17-2025 *(2025-3629)*

ATTACHMENTS

1. PARAB September 2025 Agenda
2. PARAB Minutes 08-13-2025 Signed
3. 9-9-25 Parks & Recreation Advisory Board Meeting September 17, 2025

31. Pelican Bay Services Division Board

31.A. Pelican Bay Services Division Board - September 2025 (No Meeting Held) *(2025-3609)*

ATTACHMENTS

None

32. Productivity Committee

33. Public Art Committee

34. Public Safety Coordinating Council

35. Public Transit Advisory Committee

35.A Public Transit Advisory Committee — September 17, 2025 *(2025-3705)*

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ATTACHMENTS

1. 0910 PTAC 0917
2. Agenda & Backup - PTAC 09-17-25
3. Signed Minutes - PTAC 08-20-25

36. Radio Road Beautification Advisory Committee

36.A Radio Road Beautification MSTU Advisory Committee — September 8, 2025 *(2025-3684)*

.

ATTACHMENTS

1. 0903 Radio Road MSTU 0908
2. Agenda & Backup - Radio Road MSTU 09-08-25

37. Rock Road MSTU

38. Tourist Development Council

38.A Tourist Development Council - September 16, 2025 *(2025-3724)*

.

ATTACHMENTS

1. TDC Public Notice Sept 2025
2. September 16, 2025 Tourist Development Council Meeting (2)
3. TDC 09.16.25 Meeting Draft Minutes JL

39. Vanderbilt Beach Beautification MSTU Advisory Committee

39.A Vanderbilt Beach Beautification MSTU Advisory Committee - September 4, 2025 *(2025-3683)*

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ATTACHMENTS

1. 0826 Vanderbilt Beach MSTU 0904
2. CANCELED - 090325 Vanderbilt Beach MSTU 090425
3. Agenda & Backup - Vanderbilt Beach MSTU 09-04-25

40. Vanderbilt Waterways MSTU

41. Water and Wastewater Authority

Collier County
Affordable Housing Advisory Committee
(AHAC)

AGENDA

Growth Management Community Development Department
Conference Rooms 609/610
2800 N. Horseshoe Dr., Naples, FL 34104

SEPTEMBER 16, 2025, 9:00 AM

AHAC MEMBERS

Steve Hruby, Chair
Jennifer Faron, Vice Chair
Mary Waller, Member
Gary Hains, Member
Hannah Roberts, Member
Andrew Terhune, Member
Commissioner Dan Kowal, BCC Liaison
Arol Buntzman, Member
Todd Lyon, Member
Paul Shea, Member
Catherine Myers, Member
Bob Mulhere, Non-Voting Member

NOTE: ALL PERSONS WISHING TO SPEAK ON ANY AGENDA ITEM MUST REGISTER PRIOR TO SPEAKING. ALL REGISTERED SPEAKERS WILL RECEIVE UP TO THREE (3) MINUTES UNLESS THE TIME IS ADJUSTED BY THE CHAIRMAN. DURING COMMITTEE DISCUSSION, COMMITTEE MEMBERS MAY ASK DIRECT QUESTIONS TO INDIVIDUALS. PLEASE WAIT TO BE RECOGNIZED BY THE CHAIRMAN AND STATE YOUR NAME AND AFFILIATION FOR THE RECORD BEFORE COMMENTING.

IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS MEETING, YOU ARE ENTITLED, AT NO COST TO YOU, THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE COLLIER COUNTY FACILITIES MANAGEMENT DEPARTMENT. ASSISTED LISTENING DEVICES FOR THE HEARING IMPAIRED ARE AVAILABLE IN THE COUNTY COMMISSIONER'S OFFICE.

1. CALL TO ORDER & PLEDGE OF ALLEGIANCE

2. ROLL CALL OF COMMITTEE MEMBERS AND STAFF

a. Allow Mr. Terhune to participate remotely

3. APPROVAL OF AGENDA AND MINUTES

a. Approval of today's agenda
b. Approval of July 15, 2025, meeting minutes

4. INFORMATIONAL ITEMS AND PRESENTATIONS

a. Greenfield Partners –Workforce Housing (Gene Gorab/ Matt Lewis)
b. 2025 Housing Demand Model (S. Harrington)
c. July 2025 Apartment Survey Update (Lisa Carr)

5. PUBLIC COMMENT

a. Persons wishing to speak must register prior to speaking. All registered speakers will receive up to three (3) minutes unless the time is adjusted by the Chairman.

6. DISCUSSION ITEMS

a. 2025 Local Government Area of Opportunity (LGAO) review and selection
    a. Ekos on Old 41- McDowell Housing Partners
    b. Renaissance Hall Senior Living- Rural Neighborhoods
b. AHAC Member Terms Expiring: Review Applications & Vote (C. Giblin)
c. 2025 SHIP Incentive Strategies Report (S. Harrington)

7. STAFF AND COMMITTEE GENERAL COMMUNICATIONS

a. June/July 2025 Affordable Housing Website Analytics (Kristi Sonntag)

8. NEW BUSINESS

9. ADJOURN

10. NEXT AHAC MEETING DATE AND LOCATION: November 18, 2025, at 9:00 AM Conference Room 609/610 - Growth Management Community Development Department

MEETING MINUTES OF THE COLLIER COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE

Naples, Florida

July 15, 2025

LET IT BE REMEMBERED, the Collier County Affordable Housing Advisory Committee, in and for the County of Collier, having conducted business herein, met on this date at 9 a.m. in REGULAR SESSION at the Collier County Growth Management Department building, Conference Room #609/610, 2800 North Horseshoe Drive, Naples, Florida, 34104 with the following members present:

Chairman: Stephen Hruby
Vice chairman: Jennifer Faron
Mary Waller
Gary Hains
Hannah Roberts
Andrew Terhune (Virtual Attendance)
Arol Buntzman
Todd Lyon
Paul Shea
Catherine Myers
Dan Kowal, BCC (Virtual Attendance)
Bob Mulhere (Absent)

County Staff Members Present:
Cormac Giblin, Director, Housing Policy & Economic Development
Priscilla Doria, Ops Support Specialist II, Housing Policy & Economic Development
Don Luciano, Assistant Director, Community & Human Services Division
Mike Bosi, Director, Planning & Zoning Division
Heidi Ashton, Managing Assistant County Attorney, County Attorney's Office

Any persons in need of a verbatim record of the meeting may request a copy of the audio recording from the Collier County Growth Management Department.

MEETING MINUTES OF THE COLLIER COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE

1. **CALL TO ORDER & PLEDGE OF ALLEGIANCE**
   Meeting called to order at 9 a.m.

2. **ROLL CALL OF COMMITTEE MEMBERS AND STAFF**
   Roll called and a quorum established.

3. **APPROVAL OF AGENDA AND MINUTES**
   A. **Approval of today's agenda**
      - Chairman Hruby made a motion to approve the agenda.
      - The committee approved the agenda. Motion to passed unanimously.

   [The pledge of allegiance was recited]

   B. **Approval of May 20, 2025, meeting minutes**
      Chairman Hruby made a motion to approve the May 20, 2025, meeting minutes. Minutes approved as presented and motion passed unanimously.

4. **INFORMATIONAL ITEMS AND PRESENTATIONS**
   A. **Ekos on Santa Barbara II, presented by Scarlett Perez, Director of Development with McDowell Housing Partners**
      - Project Details: 1-4 Story Midrise, 84 total units
      - Set Asides: 13 Units @ 30% AMI, 32, 32 Units @ 60% AMI, 39 Units @ 70% AMI
      - Project Execution Timeline:
        - 2025 Q3/Q4, Collier County staff reviews, Planning Commission, BoCC approval
        - 2025 Q5, Contractor Selection & Pricing
        - 2026 Q3, Construction Start
        - 2028 Q1, Construction Completion

   [McDowell took questions and comments by the committee]

   B. **Adoption of Final LDC Amendments, presented by Cormac Giblin**
      - Review of the Strategic Guidance ULI Study in 2017 and conditions in housing market that have changed since the last ULI study conducted.
      - LDC Community Housing Plan Amendments include:

        - Definition changes and enhancement to the existing affordable housing density program chart.
        - Streamlines Commercial to Residential/Mixed-Use conversion if including housing that is affordable.
        - Allows the ability to request increased density within activity centers when providing housing that is affordable.
        - Allows the ability to request increased density along bus/transit lines in connection with Transit Oriented Design (TOD).
    - Scheduled to go back to the Board at the August 12th BCC meeting to approve the proposed changes for the LDC in conjunction with the adopted housing plan.

5. PUBLIC COMMENT

- John Raymond with National Development of America, Inc.
    - Provided update on Casa San Juan Diego
        - 80 units Affordable Housing community
        - Site Development Plan approvals
        - Tenant entry end of 2026

- Michael Puchalla, CEO/Executive Director of The Housing Alliance and Executive Director of HELP
    - Notified the committee of upcoming Housing Expo event on Saturday, July 19th from 8:30am to 12:00pm. Registration to attend event can be done at Floridahelp.org.
    - Local employers providing housing will sit on a panel at the 2025 Affordable Housing Conference in Orlando (August 25-27, 2025).

6. DISCUSSION ITEMS

A. SHIP Housing Incentives Strategies Report 2025 update

- Minor changes to the report from last year's report, updating a few of the incentives.
- Final committee approval is to be made at the September AHAC meeting with Board approval in November.
- The committee plans to revisit accessory dwelling units (ADU's) policies for future consideration.

B. AHAC Member Terms Expiring in 2025

- Stephen Hruby, Jennifer Faron, and Todd Lyon terms expiring on October 1, 2025.
- Cormac reminds the committee of their ability to re-apply for their current positions.
- Appointments/Re-Appointments will be approved by the committee at next meeting in September and final Board approval at a November BoCC meeting.

7. STAFF AND COMMITTEE GENERAL COMMUNICATIONS

A. Live Local Act Update

- Allows Live Local in PUDs.
- Allows affordable housing development on property owned by the church.
- Simplifies the parking reductions
- New height restrictions for development that is planned to go next to existing single-family homes.

8. NEW BUSINESS

a. Public Hearings

i. Magnolia Pond PUD, Affordable Housing Density, increase the number of residential units from 231 to 500, to be presented at the Planning Commission on 8/21 and for Board approval on 10/14.

ii. Everglades Equipment Group PUD, seeking 115 rental units, of which 10% @ 80% AMI. Going to the Planning Commission on 10/28.

9. ADJOURN

Meeting adjourned at 10:31 a.m.

10. NEXT MEETING DATE AND LOCATION:

September 16, 2025, at 9:00 A.M in Conference Room 609/610- Growth Management Community Development Department

COLLIER COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE

_____

Stephen Hruby, Chairman

These minutes were approved by the committee on _____,

as presented _____, *or as amended* _____.

Collier County Housing Demand Model - 2025

Methodology: Goal of Reducing Housing Cost Burdened by 1%/year + Accommodate Yearly Population Growth - Existing Available Supply = Units Needed Yearly by Income Level

1	2	3	4	5		8	9	10	11	12	13	14
Projected Unit Type	**Income Target**	**Household Income Level (% of Median Income)**	**Max Household Income (3-person household)**	**Max Rent (2 Bedrooms)**	**Max Purchase Price (Owner Only)**	**2025 Report of Schimberg Cost Burdened Households (Based on 2023 Population Data)**	**New Units Needed in Order to Lower Cost Burdened by 1% (yearly)**	**New Units Needed for 2024 Population Growth (in households)**	**Total New Affordable Units Needed Per Year (1% reduction in Cost Burden + Population Growth)**	**Available Supply of Units for Purchase (March 2025)**	**Available Supply of Units for Rent (Jan 2025)**	**Remaining New Affordable Units Needed (yearly)**
Rental	Extremely Low	Less than 30%	**$ 30,690.00**	$ 767.00	N/A	14,133	466	212	678	0	0	678
Rental	Very Low	31%-50%	**$ 51,150.00**	$ 1,278.00	N/A	12,453	411	424	835	0	0	835
Owner or Rental	Low	51%-80%	**$ 81,840.00**	$ 2,046.00	$190,000	15,375	507	847	1,355	143	102	1,110
Owner	Median	81%-100%	**$ 102,300.00**	N/A	$265,000	4,808	159	847	1,006	321	181	504
Owner	Moderate	101%-120%	**$ 122,760.00**	N/A	$338,000	3,753	124	635	759	567	50	142
Owner	Gap	121%- 140%	**$ 143,220.00**	N/A	$409,000	3,753	124	424	547	640	0	-93
		Sub Total				**54,275**	**1,791**	**3,389**	**5,180**	**1,671**	**333**	**3,176**

Collier County Community and Human Services Division

Quarterly Rental Apartment Inventory Survey July 2025

Information deemed reliable but should be independently verified

Property Name	Property Address	Phone #	1/1 Rental Rate	2/2 Rental Rate	3/2 Rental Rate	Total # of Units in Development	Occupancy Rate	Total Available Units as of July 1, 2025
Wolfe Apartments	4620 16th Pl SW #303, Naples, FL 34116	(239)-353-8746	$ 700.00	$ 900	N/A	46	100.0%	0
10x Living (Alvista at Laguna Bay)	2602 Fountainview Cir, Naples, FL 34109	(239) 254-7889	$ 1,590	$ 2,012	N/A	456	89.0%	50
Atrium Gulfshore (Gulfshore Apartments)	5301 Summerwind Dr, Naples, FL 34109	(239) 597-6605	$ 1,650	$ 1,940	N/A	368	94.3%	21
Bear Creek **	2367 Bear Creek Dr, Naples, FL 34109	(239) 514-0600	N/A	$ 1,418	$ 1,477	108	100.0%	0
Belvedere Apartments (Belvedere At Quail Run) *	260 Quail Forest Blvd, Naples, FL 34105	(239) 434-0033	$ 1,649	$ 1,765	N/A	162	88.3%	19
Bembridge- The Harmony on Santa Barbara (Ekos)	4640 Santa Barbara Blvd, Naples, FL 34104	(239) 686-0050	$ 1,671	$ 1,282	$ 1,636	82	100.0%	0
Bermuda Island*	3320 Bermuda isle Cir., Naples, FL 34109	(888) 415-1140	$ 1,180	$ 2,005	$ 2,028	360	95.0%	18
Briar Landings	1385 Wildwood Lakes Blvd, Naples, FL 34104	(239) 455-2400	$ 1,600	$ 1,900	N/A	240	95.8%	10
Brittany Bay	14815 Triangle Bay Dr, Naples, FL 34119	(239) 354-2002	$ 1,183	$ 1,417	$ 1,637	392	100.0%	0
Brittany Bay II	14925 Lighthouse Rd, Naples FL 34119	(239) 354-2002	$ 1,183	$ 1,417	$ 1,637	392	100.0%	0
Brittany Bay III- Vanderbilt Place Condos**No Info.	14915 Lighthouse Rd, Naples FL 34119	N/A	N/A	N/A	N/A	392	100.0%	0
College Park	6420 College Park Cir, Naples, FL 34113	(833) 219-9964	N/A	$ 1,469	$ 1,703	210	100.0%	0
Ekos Cadenza	8360 Cadenza Rd, Naples, FL 34113	(239) 396-3426	$ 1,174	$ 1,409	N/A	160	100.0%	0
Ekos Cadenza II (Allegro)	8455 Rattlesnake Hammock Rd, Naples, FL 34113	(239) 326-2248	$ 1,168	$ 1,406	N/A	160	97.5%	4
Jasmine Cay	100 Jasmine Circle Naples, FL - 34102	(239) 963-9920	N/A	$ 1,461	$ 1,687	73	100.0%	0
Meadow Brook Preserve	1130 Turtle Creek Blvd, Naples, fL 34110	(239) 579-9420	$ 1,695	$ 1,750	$ 2,650	268	89.2%	29
Mer Soleil *	4250 Jefferson Ln, Naples, FL 34116	(239) 354-1155	$ 1,535	$ 1,825	$ 2,600	320	96.9%	10
Naples Place I-III**	4544-4626 Sunset Rd, Naples, FL 34116	(239) 450-9126	$ 1,200	$ 1,900	$ 2,350	170	100.0%	0
Noah's Landing- Golden Gate Commerce Park PUD	10555 Noah's Cir, Naples, FL 34116	(239) 775-7115	$ 1,218	$ 1,452	$ 1,689	264	100.0%	0
Oasis Naples	2277 Arbor Walk Cir, Naples, FL 34109	(239) 598-9944	$ 1,792	$ 2,023	N/A	216	94.0%	13
Ospreys Landing	100 Ospreys Landing, Naples, FL 34104	(239) 261-5454	$ 1,216	$ 1,457	$ 1,685	176	100.0%	0
The Point	2155 Great Blue Dr, Naples, FL 34112	(239) 417-5500	$ 1,600	$ 1,900	$ 2,400	248	75.8%	60
Saxon Manor Isles- (Meadow Lakes) *	105 Manor Blvd, Naples, FL 34104	(239) 403-4130	$ 1,623	$ 1,960	$ 2,135	252	90.9%	23
Somerset Palms	15985 Arbor View Blvd, Naples, FL 34110	(888) 479-3911	N/A	$ 1,865	$ 2,233	169	92.3%	13
Summer Lakes I - Donovan Center PUD*	5600 Jonquil Ln, Naples, FL 34109	(833) 290-3367	$ 1,228	$ 1,476	$ 1,709	140	100.0%	0
Summer Lakes II - Bosley PUD*	5520 Jonquil Ln, Naples, FL 34109	(833) 290-3367	$ 1,228	$ 1,476	$ 1,709	276	100.0%	0
Stillwater Cove (Gordon River Aprtments)*	1400 5th Ave N, Naples, FL 34102	(239) 263-7700	N/A	$ 1,750	$ 1,950	96	100.0%	0
The Falls of Portofino*	7047 Ambrosia Lane, Naples, FL 34119	(833) 277-1086	N/A	N/A	$ 2,901	246	98.0%	5
The Springs at Hammock Cove *	4360 Petal Dr, Naples, FL 34112	(239) 203-3972	$ 1,744	$ 1,994	$ 2,445	340	88.8%	38
Tuscan Isle - Saddlebrook Village	8650 Weir Dr, Naples, FL 34104	(239) 304-3668	$ 1,112	$ 1,461	$ 1,691	298	100.0%	0
Villas of Capri	7725 Tara Cir, Naples, FL 34104	(239) 455-4600	$ 1,216	$ 1,464	$ 1,692	235	100.0%	0
Waverley Place *	5300 Hemingway Ln, Naples, FL 34116	(239) 353-4300	$ 1,550	$ 1,830	$ 2,696	300	92%	23
Whistler's Cove*	11400 Whistlers Cove Blvd, Naples, FL 34113	(239) 417-3333	$ 1,217	$ 1,461	$ 1,698	240	99.6%	1
Whistler's Green	4700 Whistlers Green Cir, Naples, FL 34116	(239) 352-2999	$ 1,188	$ 1,419	$ 1,625	168	100.0%	0
Wild Pines of Naples*	2580 Wild Pines Ln, Naples, FL 34112	(239) 793-6419	$ 1,501	N/A	N/A	200	88.0%	24
Addison Place (Tree Farm)*	8677 Addison Place Circle, Naples, FL 34119	(239) 232-6109	$ 1,948	$ 2,270	$ 2,756	294	94.2%	17
Advenir Aventine	9300 Marino Cir, Naples, FL 34114	(239) 793-4603	$ 1,943	$ 2,088	$ 2,600	350	94.3%	20
Allura*	16210 Allura Circle, Naples, FL 34110	(239) 788-2641	$ 1,987	$ 2,558	$ 3,296	320	93.1%	22
Amberton*	8067 Dream Catcher Cir, Naples, FL 34119	(239) 316-3584	N/A	$ 2,073	$ 2,236	306	97.4%	8

Collier County Community and Human Services Division

Quarterly Rental Apartment Inventory Survey July 2025

Information deemed reliable but should be independently verified

Property Name	Property Address	Phone #	1/1 Rental Rate	2/2 Rental Rate	3/2 Rental Rate	Total # of Units in Development	Occupancy Rate	Total Available Units as of July 1, 2025
Aqua Bay*	4300 Atoll Ct, Naples, FL 34116	(239) 748-2880	$ 1,745	$ 2,075	N/A	120	94.2%	7
Aspire*	5050 Aspire Way, Naples, FL 34110	(833) 268-1166	$ 2,139	$ 2,468	$ 3,348	233	37.8%	145
Aster at Lely Resort	8120 Acacia St, Naples, FL 34113	(239) 919-8375	$ 1,877	$ 2,213	$ 2,605	308	92.5%	23
Atlis - Santa Barbara *	4710 Atlis Drive, Naples Fl 34104	(239)-372-9850	$ 1,959	$ 2,142	$ 2,635	242	92.1%	19
Crest Apartments -Vincentian PUD (The Crest)	11496 Sumter Grove Cir, Naples, FL 34113	(239) 963-1209	$ 1,877	$ 2,300	$ 2,800	200	91.0%	18
Edge 75 (I-75/Alligator Alley)	120 Bedzel Cir, Naples, FL 34104	(239) 276-7770	$ 1,799	$ 2,299	$ 2,799	320	86.9%	42
Everly*	3250 Magnolia Pond Dr, Naples, FL 34116	(239) 360-4819	$ 2,049	$ 2,599	$ 2,899	324	96.0%	13
George Washington Carver Apt	350 10th St N, Naples, FL 34102	(239) 261-4595	$ 1,688	$ 2,113	$ 2,748	70	100.0%	0
Goodlette Arms	950 Goodlette Rd N, Naples, FL 34102	(239) 262-3229	$ 1,894	N/A	N/A	242	100.0%	0
Inspira Apartments	7425 Inspira Circle, Naples, FL 34113	(239) 298-5680	$ 2,061	$ 2,293	$ 2,771	304	92.4%	23
Jade at Olde Naples	402 11th St N, Naples, FL 34102	(239)213-5888	$ 1,800	$ 2,150	N/A	104	97.1%	3
Lago Apartments (Briarwood)*	10200 Sweetgrass Circle. Naples, FL 34104	(239)384-6881	$ 2,055	$ 2,579	$ 3,105	320	86.3%	44
Laurel Ridge (The Terrace @ Naples)	5460 Laurel Ridge Ln, Naples, FL 34116	(239) 776-0196	N/A	N/A	$ 2,300	78	94.9%	4
Legacy Naples Apartments *	7557 Campania Way, Naples, FL 34104	(239) 354-7417	$ 1,773	$ 2,367	$ 2,623	304	91.1%	27
Magnolia Square *	5934 Premier Way, Suite 2100, Naples FL 34109	(239) 932-6899	$ 2,435	$ 2,801	$ 4,130	290	91.0%	26
Marea *	3550 Putney Court, Naples FL 34112	(239) 944-7080	$ 2,161	$ 2,314	$ 3,103	300	87.7%	37
Mark Lane Apartments *	15500 Mark Lane, Naples FL 34119	(239) 631-9325	$ 1,980	$ 2,165	$ 2,690	286	89.2%	31
Malibu Lakes	2115 Malibu Lakes Circle, Naples, FL 34119	(239) 596-0035	$ 1,715	$ 2,299	$ 2,499	356	91.3%	31
Milano Lakes*	3713 Milano Lakes Cir, Naples, FL 34114	(239) 558-1534	$ 2,044	$ 2,108	$ 2,499	296	95.9%	12
Naples 701*	3531 Plantation Way, Naples, FL 34112	(239) 775-8000	$ 1,495	N/A	N/A	188	94.7%	10
Orchid Run	10991 Lost Lake Drive, Naples, FL 34105	(833) 676-4450	$ 2,021	$ 2,299	$ 2,766	282	86.5%	38
The Pearl (Founders Square)	8820 Walter Way Naples, FL 34120	(239) 364-4083	$ 2,224	$ 2,599	$ 3,575	400	100.0%	0
River Reach	1970 River Reach Dr, Naples, FL 34104	(239) 643-2292	$ 1,932	$ 2,150	N/A	556	95.3%	26
Sierra Grande at Naples	6975 Sierra Club Cir, Naples, FL 34113	(239) 529-5631	$ 1,986	$ 2,339	$ 2,621	300	95.3%	14
The Coast (Berkshire Lakes) *	3536 Winifred Row Ln, Naples, FL 34116	(239) 455-8174	N/A	N/A	$ 2,375	146	87.7%	18
The Coast Residences*	1600 Wellesley Cir, Naples, FL 34116	(239) 353-1211	$ 1,754	$ 2,008	N/A	200	92.5%	15
Ascent*	1950 Mayfair St, Naples, FL 34104	(239) 488-5546	$ 2,563	$ 3,492	$ 5,500	270	28.5%	193
Amberlin *	8630 Amberlin Way	(239) 350 1566	$ 1,854	$ 2,698	N/A	188	TBA	**Under Development**
Amerisite- Latigo Apartments (FIORI)	8710 Collier Blvd	TBA	N/A	N/A	N/A	303	TBA	**Under Development**
Blue Coral Apartments	5035 Aspire Way	TBA	N/A	N/A	N/A	234	TBA	**Under Development**
Marlowe*	6026 Whitaker Rd, Naples	(239) 999-8414	$ 2,132	$ 2,417	$ 2,917	216	TBA	**Under Development**
Renaissance Hall (Golden Gate Golf Course)	4100 Golden Gate Pkwy	TBA	N/A	N/A	N/A	400	TBA	**Under Development**
Sub-Total Naples		**Median**	**$ 1,730**	**$ 2,008**	**$ 2,499**	**17,873**	**93.0%**	**1,247**
IMMOKALEE, FLORIDA BELOW	**IMMOKALEE, FLORIDA BELOW**							
Casa Amigos	2683 Amigo Way, Immokalee, FL 34142	239-657-2009	N/A	$ 1,173	N/A	24	100.0%	0
Eden Gardens 1&2	1375 Boxwood Drive, Immokalee, FL 34142	(239) 657-7900	N/A	$ 1,135	$ 1,200	92	100.0%	0
Esperanza Place	2357 Esperanza Way, Immokalee, FL 34142	(239) 657-2009	$ 810	$ 900	$ 960	47	100.0%	0
Farm Worker Village	2225 Chadwick Cir, Immokalee, FL 34142	(239) 842-0327	$ 595	$ 645	$ 700	276	100%	0
Garden Lake Apartments	1050 Garden Lake Cir, Immokalee, FL 34142	(239) 657-3204	$ 658	$ 750	N/A	65	93.8%	4

Collier County Community and Human Services Division

Quarterly Rental Apartment Inventory Survey July 2025

Information deemed reliable but should be independently verified

Property Name	Property Address	Phone #	1/1 Rental Rate	2/2 Rental Rate	3/2 Rental Rate	Total # of Units in Development	Occupancy Rate	Total Available Units as of July 1, 2025
Heritage Villas	1810 Lake Trafford Rd, Immokalee, FL 34142	(239) 657-3204	$ 854	$ 961	N/A	41	100.0%	0
Immokalee Apartments	601 W Delaware Ave, Immokalee, FL 34142	(239) 657-6185	N/A	$ 1,158	$ 1,306	100	100.0%	0
Immokalee Senior Housing (Bromelia Place)	612 N 11th St Immokalee, FL - 34142	(239) 351-3332	$ 1,069	$ 1,278	N/A	30	96.7%	1
Main Street Village	104 Ahinga Cir, Naples, FL 34142	(239) 657-6576	N/A	$ 925	$ 995	79	100.0%	0
Sanders Pines	2449 Sanders Pines Cir, Naples, FL 34142	(239) 657-8333	N/A	$ 850	$ 900	41	100.0%	0
Summer Glenn	1012 Summer Glen Blvd, Immokalee, FL 34142	(239) 657-3204	$ 859	$ 1,005	N/A	45	97.8%	1
Southern Villas	1802 Custer Ave.,Immokalee, FL 34142	(239) 657-3204	$ 1,016	$ 1,177	$ 1,372	35	94.3%	2
Willowbrook Place	1836 Ash Ln, Immokalee, FL 34142	(239) 657-3204	$ 731	$ 831	N/A	41	100.0%	0
Crestview Park (First Phase)(The Ashley Apartments)	715 Crestview Dr, Immokalee, FL 34142	(877) 475-1665	N/A	$ 1,391	$ 1,585	208	100.0%	0
Crestview Park II (Second Phase)(The Ashley Apartments)	722 Crestview Dr, Immokalee, FL 34142	(877) 475-1665	N/A	$ 1,390	$ 1,590	96	100.0%	0
Cypress Run	550 Hope Circle, Immokalee, FL 34142	(239) 657-9032	$ 791	N/A	N/A	39	100.0%	0
Hatchers Preserve	3174 Esperanza Ct, Immokalee, FL 34142	(239) 657-7900	N/A		$ 1,150	18	94.4%	1
Oak Haven	580 Oakhaven Cir, Immokalee, FL 34142	(239) 658-5920	N/A	$ 1,375	$ 1,575	160	96.9%	5
Timber Ridge	2711 Wilton Ct, Immokalee, FL 34142	(239) 657-8333	N/A	N/A	$ 1,000	35	100.0%	0
Immokalee Fair Housing Alliance	2032 Corazon De La Comunidad Cir Immokalee, FL 34142	TBA	N/A	N/A	N/A	128	TBA	**Under Development**
Sub-Total Immokalee		**Median**	**$ 810**	**$ 1,070**	**$ 1,175**	**1,600**	**99.1%**	**14**
Grand Total		**Median**	**$ 2,540**	**$ 3,078**	**$ 3,674**	**19,473**	**93.5%**	**1261**

*Information verified through complex website
**Unable to verify current rates and availability

Very Low-Income (VLI): Means a household earning between 30% and 50% of the Area Median Income. Rent limit by the number of bedrooms in the unit. Max rent limits: 1 BR $1,065, 2 BR $1,278, 3 BR $1,476
Low-Income (LI): Means a household earning between 51% and 80% of the Area Median Income. Rent limit by the number of bedrooms in the unit. Max rent limits: 1 BR $1,705, 2 BR $2,046, 3 BR $2,363
Moderate Income (MI): Means a household earning between 81% and 120% of the Area Median Income. Rent limit by the number of bedrooms in the unit. Max rent limits: 1 BR $2,557, 2 BR $3,069, 3 BR $3,544
Fair Market Rate

The following is a summary and comparison of both proposed developments.

LGAO APPLICATION SUMMARY

Applicant	**Rural Neighborhoods**	**McDowell Housing Partners**
Name of Project	Renaissance Hall Senior Living, LLLP	Ekos Old 41
Location	Naples- Golden Gate City	Naples- North Naples
Parcel(s)	36560040008	00143160001
Acreage	19.62 acres total; 2.16 acres for Senior Housing	3.71 acres
Number of Units Proposed	100 Units	80 Units
Total Proposed Development Cost	$35,548,548	$33,776,147
AH Commitments	15 Units at 30% AMI 35 Units at 50% AMI 4 Units at 60% AMI 44 Units at 70% AMI 2 Units at 80% AMI	12 Units at 30% AMI - 32 Units at 60% AMI 36 Units at 70% AMI -
Estimated Completion Date	December 2027	Fall 2028
Growth Management Plan	In compliance	In compliance
Zoning	MPUD	CPUD; *Use Live Local Act SB102
Existing Roadways / Needs	Arterial roads available	Commercial arterial roads available
Transit Route Availability	CAT Bus Stops available; Location on two Routes.	No CAT Bus Stops; Location not on any Routes. Closest stop is US-41 & Immokalee Road. On Lee County Bus Route with Transfer to CAT
Utilities Availability	Yes	Yes
Environmental Considerations	Soil Contamination: FDEP Approval Obtained	Possible Wetlands
FEMA Flood Zone Designation	FEMA CLOMR Issued (No Flood Insurance to be required) Zone X	AE; AH

Collier County 2025 LGAO Application Selection Criteria Scores

Selection Criteria and Value of Points		Applications Received	
Criteria	**Max. Points**	**McDowell Housing**	**Rural Neighborhoods**
Applicant's **development and construction experience** (Provide applicant team members with respective experience; preference for greater length of experience)	10 points		
Experience and Quality of development team (Identify development team, provide development team's experience; preference for greater length of experience)	5 points		
Applicant's **management experience,** or experience and quality of management company (Identify management team, provide management team's experience; preference for greater length of experience)	5 points		
Financial feasibility to complete and operate the project (including, but not limited to, cost estimates, cash flows, debt service coverage ratios, the percentage of public monies requested compared to project cost; leveraging of public resources, plan for payment of impact fees, including the requested County loan)	5 points		
Applicant's **performance and/or compliance** (including any prior defaults) of any prior loans or contracts with Collier County	8 points		
The r**easonableness of the cost** of the development (total development cost and total cost per unit)	10 points		
Levels of affordability offered within the development (Maximum points for greater affordability and and units at multiple %AMI)	7 points		
Resident Programs (Monthly events and activites offered for the residents)	5 points		
Unit and Development Amenities (Leisure activities and areas ex: clubhouse with community meeting room, pool, bbq, movie theater, exercise room, exercise equipment)	5 points		
Energy Efficiency (Applicances within the units are energy efficient)	5 points		
Commitment to set-aside at least 10% of the units in the development to an at-risk population (Homeless, Seniors, Special Needs, Etc.)	7 points		
Maximum Economic Impact (Additional community benefits)	3 points		
Developments which provide a **lift to the neighborhood**, and could lead to additional revitalization and/or neighborhood improvement	5 points		
Proximity to public transportation, services, and employment	10 points		
Leveraging of County funds with other resources that could be used to meet the FHFC required contribution level, and leveraging of County funds with other funds to achieve greater impact on the community/neighborhood (Include LGAO request amount)	7 points		
Ability to meet **FHFC requirements** for the contribution to be a part of permanent financing with minimum loan term	3 points		
Application Total	**100 points**		
Bonus Points for **County's Prior Year LGAO** (Only eligible to the County's selected application for the immediately prior LGAO cycle when that applicant was not a selected recipient for funding at the state level)	10 points	**0**	**10**
Total Points (Application & Bonus Points)	**110 points**		

McDowell
HOUSING PARTNERS

Ekos on Old 41

Collier County 2025 NOFA Related to FHFC RFA 2025-201
Local Government Area of Opportunity Funding Application



Submitted To:
Collier County Government
c/o Community and Human Services Division
Kristi Sonntag, Director
3339 East Tamiami Trail, Building H., Suite 213
Naples, FL 34112

777 Brickell Ave, Ste. 1300
Miami, FL 33131

Ph: (786) 584-2486
www.mcdprop.com

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August 15, 2025

Collier County Government
c/o Community and Human Services Division
Director, Kristi Sonntag
3339 East Tamiami Trail, Building H, Suite 213
Naples, FL 34112

Dear Ms. Sonntag:

MHP Collier V, LLC, an affiliate of McDowell Housing Partners (MHP) is pleased to present the submission of Ekos on Old 41 for the Collier County Local Government Area of Opportunity Funding commitment for Florida Housing Finance Corporation (FHFC) RFA 2025-201.

Ekos on Old 41 offers the County the highest probability of securing funding through the coveted 9% housing tax credits. We estimate a total of nine (9) applications will be selected for funding under RFA 2025-201, with five (5) goals to fund developments with a Local Government Area of Opportunity Funding Preference. Furthermore, FHFC has a goal to fund two (2) developments that are within designated Geographic Areas of Opportunity or HUD-designated Difficult Development Areas (SADDA). Ekos on old 41 will be highly competitive for the coveted funding award by meeting 7 of FHFC funding goals.

McDowell Housing Partners brings forth the requisite discipline, LOCAL experience, and knowledge, and most of all passion to deliver a quality, attainable housing community for Collier County residents. MHP has an established track record of successfully securing the extremely competitive 9% tax credits and working through the Collier County development process. MHP has successfully secured scarce/competitive funding for over 2,300 units in the past 5 years. Our experience developing, constructing, and operating income restricted housing assets will ensure the development's long-term viability and success. MHP maintains the critical financial capacity, multifamily operating expertise, and local presence to endure the volatile and challenging market conditions that are hindering the other affordable developers across the area.

Ekos on Old 41 is located on a premium 3.71-acre site on 15805 Old 41 Road, on one of the few main commercial arteries within the North Collier County area (as illustrated in the location map below). The site's location is perfect for a multifamily housing community; the site does not impose on single family homes and is within close proximity to places to valued tenant amenities such as grocery stores, pharmacies, parks, convenience stores, schools, restaurants, places of employment and an array of other retail establishments.

We understand the County's objective for this development is to serve a broad range of income levels. Our development program will provide a mix of income/rent set-asides to drive the greatest public benefit to the widest array of underserved citizens. MHP maintains a resolute commitment to work in full collaboration with the County and surrounding neighborhood, and community stakeholders. The approach of working from the "inside out" has proven to be a key element

underlying our reputation and success as a distinguished public/private partnership housing developer.

The general development program of Ekos on Old 41 will consist of one five-story elevator served building with 80 units, surface parking and ample open space. The efficient design along with a favorable purchase price affords the luxury of optimizing unit construction within the boundaries of zoning and land use regulation, as well as leveraging the benefits afforded by Senate Bill 102.

We look forward to working in partnership with Collier County to deliver another exceptional development that we would all be proud to call Home.

Sincerely,

Christopher Shear



President
MHP Collier V, LLC

Exhibit 2 – Development Summary

Name of Development	Ekos on Old 41
Location of Development, by street address, or if no address, by mileage from nearest cross streets.	15805 Old 41 Rd, Unincorporated Collier County.
Developer/ Location (name of controlling company, not of LP or LLC).	MHP Collier V, LLC , an affiliate of McDowell Housing Partners 777 Brickell Ave, Suite 1300, Miami, FL 33131
Contact person for application, including name, email, and phone numbers	Chris Shear, cshear@mcdhousing.com, (786) 584-2486
New Construction or Rehabilitation	New Construction
Development Construction Type Garden, Mid-Rise, High-Rise, Other (explain)	Mid-Rise
Family, Elderly, or other	Family
Concrete or Wood	Concrete
Number of Buildings	One (1)
Number of Stories Per Building	Five (5) stories
Number of Units Number of Bedrooms by unit size	80 Units consisting of 48 1BR/1BA and 32 2BR/2BA
Total Development Cost	$33,776,147
Cost per unit	$422,202
Land Cost	$1,300,000
Hard Construction Cost	$20,300,000
General Contractor	Local GC TBD
Set Aside Period (perpetuity minimum)	50 Years
Set Aside Levels (number of units at each AMI level)	15% at 30% AMI; 40% at 60% AMI and 45% at 70% AMI
Set Aside Special Needs (Homeless/By Name List)	10%
Current Zoning	CPUD
Evidence of Site Control	Purchase and Sale Agreement
Geographic Area of Opportunity (Yes or No)	Yes

Project Narrative



Ekos on Old 41 is a proposed 80-unit affordable housing community located at 15805 Old 41 Road. The project is being developed by MHP Collier V, LLC, an affiliate of McDowell Housing Partners. The development will consist of 48 one-bedroom & 32 two-bedroom units within a single, elevator-served 5-story residential building. The building will be organized with an efficient double-loaded corridor layout with the aim to enhance resident accessibility. Surface parking will be provided on-site for residents and guests.

Communal amenities will include a 2,500 square foot clubhouse space located within the building footprint, housing the leasing offices, a fitness center, and a multi-purpose community room for resident events and programming. A lot will be positioned adjacent to the building offering a safe and engaging play area for children. The conceptual site plan incorporates stormwater management ponds and preserves approximately 0.86 acres of existing natural area consistent with Collier County land development standards.

Interior Finishes

MHP has worked hard to cultivate a brand and aesthetic feel that is incorporated across all our properties. Similarly to all of our existing developments within Collier County, Ekos on Old 41 will feature high-quality interior finishes that will allow residents to take pride in where they live. Units will feature granite countertops, plywood cabinets (not particle board), luxury vinyl tile flooring; ceiling fans with light kits in all bedrooms and living rooms, full-size energy star stainless steel appliances including range, refrigerator microwave, dishwasher; washer/dryer hookups in every unit; and LED lighting throughout. Unit closets will have built in wire shelving for added storage and will provide high quality window treatments.

INTERIOR FINISHES

MHP Standard Unit Finishes

CABINET PULLS

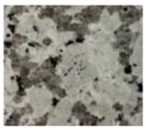


SHAKER FRAMLESS CABINET DOOR FRONTS



DECORATIVE BACKSPLASH TILE

3CM GRANITE EASED EDGE POLISHED



PAINT COLORS ALABASTER EXTRA WHITE

VANITY LIGHTING



VANITY FAUCET



LVT PLANK FLOORING



CEILING FAN WITH LIGHT KIT

RECESSED LIGHTING

GE WASHER AND DRYER



STAINLESS APPLIANCE PACKAGE IN KITCHEN



SINK



FAUCET WITH SPRAY ACESSORY

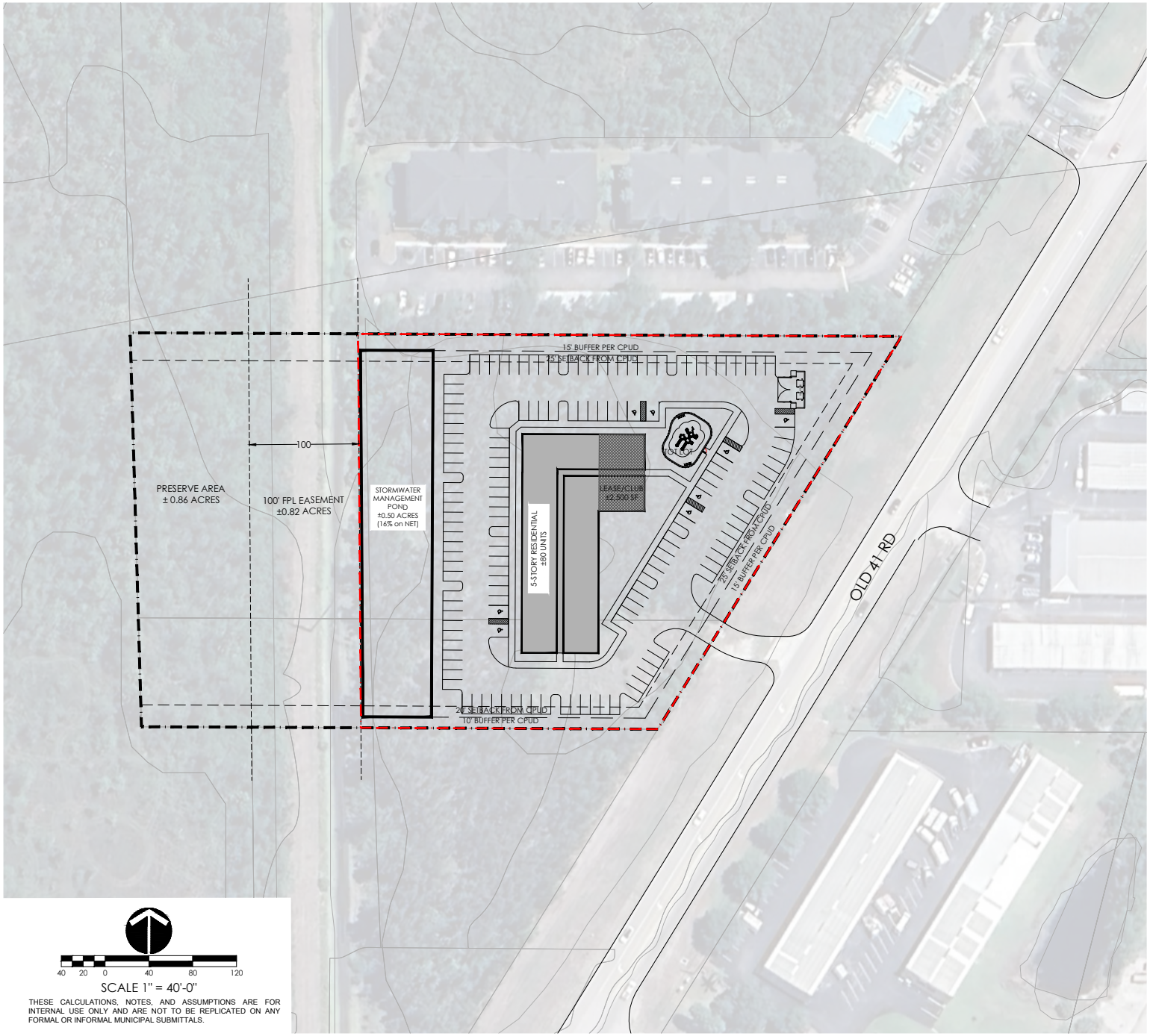


1" COORDLESS BLINDS SQUARE VALANCE PROFILE



FINISHES ARE THE MCDOWELL HOUSING PROPERTIES BASIS OF DESIGN. FINAL SELECTIONS TO BE SUBJECT TO CONSTRUCTION BUYOUT FOR OR EQUALS. REQUEST PROJECT PHOTOS AS REQUIRED PRIOR TO LEASE UP OR OTHER ASSET MANAGEMENT ACTIVITIES.





SCALE 1" = 40'-0"

THESE CALCULATIONS, NOTES, AND ASSUMPTIONS ARE FOR INTERNAL USE ONLY AND ARE NOT TO BE REPLICATED ON ANY FORMAL OR INFORMAL MUNICIPAL SUBMITTALS.

SITE CALCULATIONS

		[CPUD] PERMITTED		PROVIDED	
TOTAL UNITS (+/-)		121		80	
	1 BEDROOM	NA		48	60%
	2 BEDROOM	NA		32	40%
AVERAGE UNIT SIZE		NA		800	
GROSS ACREAGE		NA		4.85	
GROSS DENSITY		25.0 DU/AC		16.5 DU/AC	
NET ACREAGE		NA		3.17	
NET DENSITY		NA		25.2 DU/AC	
OPEN SPACE (ACRES | %)		1.45	30%	2.83	58%
	POND AREA	NA		0.50	
	PRESERVE	NA		0.86	
	FPL EASEMENT	NA		0.82	
	OTHER OPEN SPACE	NA		0.65	
HEIGHT (STORIES | FEET)		35'		5	<65'

The average unit size is 800SF as per the client. The residential buildings shown are 70' modules. A 15% core factor has been subtracted from the buildings excluding the corridors, as well as area for the lease office and clubhouse. This core factor allows for elevators, stairwells and undulations in the buildings.

PARKING CALCULATIONS

PARKING REQUIRED

CATEGORY	UNITS	SPACES	SPACES/UNIT
1 BEDROOM	48	84	1.75
2 BEDROOM	32	64	2.00
ASSUMED REDUCTION		15	10%
LEASE	2500	5	1:800
RECREATION AREA		7	
TOTAL REQUIRED		140	1.75 SPACES/UNIT
			1.25 SPACES/BED

PARKING PROVIDED

CATEGORY	SPACES			RATIO
	ACCESSIBLE	STANDARD	TOTALS	
SURFACE	5	130	135	
RECREATION AREA	1	2	3	
LEASE	2	5	7	
TOTAL PROVIDED	8	137	145	1.81 SPACES/UNIT
				1.29 SPACES/BED

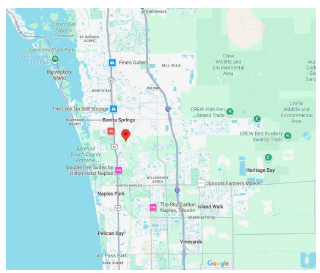
NOTES:

1. THIS PLAN IS FOR MASSING PURPOSES ONLY. A MORE DETAILED PLAN WILL BE REQUIRED TO CONFIRM PROJECTED YIELD.
2. THE BOUNDARY WAS TAKEN FROM THE LOCAL ONLINE GIS DATABASE AND A PDF SURVEY PROVIDED BY THE CLIENT.
3. A FIELD RUN TOPOGRAPHIC SURVEY IS NOT AVAILABLE AT THIS TIME. ADJUSTMENTS TO THE LAYOUT DUE TO GRADING CONCERNS MAY BE REQUIRED ONCE A TOPOGRAPHIC SURVEY HAS BEEN PROVIDED.
4. A DETAILED ANALYSIS OF STATE, COUNTY, AND CITY ORDINANCES GOVERNING THE DEVELOPMENT OF THIS PROJECT HAS NOT BEEN PERFORMED. ORDINANCE ANALYSIS WILL BE REQUIRED TO CONFIRM PROJECTED YIELDS.
5. THE PROPOSED RESIDENTIAL BUILDING IS 5-STORY.

ASSUMPTIONS:

1. THE LOCATION AND SIZE OF THE STORM WATER MANAGEMENT FACILITY IS ASSUMED TO BE ADEQUATE. IF ADDITIONAL AREA IS NEEDED IT CAN BE PROVIDED UNDERGROUND. THE FINAL LOCATION AND SIZE WILL NEED TO BE DETERMINED BY THE PROJECT ENGINEER.
2. THIS SITE IS LOCATED IN COLLIER COUNTY,FLORIDA.
3. THIS SITE IS ZONED CPUD. THE CPUD USE IS COMMERCIAL. THIS PLAN ASSUMES THAT THE MULTI FAMILY WILL BE ALLOWED WITH LIVE LOCAL. ZONING CRITERIA WAS TAKEN FROM THE ONLINE ZONING ORDINANCE AS WELL AS THE CPUD DOCUMENT. IT IS FURTHER ASSUMED LIVE LOCAL WILL ALLOW THE BUILDING HEIGHT AS SHOWN.
4. THIS PROJECT IS SUBJECT TO THE FLORIDA INTERNATIONAL BUILDING CODE AND FIRE CODE.
5. THIS PLAN ASSUMES NO ADDITIONAL ROW DEDICATION IS REQUIRED ALONG THE FRONTAGE OTHER THAN WHAT IS SHOWN.
6. NO TREE SURVEY HAS BEEN PERFORMED ON THIS SITE. THIS PLAN ASSUMES REMOVAL OF EXISTING TREES WILL BE PERMITTED TO ALLOW DEVELOPMENT AS SHOWN.
7. THE NUMBER AND LOCATION OF DUMPSTERS IS ASSUMED TO BE ADEQUATE AS SHOWN. ADDITIONAL TRASH WILL BE LOCATED WITHIN THE BUILDING.

LOCATION MAP
15805 OLD 41
COLLIER COUNTY, FLORIDA



artis
1405 W KOENIG LN
AUSTIN, TX 78756
artis-atx.com
830.302.0969

THIS DRAWING IS FOR PERMITTING OR REGULATORY APPROVAL ONLY. NOT FOR CONSTRUCTION.

EKOS ON OLD 41

COLLIER COUNTY, FLORIDA

DATE
8/12/2025

FILE NAME: 3770 BASE 1
PROJ. 3770
ADDRESS
15805 OLD 41
CLIENT
MCDOWELL

CONCEPTUAL SITE PLAN

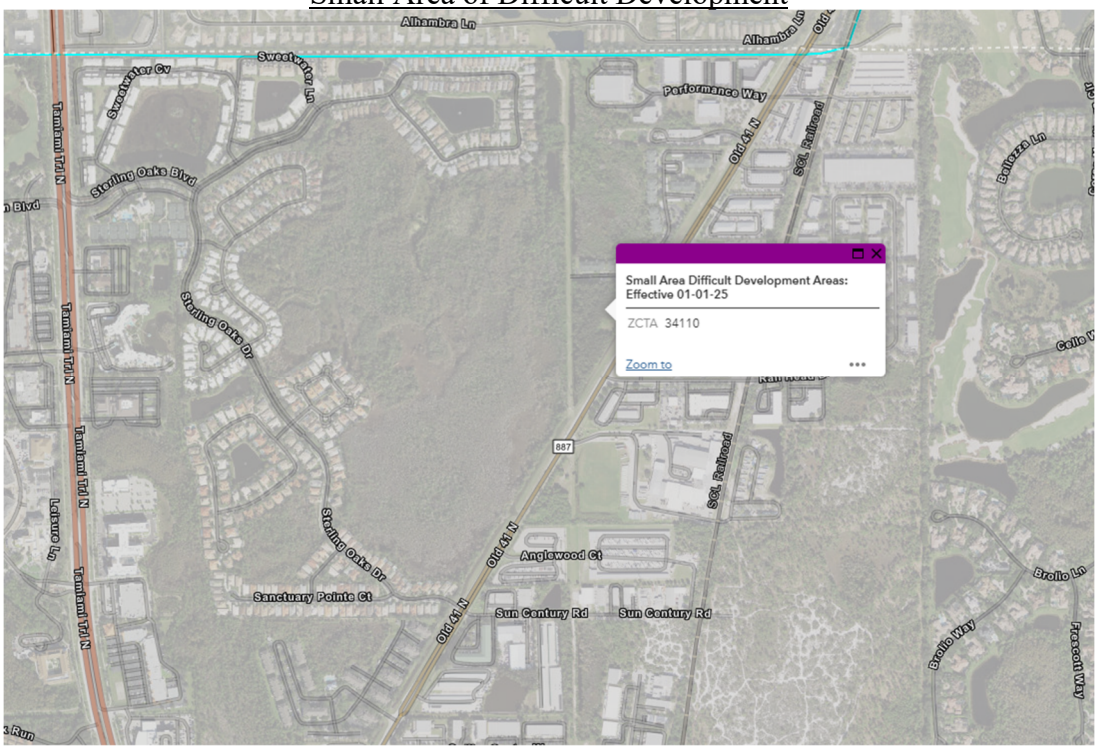
CSP.1

Area Map - With Points of Interest



Geographic Area of Opportunity & Small Area of Difficult Development Map

Small Area of Difficult Development



Geographic Area of Opportunity

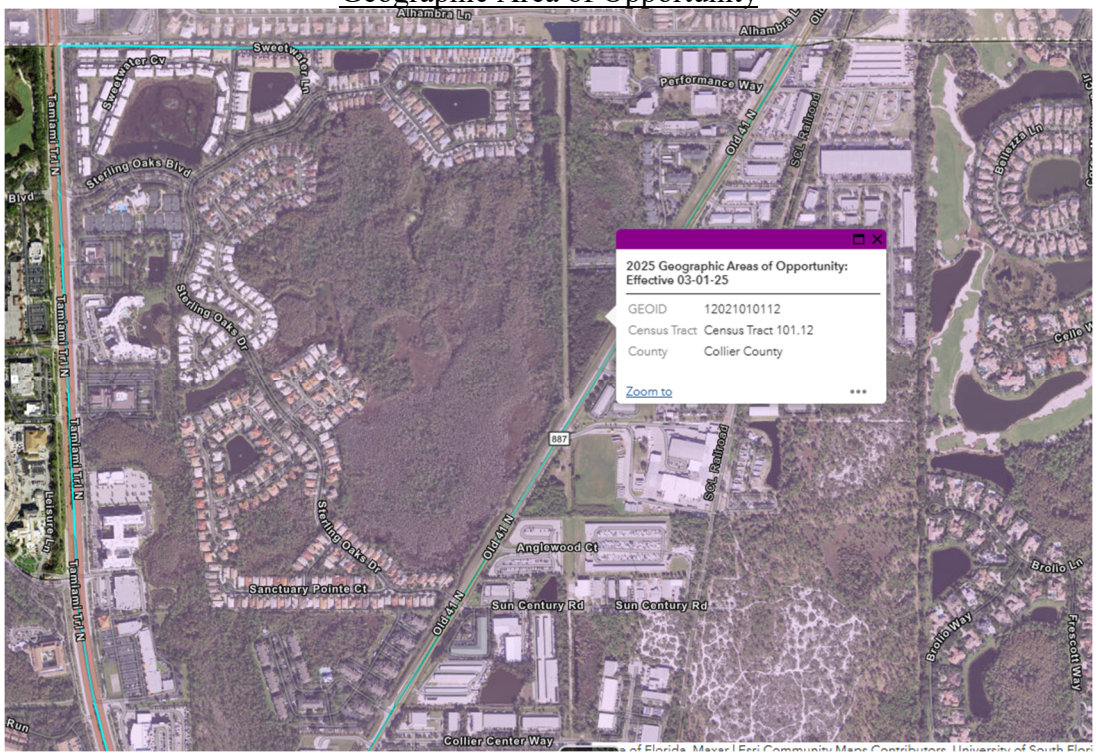


Exhibit 3 – Development Timeline

The Development Team's goal is to deliver 80 quality apartment homes as quickly as possible while maintaining the integrity and aesthetics of the development. We are prepared to begin making expenditures on planning, architecture, and engineering to achieve this.

We have strong relationships with reputable design teams, including Fugleberg Koch for architecture and RWA for civil engineering. Both firms have a long and successful track record in Collier County, working with us on our existing developments: Ekos on Santa Barbar I/II, Ekos on Creekside, ensuring that our development will benefit from their expertise and experience.

As soon as we receive an award from FHFC, which is expected during the first quarter of 2026, we will initiate the financial underwriting process, as well as the design development and entitlement processes. We anticipate the financial closing at Q1 of 2027 and will immediately begin the construction period, with completion expected in the Fall of 2028.

2025 Nov	2025 Dec	2026 Jan	2026 Feb	2026 Mar	2026 Apr	2026 May	2026 Jun	2026 Jul	2026 Aug	2026 Sept	2026 Oct	2026 Nov	2026 Dec	2027 Jan	2027 Feb	2028 Sept
Apply for 9% LIHTC - RFA 2025-201 & Collier County LGAO		Receive Approval at FHFC Board Meeting	Receive Invitation to Credit Underwriting	Financial Underwriting											Closing	
		Design: Architecture & Engineering		SDP Process							Permitting & Entitlements					
															Commence Construction	Construction Completion

Exhibit 4 – Financing Summary

Detailed financial projections are enclosed for review. In addition, the Development Team has provided debt and tax credit equity letters of intent from KeyBank and Greystone Real Estate Capital to round out the sources of funding needed to successfully execute this transaction.

Old 41 Rd - Family
Naples, FL - Collier County
9% Tax Credit

LGAO PROFORMA

Total Units	*80*
Product-Type	*5-story / Mid-Rise Concrete*
Set-Aside	*Average Income*

SOURCES OF FUNDS

	CONSTRUCTION	***PERMANENT***
Construction Loan at 7.00%	$ 21,900,000	$ -
Permanent Loan at 6.75% / 40yr. amort / 0 mos. I/O	-	8,240,000
Federal Tax Equity	12,930,582	23,510,148
Collier County LGAO	460,000	460,000
Deferred Developer Fee	-	1,565,999
TOTAL SOURCES	**$ 35,290,582**	**$ 33,776,147**

USES OF FUNDS

	CONSTRUCTION	***PERMANENT***	
Acquisition Costs	$ 1,300,000	$ 1,300,000	*16,250 / du*
Hard Cost Contingency	1,015,000	1,015,000	
Hard Costs - GC Contract	20,300,000	20,300,000	*253,750 / du*
Architectural & Engineering	761,100	761,100	
Permit & Impact Fees	1,260,000	1,260,000	
Professional Services & Reports	558,839	648,839	
Other Soft Costs	466,950	466,950	
Interim Costs	230,709	230,709	
Financing Costs	1,602,403	2,389,481	
Tax Credit Fees	548,046	548,046	
Soft Cost Contingency	131,747	131,747	
Developer Fee & Overhead	1,916,294	4,440,299	*16%*
Operating Deficit Reserve	-	283,976	
TOTAL USES	**$ 30,091,088**	**$ 33,776,147**	***422,202 / du***

Old 41 Rd - Family
Naples, FL - Collier County
9% Tax Credit

PROJECT UNIT MIX & OTHER INCOME

UNIT TYPE	COUNT	AMI %	UNIT SIZE	EXTENDED SF	UNIT DESCRIPTION	GROSS LIHTC RENT	UTILITY ALLOWANCE	NET LIHTC RENT	MARKET RENT	OTHER RENT	FINAL NET RENT	EXTENDED RENT
1 BR	7	30%	625 SF	4,375 SF	-	$658	$105	$553	-	-	$553	$3,871
1 BR	20	60%	625 SF	12,500 SF	-	$1,317	$105	$1,212	-	-	$1,212	$24,240
1 BR	21	70%	625 SF	13,125 SF	-	$1,536	$105	$1,431	-	-	$1,431	$30,051
2 BR	5	30%	875 SF	4,375 SF	-	$789	$120	$669	-	-	$669	$3,345
2 BR	12	60%	875 SF	10,500 SF	-	$1,579	$120	$1,459	-	-	$1,459	$17,508
2 BR	15	70%	875 SF	13,125 SF	-	$1,842	$120	$1,722	-	-	$1,722	$25,830
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**80**		**725 SF**	**58,000 SF**							**$1,311**	**$104,845**
											$1.81	**$1,258,140**

INCOME AVERAGE: ***60.00%***
AMI YEAR: ***2026***
FAMILY OF FOUR VLI: ***58,504***

UNIT MIX SUMMARY

AMI	Count	%	SF	%
30%	12	15%	8,750	15%
40%	-	-	-	-
50%	-	-	-	-
60%	32	40%	23,000	40%
70%	36	45%	26,250	45%
80%	-	-	-	-
Market	-	-	-	-
Total	**80**	**100%**	**58,000**	**100%**

Unit Type	Count	%	Avg. SF	Total SF
0	-	-	-	-
1	48	60%	625	30,000
2	32	40%	875	28,000
3	-	-	-	-
4	-	-	-	-
Total	**80**	**100%**	**725**	**58,000**

Old 41 Rd - Family
Naples, FL - Collier County
9% Tax Credit

DEVELOPMENT BUDGET

	TOTAL
ACQUISITION COSTS	
Land, To be Acquired	$ 1,300,000
Land Other	-
Brokerage Fee	-
HARD COST CONTINGENCY	
Hard Cost Contingency	1,015,000
HARD COSTS - GC CONTACT	
GC Site Work	-
Building Costs	17,807,018
Other	-
Other	-
Other	-
GC Insurance	-
GC P&P Bond	-
GC General Requirements	1,068,421
GC Overhead	356,140
GC Profit	1,068,421
ARCHITECTURAL & ENGINEERING	
Architect Design	325,000
Architect Construction Admin	75,000
Landscape Architect Design & CA	25,000
Interior Design Fee & CA	15,000
Specialty Design & Engineering Services	50,000
Civil Engineering Design & CA	150,000
Planning/Zoning/Entitlement Fee	-
Surveying and Platting	20,000
Legal - Land Use and Real Estate	-
Construction Material Testing & Inspection	50,000
Green Building Cert. & Inspections	27,100
Dry Utility Connection Fees & Deposits	24,000
PERMIT & IMPACT FEES	
Building Permit & Review Fees	112,000
Maintenance & Improvement Bonds	-
Impact Fees	900,000
Water/Sewer Tap & Connection Fees	248,000
PROFESSIONAL SERVICES & REPORTS	
Accounting Services	35,000
Appraisal	6,500
Environmental Reports & Testing	200,000
Market Study	6,500
Plan & Cost Report (Physical Needs if Rehab)	5,850
Soil/Geotech Report	15,000
Traffic Study	9,550
Utility Allowance (Energy Consumption Study)	6,500
Reports & Studies - Other	-
Legal - Development/Partnership	250,000
Title Insurance & Recording Fees, Doc Stamps	113,939

Old 41 Rd - Family
Naples, FL - Collier County
9% Tax Credit

DEVELOPMENT BUDGET

	TOTAL
OTHER SOFT COSTS	
FF&E + Owner Supplies & Items	275,000
Other Development Costs	-
Builder's Risk & GL Const. Insurance	166,950
Property Taxes During Construction	25,000
INTERIM COSTS	
Insurance- Property/Liability	96,799
Property Taxes First Year	73,910
Marketing & Lease-up Cost	60,000
CONSTRUCTION LOAN FEES	
Construction Loan - Origination / Extension Fee	164,250
Construction Loan - Closing Costs	20,000
Construction Lender - Legal	50,000
Construction Lender - Inspection Fees	80,873
BRIDGE LOAN FEES	
Bridge Loan - Origination / Extension Fee	-
Bridge Loan - Closing Costs	-
Bridge Loan - Legal	-
PERMANENT LOAN FEES	
Permanent Loan - Origination/Extension Fee	82,400
Permanent Loan Closing Costs	35,000
Permanent/Agency Lender - Legal	85,000
Permanent/Agency Lender Application	8,240
Permanent Loan Conversion Fees	10,000
Permanent Loan Standby Fees	24,720
BOND ISSUANCE COSTS	
Cost of Issuance - Non-Trust Account	-
Fiscal and / or Placement Agent	-
TEFRA Fee	-
Trustee Fees (Ongoing)	-
Bond Issuer Fees (Ongoing)	-
Bond Costs - Other	-
CAPITALIZED INTEREST	
Bridge Loan (Secondary) Interest	-
Primary Construction Loan Interest	1,829,000
Loan 3 Interest Expense	-
Loan 4 Interest Expense	-
TAX CREDIT FEES	
Allocation Agency - Administrative / Reservation Fees	222,750
Allocation Agency - Application Fees	3,000
Allocation Agency - Compliance Fee	257,296
Allocation Agency - Extension Fees	-
Allocation Agency - Credit Underwriting Fee	25,000
Syndication / Investor Legal & DD (Non-Eligible)	40,000
Allocation Agency - Loan Fees	-
SOFT COST CONTINGENCY	
Soft Cost Contingency	131,747

Old 41 Rd - Family
Naples, FL - Collier County
9% Tax Credit

DEVELOPMENT BUDGET

	TOTAL
DEVELOPER FEE & OVERHEAD	
Developer Fee	4,440,300
OPERATING DEFICIT RESERVE	
Operating Deficit Reserve	283,976
TOTAL DEVELOPMENT COST	**$ 33,776,150**

Greystone Real Estate Capital LLC
152 West 57th Street, 60th Floor
New York, NY 10019
www.greystone.com

GREYSTONE REAL ESTATE CAPITAL

MHP Collier V, LLC
c/o McDowell Housing Partners
Attention: Chris Shear
777 Brickell Avenue Suite 1300
Miami, FL 33131

Re: Ekos on Old 41 (the "Property")
MHP Collier V, LLC (the "Partnership")

August 14, 2025

RE:

Dear Mr. Shear:

Greystone Real Estate Capital LLC ("Greystone") is pleased to be given an opportunity to submit a Letter of Intent on Ekos on Old 41. A Greystone entity (sometimes referred to herein as the "Limited Partner") will acquire an interest in the Partnership that will develop and operate the Property. This proposal is nonbinding and subject to Greystone's due diligence, investor approval and our investment committee's approval in our sole discretion. The terms and conditions of the Limited Partnership's investment in the Property are subject to the execution of a mutually agreed upon Partnership Agreement (the "Partnership Agreement") and Greystone's Investment Committee approval.

1) Property Information and Assumptions

The Limited Partner's willingness to acquire an interest in the Partnership is based on the following information and assumptions. Greystone reserves the right to update and adjust this Letter of Intent to reflect any changes in the following information and assumptions discovered during the due diligence and underwriting review.

a) The Property will be in Collier County, FL, and will contain 80 units rented to Family tenants.

b) Participants

Partnership/Applicant:	MHP Collier V, LLC
Limited Partner:	TBD Greystone Fund

c) Tax Credit Delivery and Pricing

Federal Low Income Housing Tax Credits are expected to be generated by the Partnership and allocated to the partners.

Federal LIHTC Equity	
Applicant Federal LIHTC Reservation:	$2,475,000
Limited Partner Interest:	99.99%
Total Limited Partner Credits:	$24,747,525
Credit Price:	$0.95
TOTAL LIMITED PARTNER EQUITY	$23,510,148

2) Limited Partner's Capital Contributions

Federal LIHTC Equity

1) $4,702,030 (20%) (the "First Installment"): Construction Loan Closing

2) $8,228,552 (35%) (the "Second Installment"): 95% Construction Completion

3) $10,579,566 (45%) (the "Third Installment"): Stabilization and receipt of 8609s

The amount of equity to be paid prior to construction completion is $12,930,582

Thank you for your consideration and we sincerely appreciate the opportunity to work with you.

Sincerely,

By:



Mike Boyle
Senior Vice President
Greystone Real Estate Capital LLC

Seaver Rickert
Vice President
Relationship Manager
Community Development Lending
1301 Avenue of the Americas
New York, NY
Phone: 917-368-2375

August 14, 2025

Via Email

Christopher Shear
MHP Collier V, LLC
777 Brickell Avenue, Suite 1300
Miami, FL 33131

Re: **Financing for Ekos on Old 41**

Mr. Shear:

KeyBank National Association (the "Bank") has reviewed the project information for Ekos on Old 41 (the "Project") – an 80-unit, 4% new construction that will be owned by MHP Collier V, LLC ("Sponsor"). The property will target 30% - 70% AMI residents. The Project will be in Collier County, FL. The purpose of this letter is to indicate KeyBank's interest in further underwriting the deal and providing construction and permanent financing for the Project if you are awarded under the LIHTC program.

KeyBank was ranked 2nd in Affordable Housing Magazine's Lender rankings for 2024 with over $6B in affordable housing debt and equity provided. KeyBank CDLI provides capital solutions for affordable and community development projects in urban and rural communities; offering both debt and equity capabilities that bring together balance sheet financing (construction/acquisition/bridge), permanent loan offerings (Fannie/Freddie/FHA), and LIHTC equity investments.

KeyBank has earned ten "Outstanding" ratings from the Office of the Comptroller of the Currency (OCC), on the Community Reinvestment Act (CRA) exam. Key was the first U.S national bank among the 25 largest to be rated Outstanding ten consecutive times since the Act's passage in 1977.

Based on our review below is an outline of the terms in which KeyBank would consider in the event there is further interest to provide the financing. The terms below are intended to outline a proposal which describes the terms pursuant to which a definitive agreement may be entered and do not constitute a binding contract. A loan by KeyBank National Association is contingent upon, among other things, completion of due diligence, negotiation and execution of definitive agreements and approval of its Credit Administration.

Proposal of Terms:

Use of Proceeds:	Proceeds of financing for the Project will be used to develop the affordable project in Collier County , FL comprising 80 units
Construction Loan:	An amount up to $21,900,000
Loan Term(s):	30 months from Loan Closing Date (with One 6-Month Extension Option)
Loan Fee(s):	1.00 % of the Construction Loan Amount
Interest Rate:	SOFR + 200 bps (50bps floor)
Collateral:	To secure Borrower's obligations to the Bank respect to the Loan, Borrower shall deliver, or cause to be delivered, in form and substance satisfactory to the Bank and their counsel the following prior to closing: 1. Priority leasehold interest or first mortgage/deed of trust on the subject Property; 2. Collateral assignments of space leases, rents, operating accounts, and excess cash flow; 3. Collateral assignment of all contracts and agreements associated with the ownership and operating of the Property; 4. Other documentation acceptable to the Lender including but not limited to: deeds of trust, assignments of notes, survey, and title policy.
Repayment:	Monthly interest-only on the Loan during the construction term. Principal shall be due at maturity for the entire Loan amount.
Guarantor:	Guaranty of Construction Completion, Repayment and Performance will be required. Entities to provide guarantees will to be determined prior to closing of financing
Permanent Loan:	An amount anticipated to be up to $8,240,000
Loan Term:	Anticipated to be 15 years.
Loan Fee:	Anticipated to be 1.00 % of the Permanent Loan Amount
Interest Rate:	All-in interest rate is estimated to 6.75 %
DSC:	Going in minimum DSC of 1.15
Sources & Uses:	Borrower has supplied to the Bank certain financial information pertaining to the Project. The Bank has drafted these loan terms based on the assumptions made from that financial information. Any change in the financial information may change the terms and conditions of the Bank. The Project must evidence sufficient sources to pay off the KeyBank construction Loan prior to maturity date
Appraisal:	Bank shall receive prior to the closing date a written appraisal satisfactory to the Bank in all respects including, but not limited, to a market valuation of the Project which includes all tax credit equity and other favorable financing which indicate a loan to cost ratio not to exceed eighty percent (80%).

Closing Costs:	Borrower agrees to pay all LC expenses including, but not limited to, title company premiums and charges, fees of the Bank's counsel, survey costs, appraisal, environmental site assessment, recording fees and taxes, escrow agent settlement fee, property inspection fees, and all other reasonable expenses in connection with the preparation, closing, and disbursement of the LC. To the extent incurred, the foregoing expenses shall be paid by Borrower whether or not the LC shall close or be funded.
Municipal Considerations:	KeyBank is not acting as a municipal advisor or fiduciary and any opinions, views or information herein is not intended to be, and should not be construed as, advice within the meaning of Section 15B of the Securities Exchange Act of 1934.

This letter of intent does not represent a contract or a firm commitment. The purpose of this letter is to outline the basic terms under which KeyBank National Association is willing to consider providing financing. This proposal is subject to the Bank's further review under its normal credit underwriting procedures. The terms and conditions as outlined herein may be modified, changed, or waived upon further due diligence review by Bank. Pending our normal credit approval process the Bank will issue a formal commitment. This letter of intent is made to the Borrower and is not assignable or transferable to any other party or entity.

Sincerely,

Seaver Rickert

Seaver Rickert
Vice President
Sr. Relationship Manager

Key Community Development Lending

Exhibit 5 – Operating Proforma

A fifteen-year operating pro forma is enclosed for review. The Development Team has employed conservative underwriting measures to ensure that the development can withstand fluctuations in the capital markets and operating expenses.

Old 41 Rd - Family
Naples, FL - Collier County
9% Tax Credit

STABILIZED PROFORMA

		TOTAL	PER UNIT
Gross Potential Rent		$ 1,258,140	$ 15,727
Washer/Dryer		40,800	510
Ancillary		19,200	240
GROSS POTENTIAL RENT		**$ 1,318,140**	**$ 16,477**
Rental Vacancy	*5.00%*	$ (62,907)	$ (786)
EFFECTIVE GROSS INCOME		**$ 1,255,233**	**$ 15,690**
Management Fee	*3.00%*	$ 37,657	$ 471
Admin		32,960	412
Leasing and Marketing		6,180	77
Repairs and Maintenance		74,160	927
Payroll		152,440	1,906
Utilities		41,200	515
Insurance		96,799	1,210
Real Estate Taxes		73,910	924
Total Operating Expenses		**$ 515,306**	**$ 6,441**
Replacement Reserve		24,000	300
Total Operating Expenses w/ Reserves		**$ 539,306**	**$ 6,741**
Net Operating Income		**$ 715,927**	**$ 8,949**
Expense Ratio		*41.1%*	
Hard Debt Service		596,599	7,457
Cash Flow After Debt Service		**$ 119,328**	**$ 1,492**
DSCR - 1st Mortgage		*1.20x*	
Mortgage Fees		-	-
Net Operating Income After Mortgage Fees		**$ 715,927**	**$ 8,949**
Net Cash Flow		**$ 119,328**	**$ 1,492**
DSCR - 1st Mortgage (w/ fees)		*1.20x*	

Old 41 Rd - Family
Naples, FL - Collier County
9% Tax Credit

TAX CREDIT EQUITY & DEVELOPER FEE

		FEDERAL CREDIT
ELIGIBLE BASIS	**$**	**30,070,996**
Federal Grants		-
% Affordable		100%
Qualified Basis		30,070,996
Basis Boost		130%
ADJUSTED BASIS		**39,092,295**
Credit Type		9%
Annual Credit		**3,518,307**
Max Credit Request		2,475,000
ANNUAL CREDIT AWARD		**2,475,000**
Acquisition Basis		**-**
Applicable Federal Rate		4%
Acquisition Credit		-
TOTAL ANNUAL CREDIT	**$**	**2,475,000**
LP Ownership %		99.99%
Annual LP Credits		2,474,753
Credit Years		10
Total LP Credits		24,747,525
PRICE PER CREDIT	**$**	**0.950**
LIMITED PARTNER EQUITY	**$**	**23,510,148**

Old 41 Rd - Family
Naples, FL - Collier County
9% Tax Credit

OPERATING PROJECTIONS

Year		*2026*	*2027*	*2028*	*2029*	*2030*	*2031*	*2032*	*2033*	*2034*	*2035*	*2036*	*2037*	*2038*	*2039*	*2040*	*2041*	*2042*
Lease-Up %		*0%*	*0%*	*60%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*	*100%*
Revenue Inflaction Factor		*100%*	*100%*	*102%*	*104%*	*106%*	*108%*	*110%*	*113%*	*115%*	*117%*	*120%*	*122%*	*124%*	*127%*	*129%*	*132%*	*135%*
Other Income Inflation Factor		*100%*	*100%*	*102%*	*104%*	*106%*	*108%*	*110%*	*113%*	*115%*	*117%*	*120%*	*122%*	*124%*	*127%*	*129%*	*132%*	*135%*
Expense Inflation Factor		*100%*	*100%*	*103%*	*106%*	*109%*	*113%*	*116%*	*119%*	*123%*	*127%*	*130%*	*134%*	*138%*	*143%*	*147%*	*151%*	*156%*
Gross Potential Rent		$ 104,845	$ 1,258,140	$ 1,283,303	$ 1,308,969	$ 1,335,148	$ 1,361,851	$ 1,389,088	$ 1,416,870	$ 1,445,207	$ 1,474,112	$ 1,503,594	$ 1,533,666	$ 1,564,339	$ 1,595,626	$ 1,627,538	$ 1,660,089	$ 1,693,291
Washer/Dryer		3,400	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,804	48,760	49,735	50,730	51,744	52,779	53,835	54,911
Ancillary		1,600	19,200	19,584	19,976	20,375	20,783	21,198	21,622	22,055	22,496	22,946	23,405	23,873	24,350	24,837	25,334	25,841
GROSS POTENTIAL INCOME		**$ 109,845**	**$ 1,318,140**	**$ 1,344,503**	**$ 1,371,393**	**$ 1,398,821**	**$ 1,426,797**	**$ 1,455,333**	**$ 1,484,440**	**$ 1,514,129**	**$ 1,544,411**	**$ 1,575,299**	**$ 1,606,805**	**$ 1,638,941**	**$ 1,671,720**	**$ 1,705,155**	**$ 1,739,258**	**$ 1,774,043**
Rental Vacancy	*5.00%*	$ (104,845)	$ (1,258,140)	$ (546,740)	$ (65,448)	$ (66,757)	$ (68,093)	$ (69,454)	$ (70,843)	$ (72,260)	$ (73,706)	$ (75,180)	$ (76,683)	$ (78,217)	$ (79,781)	$ (81,377)	$ (83,004)	$ (84,665)
Washer/Dryer Vacancy	*0.00%*	(3,400)	(40,800)	(16,690)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ancillary Vacancy	*0.00%*	(1,600)	(19,200)	(7,854)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EFFECTIVE GROSS INCOME		**$ -**	**$ -**	**$ 773,219**	**$ 1,305,944**	**$ 1,332,063**	**$ 1,358,705**	**$ 1,385,879**	**$ 1,413,596**	**$ 1,441,868**	**$ 1,470,706**	**$ 1,500,120**	**$ 1,530,122**	**$ 1,560,724**	**$ 1,591,939**	**$ 1,623,778**	**$ 1,656,253**	**$ 1,689,378**
Management Fee	*3.00%*	$ -	$ -	$ 23,197	$ 39,178	$ 39,962	$ 40,761	$ 41,576	$ 42,408	$ 43,256	$ 44,121	$ 45,004	$ 45,904	$ 46,822	$ 47,758	$ 48,713	$ 49,688	$ 50,681
Admin		-	-	22,633	34,967	36,016	37,097	38,210	39,356	40,537	41,753	43,005	44,295	45,624	46,993	48,403	49,855	51,351
Leasing and Marketing		-	-	4,244	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063	8,305	8,555	8,811	9,076	9,348	9,628
Repairs and Maintenance		-	-	50,923	78,676	81,037	83,468	85,972	88,551	91,207	93,944	96,762	99,665	102,655	105,734	108,906	112,174	115,539
Payroll		-	-	104,675	161,724	166,575	171,573	176,720	182,021	187,482	193,106	198,900	204,867	211,013	217,343	223,863	230,579	237,497
Utilities		-	-	28,291	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757	55,369	57,030	58,741	60,504	62,319	64,188
Insurance		-	-	66,468	102,694	105,774	108,948	112,216	115,583	119,050	122,622	126,300	130,089	133,992	138,012	142,152	146,416	150,809
Real Estate Taxes		-	-	50,752	78,411	80,764	83,186	85,682	88,252	90,900	93,627	96,436	99,329	102,309	105,378	108,539	111,796	115,149
TOTAL OPERATING EXPENSES		**$ -**	**$ -**	**$ 351,182**	**$ 545,916**	**$ 561,901**	**$ 578,359**	**$ 595,302**	**$ 612,745**	**$ 630,704**	**$ 649,192**	**$ 668,227**	**$ 687,823**	**$ 707,999**	**$ 728,771**	**$ 750,156**	**$ 772,174**	**$ 794,842**
Replacement Reserve		-	-	-	24,000	24,720	25,462	26,225	27,012	27,823	28,657	29,517	30,402	31,315	32,254	33,222	34,218	35,245
NET OPERATING INCOME		**$ -**	**$ -**	**$ 422,037**	**$ 736,029**	**$ 745,442**	**$ 754,884**	**$ 764,351**	**$ 773,839**	**$ 783,342**	**$ 792,856**	**$ 802,376**	**$ 811,896**	**$ 821,411**	**$ 830,914**	**$ 840,400**	**$ 849,861**	**$ 859,291**
Expense Ratio				*45%*	*44%*	*44%*	*44%*	*45%*	*45%*	*46%*	*46%*	*47%*	*47%*	*47%*	*48%*	*48%*	*49%*	*49%*
Annual Permanent Loan Fees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NET OPERATING INCOME AFTER 1ST MORTGAGE FEES		**$ -**	**$ -**	**$ 422,037**	**$ 736,029**	**$ 745,442**	**$ 754,884**	**$ 764,351**	**$ 773,839**	**$ 783,342**	**$ 792,856**	**$ 802,376**	**$ 811,896**	**$ 821,411**	**$ 830,914**	**$ 840,400**	**$ 849,861**	**$ 859,291**
Annual SAIL Fees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Annual ELI Fees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SUBORDINATE MORTGAGE FEES		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
NET OPERATING INCOME AFTER ALL MORTGAGE FEES		**$ -**	**$ -**	**$ 422,037**	**$ 736,029**	**$ 745,442**	**$ 754,884**	**$ 764,351**	**$ 773,839**	**$ 783,342**	**$ 792,856**	**$ 802,376**	**$ 811,896**	**$ 821,411**	**$ 830,914**	**$ 840,400**	**$ 849,861**	**$ 859,291**
Hard Debt Interest		$ -	$ -	$ -	$ 554,926	$ 552,025	$ 548,921	$ 545,601	$ 542,051	$ 538,252	$ 534,190	$ 529,844	$ 525,197	$ 520,225	$ 514,907	$ 509,219	$ 503,135	$ 496,627
Hard Debt Principal		-	-	-	41,673	44,574	47,678	50,998	54,549	58,347	62,409	66,755	71,403	76,374	81,692	87,380	93,464	99,972
TOTAL HARD DEBT SERVICE		**$ -**	**$ -**	**$ -**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**	**$ 596,599**
DSCR before Subordinate Fees					*1.23x*	*1.25x*	*1.27x*	*1.28x*	*1.30x*	*1.31x*	*1.33x*	*1.34x*	*1.36x*	*1.38x*	*1.39x*	*1.41x*	*1.42x*	*1.44x*
DSCR after First Mortgage Subordinate Fees					*1.23x*	*1.25x*	*1.27x*	*1.28x*	*1.30x*	*1.31x*	*1.33x*	*1.34x*	*1.36x*	*1.38x*	*1.39x*	*1.41x*	*1.42x*	*1.44x*
DSCR - SAIL					*1.23x*	*1.25x*	*1.27x*	*1.28x*	*1.30x*	*1.31x*	*1.33x*	*1.34x*	*1.36x*	*1.38x*	*1.39x*	*1.41x*	*1.42x*	*1.44x*
DSCR - ELI					*1.23x*	*1.25x*	*1.27x*	*1.28x*	*1.30x*	*1.31x*	*1.33x*	*1.34x*	*1.36x*	*1.38x*	*1.39x*	*1.41x*	*1.42x*	*1.44x*
NET WATERFALL CASH FLOW		**$ -**	**$ -**	**$ 422,037**	**$ 139,429**	**$ 148,843**	**$ 158,285**	**$ 167,752**	**$ 177,239**	**$ 186,743**	**$ 196,257**	**$ 205,777**	**$ 215,297**	**$ 224,812**	**$ 234,315**	**$ 243,800**	**$ 253,262**	**$ 262,692**

Exhibit 6 – Site Control

The copy of the Purchase and Sale Agreement, in the name of the single purpose entity that will be applying under RFA 2025-201 is enclosed for your review.

Commercial Contract

1. **PARTIES AND PROPERTY:** MHP Acquisitions, LLC, a Delaware limited liability company **("Buyer")** agrees to buy and DGC & B, LLC, a Florida limited liability company **("Seller")** agrees to sell the property at:

Street Address: 15805 Old 41 Rd, Naples, FL 34110

Legal Description: SEE EXHIBIT "A" ATTACHED HERETO AND INCORPORATED BY REFERENCE HEREBY.

and the following Personal Property: None

(all collectively referred to as the "Property") on the terms and conditions set forth below.

2. PURCHASE PRICE: $ 1,300,000.00 (the **"Purchase Price"**)

(a) Deposit held in escrow by: Peck & Peck, P.A. ("Escrow Agent") (checks are subject to actual and final collection) $ 50,000.00 within 3 business days after the Effective Date (as defined below)

Escrow Agent's address: 5200 Tamiami Trail North, Suite 101 Naples, FL 34103 Phone: (239) 263-9811 email address: peckandpeck@aol.com

(b) Additional deposit to be made to Escrow Agent ☑ within ____ days (3 days, if left blank) after completion of Due Diligence Period or ~~☐ within ____ days after Effective Date~~ $ 75,000.00

(c) ~~Additional deposit to be made to Escrow Agent ☐ within ____ days (3 days, if left blank) after completion of Due Diligence Period or ☐ within ____ days after Effective Date~~ Intentionally Omitted. $

(d) ~~Total financing (see Paragraph 5)~~ $ Intentionally Omitted.

(e) Other SEE ATTACHED ADDENDUM $ SEE ATTACHED ADDENDUM

(f) All deposits will be credited to the purchase price at closing. Balance to close, subject to adjustments and prorations, to be paid via wire transfer. $ Balance

For the purposes of this paragraph, "completion" means the end of the Due Diligence Period or upon delivery of Buyer's written notice of acceptability.

3. TIME FOR ACCEPTANCE; EFFECTIVE DATE; COMPUTATION OF TIME: Unless this offer is signed by **Seller** and **Buyer** and an executed copy delivered to all parties on or before August 15, 2025, this offer will be withdrawn and the **Buyer's** deposit, if any, will be returned. The time for acceptance of any counter offer will be 3 days from the date the counter offer is delivered. **The "Effective Date" of this Contract is the date on which the last one of the Seller and Buyer has signed or initialed and delivered this offer or the final counter offer** or N/A. Calendar days will be used when computing time periods, except time periods of 5 days or less. Time periods of 5 days or less will be computed without including Saturday, Sunday, or national legal holidays. Any time period ending on a Saturday, Sunday, or national legal holiday will extend until 5:00 p.m. of the next business day. **Time is of the essence in this Contract.**

4. CLOSING DATE AND LOCATION:

(a) Closing Date: This transaction will be closed on or before the date that is 90 days after the expiration of the Due Diligence Period (Closing Date), unless specifically extended by other provisions of this Contract. The Closing Date will prevail over all other time periods including, but not limited to, Financing and Due Diligence periods. In the event insurance underwriting is suspended

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on Closing Date and **Buyer** is unable to obtain property insurance, **Buyer** may postpone closing up to 5 days after the insurance underwriting suspension is lifted.

(b) Location: Closing will take place in COLLIER County, Florida. (If left blank, closing will take place in the county where the property is located.) Closing may be conducted by mail or electronic means.

5. ~~THIRD PARTY FINANCING:~~ Intentionally Omitted.

~~**BUYER'S OBLIGATION:** On or before _____ days (5 days if left blank) after Effective Date, **Buyer** will apply for third-party financing in an amount not to exceed _____% of the purchase price or $_____, with a fixed interest rate not to exceed _____% per year with an initial variable interest rate not to exceed _____%, with points or commitment or loan fees not to exceed _____% of the principal amount, for a term of _____ years, and amortized over _____ years, with additional terms as follows:~~

~~_____.~~

~~**Buyer** will timely provide any and all credit, employment, financial and other information reasonably required by any lender. **Buyer** will use good faith and reasonable diligence to (i) obtain Loan Approval within _____ days (45 days if left blank) from Effective Date (Loan Approval Date), (ii) satisfy terms and conditions of the Loan Approval, and (iii) close the loan. **Buyer** will keep **Seller** and Broker fully informed about loan application status and authorizes the mortgage broker and lender to disclose all such information to **Seller** and Broker. **Buyer** will notify **Seller** immediately upon obtaining financing or being rejected by a lender. **CANCELLATION:** If **Buyer**, after using good faith and reasonable diligence, fails to obtain Loan Approval by Loan Approval Date, **Buyer** may within _____ days (3 days if left blank) deliver written notice to **Seller** stating **Buyer** either waives this financing contingency or cancels this Contract. If **Buyer** does neither, then **Seller** may cancel this Contract by delivering written notice to **Buyer** at any time thereafter. Unless this financing contingency has been waived, this Contract shall remain subject to the satisfaction, by closing, of those conditions of Loan Approval related to the Property. **DEPOSIT(S) (for purposes of Paragraph 5 only):** If **Buyer** has used good faith and reasonable diligence but does not obtain Loan Approval by Loan Approval Date and thereafter either party elects to cancel this Contract as set forth above or the lender fails or refuses to close on or before the Closing Date without fault on **Buyer's** part, the Deposit(s) shall be returned to **Buyer**, whereupon both parties will be released from all further obligations under this Contract, except for obligations stated herein as surviving the termination of this Contract. If neither party elects to terminate this Contract as set forth above or **Buyer** fails to use good faith or reasonable diligence as set forth above, **Seller** will be entitled to retain the Deposit(s) if the transaction does not close. For purposes of this Contract, "Loan Approval" means a statement by the lender setting forth the terms and conditions upon which the lender is willing to make a particular mortgage loan to a particular buyer. Neither a pre-approval letter nor a prequalification letter shall be deemed a Loan Approval for purposes of this Contract.~~

6. TITLE: Seller has the legal capacity to and will convey marketable title to the Property by ☑ statutory warranty deed ☐ special warranty deed ☐ other _____, free of liens, easements and encumbrances of record or known to **Seller**, but subject to property taxes for the year of closing; covenants, restrictions and public utility easements of record; existing zoning and governmental regulations; and (list any other matters to which title will be subject) NONE

_____;

provided there exists at closing no violation of the foregoing and none of them prevents **Buyer's** intended use of the Property as a multifamily residential project together with related amenities and accessory uses, which includes allowable density for a number of dwelling units in an amount that is sufficient for Buyer, in Buyer's sole discretion.

(a) Evidence of Title: Prior to the expiration of the Due Diligence Period, Buyer will, at Buyer's expense, obtain ~~The party who pays the premium for the title insurance policy will select the closing agent and pay for the title search and closing services. **Seller** will, at (check one) ☐ **Seller's** ☐ **Buyer's** expense and within _____ days after Effective Date or at least _____ days before Closing Date deliver to **Buyer** (check one)~~ ☑ (i) a title insurance commitment by a Florida licensed title insurer setting forth those matters to be discharged by **Seller** at or before Closing and, upon **Buyer** recording the deed, an owner's policy in the amount of the purchase price for fee simple title subject only to exceptions stated above. If **Buyer** is paying for the evidence of title and **Seller** has an owner's policy, **Seller** will deliver a copy to **Buyer** within 15 days after Effective Date. ☐ (ii.) an abstract of title, prepared or brought current by an existing abstract firm or certified as correct by an existing firm. However, if such an abstract is not available to **Seller**, then a prior owner's title policy acceptable to the proposed insurer as a base for reissuance of coverage may be used. The prior policy will include copies of all policy exceptions and an update in a format acceptable to **Buyer** from the policy effective date and certified to **Buyer** or

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Buyer's closing agent together with copies of all documents recited in the prior policy and in the update. If such an abstract or prior policy is not available to **Seller** then (i.) above will be the evidence of title.

(b) Title Examination: Buyer will, prior to the expiration of the Due Diligence Period, ~~within 15 days from receipt of the evidence of title~~ deliver written notice to **Seller** of title defects. Title will be deemed acceptable to **Buyer** if (1) **Buyer** fails to deliver proper notice of defects or (2) **Buyer** delivers proper written notice and **Seller** cures the defects within 30 days from receipt of the notice ("Curative Period"). Seller shall use good faith efforts to cure the defects. If the defects are cured within the Curative Period, closing will occur on the latter of 10 days after receipt by Buyer of notice of such curing or the scheduled Closing Date. **Seller** may elect not to cure defects if **Seller** reasonably believes any defect cannot be cured within the Curative Period. If the defects are not cured within the Curative Period, **Buyer** will have 10 days from receipt of notice of **Seller's** inability to cure the defects to elect whether to terminate this Contract or accept title subject to existing defects and close the transaction without reduction in purchase price.

(c) Survey: (check applicable provisions below)

(i.) ☑ **Seller** will, within 10 days from Effective Date, deliver to **Buyer** copies of prior surveys, plans, specifications, and engineering documents, if any, and the following documents relevant to this transaction: Tax Receipts for the last 3 years.

_____,

prepared for **Seller** or in **Seller's** possession, which show all currently existing structures. In the event this transaction does not close, all documents provided by **Seller** will be returned to **Seller** within 10 days from the date this Contract is terminated.

☑ **Buyer** will, at ☐ **Seller's** ☑ **Buyer's** expense and within the time period allowed to deliver and examine title evidence, obtain a current certified survey of the Property from a registered surveyor. If the survey reveals encroachments on the Property or that the improvements encroach on the lands of another, ~~☐ Buyer will accept the Property with existing encroachments~~ ☒ such encroachments will constitute a title defect to be cured within the Curative Period.

(d) Ingress and Egress: Seller warrants that the Property presently has ingress and egress.

7. PROPERTY CONDITION: Seller will deliver the Property to **Buyer** at the time agreed in its present "as is" condition, ordinary wear and tear excepted, and will maintain the landscaping and grounds in a comparable condition. **Seller** makes no warranties other than marketability of title. In the event that the condition of the Property has materially changed since the expiration of the Due Diligence Period, **Buyer** may elect to terminate the Contract and receive a refund of any and all deposits paid, plus interest, if applicable, or require Seller to return the Property to the required condition existing as of the end of Due Diligence period, the cost of which is not to exceed $_____ (1.5% of the purchase price, if left blank). By accepting the Property "as is", **Buyer** waives all claims against **Seller** for any defects in the Property. (Check **(a)** or **(b)**)

☐ **(a) As Is: Buyer** has inspected the Property or waives any right to inspect and accepts the Property in its "as is" condition.

☑ **(b) Due Diligence Period: Buyer** will, at **Buyer's** expense and within 180 days from Effective Date ("Due Diligence Period"), determine whether the Property is suitable, in **Buyer's** sole and absolute discretion. During the term of this Contract, **Buyer** may conduct any tests, analyses, surveys and investigations ("Inspections") which **Buyer** deems necessary to determine to **Buyer's** satisfaction the Property's engineering, architectural, environmental properties; zoning and zoning restrictions; flood zone designation and restrictions; subdivision regulations; soil and grade; availability of access to public roads, water, and other utilities; consistency with local, state and regional growth management and comprehensive land use plans; availability of permits, government approvals and licenses; compliance with American with Disabilities Act; absence of asbestos, soil and ground water contamination; and other inspections that **Buyer** deems appropriate. **Buyer** will deliver written notice to **Seller** prior to the expiration of the Due Diligence Period of **Buyer's** determination of whether or not the Property is acceptable. **Buyer's** failure to comply with this notice requirement will constitute acceptance of the Property in its present "as is" condition. **Seller** grants to **Buyer**, its agents, contractors and assigns, the right to enter the Property at any time during the term of this Contract for the purpose of conducting Inspections, upon reasonable notice, at a mutually agreed upon time; provided, however, that **Buyer**, its agents, contractors and assigns enter the Property and conduct Inspections at their own risk. **Buyer** will indemnify and hold **Seller** harmless from losses, damages, costs, claims and expenses of any nature, including attorneys' fees at all levels, and from liability to any person, arising from the conduct of any and all inspections or any work authorized by **Buyer**. **Buyer** will not engage in any activity that could result in a mechanic's lien being filed against the Property without **Seller's** prior written consent. In the event this transaction does not close, (1) **Buyer** will repair all damages to the

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The party who pays the premium for the title insurance policy will select the closing agent and pay for the title search and closing services.

Property resulting from the Inspections and return the Property to the condition it was in prior to conduct of the Inspections, and (2) **Buyer** will, at **Buyer's** expense release to **Seller** all reports and other work generated as a result of the Inspections. Should **Buyer** deliver timely notice that the Property is not acceptable, **Seller** agrees that **Buyer's** deposit will be immediately returned to **Buyer** and the Contract terminated.

(c) ~~Walk-through Inspection: Buyer may, on the day prior to closing or any other time mutually agreeable to the parties, conduct a final "walk-through" inspection of the Property to determine compliance with this paragraph and to ensure that all Property is on the premises~~. Intentionally Omitted.

8. OPERATION OF PROPERTY DURING CONTRACT PERIOD: Seller will continue to operate the Property and any business conducted on the Property in the manner operated prior to Contract and will take no action that would adversely impact the Property after closing, as to tenants, lenders or business, if any. Any changes, such as renting vacant space, that materially affect the Property or **Buyer's** intended use of the Property will be permitted ☒ only with **Buyer's** consent ☐ without **Buyer's** consent.

9. CLOSING PROCEDURE: Unless otherwise agreed or stated herein, closing procedure shall be in accordance with the norms where the Property is located.

(a) Possession and Occupancy: Seller will deliver possession and occupancy of the Property to **Buyer** at closing. ~~**Seller will provide keys, remote controls, and any security/access codes necessary to operate all locks, mailboxes, and security systems.**~~

(b) Costs: Buyer will pay **Buyer's** attorneys' fees, taxes and recording fees on notes, mortgages and financing statements and recording fees for the deed. **Seller** will pay **Seller's** attorneys' fees, taxes on the deed and recording fees for documents needed to cure title defects. If **Seller** is obligated to discharge any encumbrance at or prior to closing and fails to do so, **Buyer** may use purchase proceeds to satisfy the encumbrances.

(c) Documents: Seller will provide the deed; bill of sale; mechanic's lien affidavit; originals of those assignable service and maintenance contracts that will be assumed by **Buyer** after the Closing Date and letters to each service contractor from **Seller** advising each of them of the sale of the Property and, if applicable, the transfer of its contract, and any assignable warranties or guarantees received or held by **Seller** from any manufacturer, contractor, subcontractor, or material supplier in connection with the Property; current copies of the condominium documents, if applicable; assignments of leases, updated rent roll; tenant and lender estoppels letters (if applicable); tenant subordination, non-disturbance and attornment agreements (SNDAs) required by the **Buyer** or **Buyer's** lender; assignments of permits and licenses; corrective instruments; and letters notifying tenants of the change in ownership/rental agent. If any tenant refuses to execute an estoppels letter, **Seller**, if requested by the **Buyer** in writing, will certify that information regarding the tenant's lease is correct. If **Seller** is an entity, **Seller** will deliver a resolution of its governing authority authorizing the sale and delivery of the deed and certification by the appropriate party certifying the resolution and setting forth facts showing the conveyance conforms to the requirements of local law. **Seller** will transfer security deposits to **Buyer**. **Buyer** will provide the closing statement, mortgages and notes, security agreements, and financing statements.

(d) Taxes and Prorations: Real estate taxes, personal property taxes on any tangible personal property, bond payments assumed by **Buyer**, interest, rents (based on actual collected rents), association dues, insurance premiums acceptable to **Buyer**, and operating expenses will be prorated through the day before closing. If the amount of taxes for the current year cannot be ascertained, rates for the previous year will be used with due allowance being made for improvements and exemptions. Any tax proration based on an estimate will, at request of either party, be readjusted upon receipt of current year's tax bill; this provision will survive closing.

(e) Special Assessment Liens: Certified, confirmed, and ratified special assessment liens as of the Closing Date will be paid by **Seller**. If a certified, confirmed, and ratified special assessment is payable in installments, **Seller** will pay all installments due and payable on or before the Closing Date, with any installment for any period extending beyond the Closing Date prorated, and **Buyer** will assume all installments that become due and payable after the Closing Date. **Buyer** will be responsible for all assessments of any kind which become due and owing after Closing Date, unless an improvement is substantially completed as of Closing Date. If an improvement is substantially completed as of the Closing Date but has not resulted in a lien before closing, **Seller** will pay the amount of the last estimate of the assessment. This subsection applies to special assessment liens imposed by a public body and does not apply to condominium association special assessments.

(f) Foreign Investment in Real Property Tax Act (FIRPTA): If **Seller** is a "foreign person" as defined by FIRPTA, **Seller** and **Buyer** agree to comply with Section 1445 of the Internal Revenue Code. **Seller** and **Buyer** will complete, execute, and deliver as directed any instrument, affidavit, or statement reasonably necessary to comply

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with the FIRPTA requirements, including delivery of their respective federal taxpayer identification numbers or Social Security Numbers to the closing agent. If **Buyer** does not pay sufficient cash at closing to meet the withholding requirement, **Seller** will deliver to **Buyer** at closing the additional cash necessary to satisfy the requirement.

10. ESCROW AGENT: Seller and **Buyer** authorize Escrow Agent or Closing Agent (collectively "Agent") to receive, deposit, and hold funds and other property in escrow and, subject to collection, disburse them in accordance with the terms of this Contract. The parties agree that Agent will not be liable to any person for misdelivery of escrowed items to **Seller** or **Buyer**, unless the misdelivery is due to Agent's willful breach of this Contract or gross negligence. If Agent has doubt as to Agent's duties or obligations under this Contract, Agent may, at Agent's option, (a) hold the escrowed items until the parties mutually agree to its disbursement or until a court of competent jurisdiction or arbitrator determines the rights of the parties or (b) deposit the escrowed items with the clerk of the court having jurisdiction over the matter and file an action in interpleader. Upon notifying the parties of such action, Agent will be released from all liability except for the duty to account for items previously delivered out of escrow. If Agent is a licensed real estate broker, Agent will comply with Chapter 475, Florida Statutes. In any suit in which Agent interpleads the escrowed items or is made a party because of acting as Agent hereunder, Agent will recover reasonable attorney's fees and costs incurred, with these amounts to be paid from and out of the escrowed items and charged and awarded as court costs in favor of the prevailing party.

11. CURE PERIOD: ~~Prior to any claim for default being made, a party will have an opportunity to cure any alleged default. If a party fails to comply with any provision of this Contract, the other party will deliver written notice to the non-complying party specifying the non-compliance. The non-complying party will have _____ days (5 days if left blank) after delivery of such notice to cure the non-compliance. Notice and cure shall not apply to failure to close.~~ **SEE ATTACHED ADDENDUM.**

12. FORCE MAJEURE: Buyer or **Seller** shall not be required to perform any obligation under this Contract or be liable to each other for damages so long as performance or non-performance of the obligation, or the availability of services, insurance, or required approvals essential to Closing, is disrupted, delayed, caused or prevented by Force Majeure. "Force Majeure" means: hurricanes, floods, extreme weather, earthquakes, fire, or other acts of God, unusual transportation delays, or wars, insurrections, or acts of terrorism, which, by exercise of reasonable diligent effort, the non-performing party is unable in whole or in part to prevent or overcome. All time periods, including Closing Date, will be extended a reasonable time up to 7 days after the Force Majeure no longer prevents performance under this Contract, provided, however, if such Force Majeure continues to prevent performance under this Contract more than 30 days beyond Closing Date, then either party may terminate this Contract by delivering written notice to the other and the Deposit shall be refunded to **Buyer**, thereby releasing **Buyer** and **Seller** from all further obligations under this Contract.

13. RETURN OF DEPOSIT: Unless otherwise specified in the Contract, in the event any condition of this Contract is not met and **Buyer** has timely given any required notice regarding the condition having not been met, **Buyer's** deposit will be returned in accordance with applicable Florida Laws and regulations.

14. DEFAULT: SEE ATTACHED ADDENDUM.

~~**(a)** In the event the sale is not closed due to any default or failure on the part of **Seller** other than failure to make the title marketable after diligent effort, **Buyer** may elect to receive return of Buyer's deposit without thereby waiving any action for damages resulting from Seller's breach and may seek to recover such damages or seek specific performance. If Buyer elects a deposit refund, Seller may be liable to Broker for the full amount of the brokerage fee.~~

~~**(b)** In the event the sale is not closed due to any default or failure on the part of **Buyer**, **Seller** may either (1) retain all deposit(s) paid or agreed to be paid by **Buyer** as agreed upon liquidated damages, consideration for the execution of this Contract, and in full settlement of any claims, upon which this Contract will terminate or (2) seek specific performance. If **Buyer** fails to timely place a deposit as required by this Contract, **Seller** may either (1) terminate the Contract and seek the remedy outlined in this subparagraph or (2) proceed with the Contract without waiving any remedy for **Buyer's** default.~~

15. ATTORNEY'S FEES AND COSTS: In any claim or controversy arising out of or relating to this Contract, the prevailing party, which for purposes of this provision will include **Buyer**, **Seller** and Broker, will be awarded reasonable attorneys' fees, costs, and expenses.

16. NOTICES: All notices will be in writing and may be delivered by mail, overnight courier, personal delivery, or electronic means. Parties agree to send all notices to addresses specified on the signature page(s). Any notice, document, or item given by or delivered to an attorney or real estate licensee (including a transaction broker) representing a party will be as effective as if given by or delivered to that party.

Buyer (CS) (_____) and **Seller** (CH) (_____) acknowledge receipt of a copy of this page, which is Page 5 of 8 Pages.

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17. DISCLOSURES:

(a) Commercial Real Estate Sales Commission Lien Act: The Florida Commercial Real Estate Sales Commission Lien Act provides that a broker has a lien upon the owner's net proceeds from the sale of commercial real estate for any commission earned by the broker under a brokerage agreement. The lien upon the owner's net proceeds is a lien upon personal property which attaches to the owner's net proceeds and does not attach to any interest in real property. This lien right cannot be waived before the commission is earned.

(b) Special Assessment Liens Imposed by Public Body: The Property may be subject to unpaid special assessment lien(s) imposed by a public body. (A public body includes a Community Development District.) Such liens, if any, shall be paid as set forth in Paragraph 9(e).

(c) Radon Gas: Radon is a naturally occurring radioactive gas that, when it has accumulated in a building in sufficient quantities, may present health risks to persons who are exposed to it over time. Levels of radon that exceed federal and state guidelines have been found in buildings in Florida. Additional information regarding radon and radon testing may be obtained from your county public health unit.

(d) Energy-Efficiency Rating Information: Buyer acknowledges receipt of the information brochure required by Section 553.996, Florida Statutes.

18. RISK OF LOSS:

(a) If, after the Effective Date and before closing, the Property is damaged by fire or other casualty, **Seller** will bear the risk of loss and **Buyer** may cancel this Contract without liability and the deposit(s) will be returned to **Buyer**. Alternatively, **Buyer** will have the option of purchasing the Property at the agreed upon purchase price and **Seller** will credit the deductible, if any and transfer to **Buyer** at closing any insurance proceeds, or **Seller's** claim to any insurance proceeds payable for the damage. **Seller** will cooperate with and assist **Buyer** in collecting any such proceeds. **Seller** shall not settle any insurance claim for damage caused by casualty without the consent of the **Buyer**.

(b) If, after the Effective Date and before closing, any part of the Property is taken in condemnation or under the right of eminent domain, or proceedings for such taking will be pending or threatened, **Buyer** may cancel this Contract without liability and the deposit(s) will be returned to **Buyer**. Alternatively, **Buyer** will have the option of purchasing what is left of the Property at the agreed upon purchase price and **Seller** will transfer to the **Buyer** at closing the proceeds of any award, or **Seller's** claim to any award payable for the taking. **Seller** will cooperate with and assist **Buyer** in collecting any such award.

19. ASSIGNABILITY; PERSONS BOUND: This Contract may be assigned to a related entity, and otherwise ☐ is not assignable ☑ is assignable. If this Contract may be assigned, **Buyer** shall deliver a copy of the assignment agreement to the **Seller** at least 5 days prior to Closing. The terms **"Buyer," "Seller"** and "Broker" may be singular or plural. This Contract is binding upon **Buyer**, **Seller** and their heirs, personal representatives, successors and assigns (if assignment is permitted).

20. MISCELLANEOUS: The terms of this Contract constitute the entire agreement between **Buyer** and **Seller**. Modifications of this Contract will not be binding unless in writing, signed and delivered by the party to be bound. Signatures, initials, documents referenced in this Contract, counterparts and written modifications communicated electronically or on paper will be acceptable for all purposes, including delivery, and will be binding. Handwritten or typewritten terms inserted in or attached to this Contract prevail over preprinted terms. If any provision of this Contract is or becomes invalid or unenforceable, all remaining provisions will continue to be fully effective. This Contract will be construed under Florida law and will not be recorded in any public records.

21. BROKERS: Neither **Seller** nor **Buyer** has used the services of, or for any other reason owes compensation to, a licensed real estate Broker other than:

(a) Seller's Broker: Investment Properties Corporation of Naples (Company Name) Christine McManus, CCIM, SIOR (Licensee),
3838 Tamiami Trail N #402, Naples, FL 34103 239.261.3400 239.261.7579 christine@ipcnaples.com (Address, Telephone, Fax, E-mail),
who ☐ is a single agent ☑ is a transaction broker ☐ has no brokerage relationship and who will be compensated_ by ☑ **Seller** ☐ ~~**Buyer** ☐ both parties pursuant to ☐ a listing agreement ☐ other (specify)~~

~~**(b) Buyer's Broker:**~~ (Company Name) (Licensee),
(Address, Telephone, Fax, E-mail),

Buyer (CS) (_____) and **Seller** (CH) (_____) acknowledge receipt of a copy of this page, which is Page 6 of 8 Pages.

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~~who ☐ is a single agent ☐ is a transaction broker ☐ has no brokerage relationship and who will be compensated by ☐ Seller's Broker ☐ Seller ☐ Buyer ☐ both parties pursuant to ☐ an MLS offer of compensation ☐ other (specify)~~

(~~collectively~~ referred to as "Broker") in connection with any act relating to the Property, including but not limited to inquiries, introductions, consultations, and negotiations resulting in this transaction. **Seller** ~~and Buyer~~ agree to indemnify and hold Broker harmless from and against losses, damages, costs and expenses of any kind, including reasonable attorneys' fees at all levels, and from liability to any person, arising from (1) compensation claimed which is inconsistent with the representation in this Paragraph, (2) enforcement action to collect a brokerage fee pursuant to Paragraph 10, (3) any duty accepted by Broker at the request of **Seller** ~~or Buyer~~, which is beyond the scope of services regulated by Chapter 475, Florida Statutes, as amended, or (4) recommendations of or services provided and expenses incurred by any third party whom Broker refers, recommends, or retains for or on behalf of **Seller** ~~or Buyer~~.

22. OPTIONAL CLAUSES: (Check if any of the following clauses are applicable and are attached as an addendum to this Contract):

☐ Arbitration	☐ Seller Warranty	☐ Existing Mortgage
☐ Section 1031 Exchange	☐ Coastal Construction Control Line	☐ Buyer's Attorney Approval
☐ Property Inspection and Repair	☐ Flood Area Hazard Zone	☐ Seller's Attorney Approval
☐ Seller Representations	☐ Seller Financing	☒ Other Addendum

23. ADDITIONAL TERMS:

(a) The party who pays the premium for the title insurance policy will select the closing agent and pay for the title and closing services.

(b) See Addendum attached hereto for additional terms.

THIS IS INTENDED TO BE A LEGALLY BINDING CONTRACT. IF NOT FULLY UNDERSTOOD, SEEK THE ADVICE OF AN ATTORNEY PRIOR TO SIGNING. BROKER ADVISES BUYER AND SELLER TO VERIFY ALL FACTS AND REPRESENTATIONS THAT ARE IMPORTANT TO THEM AND TO CONSULT AN APPROPRIATE PROFESSIONAL FOR LEGAL ADVICE (FOR EXAMPLE, INTERPRETING CONTRACTS, DETERMINING THE EFFECT OF LAWS ON THE PROPERTY AND TRANSACTION, STATUS OF TITLE, FOREIGN INVESTOR REPORTING REQUIREMENTS, ETC.) AND FOR TAX, PROPERTY CONDITION, ENVIRONMENTAL AND OTHER

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ADVICE. BUYER ACKNOWLEDGES THAT BROKER DOES NOT OCCUPY THE PROPERTY AND THAT ALL REPRESENTATIONS (ORAL, WRITTEN OR OTHERWISE) BY BROKER ARE BASED ON SELLER REPRESENTATIONS OR PUBLIC RECORDS UNLESS BROKER INDICATES PERSONAL VERIFICATION OF THE REPRESENTATION. BUYER AGREES TO RELY SOLELY ON SELLER, PROFESSIONAL INSPECTORS AND GOVERNMENTAL AGENCIES FOR VERIFICATION OF THE PROPERTY CONDITION, SQUARE FOOTAGE AND FACTS THAT MATERIALLY AFFECT PROPERTY VALUE.

Each person signing this Contract on behalf of a party that is a business entity represents and warrants to the other party that such signatory has full power and authority to enter into and perform this Contract in accordance with its terms and each person executing this Contract and other documents on behalf of such party has been duly authorized to do so.

_____ Date: 8/13/25
(Signature of Buyer

MHP Acquisitions, LLC, a Delaware limited liability company Tax ID No.: _____
(Typed or Printed Name of Buyer)
By: Christopher Shear
Title: President Telephone: _____

_____ Date: _____
(Signature of Buyer

_____ Tax ID No.: _____
(Typed or Printed Name of Buyer)

Title: _____ Telephone: _____

Buyer's Address for purpose of notice 777 Brickell Ave, Suite 1300, Miami, FL 33131, Attn: Chris Shear

Facsimile: _____ Email: cshear@mcdhousing.com

DocuSigned by:
Craig Hazelett
CC47467C16804BB...
_____ Date: 8/15/2025
(Signature of Seller)

DGC & B, LLC, a Florida limited liability company Tax ID No.: _____
(Typed or Printed Name of Seller)
By: Craig D. Hazelett
Title: Manager Telephone: _____

_____ Date: _____
(Signature of Seller)

_____ Tax ID No.: _____
(Typed or Printed Name of Seller)

Title: _____ Telephone: _____

Seller's Address for purpose of notice: 5051 TAMIAMI TRAIL NORTH, NAPLES, FL 34103

Facsimile: _____ Email: craig@driftwoodgardencenter.com

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EXHIBIT "A"

LEGAL DESCRIPTION

That portion of the South 30 feet of the North Half (N1/2) of the North Half (N1/2) of the Southwest Quarter (SW1/4) of the Northeast Quarter (NE1/4) and the North 230 feet of the South Half (S1/2) of the North Half (N1/2) of the Southwest Quarter (SW1/4) of the Northeast Quarter (NE1/4) all in Section 10, Township 48 South, Range 25 East, as lies West of U.S. Highway 41, Public Records of Collier County, Florida (Property I.D. Number: 00143160001).

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ADDENDUM TO COMMERCIAL CONTRACT

This Addendum to Commercial Contract (the "**Addendum**") is attached to and incorporated into that certain Commercial Contract dated as of 8/15/2025 by and between MHP Acquisitions, LLC, a Delaware limited liability company ("**Buyer**") and DGC & B, LLC a Florida limited liability company ("**Seller**") (as may be amended from time to time, the "**Agreement**"). Any capitalized terms not specifically defined herein shall have the meaning set forth in the Agreement. Nothing contained herein shall constitute or be deemed a release of any obligations or liabilities of Seller or Buyer under the Agreement except as may be provided herein. Except as provided herein, the Agreement remains in full force and effect. To the extent that the terms of this Addendum conflict with or modify the Agreement, the terms of this Addendum shall control.

1. **Deposits**.

   a. The deposit described in Section 2(a) of the Agreement shall be the "**First Deposit**". The First Deposit shall be held by Escrow Agent in a non-interest-bearing account, to be disbursed only in accordance with the terms of the Agreement and/or this Addendum. The First Deposit shall become non-refundable at the expiration of the Due Diligence Period, except as set forth in the Agreement and/or this Addendum. The First Deposit will be applied to the Purchase Price at the consummation of the transactions contemplated by the Agreement (the "**Closing**").

   b. The deposit described in Section 2(b) of the Agreement shall be the "**Second Deposit.**" The Second Deposit shall become non-refundable upon deposit into escrow, except as set forth in the Agreement and/or this Addendum. The Second Deposit shall be held by the Escrow Agent in the same non-interest-bearing account as the account in which the Escrow Agent holds the First Deposit. The Second Deposit will be applied to the Purchase Price at Closing.

   c. The First Deposit and the Second Deposit, to the extent delivered to the Escrow Agent, and the Closing Date Extension Deposit(s) (as defined in Section 2 below), if applicable, to the extent delivered to the Escrow Agent, shall each be a "**Deposit**", and are sometimes each individually referred to herein as the "**Deposit**" and collectively referred to herein as the "**Deposits**". Notwithstanding anything in the Agreement or this Addendum to the contrary, all Deposits will be refundable to Buyer in the event that (i) Seller defaults under the terms of the Agreement and/or this Addendum, as described below in Section 4 of this Addendum; (ii) one or more of the Closing Conditions in favor of the Buyer set forth in Section 5 of this Addendum have not been satisfied; or (iii) as otherwise specifically provided in the Agreement or this Addendum.

2. **Extension of Closing Date**. Buyer shall have the right, at Buyer's sole option, to extend the Closing Date for up to four (4) successive thirty (30) day periods (each a "**Closing Date Extension**") by providing notice to Seller in writing of such desire on or before the expiration of the Closing Date (as may be extended), and by depositing an amount equal to Twenty Thousand and No/100 Dollars ($20,000.00) (each a "**Closing Date Extension Deposit**") with Escrow Agent by wire transfer. To the extent made, each Closing Date Extension Deposit shall be held in escrow by the Escrow Agent in the same non-interest-bearing account as the account in which the Escrow Agent holds the First Deposit and the Second Deposit. Each Closing Date Extension Deposit shall be non-refundable to

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Buyer upon deposit (except as otherwise set forth in the Agreement and/or this Addendum) and shall be applicable to the Purchase Price at Closing.

3. **Governmental Approvals**. As fee simple title holder, Seller agrees to be the applicant on, or to join in, any and all applications, permits, consents, zoning, land use, concurrency, platting and other permitting, etc., that may be reasonably required to be filed in connection with the Buyer's pursuit of approvals for the Intended Improvements from authorities having jurisdiction over the Property (collectively, the "**Governmental Approvals**") during the term of this Agreement. For avoidance of doubt, during the term of this Agreement, Seller will, within ten (10) days after receipt of written request from the Buyer, cooperate with Buyer in performing its due diligence with respect to the Property and in seeking any and all consents, permits or approvals (including, but not limited to, the Governmental Approvals) regarding the Property as Buyer may request and cooperate with and join in (and/or authorize Buyer to submit on behalf of Seller) all applications for building permits, certificates or other agreements, and permits for sewer, water, or other utility services, other instruments or other permits or approvals, the granting of or entry into which, by any governmental or quasi-governmental authority having jurisdiction over the Property, is, in Buyer's reasonable opinion, necessary to permit the development, construction, use or occupancy of the Intended Improvements. For purposes of this Section 3, the term "**Intended Improvements**" shall mean a multifamily residential project together with related amenities and accessory uses, which includes allowable density for a minimum of seventy (70) and a maximum of one hundred twenty (120) dwelling units on the Property.

4. **Default**. Notwithstanding anything to the contrary, in the event that Buyer fails to perform its obligations under the Agreement and such failure is through no fault or failure of Seller to comply with its obligations in the Agreement and/or this Addendum, Seller may, as its sole, exclusive and absolute remedy, terminate the Agreement and Escrow Agent shall release to Seller, as full and complete agreed upon liquidated damages, the Deposits. If Seller refuses to close, despite its obligation to close under the Agreement, or if any of the representations, warranties and covenants of Seller will at any time on or before Closing be found to be false or misleading in any material respect, or if Seller is otherwise in default under the terms and provisions of the Agreement and/or this Addendum, Buyer may: (i) terminate the Agreement, obtain the return of its Deposit, and seek damages against Seller; or (ii) seek specific performance of Seller's obligations under the Agreement. Nothing contained herein shall be deemed to limit Buyer's rights or remedies (x) on account of any breach by Seller of any covenants, representations, warranties, indemnities or obligations which survive Closing or (y) on account of any intentional breach of the Agreement and/or the Addendum by Seller to the extent that specific performance is not legally available.

   Notwithstanding anything to the contrary in the Agreement or this Addendum, there shall be no default of Buyer under the Agreement or this Addendum for any reason unless and until Seller shall have provided Buyer with written notice of such default and Buyer shall have failed to cure said default within thirty (30) days after Buyer's receipt of such notice; provided, however, that if Buyer is unable to cure within said time period, Buyer shall have such additional time as is reasonably necessary to cure such default under the circumstances; provided, however, that the foregoing cure period shall not apply to (i) a failure to close on the Closing Date caused solely by the Buyer (provided that if Buyer shall have any unexercised rights to any Closing Date Extensions pursuant to Section 2 of this Addendum, Buyer shall be permitted to exercise such Closing Date Extension within three (3) business days as a cure of such closing default) or (ii) Buyer's failure to make a

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Deposit as required pursuant to the Agreement or this Addendum (provided that Buyer shall have ten (10) days after receipt of written notice from the Seller to cure such failure).

5. **Closing Conditions**. Buyer's obligation to close the transaction contemplated by the Agreement will be subject to the satisfaction of each of the following conditions on or before the Closing Date:

   a. Seller is not in default under any term, covenant or condition of the Agreement, and shall have performed all of its covenants, agreements and obligations under the Agreement.

   b. Each of the representations and warranties of Seller set forth in the Agreement is true, complete and correct on the Effective Date and at the date of the Closing as if made at that time, and the Seller has delivered its certificate to such effect.

   c. There will not be a sewer, water, building or other moratorium, condemnation or any proceedings in effect which would interfere with the immediate construction and occupancy of Buyer's intended use of the Property ("**Moratorium**").

   d. The Property has not been damaged by any casualty loss or by any environmental matter arising after the Effective Date.

   e. At the Closing, the Title Insurance Company will irrevocably commit to issue to Buyer an ALTA Owner's Policy of title insurance, dated as of the date and time of the recording of the deed, in the amount of the Purchase Price, insuring Buyer as owner of good, marketable and indefeasible fee simple title to the Property, free and clear of liens and encumbrances, and subject only to those existing title exceptions which Buyer has agreed to accept (the "**Title Policy**").

   f. Sole and exclusive possession of the Property will be delivered to Buyer at Closing.

   g. All leases affecting the Property as of the Effective Date of the Agreement, if any, shall have been terminated prior to the Closing Date and Seller shall not have entered into any other leases in connection with the Property.

   In the event that any of the foregoing conditions precedent to Closing have not been satisfied as of the Closing Date, Buyer will have the right to waive any or all of the foregoing conditions and close the transaction contemplated by the Agreement or Buyer will have the right to terminate the Agreement. Notwithstanding anything to the contrary, in the event Buyer elects to terminate the Agreement by reason of the failure of any of the conditions described in this Section 5, the Deposit(s) will be refunded to Buyer and neither party will have any further rights or obligations hereunder, except those obligations which survive termination of the Agreement.

6. **Termination for Convenience After Due Diligence Period**. Notwithstanding anything to the contrary, Buyer reserves the right to terminate the Agreement for any reason after the expiration of the Due Diligence Period and prior to Closing by providing written termination notice to Seller. If Buyer elects to terminate the Agreement after the expiration of the Due Diligence Period pursuant to this Section 6, any Deposits that have become non-refundable through the date of such termination notice shall be released to Seller.

7. **Broker**. Except for Christine McManus of Investment Properties Corporation of Naples, a Florida corporation ("**Broker**"), Seller represents and warrants to Buyer that Seller has not dealt with any real estate broker, salesperson or finder in connection with this transaction. Except for a

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commission payable by Seller to Broker (the "**Commission**"). Seller represents and warrants that there is no other commission payable by Seller to any third party in connection with the transaction contemplated by this Agreement. Seller will defend, indemnify and hold Buyer harmless from and against any loss, liability, damage, cost, claim or expense (including reasonable attorney's fees) incurred by reason of any brokerage commission, finder's fee, or other fee(s) alleged to be payable because of any act, omission or statement of the Seller, including the Commission. For avoidance of doubt, Seller will be solely responsible for the payment of any commission or fee payable to any real estate broker, salesperson, or finder in connection with the transaction contemplated by this Agreement because of any act, omission or statement of the Seller, including the Commission. The indemnities and representations and warranties of the Seller in this Section 7 will survive the Closing.

8. **Counterpart Signatures**. This Addendum may be executed in two or more counterparts, and it shall not be necessary that any one of the counterparts be executed by all of the parties hereto. Each fully executed counterpart shall be deemed an original, but all such counterparts taken together shall constitute but one and the same instrument. This Addendum may be executed in multiple copies, and by telecopy or email PDF transmission.

[*Signatures on following page*]

CS DS CH

IN WITNESS WHEREOF, the parties have executed this Addendum as of the date first written above.

BUYER:

MHP ACQUISITIONS, LLC, a Delaware limited liability company

By: _____
Christopher Shear
President

SELLER:

DGC & B, LLC, a Florida limited liability company

DocuSigned by:
By: Craig Hazelett
CC47467C1680486...
Craig D. Hazelett
Manager

CS DS CH

Exhibit 7 – Zoning

The development site is zoned as a Commercial PUD. Senate Bill 102 (“Live Local”) and the subsequent Senate Bill 1730 allow areas zoned for commercial, industrial, or mixed-use to develop multifamily and mixed-use residential and in portions of any flexibly zoned area such as planned unit development permitted for commercial, industrial, or mixed use, provided that at least 40% of the residential units of the proposed development are affordable for a period of 30 years.

Additionally, the site is in the county’s Future Land Use – Urban Residential Subdistrict category. Per the Future Land Use, the purpose of the Urban Residential Subdistrict is to provide higher densities in areas with fewer natural resource constraints and where existing and planned public facilities are concentrated. The development’s proximity to the US 41 & Wiggins Pass Rd Activity Center #20 positions it as an ideal location to accommodate the projected population growth and support the existing and future employees of the nearby commercial developments. This makes Ekos on old 41 a natural choice for close and convenient housing, aligning with the objectives of the Future Land Use plan.

- **Applicant's development and construction experience**;

MHP Collier V, LLC's principals and senior leadership bring 50+ years of collective experience structuring and executing complex affordable and workforce housing capital stacks, including LIHTC (9% and 4%), tax-exempt bonds, CDBG, HOME, NHTF, Section 8, Section 202, HOME-ARP, FHLB AHP, TIF, and local/state recovery funds. Our core competency is translating intricate public financing into buildable, on-time projects with long-term compliance.

Christopher Shear , a principal of the applicant, has overseen the development of over 2,900 affordable/workforce housing units within an array of complex financial and partnership structures, including 9% and 4%LIHTCs, tax-exempt bonds, Tax-Increment Financing, Community Development Block Grants, HOME investment Partnership Loans, Federal Home Loan Bank (AHP) loans, FHA insured mortgage products, project-based rental assistance (Section 8), and various local housing subsidies.

Jessie Reyes serves as Vice President of Construction where he is responsible for leading and managing pre-construction and construction for all the company's development pipeline. Mr. Reyes is responsible for construction estimating and scheduling, permitting, procurement, builder negotiations and contracts, design and on-site team management, reporting, close-out and working with the company's development and investor teams to ultimately execute all project construction budget, schedule and quality goals. Prior to joining McDowell Housing Partners, Mr. Reyes served in construction management and leadership roles with prominent national firms in the multifamily, commercial, healthcare, government, and educational markets on projects with a combined construction total of more than $750M.

In Collier County alone, we have delivered three multifamily tax credit developments of comparable scale, with a fourth scheduled to break ground in Q3 2025 and a fifth currently in design development. MHP's vertically integrated platform (acquisitions/planning, development, finance, legal, accounting, construction, and asset management) enables early cost certainty, value engineering, and constructability reviews from schematic through GMP, reducing change orders and schedule risk.

With the same leadership that has successfully navigated local permitting, financing, and construction on three prior Collier County developments—supported by in-house specialists across every phase of the process—this project will benefit from a team that not only understands the "lay of the land" but has repeatedly delivered results on time, within budget, and in full compliance with funding requirements.

• Experience and Quality of development team;

MHP Collier V, LLC's development team is intentionally built to cover every facet of the affordable housing development lifecycle with in-house expertise. Our organizational structure includes dedicated departments for acquisitions/planning, finance, legal, development, construction, and asset management, each led by seasoned professionals with extensive multifamily experience.

Brian Ivy, Executive Vice President of Development, leads the development team through every stage of the development life cycle, from funding awards to stabilization.

Working alongside him, Scarlett Perez serves as Director of Development to help oversee all phases of the development life cycle including project conceptualization, securing financing, permits & entitlements, closing coordination and project stabilization. Ms. Perez is currently managing Ekos Creekside – MHP's fourth development in Collier County and the County's first Live Local project funded utilizing the County's Surtax funds for Workforce Housing Land Acquisition along with several other developments on Florida's east coast. Our team's familiarity with local permitting procedures, contractor networks, and community stakeholders will help streamline development and mitigate potential delays.

Property	Type	Location	Financing Structure (Excluding Conventional Debt)	# Units	Status
Ekos Arbor Park (Phase I)	New Construction	North Port/Sarasota, FL	4%, LIHTC, NHTF, SAIL , FHFC Bonds	136	Completed 2024
Ekos Magnolia Oaks	New Construction	Tallahassee/Leon County, FL	4% LIHTC, Tallahasee CRA loan	110	Completed 2023
Ekos Lake Shadow	New Construction	Eatonville/Orange County, FL	9% LIHTC	96	Completed 2024
Ekos on Santa Barbara	**New Construction**	**Naples/Collier County, FL**	**4% LIHTC, CDBG-DR, Collier Co SLFRF (ARPA)**	**82**	**Completed 2023**
Ekos Cadenza	**New Construction**	**Naples/Collier County, FL**	**4%LIHTC, SAIL, Collier Co SHIP**	**160**	**Completed 2024**
Ekos Lakeview Preserve	New Construction	Irving/Dallas, Texas	9% LIHTC	84	Completed 2023
Ekos City Heights	New Construction	Austin, Texas	4% LIHTC, Austin RHDA Loan	179	Completed 2024
Silverpointe	New Construction	Ocala, Marion Co, FL	9% LIHTC	90	Completed 2024
Jordan Bayou	New Construction	Carrabelle, Franklin County, FL	HOME	39	Completed 2020
Douglas Gardens IV	New Construction	Pembroke Pines/Broward, FL	4% LIHTC, Broward Co Loan, Broward Co Bonds	410	Est. Q2 2025
Ekos Cadenza II	**New Construction**	**Naples/Collier County, FL**	**4% LIHTC, SAIL, NHTF, ARPA Loan**	**160**	**Completed Q1 2025**
Southpointe Vista (Phase I)	New Construction	Goulds/Miami Dade, FL	9%, Miami-Dade Surtax and Inflation Reduction Loan	124	**Completed Q1 2025**
Ekos Bayonet Point (Phase I)	New Construction	Pasco County, FL	9%, LIHTC, NHTF, Pasco County HOME	114	Under Construction
Southpoint Vista (Phase II)	New Construction	Goulds/Miami Dade, FL	4% LIHTC, SAIL, Miami-Dade Surtax, NHTF	208	Under Construction
Ekos on Evans	New Construction	Ft. Myers/Lee County, FL	4% LIHTC, CDBG-DR	144	Under Construction
Ekos Creekside	**New Construction**	**Collier County, FL**	**4% LIHTC, SAIL, Collier County Surtax**	**160**	**Underwriting Starting Q3 2025**
Ekos Pembroke Park	New Construction	Pembroke Park, Broward Co, FL	4% LIHTC, SAIL, Broward County HOME	150	Underwriting Starting Q3 2025
Ekos Arbor Park (Phase II)	New Construction	North Port/Sarasota, FL	9% LIHTC	66	Underwriting
Ekos Santa Barbara (Phase II)	**New Construction**	**Collier County, FL**	**4% LIHTC, CDBG-DR**	**84**	**Underwriting**
Ekos at Warrington	New Construction	Pensacola/Escambia County	4% LIHTC, SAIL	120	Underwriting
Ekos at Rockledge Park	New Construction	Brevard County, FL	4% LIHTC, CDBG-DR	100	Underwriting
Ekos Bayonet Point (Phase II)	New Construction	Pasco County, FL	4% LIHTC, SAIL	120	Underwriting

- **Applicant's management experience, or experience and quality of management company;**

The Development Team employs professional third-party property managers to ensure we have the best managers and staff in any given market.

Currently, we have a Memorandum of Understanding (MOU) with Bryten Real Estate Partners to act as the property management agent for Ekos on Old 41. Bryten Real Estate Partners manages over 50,000 units and employs 1,500 people, with extensive knowledge of LIHTC and workforce housing programs. They are doing a superb job on all fronts within their lease-up and management of our assets within the Collier County market (Ekos on Santa Barbara, Ekos Cadenza I, and Ekos Cadenza II). Utilizing Bryten Real Estate Partners on Ekos on old 41 will allow us to leverage larger staff and operational economies of scale to ensure the highest level of resident satisfaction.

Regardless of who the property management agent is, MHP takes full responsibility for the condition, maintenance, and performance of our assets. Therefore, MHP employs an in-house team of Asset Managers experienced in the operation and compliance requirements of affordable

housing. The Asset Managers ensure our third-party property management companies perform their contractual services at the highest level. They meet with the on-site personnel weekly, require detailed regular reporting, and meet directly with residents to review their satisfaction. This dual layer of oversight has proven to be highly effective.

• Financial feasibility to complete and operate the project (including, but not limited to, cost estimates, cash flows, debt service coverage ratios, the percentage of public monies requested compared to project cost; leveraging of public resources, including the requested HFA loan)

Please refer to the financial projections provided under Exhibits 4 and 5.

Ekos on Old 41 is requesting a nominal $5,750 per unit in the LGAO funding commitment from Collier County. We strived to deliver the best per dollar value and return on investment for Collier County with our proposed development program. The LGAO commitment would be just under 2% of the total sources for the project and the remainder of the sources will come from first mortgage proceeds, tax credit equity, and developer equity (deferred developer fee). The development team prides itself on optimizing the terms of our first mortgage debt and tax credit equity to drive reduce/eliminate gaps in funding and provide additional sources to build a better product (more units, larger units, more amenities, etc.). The term sheets are provided under Exhibit 4 for reference.

The Development Team takes a conservative approach to underwriting. Our construction costs are based on actual 2025 hard cost for the same product (Mid-Rise Style Developments) in the Southwest Coast of Florida market. In addition, we assume 5% vacancy and collection loss despite the Collier County affordable housing market operating at nearly 100% occupancy. Our operating expenses have been vetted by our asset managers and property managers to insure we are being conservative given the uncertainty of the operations. Despite the conservative underwriting of the Net Operating Income, we've sized the initial first mortgage to a 1.20x DSCR.

Given the Development Teams recent experience in Collier County with similar mid-rise style development products, we are confident our hard and soft cost budgets are sound. They have a deep sub-contractor base and have delivered multiple projects for the Development Team in

Southwest Florida. The Development Team employs a design-build concept whereby the GC works hand-in-hand with the architect and engineer during the design phase to produce construction documents that are fully vetted up front by all parties. This practice has been instrumental in keeping down the number of change orders and timing delays.

- **Applicant's performance and/or compliance (including any prior defaults) of any prior loans or contracts with Collier County;**

The Development Team and its principals have consistently met or exceeded all performance and compliance requirements for Collier County loans and contracts, with no history of defaults. We are currently utilizing SHIP funds from Collier County for our Ekos Cadenza I and Ekos Cadenza II developments, both of which remain in full compliance

- **The reasonableness of the cost of the development;**

The projected Total Development Cost (TDC) for Ekos on Old 41 is $422,202 per unit which is within the range of comparable new-construction multifamily developments within Southwest Florida. This cost reflects prudent budgeting that balances high-quality durable construction with long-term operation efficiency.

- **Levels of affordability offered within the development;**

Ekos on Old 41 will serve a family demographic and will provide a combination of 48 one-bedroom and 32 two-bedroom apartments. 100% of the units will be committed to affordability under 80% of the Area Median Income (AMI). The project has committed to target a diversity of incomes, which will range from 30% AMI to 70% AMI. The income limits are subject to annual updates as released by the Department of Housing and Urban Development (HUD) but for 2025 they will range from $23,900 to $72,750 depending on AMI tier and bedroom type. The proposed rent will provide future tenants with a significant discount to the prevailing market rate rents in the area. Please refer to Exhibit 4 for further information on the unit mix affordability breakdown.

- **Resident Programs;**

MHP Collier V, LLC is committed to enhancing the quality of life for residents at Ekos on Old 41 by integrating a robust array of resident programs and supportive service options. These services are designed to foster health and wellness, economic mobility, and educational attainment within the community. The following bullet points provide our general plan to facilitate on-site supportive services.

Health and Wellness Services: At Ekos at Grande Park, residents will have access to comprehensive health and wellness check-ups and clinics. These services will include clinical screenings such as pulse, temperature, cholesterol, and glucose checks, ensuring that residents can monitor and manage their health effectively. Additionally, health education programs will promote nutrition, disease prevention, and healthy lifestyle choices.

Employment Assistance Programs: To empower residents economically, the development will offer quarterly Employment Assistance Program workshops. These workshops will be led by experienced employment counselors, covering essential topics such as job goal setting, resume writing, interview preparation, and employability skills development. Placement and follow-up services will also be provided to ensure sustained employment success.

Financial Management Programs: Financial stability is critical for long-term prosperity. Residents will benefit from a series of financial management classes covering budgeting, bill-paying techniques, tax preparation, fraud prevention, retirement planning, and homebuyer education. These classes will equip residents with practical skills and knowledge to manage their finances responsibly and plan for future goals.

By integrating these comprehensive on-site services, MHP Collier V, LLC aims to create a supportive community environment at Ekos on Old 41. These initiatives not only address immediate needs but also promote long-term well-being and self-sufficiency among residents, fostering a vibrant and inclusive community in Collier County.

- **Unit and Development Amenities;**

Ekos on Old 41 is an 80-unit, five-story building that thoughtfully integrates the leasing office and clubhouse within main building footprint in effort to create a central hub for resident services and overall socializing. In addition, the community will feature an on-site tot lot providing a safe outdoor play area that helps foster a family-friendly environment.

Each residence will offer high-quality finishes and features designed for long-term durability and resident satisfaction. The interiors will include granite countertops, plywood cabinets (not particle board), luxury vinyl tile flooring, and full-size Energy Star stainless steel appliances including a range, refrigerator, microwave, garbage disposal, and dishwasher. Additionally, all units will provide washer and dryer hookup capability, with option rentals available. Bedrooms will feature energy star ceilings fan with light kits.

The development will also be equipped with a robust broadband infrastructure, featuring high-capacity fiber-optic and low-voltage systems that support state-of-the-art access control, high-speed internet connectivity across the property that ensure residents benefit from maximum security and modern convenience.

- **Energy Efficiency;**

Ekos on Old 41 will pursue Silver or Gold level certification under the ICC 700-2020 National Green Building Standard (NGBS) system. To support this effort, MHP will engage experienced green building and environmental consultants to guide the certification process. To achieve these certification goals, the project's design standards will incorporate low-flow plumbing fixtures, Energy-Star rated appliances, LED lighting throughout, the use of low-VOC paints and finishes to improve indoor air quality and high-efficiency HVAC systems.

To verify compliance with these efficiency measures, we will conduct unit-by-unit energy modeling and testing to ensure performance meets or exceeds NGBS thresholds. In addition, throughout the design process, MHP will also evaluate opportunities to integrate solar photovoltaic systems to maximize the energy efficiency of the project and minimize common area utility expenses.

- **Commitment to set-aside at least 10% of the units in the development to an at-risk population (Homeless, Seniors, Special needs)**

Per the 2025-201 RFA, if the Average Income Test is selected as is the case for Ekos on Old 41 and the development is not an LDA development, at least 15% of the total units must be set aside for Extremely Low-Income (ELI) households earning 30% average median income (AMI) or less.

Additionally, 50% of the ELI units must be designated as Link Units for Persons with Special Needs.

The Development Team is exceeding these requirements by committing to reserve **8 units** for Homeless and/or Special Needs households—above the minimum required by Florida Housing Finance Corporation. MHP will formalize this commitment through a Memorandum of Understanding (MOU) with a local referral agency to facilitate placement of qualified residents into the Link Units.

- **Maximum Economic Impact;**

Collier County's $460,000 LGAO loan shall bear a direct return on investment with a 1% annual interest rate over a 30-year term.

Beyond direct payment, Ekos on Old 41 will generate economic benefits for the county rents will be set more than 30% below the comparable market-rate options in the area, freeing up an estimated $400-$500 per month in disposable income per household. Across 80 households , this represents over $350,000 annual in additional local spending capacity. In addition, the development will create numerous short and long term jobs through construction trades and subcontractors, service and maintenance contracts, management staff, etc.

By providing attainable housing near major employment centers, the development will reduce "brain drain" and commuter congestion. With roughly 60,000 people commuting into Collier County daily, the site's proximity to Lee County and North Naples employers enables workers to live closer to their jobs, keeping income earned within the County and increasing spending at local grocery stores, restaurants, salons, and service providers. By keeping incomes earned within the county, the North Naples local economy will benefit from increased spending at local grocery stores, restaurants, salons, and other businesses, thereby retaining tax revenue and boosting the overall economic health of the area.

- **Developments which provide a lift to the neighborhood, and could lead to additional revitalization and/or neighborhood improvement;**

The Ekos on Old 41 development site has been consistently scouted by market-rate developers and strategically positioned just south of Somerset Palms, a successful market-rate multifamily community. However, our Development Team has made the necessary expenditures to retain site control because we strongly believe in the location's potential. MHP is actively collaborating with the adjacent landowners to acquire additional vacant parcels to the south. This proactive approach could yield a larger-scale, coordinated redevelopment delivering even more needed affordable/workforce housing units.

The development will enhance the local area by transforming a long-vacant parcel into a vibrant community. Located along an established transportation and commercial corridor, Ekos on Old 41 leverages infrastructure, avoiding costly expansions while increasing the area's residential density to support nearby retail, restaurants and services.

• Proximity to public transportation, services, and employment;

Ekos on Old 41 is located on Old US 41 Rd. The site's strategic location places it within driving distance of a grocery store, pharmacy, convenience store, and an array of retail establishments. As previously mentioned, the site is adjacent to the North Naples commercial corridor and the US 41 & Wiggins Pass Activity Center which is a hub of commercial spaces that has everything from a City Furniture, CVS Pharmacy, Aldi's Grocery store and Publix Grocery Store to name a few. While Collier County Area Transit does not currently serve this location, it is easily accessible via Lee County Transit Bus Routes 600

• Leveraging of County Funds with other resources that could be used to meet the FHFC required contribution level, and leveraging of County Funds with other funds to achieve greater impact on the community/neighborhood (Include LGAO request);

The $460,000 LGAO request from Collier County will be matched with private capital, far exceeding FHFC's required contribution levels and maximizing the project's community impact. MHP has secured a letter of intent from Greystone Real Estate Capital with preliminary LIHTC equity pricing at $0.95 per credit, as well as a debt letter of intent from KeyBank for permanent financing.

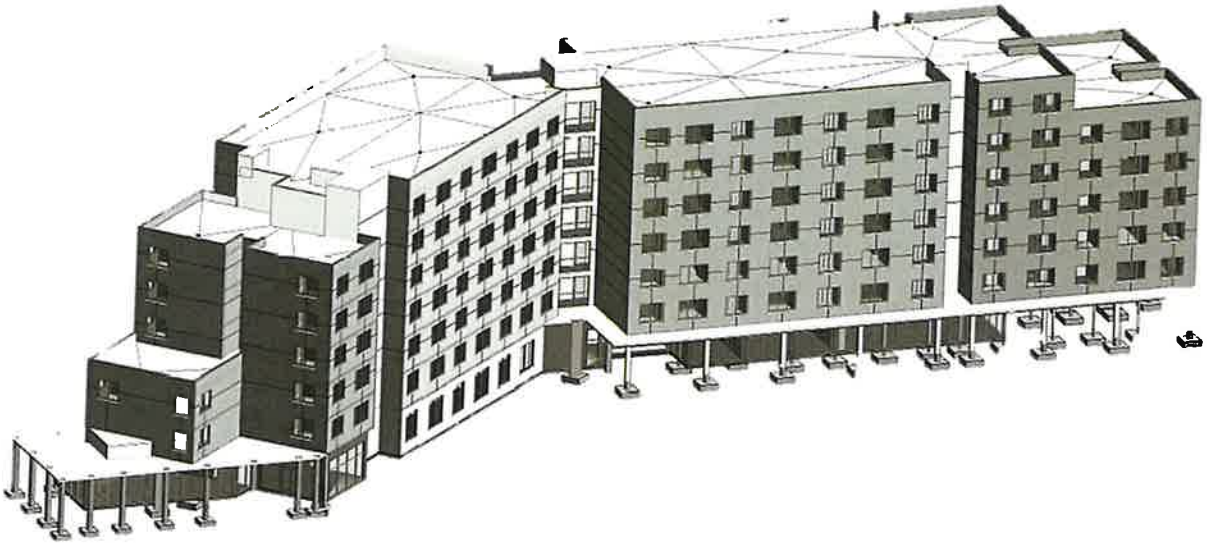
These commitments demonstrate market confidence in Ekos on Old 41 and ensure that every dollar of County investment will leverage multiple dollars in private equity and debt, enabling the delivery of 80 high-quality workforce housing units and generating long-term neighborhood and economic benefits.

- **Ability to meet FHFC requirements for the contribution to be a part of permanent financing with minimum loan term.**

The contribution is intended to part of the permanent financing, as required by FHFC. However, the Development Team will agree not to draw the funds until the development achieves at least 75% construction completion to provide the HFA/County more flexibility and time to leverage their valuable limited subsidy sources.

RENAISSANCE HALL SENIOR LIVING

Unincorporated Golden Gate, Florida



RENAISSANCE HALL SENIOR LIVING, LLLP

RURAL NEIGHBORHOODS

RURAL NEIGHBORHOODS

Building Livable Places for Working Families
Post Office Box 343529, 19308 SW 380th Street, Florida City, FL 33034
Telephone 305-242-2142 Facsimile 305-242-2143

NeighborWorks® CHARTERED MEMBER

August 15th, 2025

Ms. Kristi Sonntag
Collier County Community and Human Services
3339 East Tamiami Trail, Building H, Suite 213
Naples, FL 34142

Re: Renaissance Hall Senior Living Application for LGAO Funding

Dear Ms. Sonntag:

Rural Neighborhoods, Incorporated, Developer, and Renaissance Hall Senior Living, LLL, Applicant, are pleased to present the submission of Renaissance Hall Senior Living for the Collier County Local Government Area of Opportunity Funding Commitment for the Florida Housing Finance Corporation RFA 2024-201. The Developer and Applicant request the amount required to allow local projects to score the maximum points or preference for the Local Government Area of Opportunity Funding. For purposes of pro forma analysis, the prior year amount of $460,000 is utilized in this response. The parties include an offer to accept a shorter term resulting in a more rapid repayment than required under the local government solicitation.

The proposed rental community meets all threshold requirements:

- The proposed RHSL is in unincorporated Collier County, FL on Tract 5 of the Golden Gate Golf Course PUD in the Golden Gate neighborhood near Collier Boulevard (SR 951). It is on a parcel leased to it from Collier County government.

- Evidence of site control is provided herein in the form of a ground lease of the subject parcel. The lease extends for a period extending of not less than 99 years.

- RHSL provides to set aside rental units in accordance with Low Income Housing Tax Credits and Florida Housing Finance Corporation. Further, the rental community exceeds the set aside for special needs households established by Collier County, FL.

- RN and RHSL provide evidence authorizing the property to be used for the proposed use in the form of the ground lease, Developer Agreement and approved PUD ordinance.

- The Developer and Owner commit to the requested affordability period of 99 years.

I look forward to working with the local government.

Sincerely,

Steven Kirk
President
Rural Neighborhoods, Incorporated, General Partner of Renaissance Hall Senior Living, LLLP

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APPLICANT'S DEVELOPMENT AND CONSTRUCTION EXPERIENCE
(10 Points)

Rural Neighborhoods, Incorporated, Developer, is an award-winning, nonprofit developer established under §501 (c)(3) of the Internal Revenue Code and offers an unmatched record of excellence. It has developed nearly 3,000 affordable and workforce housing units throughout 36 or more rental communities statewide. The Prior Experience Chart illustrates strong expertise in Florida Housing Finance Corporation Low Income Housing Tax Credits (13 projects), SAIL (10), HOME (11), CDBG, and other Federal, state and local programs. Tax credit investors include Alliant Capital, Citibank, City Real Estate Advisors, Fifth Third Bank, J.P. Morgan Chase and PNC Bank.

Rural Neighborhoods are experts in land entitlement, sitework, and infrastructure development. Its Everglades Village rental community, a 511-unit, 120-acre Miami-Dade campus, marks large scale rezoning, site drainage, roads, water distribution, sewer collection success in a similar flood plain as RHSL. RN tackles difficult-to-develop parcels including those with environmental hazards, unsuitable soils, or wetlands and retains biological consultants, testing labs, and legal counsel to manage environmental and water management issues. From time-to-time, special taxing and brownfield districts have been established to meet site lighting, infrastructure needs, and to leverage additional capital. In the immediately adjacent Phase I Renaissance Hall at Old Course, the Developer confronted land contaminated with arsenic and FEMA MT-2 Conditional Letter of Map Amendment Fill requirements and successfully navigated Florida Department of Environmental Protection, South Florida Water Management District, FEMA and Collier Site Development Permit approvals. It is consequently well-qualified to complete similar permit approvals for RHSL and has a successful, working relationship with permit authorities.

Rural Neighborhoods has constructed 2,278 rental units using licensed, independent general contractors contracted through negotiated and competitive bid methods applicable to its funding sources. It has 252 units under construction with Deangelis Diamond, a local-based firm. It has no conflicts of interest relationships with prospective builders. Notwithstanding, contractors are required to provide 100% performance and payment bonds and have demonstrated multifamily housing experience. Past contractors include Deangelis Diamond, Verdex, AMF and DEC Contracting – each of which has private sector, educational, health care and governmental construction experienced. RN retains Nelson Mullins, a national law firm, to provide contract and construction law representation to assure proper construction contract terms and conditions, performance and payment bond, conditional and unconditional lien releases and to help resolve construction disputes should circumstances arise.

National awards include the Fannie Mae Foundation Maxwell Award of Excellence in Low Income Housing, the American Business Media William Littleford Award, Rural LISC Hurricane Recovery Award, LISC Rural Champion and Housing Assistance Council Community Service Award.

Rural Neighborhoods most recent December 31st, 2024, consolidated audit evidence financial strength to serve as Developer. It has Cash and Cash Equivalents totaling $20,788,214, Total

Assets of $205,037,959, and Total Net Assets of $76,059,432. Total annual revenue in the period ending December 31st, 2024, was $19,969,058.

RURAL NEIGHBORHOODS PRIOR EXPERIENCE

Project Name	Location	Project Type	# of Units	Funding	Year Completed
Florida Keys Community Land Trust	Monroe	Single-Famil	4	Foundation/Disaster	2017
Postmaster	Miami-Dade	Garden	55	LIHTC	2023
Seahorse Cottages/The Avenues at Big Pine Key	Monroe	Single-Family	31	HOME	2023
Casa Amigos	Collier County	Garden	24	FHFC + FHLB	2023
New Hope Community 1	Martin	Garden	60	HOME + USDA	2022
New Home Community 2	Martin	Garden	57	HOME + USDA	2022
Joseph Lee Gardens	Martin	Garden	33	HOME + USDA	2022
INPH Scattered Sites	Martin	Single-Family, Garden	26	NSP	2022
Deer Creek Senior Housing	Alachua	Mid-Rise	62	LIHTC + CDFI	2022
Cannery Row at Redlands Crossing	Miami-Dade	Mid-Rise	112	LIHTC+ Citibank	2021
Casa OMICA	Miami-Dade	Garden	128	FHFC SAIL	2021
Tradewinds Hammocks	Monroe	Garden	66	LISC + LIHTC + MCLA	2019
Pollywog Creek Senior Housing	Hendry	Garden	29	HUD 202	2018
Hatchers Preserve	Collier	Single-Family	18	HOME	2017
Timber Ridge Sanders Pines	Collier	Garden/Single-Family	75	LIHTC + HOME+SHIP	2016
Esperanza Place	Collier	Garden	48	FHFC SAIL + USDA	2016
Scattered Site	Collier	Single-Family	5	HOME	2014-2017
Everglades Migrant Housing	Miami-Dade	Townhomes	30	FHFC SAIL + USDA	2012
Cypress Cove	Polk	Garden	80	LIHTC + HOME	2011
Orchid Grove	Miami-Dade	Garden	80	LIHTC + HOME	2011
Pollywog Creek Commons	Hendry	Garden	40	FHFC SAIL + USDA	2011
Pollywog Creek Commons II	Hendry	Garden	24	FHFC SAIL + USDA	2011
Manatee Village 4	Hillsborough	Garden	27	FHFC SAIL + USDA	2010
Eden Gardens II	Collier	Garden/Townhomes	37	FHFC SAIL + USDA	2009
Everglades Supportive Housing	Collier	Single-Family	4	FHFC + HOME + CDBG	2009
Eden Gardens Apartments	Collier	Garden/Townhomes	51	LIHTC + USDA	2009
Oaks at Shannon's Crossing	Okeechobee	Townhomes	100	LIHTC + USDA	2008
Casa Cesar Chavez	Miami-Dade	Garden	144	FHFC SAIL + FHLB	2007
Live Oak Villas II	Saint Lucie	Garden	80	LIHTC + FHFC SAIL	2007
Everglades RRH	Miami-Dade	Townhomes	15	USDA	2006
Live Oak Villas	Saint Lucie	Garden	104	LIHTC	2005
Manatee Village	Hillsborough	Garden	62	USDA	2005
Manatee Village SRO	Hillsborough	Garden	128	DCA + USDA	2005
Main Street Village	Collier	Garden	79	FHFC HOME + USDA	2003
Everglades Village	Miami-Dade	SF, Duplex Townhome	466	USDA	1996
La Cabana	Broward	Mid-Rise	110	LIHTC + SAIL	2025
Old Cutler Village Phase 2	Miami-Dade	Mid-Rise	120	LIHTC	2025
			2614		
Developerd for Others					
Homestead Housing Authority	Miami-Dade	Garden	40	USDA	2006
San Juan Bosco Phase I	Hillsborough	Garden	53	DCA + USDA	2008
			93		
			2,707		
Under Construction					
Renaissance Hall Old Course	Collier	Garden	252	HUD 221(d)(4)	2026 Estimated
			2,959		
Pending Closing					
Phoenix Crossing	Flagler	Garden	28	HOME	
Landings at Sugarloaf Key	Monroe	Garden	56	LIHTC, SAIL	
			84		

Rural Neighborhoods and Renaissance Hall Senior Living provide a tentative outline below indicating key milestones. The initial two milestones are subject to Florida Housing Finance Corporation processing, rankings and legal appeals that may be submitted by other applicants. The residential community should complete construction and begin lease-up in March 2027.

EXPERIENCE AND QUALITY OF DEVELOPMENT TEAM

(5 Points)

Rural Neighborhoods, Developer, its Principal, Steven Kirk, and predecessor entities have been engaged in the housing and community development business since 1982 and have developed nearly 3,000 units since 1994. Mr. Kirk is assisted by Dorothy Cook, ACIP, who serves as Planner and Project Manager. Ms. Cook is a veteran of SW Florida having served on the staff of the SW Florida Regional Planning Council and as Executive Director of the Empowerment Alliance of SW Florida. Mr. Kirk and/or Ms. Cook have partnered on successful local developments ranging from the Reserve at Eden Gardens, Main Street Village, Timber Ridge at Sanders Pines, Hatcher's Preserve, Casa Amigos, Esperanza Place Neighborhood Housing Center and Milagro Place.

RN is responsible for a variety of successful apartment communities throughout Florida ranging from the Lower Florida Keys to Gainesville. These properties are 100% affordable and workforce properties and include senior communities (Cannery Row at Redlands Crossing, Pollywog Creek Senior Housing, Deer Creek Senior Housing and La Cabana], targeted occupational housing [Farmworker], special needs (Everglades Supportive Housing *homeless*, Casa Cesar Chavez, Casa OMICA, and Manatee Village *SRO housing*], disaster response [Seahorse Cottages I and II and The Avenues] and essential service personnel [Renaissance Hall at Old Course].

Renaissance Hall Senior Living brings national and local expertise to its Development Team. RA Engineering is RHSL's project civil engineer and land use specialists led by project manager Michael Delate. The firm was founded in 2008. Environmental consultants Langan Engineering and Environmental Services bring South Florida, national and international experience. Langan has 50+ years of experience in 40 locations. The firm has strong relationships with Florida DEP, SFWMD and other regulatory agencies.

Financial analysis and Low-Income Housing Tax Credit guidance is provided to RN and RHSL by Dominium, among the most innovative affordable housing and development companies in the nation. Affordable Housing Finance ranked Dominium 2nd in the Top 50 Affordable Housing Developers and 3rd in the Top 50 Affordable Housing Owners in 2024. The firm projects its portfolio reaching 45,000 affordable housing apartments in 2026.

Nelson Mullins serves as project counsel. The firm is a full-service *AM Law 100* firm of more than 1,000 attorneys, policy advisors and professionals. It has assisted Renaissance Hall Senior Living in the execution of its Developer Agreement and Lease with Collier County, FL. It provides ongoing professional expertise in investor and debt instruments including, but not limited to, Low Income Housing Tax Credits and Bond financing. It also reviews construction contracts on behalf of RN and RHSL.

These professional firms noted have worked with Rural Neighborhoods staff as a team for the previous 48 months on Renaissance Hall at Old Course and have established a pattern of strong communication among our Development Team and in their professional relationships

with counterparts in the Office of the County Attorney, Real Estate Division, Growth Management and Community and Human Services.

APPLICANT'S MANGEMENT EXPERIENCE
(5 Points)



Renaissance Hall Senior Living will be managed by Everglades Housing Group, Incorporated (EHG), an IRS 501(c)(3) charitable corporation controlled by Rural Neighborhoods. EHG will be responsible for all property management tasks including rental marketing, tenant qualification, lease administration, work orders, preventive maintenance, and capital improvements. It will be charged with maximizing occupancy, reducing collection loss, lessening turnover, and administering resident programs. EHG staff will be primary contact with residents and will be located on-site. It will also provide property management to the adjacent Renaissance Hall at Old Course's 252-unit rental community strengthening operational scale and staffing depth. This provides unparalleled scale and efficiency in staffing depth and reduced management costs

EHG has specific experience in regulatory compliance and will ensure RHSL adheres to all commitments and conditions arising from Florida Housing Finance Corporation, Collier County, and other funding sources. Real Page/One-Site software, a major industry standard, will be utilized to track project demographics, income certification, rent rolls and related reports. EHG uses an electronic key management system to control, monitor and audit key use by allowing only authorized users access. Presently, EHG manages 9 Collier County income-restricted rental properties totaling 335 units; seven of nine communities are subject to annual compliance monitoring by the Collier County Community and Human Services Division. EHG has a strong, successful track record in meeting local government compliance requirements beginning in 2004. Similarly, EHG has a strong record meeting FHFC and USDA Rural Development's physical and compliance inspections for many of these same properties. EHG-managed housing is highly regulated and successful in meeting financial and physical measures.

EHG is engaged in the management of affordable rental housing in the Florida Keys, Miami-Dade, Collier, Hendry, Martin, Okeechobee. and Hillsborough counties. It currently manages 1,725 rental units with an experienced workforce of 54 employees. EHG has the requisite financial strength to serve as the fiduciary manager of the rental community with net assets of $2,636,334 and revenues of $1,696,845 as of its draft December 31st, 2024, financial statement.

EHG is an approved management company under USDA Rural Development, US Housing and Urban Development, and Florida Housing Finance Corporation. It is also an accepted manager for numerous private sector financial institutions including PNC Bank, City Real Estate Advisors, Community Housing Capital, Local Initiatives Support Corporation and PGIM Real Estate.

The table below is indicative of the Everglades Housing Group's management experience:

PROPERTY NAME	LOCATION	# UNITS	YEAR MANAGED	PROGRAMS
New Hope Community I	Indiantown	60	2023 - To Date	RD 514-516; FHFC HOME
New Hope Community 2	Indiantown	57	2023 - To Date	RD 514-516; FHFC HOME
Joseph Lee Gardens	Indiantown	44	2023 - To Date	RD 515; FHFC HOME
NSP SF Homes	Stuart	25	2023 - To Date	HUD Neighborhood Stabilization
Casa Amigos	Immokalee	24	2023 - To Date	FHFC SAIL (FW); FHLB AHP
Casa OMICA	Florida City	128	2022- To Date	SAIL Farmwork (FW) Unaccompanied
Pollywog Creek Senior Housing	Labelle	29	2018 - To Date	HUD 202 Elderly Housing
Manatee Village 4	Ruskin	27	2010 - To Date	RD 514-516; FHFC SAIL; CDBG; FW
Manatee Village	Ruskin	62	2005 - To Date	RD 514-516; CDBG; SHIP, Farmworker
Manatee Village SRO	Ruskin	128	2005 - To Date	CDBG; SHIP, FW Unaccompanied
Pollywog Creek I	Labelle	40	2011 - To Date	RD 514-516; FHFC SAIL, FW
Pollywog Creek II	Labelle	28	2011 - To Date	RD 514-516; FHFC SAIL, FW
Timber Ridge at Sanders Pines	Immokalee	75	2016 - To Date	FHFC LIHTC; FHFC SAIL; FHLB
Main Street Village	Immokalee	79	2004 - To Date	RD 514-516; FHFC HOME; FHLB, FW
Eden Gardens LP	Immokalee	51	2009 - To Date	RD 514-516; FHFC LIHTC; FHLB, FW
Eden Gardens II	Immokalee	37	2009 - To Date	RD 514-516; FHFC SAIL; FHLB, FW
Everglades Supportive Housing	Immokalee	4	2009 - To Date	FHFC DEMO, Homeless
Hatchers Preserve	Immokalee	18	2017 - To Date	HOME
Everglades Farmworker Village	Florida City	466	1995 - To Date	RD 514-516; FHLB, Farmworker
Everglades Rural Rental Housing	Florida City	15	2008 - To Date	RD 515
Everglades Migrant Housing	Florida City	30	2012 - To Date	RD 54-516; FHFC SAIL, Migrant FW
Casa Cesar Chavez	Florida City	144	2007 - To Date	FHFC DEMO; FHLB, FW Unaccompanied
Tradewinds Hammocks	Key Largo	66	2019- To Date	LIHTC, HOME, Other
FNPS Scattered Site Single Family	Immokalee	5	2017- To Date	HOME
Esperanza Place	Immokalee	48	2017-To Date	USDA RD, SAIL, FW
Florida Keys Community Land Trust	Big Pine Key	4	2020-To Date	Monroe County

Seahorse and Avenues	Big Pine Key	31	2023-To Date	CDBG-DR
Total		**1725**		

FINANCIAL FEASILITY
(5 Points)

Renaissance Hall Senior Living offers detailed financial projections below for review. First, Total Development Cost estimates are provided showing total sources and uses at $35,548,548 or $355,485 per unit. Unit construction costs are $262,000 per unit for the planned mid-rise ESS (concrete) structure.

First mortgage financing is sought from Community Housing Capital, a NeighborWorks America community development financial institution and a recipient of US Treasury Capital Magnet Funds. The blend of these latter CMF funds to assist households below 50% of AMI will result in an expected below market interest rate. Tax credit financing is sought from the Local Initiatives Support Corporation and National Equity Fund, Inc., their social investment arm.

Firm grant commitments have been made by Collier County including $538,357 in State and Local Fiscal Recovery Grant, $1,335,703 in HOME and $329,706 in CDBG. A tentative grant award totaling $927,369.85 in CDBG funds was proffered in April 2025. Such sources are split between construction and permanent financing to meet local government retainage requirements. Sources also include land value of $3,000,000 in market value but such amount is not shown given the $1 per annum lease for 99 years. This leverages public resources.

LGAO funds required from Collier County by Florida Housing Finance Corporation are planned for the shortest period possible. RHSL proposed to:

- Not draw the funds until the Development reaches 75% construction completion offering local government more flexibility; and
- Reduce the 30-Year Term and make repayment to local government in Year 16+/-, more specifically, to repay the local government contribution in that initial year after achievement of the 15-Year IRS compliance period. This reduces the issuance, amortization period and return of local government investment by approximately 45%. The LGAO loan from Collier is planned to not be drawn down until completion of

Further, Rural Neighborhoods as Developer intends to defer an estimated $2,480,000 in eligible Developer Fee to assist in construction and permanent financing. This fee will be deferred and earned from project cash flow.

Rural Neighborhoods anticipates the use of *"income averaging"* in implementing Low Income Housing Tax Credits for the project. This will enable RHSL and RN to offer a broader range of AMI units. This enables this rental community project to better serve the income diversity present in the Golden Gate neighborhood: units set aside at 30%, 50%, 60%, 70% and up to 80% will ensure those at lower incomes will not be cost-burdened. For example, in a traditional LIHTC project in which most units are set aside at 60% AMI income and rent, households earning 50% income are still faced with 60% rents. RHSL distributes rents among numerous set asides ensuring a better match between applicant income and rent as shown below. Notwithstanding this goal, the LIHTC investor and market studies will shape if such as final AMI distribution is feasible.

RENAISSANCE HALL SENIOR LIVING
Sources and Uses of Funds

Sources of Funds	Construction	Permanent	Per Unit
1st Mortgage Debt:			
Community Housing Capital	$ -	$ 8,525,000	$ 85,250
Constructon Loan	$ 24,000,000		$ -
LIHTC Equity 1st Installment 15%	$ 2,955,369	$ 2,955,369	$ 29,554
LIHT Equity 2nd Installment 25%	$ -	$ 14,776,844	$ 147,768
LIHTC Equity 3rd Installment 10%	$ -	$ 1,970,246	$ 19,702
Collier County SLFRF Grant	$ 430,678	$ 538,347	$ 5,383
Collier County HOME Grant	$ 1,068,562	$ 1,335,703	$ 13,357
Collier County CDBG Grant	$ 263,765	$ 329,706	$ 3,297
Collier County CDBG Grant	$ 741,896.0	$ 927,370	$ 9,274
Collier County LGAO Loan	$ 368,000.0	$ 460,000	$ 4,600
FHLB Affordable Housing Program	$ 1,250,000.0	$ 1,250,000	$ 12,500
Deferred Developer Fee	$ -	$ 2,480,000	$ 24,800
Total Sources of Funds	***$ 31,078,270***	***$ 35,548,585***	***$ 355,486***

Uses of Funds	Construction	Permanent	Per Unit
Land Acquisition	$ -	$ -	$ -
Construction Costs	$ 26,200,000	$ 26,200,000	$ 262,000
Interim Escrowed Funds	$ 2,005,000	$ 2,005,000	$ 20,050
Lender or Investor Reserves	$ -	$ 500,000	$ 5,000
Professional Services	$ 1,120,000	$ 1,120,000	$ 11,200
Construction Financing Costs	$ 300,000	$ 300,000	$ 3,000
Permanenet Financing Costs	$ 175,000	$ 175,000	$ 1,750
Closing Costs	$ 100,000	$ 100,000	$ 1,000
Tax Credit Fees	$ 273,548	$ 273,548	$ 2,735
Developer Fee	$ 904,722	$ 4,875,000	$ 48,750
Total Uses of Funds	***$ 31,078,270***	***$ 35,548,548***	***$ 355,485***

The current unit and income mix serves households from Extremely Low Income (30% AMI) to Low Income (80% AMI) and produces $1,456,434 in annual revenue at projected FY26 Adjusted Rents, i.e. less electrical utilities to be paid by residents.

RENAISSANCE HALL SENIOR LIVING
UNIT MIX AND TARGETING

Unit Description	NET 2025 Rents	NET 2026 Est Rents	Number of Units	Monthly Income	Annual Income
One Bedroom/One Bath 30% AMI	$ 564	$ 592	13	$ 7,699	$ 92,383
One Bedroom/One Bath 50% AMI	$ 990	$ 1,040	32	$ 33,264	$ 399,168
One Bedroom/One Bath 60% AMI	$ 1,203	$ 1,263	2	$ 2,526	$ 30,316
One Bedroom/One Bath 70% AMI	$ 1,416	$ 1,487	41	$ 60,959	$ 731,506
One Bedroom/One Bath 80% AMI	$ 1,630	$ 1,712	2	$ 3,423	$ 41,076
Two Bedroom/Two Bath 30% AMI	$ 672	$ 706	2	$ 1,411	$ 16,934
Two Bedroom/Two Bath 50% AMI	$ 1,183	$ 1,242	3	$ 3,726	$ 44,717
Two Bedroom/Two Bath 60% AMI	$ 1,439	$ 1,511	2	$ 3,022	$ 36,263
Two Bedroom/Two Bath 70% AMI	$ 1,695	$ 1,780	3	$ 5,339	$ 64,071
Two Bedroom/Two Bath 80% AMI	$ 1,951	$ 2,049	0	$ -	$ -
			100	**$ 121,370**	**$ 1,456,434**

The Pro Forma Income and Expense exhibits below demonstrate sound Debt Service Coverage of 1.24 for all debt in Year 1 ranging to 1.46 over 15 years. Interest is projected at 6.25% presuming some reduction in Federal Reserve rate over next 24 months.This meets DSC as will be required by debt lenders and offers some remaining variance should cost of funds, construction cost or operating expenses vary. Income is projected to increase at 2% per annum with expenses at 3% per annum as is affordable housing industry standard.

RENAISSANCE HALL AT OLD COURSE YEAR 1 PER UNIT OPERATING PRO FORMA		
	# Units	100
FINANCIAL COSTS	**YEAR 1**	**YEAR 1 Per Unit**
Gross Potential Rental Income	$ 1,456,434	$ 14,564.34
Laundry Income	48,000	$ 480.00
Miscellaneous Income	20,000	$ 200.00
Gross Potenital Income	**$ 1,524,434**	**$ 15,244.34**
Physical Vacancy Loss: 6.00%	(91,466)	$ (914.66)
Collection Loss: 1.00%	(15,244)	$ (152.44)
Total Effective Gross Income	**1,417,724**	**$ 14,177.24**
Fixed:		
Real Estate Taxes	$ 16,500	$ 165.00
Insurance	220,000	$ 2,200.00
Variable:		
Management Fee: 5.00%	70,886	$ 708.86
General and Administrative	40,000	$ 400.00
Payroll Expenses	135,000	$ 1,350.00
Utilities: Common Areas. Water, Sewer, Trash	80,000	$ 800.00
Marketing and Adverising	10,000	$ 100.00
Maintenance and Repairs	35,000	$ 350.00
Contract Services	15,000	$ 150.00
Grounds Maintenance and Landscaping	12,000	$ 120.00
Security	-	$ -
Reserve for Replacements: $300 P/U/P/Y	30,000	$ 300.00
Total Expenses	$ 664,386	$ 6,643.86
Net Operating Income	**$ 753,337**	**$ 7,533.37**
Debt Service Payments		
First Mortgage [$8.525,000; 6.25% @ 35Yrs]	$ 600,579	$ 9,686.76
Second Mortgage [$460,000; 1% Balloon Yr 16]	$ 4,600	$ 74.19
		$ -
Total Debt Service	**$ 605,179**	**$ 9,760.96**
Debt Service Coverage (All)	**1.24**	
Cash Flow After Debt Service	$ 148,158	$ 2,389.65

PRO FORMA INCOME AND EXPENSE: YEAR 1 - 15

FINANCIAL COSTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Rental Income @2% P/A															
Gross Potential Rental Income	$ 1,456,434	$ 1,485,563	$ 1,515,274	$ 1,545,579	$ 1,576,491	$ 1,608,021	$ 1,640,181	$ 1,672,985	$ 1,706,445	$ 1,740,573	$ 1,775,385	$ 1,810,893	$ 1,847,110	$ 1,884,053	$ 1,921,734
Laundry Income	48,000	48,960	49,939	50,938	51,957	52,996	54,056	55,137	56,240	57,364	58,512	59,682	60,876	62,093	63,335
Tennt Charges and Fees	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902	24,380	24,867	25,365	25,872	26,390
Gross Potenital Income	**$ 1,524,434**	**$ 1,554,923**	**$ 1,586,021**	**$ 1,617,742**	**$ 1,650,096**	**$ 1,683,098**	**$ 1,716,760**	**$ 1,751,095**	**$ 1,786,117**	**$ 1,821,840**	**$ 1,858,277**	**$ 1,895,442**	**$ 1,933,351**	**$ 1,972,018**	**$ 2,011,458**
Physical Vacancy Loss: 6.00%	(91,466)	77,746	79,301	80,887	82,505	84,155	85,838	87,555	89,306	91,092	92,914	94,772	96,668	98,601	100,573
Collection Loss: 1.00%	(15,244)	31,098	31,720	32,355	33,002	33,662	34,335	35,022	35,722	36,437	37,166	37,909	38,667	39,440	40,229
Total Effective Gross Income	**1,417,724**	**1,446,078**	**1,475,000**	**1,504,500**	**1,534,590**	**1,565,281**	**1,596,587**	**1,628,519**	**1,661,089**	**1,694,311**	**1,728,197**	**1,762,761**	**1,798,016**	**1,833,977**	**1,870,656**
Expenses @3% P/A															
Fixed:															
Real Estate Taxes	16,500	16,995	17,505	18,030	18,571	19,128	19,702	20,293	20,902	21,529	22,175	22,840	23,525	24,231	24,958
Insurance	220,000	226,600	233,398	240,400	247,612	255,040	262,692	270,572	278,689	287,050	295,662	304,531	313,667	323,077	332,770
Variable:															
Management Fee: 5.00%	70,886	72,304	73,750	75,225	76,729	78,264	79,829	81,426	83,054	84,716	86,410	88,138	89,901	91,699	93,533
General and Administrative	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757	55,369	57,030	58,741	60,504
Payroll Expenses	135,000	139,050	143,222	147,518	151,944	156,502	161,197	166,033	171,014	176,144	181,429	186,872	192,478	198,252	204,200
Utilities	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382	107,513	110,739	114,061	117,483	121,007
Marketing and Adverising	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	14,258	14,685	15,126
Maintenance and Repairs/Pest Control	35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337	45,667	47,037	48,448	49,902	51,399	52,941
Contract Services	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572	20,159	20,764	21,386	22,028	22,689
Grounds Maintenance and Landscaping	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657	16,127	16,611	17,109	17,622	18,151
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserve for Replacements:															
$300 P/U/P/Y	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143	40,317	41,527	42,773	44,056	45,378
Total Expenses	**$ 664,386**	**$ 683,609**	**$ 703,394**	**$ 723,758**	**$ 744,719**	**$ 766,293**	**$ 788,499**	**$ 811,356**	**$ 834,883**	**$ 859,098**	**$ 884,024**	**$ 909,681**	**$ 936,090**	**$ 963,274**	**$ 991,255**
Net Operating Income	**$ 753,337**	**$ 762,469**	**$ 771,606**	**$ 780,741**	**$ 789,871**	**$ 798,988**	**$ 808,088**	**$ 817,163**	**$ 826,207**	**$ 835,213**	**$ 844,173**	**$ 853,080**	**$ 861,926**	**$ 870,703**	**$ 879,401**
Debt Service Payments															
First Mortgage	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579	$ 600,579
Second Mortgage	4,600	74	-	-	-	-	-	-	-	-	-	-	-	-	-
LIHTC Asset Management Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Debt Service	**$ 605,179**	**$ 600,653**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**	**$ 600,579**
Cash Flow After Debt Service	$ 148,158	$ 161,816	$ 171,026	$ 180,162	$ 189,291	$ 198,409	$ 207,508	$ 216,583	$ 225,627	$ 234,633	$ 243,594	$ 252,501	$ 261,347	$ 270,124	$ 278,822
Debt Service Coverage															
DSC - First Mortgage	1.25	1.27	1.28	1.30	1.32	1.33	1.35	1.36	1.38	1.39	1.41	1.42	1.44	1.45	1.46
DSC - Second Mortgage	1.24	1.27	1.28	1.30	1.32	1.33	1.35	1.36	1.38	1.39	1.41	1.42	1.44	1.45	1.46
DSC - All Mortgages and Fees	1.24	1.27	1.28	1.30	1.32	1.33	1.35	1.36	1.38	1.39	1.41	1.42	1.44	1.45	1.46

Financial Ratios															
Operating Expense Ratio	46.86%	47.27%	47.69%	48.11%	48.53%	48.96%	49.39%	49.82%	50.26%	50.70%	51.15%	51.61%	52.06%	52.52%	52.99%
Break-Even Occupancy Ratio (All Debt)	83.28%	82.59%	82.22%	81.86%	81.53%	81.21%	80.91%	80.63%	80.37%	80.12%	79.89%	79.68%	79.48%	79.30%	79.14%

National Equity Fund, INC
an affiliate of LISC

August 12, 2025

Mr. Steven Kirk
Renaissance Hall Senior Living, LLLP
PO Box 343529
Florida City FL 33034

Re: ***Renaissance Hall Senior Living*** (The "Project")
Unincorporated Collier County, Florida

Dear Mr. Kirk:

We are pleased to present the following summary of terms for an equity investment in Renaissance Hall Senior Living, LLLP, which will own and operate a newly constructed 100-unit low income housing project for senior tenants to be known as Renaissance Hall Senior Living, located in unincorporated Collier County, Florida. This summary of terms is based on the information we have received and is further based on certain assumptions made by NEF regarding the development budget, lease-up schedule, pro-forma operating statements, and ownership structure. Renaissance Hall Senior Living, the applicant, is the beneficiary of the equity proceeds.

Investment Entity: Renaissance Hall Senior Living, LLLP, a Florida limited liability limited partnership. NEF as Investor Limited Partner will be entitled to 99.98% ownership interest.

Annual Low-Income Housing Tax Credit Allocation (NEF, as Investor Limited Partner, will be entitled to 99.98% of LIHTCs):
$2,142,000

Low-Income Housing Tax Credits purchased:
$21,420,000

Price per LIHTC:
$0.92

Total Tax Credit Equity:
$19,702,459

501 Seventh Avenue, 7th Fl., New York, NY 10018 P 212.455.9800 F 212.818.0901 www.nefinc.org

Equity Paid Prior to Construction Completion:
$17,732,213

Equity Pay-In Schedule:

Capital Contribution #1
(15.0%) at Closing
$2,955,369

Capital Contribution #2
(75.0%) at 98% Construction Completion
$14,776,844

Capital Contribution #3
(10.0%) at Achievement of Stabilized Operations, Final Certificates of Occupancy, Conversion of Construction Loan to Permanent Debt, Delivery of 8609 and First Year Tax Filing
$1,970,246

Capitalized Operating Reserve:
Amount of Operating Reserve to be determined during credit underwriting process, if any.

Annual Replacement Reserve Requirement:
No less than $300/unit/year, increasing 3.0% annually

Due Diligence Fee:
$55,000, paid at closing.

Other Terms and Conditions:

1) The General Partner must have a firm commitment for construction financing and fixed-rate permanent financing with terms, conditions and lender acceptable to NEF.

2) Receipt, review, and approval of the appraisal, market study, environmental and geological reports, plans and specifications, contractor and architect agreements, and such other due diligence as is customary and reasonable for an equity investment of this nature and amount.

3) The Capital Contributions are based on mutually agreed upon closing date, construction schedule and lease-up schedules.

4) The terms of this letter are subject to change based upon investor yield requirements at the time of credit award

After you have reviewed the terms outlined above, please contact me with any questions or issues that you may have. This letter shall expire March 31, 2026.

Sincerely,

NATIONAL EQUITY FUND, INC.

Mark Furey
Vice President, Originations

Accepted:

Renaissance Hall Senior Living, LLLP

BY: Rural Neighborhoods, Incorporated, a Florida not-for-profit, its General Partner

BY: _____ DATE: 8/12/25
Steven Kirk, President

COMMUNITY HOUSING CAPITAL

402 E. Howard Avenue
Decatur, GA 30030
(404) 373-5662

August 13, 2025

Steven Kirk
President
Rural Neighborhoods
19308 SW 380th Street
Florida City, FL 33034

Re: Renaissance Hall Senior Living

Dear Steve,

Community Housing Capital, Inc. ("CHC"), subject to underwriting, CHC's loan committee approval and execution of lender approved loan documentation, is pleased to consider financing along the lines of the following if the loan was closed today:

Borrower:	Renaissance Hall Senior Living, LLLP
Guarantor:	Rural Neighborhoods
Loan Amount:	1. TBD Construction Loan 2. Up to $8,250,000 Permanent Loan
Maximum LTV:	Not to exceed 90%
Purpose:	1. Construction Loan: to provide financing for the construction of Renaissance Hall Senior Living, a 100-unit senior multi-family development located in unincorporated Collier County, FL on Tract 5 of the Golden Gate Golf Couse PUD in the Golden Gate neighborhood near Collier Boulevard (SR 95) and developed, constructed, owned and operated by Renaissance Hall Senior Living, LLLP. 2. Permanent Loan: for Renaissance Hall Senior Living, a 100-unit senior multi-family development located in unincorporated Collier County, FL on Tract 5 of the Golden Gate Golf Couse PUD in the Golden Gate neighborhood near Collier Boulevard (SR 95) and developed, constructed, owned and operated by Renaissance Hall Senior Living, LLLP.
Maturity:	1. Construction Loan: 24-months with a pre-approved option to extend an additional 6-months at CHC's discretion. 2. Perm Loan: 15-year term, with an applied 35-year amortization.
Repayment:	1. Monthly interest only payments. At the time of construction loan close a capitalized interest reserve will be established and drawn upon monthly to cover any required interest payments. At maturity or conversion to Perm Loan all principal and accrued interest shall be due and payable. 2. Monthly principal and interest based on a 35-year amortization. Perm loan conversion requirement of 90% occupancy for 90-consecutive days with a minimum DSC of 1.15x.
Interest Rate as of the date hereof:	1. Floating 30-Day Secured Overnight Financing Rate (SOFR) + 175 bps, floating adjusting monthly. If funded today, rate would approximate 6.09%. 2. United States 10-Year Treasury Yield + 250 bps, fixed at closing. If funded today, rate would approximate 6.74%.
Fees:	A) $2,000 Application Fee B) Origination Fee of 100 bps of each loan amount C) Documentation Fee of $250 payable at acceptance of commitment. D) Legal Fee: Actual third-party legal fee incurred a) for initial closing on the Line, and b) for securing advances on the Line.

COMMUNITY HOUSING CAPITAL

402 E. Howard Avenue
Decatur, GA 30030
(404) 373-5662

Security:	1) First deed of trust on the land and improvements 2) Pledge of ownership interest in Borrower (SPE) 3) UCC pledge of FFE (for operating properties) 4) Assignment of rents and leases (for operating properties) 5) All tranches shall be cross-defaulted

This letter is not intended to create a legally binding obligation or commitment between CHC and **Renaissance Hall Senior Living, LLLP,** but is merely an expression of interest in the proposed financing. It does not contain all the required terms and conditions of a loan and is subject to credit underwriting and approval by CHC, which may not be forthcoming or, if forthcoming, may not be on the terms stated above. For example, interest rates are constantly being reviewed by CHC and the method of calculating and amount may change. This letter is not assignable and not intended to benefit any third party.

Since 2000, Community Housing Capital has originated over 420 loans totaling more than $621 million to 140 NeighborWorks® organizations. This activity has facilitated $2.1 billion in affordable housing development, creating more than 17,860 units of affordable housing located in 42 states across the country.

For further assistance, please contact **Donyetta Edwards** at **678-538-9925**.

Sincerely,

Donyetta Edwards

Donyetta Edwards
Loan Officer

By _____

Date 6/13/25

Renaissance Hall Senior Living, LLLP
By: Steven Kirk
Rural Neighborhoods, its Managing General Partner

APPLICANT'S PERFORMANCE AND COMPLIANCE UNDER COUNTY CONTRACTS

(8 Points)

Rural Neighborhoods and its related principals and entities have met or exceeded performance and compliance measures related to Collier County contracts beginning in 2007 and continuing through 2025. The list of local government awards is extensive and includes, but is not limited to:



- HOME CHDO Grant $200,000 Eden Gardens I, 2006
- SHIP Loan $442,000 Eden Gardens I 2007
- HOME Grant $224,000 Eden Gardens I and II 2007
- HOME Grant $250,000 Eden Gardens I and II 2007
- CDBG Grant $192,000 Eden Gardens I and II 2007
- CDBG Grant $74,718 Hatchers Preserve 2013
- HOME $2,224,755 Hatchers Preserve 2014 -2016
- SHIP Grant $805,406.50 Owner Occupied Rehabilitation 2020
- Forgivable Loan $496,369 Main Street Village 2018
- HOME $375,000 Timber Ridge at Sanders Pines 2018
- HOME Grant Florida Non-Profit Housing
- COVID $36,158.71 Cares Act 2020
- CDBG Grant $691,679 Esperanza Place Community Center 2020
- SHIP Forgivable Loan $443,580 Timber Ridge at Sanders Pines 2021
- CDBG Grant $691,679 Esperanza Place Community Center 2022
- SHIP Forgivable Loan $250,000 Casa Amigos Community Center 2023
- SHIP Grant $1,223,721 Owner Occupied Rehabilitation 2022
- SHIP Grant $200,000 Just Roofs 2022
- SHIP Forgivable Loan $1,500,00 Renaissance Hall at Old Course 2023
- SLFRF Grant $1,130,551 Renaissance Hall at Old Course 2023
- SLFRF Grant $8.916,402.76 Renaissance Hall at Old Course 2023

Note: Specific grant and loan amounts shown above may have subsequent amendments or close-out values which increase or decrease the listed amount. Similarly, dates should be considered approximate.

COST REASONABLENESS OF PROJECT
(10 Points)

Renaissance Hall Senior Living and Rural Neighborhoods provides a detailed Total Development Cost breakdown in the Financial Feasibility exhibits above showing total costs of $355,485 and construction costs of $262,000 per unit. The Applicant and Developer will make every effort to control project costs while retaining rental community quality and integrity. Surface parking, for example, is one project element that maintains project affordability. The Applicant and Developer are experts in engaging the project architect, civil engineer and general contractor in value engineering throughout plan development leading to the most cost-effective construction means and methods possible.

The scale of RHSL and Renaissance Hall at Old Course will result in unique savings through efficient site use including pre-installation of water and sewer mains to the property boundaries by Collier County, local government's off-site construction of the western greenway drainage swale, and Phase I construction of Collier Boulevard (SR 951) turn lanes. Savings will also accrue from Phase I construction of entrance features including gate control and video surveillance, shared amenities, maintenance structures and trash compaction.

Strong working relationships with Growth Management, Real Estate Division, Office of the County Manager, Community and Human Services Division and Board of County Commissioners enable predevelopment, design and permitting to move forward in an expeditious and a cost-effective manner.

Note: Pricing listed in the Total Development Cost exhibits herein are subject to change due to the Florida Housing Finance Corporation selection timeline, credit underwriting process and requisite approvals of the Board of Directors.

RESIDENT PROGRAMS
(5 Points)

Though FHFC requires applicants to select 4 services., RHSL will not be limited to the minimum requirement.

1. RHSL will provide 24-hour support to assist residents in handing urgent issues. These issues may include an apartment maintenance emergency, security, safety concern, or a health risk incident in their apartment or on the property. This assistance may include staff:
    a. visiting or coordinating a visit to a resident's apartment to address an urgent maintenance issue;
    b. responding to a resident being locked out of their apartment;
    c. contacting on-site security or the police to address a concern;
    d. providing contact information to the resident and directing or making calls on a resident's behalf to appropriate community-based emergency services or related resources to address an urgent health risk incident;
    e. calling the resident's informal emergency contact; or
    f. addressing a resident's urgent concern about another resident.

2. RHSL will provide financial management skill training to senior residents by qualified trainers not less than quarterly, consisting of at least two hours of training be quarter, on topics ranging from:



    a. tax issues for elders and retirees;
    b. budgeting tips for fixed income households;
    c. avoiding scams that target elders;
    d. strategies to maximize social security benefits; and
    e. preparing a will and estate planning.

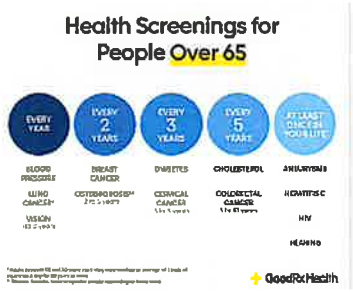
3. RHSL will aid with light housekeeping, grocery shopping and/or laundry. The management company will provide residents with a list of qualified service providers and will coordinate, at no cost to the resident, the scheduling of services. EHG will verify that services referral information is accurate and up to date at least once every six months.



4. Resident check-in will be provided to RHSL tenants. EHG sill use an established system for checking in with each resident on a pre-determined basis not less than once per day at no cost to the resident unless they choose not to participate.

In addition to the FHFC options, Renaissance Hall Senior Living will provide additional resident services.

5. RHSL will establish a health and wellness program in which residents receive quarterly clinical health care screenings ranging from blood pressure monitoring, pulse, temperature, cholesterol, and glucose checks. Space will be provided for services to be delivered. Group health education will also be included in the health promotion/disease prevention program.



6. Resident activities will be provided on-site between the hours of 8:00 AM and 7:00 PM, not less than twice per month. These will include celebrations of holiday events as well as regularly scheduled activities such as a sewing club or cooking class.



7. RHSL will maintain a newspaper, magazine and library reading room that provides 5 or more subscriptions and a minimum of 100 books that can be borrowed by residents at no cost.

8. *Technology for Seniors'* classes will be offered quarterly that train elders on basic computer access, password protection, use of cable TV devices and review of cellular and internet plans. Internet fraud education will be a preventive learning experience to reduce online risks to elders.



UNIT AND DEVELOPMENT AMENITIES
(5 Points)

Renaissance Hall Senior Living features excellent amenities for individual units, Development, and the broader Renaissance Hall campus. Utilizing a shared amenities agreement which enables joint use of all facilities by the residents of RHSL and Renaissance Hall at Old Course, tenants will be able to access multiple common spaces. Included in the main Amenity Center situated less than 80 feet from RHSL are:



- 2,062 SF Multipurpose Clubhouse
- 332 SF Business Center
- 2-lane, 25 Yard, 2,400 SF ADA Accessible Pool
- 1,474 SF Fitness Center/Gym
- 1,135 SF Leasing Office
- Pickleball Court
- Dog Park
- Playground
- Restrooms and Equipment Storage

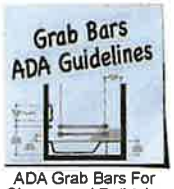
The large, free-standing clubhouse contains a common space for residents to gather, socialize and form relationships together with a kitchen for the use of residents. Its north outdoor sitting area fronts the future Golden Gate Golf Course and small lake. On-site outdoor space includes a 3,000 SF dog park and a state-of-the art playground for visiting grandchildren of senior residents. Covered walkways connect to the adjacent business center which is equipped with a computer room complete with scanner, printers and photocopier. The leasing office is an access point to communicate with property management staff and to access parcel drop-off and pick-up from online sites such as Amazon and others. The pool, gym and its aerobic center provide both seniors and families recreational access through age-appropriate classes and individualized training.

Resident seniors will have common space amenities within their mid-rise building as well. This provides residents with a choice between a more private space to congregate or an adjacent intergenerational setting to socialize. Smaller ground floor clubhouse meeting space, business center and fitness areas are scaled for their use without leaving their air-conditioned building. Senior rental apartments are designed to provide expansive views to the neighboring green space (golf course) to the north and to the large amenity center to the east. Lush landscaping will be planted to provide attractive shade areas for residents to access the outdoors as they choose.



Renaissance Hall Senior Living provides quality amenities in all residential units. Designer cabinets, luxury vinyl tile flooring, carpeted bedrooms, Energy Star appliances and ceiling fans are planned. RHSL units will include:

- Broadband infrastructure with a minimum of 100 Mbps download and 20 Mbps upload accessibility in each unit.
- Glass door and window coverings for each unit
- Cable or wireless TV hook-up
- 20% of RHSL units will have roll-in showers to accommodate aging in place.
- Horizontal grab bars will be in place around each tub and/or shower.
- Reinforced walls will be constructed for future installation of horizontal grab bars around each toilet.



ADA Grab Bars For Shower and Bathtubs

- Unit bathrooms having a vanity cabinet will be outfitted with at least one roll-out shelf or drawer.
- Each master bedroom closet will have adjustable shelving.
- Kitchen base cabinets will include a large bottom cabinet which includes an "over-travel" feature that allows drawers to extend past the cabinet front.



Typical 2-Bedroom Senior Apartment

Renaissance Hall Senior Living and Rural Neighborhoods are fully committed to Federal and state law and building code regulations that require programs, activities, and facilities to be readily accessible to and usable by persons with disabilities. RHSL's design shall follow Federal and state accessibility requirements (2010 ADA Standards, Section 504, Fair Housing Act, or Florida Building Code, Accessibility) whichever affords the greater level of accessibility for the residents and visitors. Space required to be made accessible to mobility-impaired residents and their visitors, including those in wheelchairs, will include accessible routes and entrances, paths of travel, primary function areas, parking, trash bins, mail and package receiving areas for residents, pool and other amenities, including paths of travel to amenities and laundry rooms, including washers and dryers.

ENERGY EFFICIENCY
(5 Points)

Renaissance Hall Senior Living will be designed with energy efficiency as a core feature. RHSL will achieve either the ICC National Green Building Standard or Florida Green Building Coalition certification for the mid-rise structure once completed. The Developer has a superb green certification record having achieved green status for 100% of its most recent 36 buildings and 459 units built in 2022 through 2025. Renaissance Hall will incorporate Energy Star certified appliances [refrigerator and dishwasher], an Energy Star certified ventilation fan in all bathrooms and ceiling fan in all bedrooms and living room. It will use high efficiency residential electric water heaters rated not lower than 0.95 EF or 0.92 UEF. Low flow water fixtures will be installed in all bathrooms, i.e. toilets, faucets, and showerheads. Low or No-VOC paint will be used for all interior walls.



Design features will also include a programmable thermostat and humidistat in each unit; use of Energy Star certified roofing materials; sensors, timers or motion detectors on all outdoor lighting attached to buildings; and will achieve Florida Yards and Neighborhoods certification on all landscaping.

Importantly, Renaissance Hall Senior Living' design will include mitigation measures to attenuate sound from Collier Boulevard and Naples Airport and incorporate radon reduction options should radon be found post-construction testing. These steps will help meet more stringent HUD noise and radon mitigation standards.

SET-ASIDE COMMITMENTS
(7 Points)



Renaissance Hall Senior Living will exceed Collier County's request to set aside at least 10% of the units in the Development to an at-risk population, e.g., homeless, seniors, special needs, etc. Indeed, 100% of the units will be set aside to households in which a resident is senior, e.g., age 62 or older.

To serve those with special needs within the senior designation even more effectively, Rural Neighborhoods will set aside not less than 10% of overall units to those who are Extremely Low Income. RHSL will engage with a Special Needs Household Referral source to refer one-half of all ELI units to the rental community through a Memorandum of Understanding. Presently, it expects to partner with Sunshine Health to refer persons with a disabling condition or persons with disabilities for ELI units. These referrals will be accepted at lease-up and throughout the lengthier FHFC affordability period.

Renaissance Hall is also committed to accommodating other special needs within the Collier County population of seniors age 62 or older. It will outreach to local providers such as St. Matthew's House, Shelter for Abused Woman and Children and the Veterans Council of Collier County (and its 20 veteran-serving organizations to serve the following qualified populations:

- Homeless, as defined in section 103(a) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11302(a));
- At-risk of homelessness, as defined in section 401(1) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11360(1));
- Fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, as defined by the Secretary;
- In other populations where providing supportive services or assistance under section 212(a) of the Act (42 U.S.C. 12742(a)) would prevent the family's homelessness or would serve those with the greatest risk of housing instability; and
- Veterans and families that include a veteran family member that meet one of the preceding criteria.

MAXIMUM ECONOMIC IMPACT
(3 Points)

The project will maximize economic impact by providing both short- and long-term investment in the neighborhood. Short term jobs (such as those held by architectural and engineering professionals, environmental and geotechnical consultants, and construction workers) will be created for the project to be approved and constructed. Long-term property management jobs will also be created to maintain the rental community's quality and overall compliance. Upon completion of the project, residents and employees will patronize local businesses and service projects and will add dollars into the local economy.



Renaissance Hall will also increase the number and mix of affordable housing units in the Golden Gate area and enable more businesses to be created and existing businesses to grow. Residents in an income- and rent-restricted apartment will not be cost-burdened by high housing costs and will have greater disposable income and more spending power to invest in the local economy.

Rural Neighborhoods as Developer intends to award a significant portion of the professional services associated with the project to one or more certified Minority/Woman-owned business enterprise. For example, selection of an MBE architect represents a commitment of an estimated 60% of the project's professional services budget, Commitments such as this both maximize and diversify economic impact.

Rural Neighborhoods anticipates the use of income averaging in implementing Low Income Housing Tax Credits for the project. This will enable RN and RHSL to offer the broadest range of AMI units possible. This enables this project to best serve the income diversity present in the Golden Gate neighborhood: units set aside at 30%, 50% and up to 80% to ensure those at lower incomes will not be cost-burdened. For example, in a traditional LIHTC project in which most units are set aside at 60% AMI income and rent, households earning 50% income are still faced with 60% rents. RHSL distributes rents among numerous set-asides ensuring a better match between applicant income and rent.

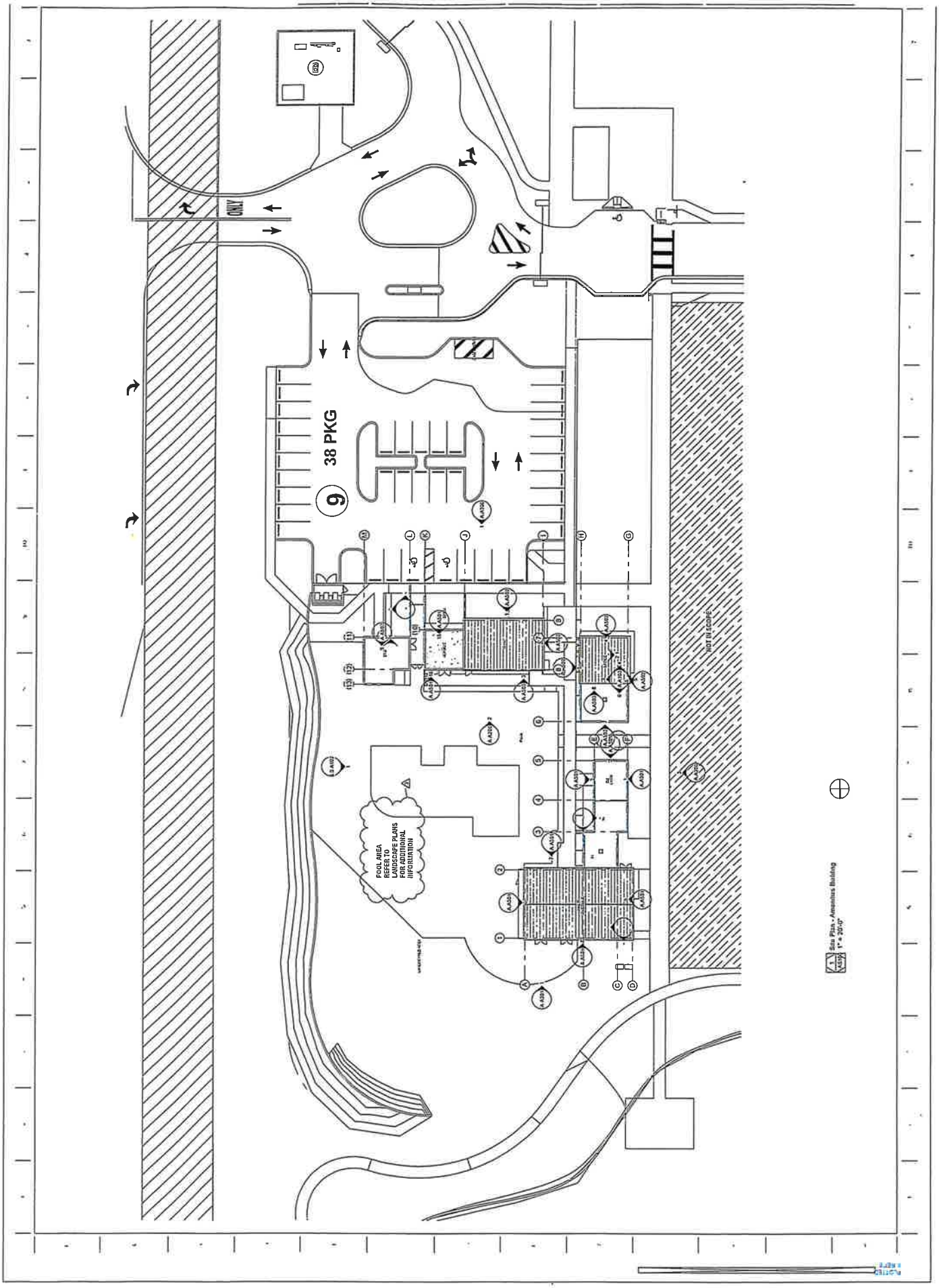
DEVELOPMENTS PROVIDING A LIFT TO THE NEIGHBORHOOD AND ADDED REVITALIZATION AND NEIGHBORHOOD IMPROVEMENT

(5 Points)

Renaissance Hall Senior Living contributes to revitalization of the former Golden Gate Golf Course into the mixed-use vision promulgated by the Board of County Commissioners that includes senior affordable housing, essential services workforce housing, residential health care in the form of a veterans' nursing home, training space and government office space. *[See Golden Gate Golf Course MPUD Plan].* Each element provides a lift to the neighborhood, revitalizes an obsolescent golf course, and brings investment to the important Collier Boulevard corridor. The multifaceted approach takes a long, unused vacant parcel and turns it into an aesthetically pleasing rental community with ample amenities.

Importantly, Renaissance Hall Senior Living (Phase 2) and its initial phase, Residential Hall at Old Course (Phase 1), set out critical environmental and flood methodologies for subsequent mixed-use development in garnering Florida Department of Environmental Protection, FEMA CLOMR-F and South Florida Water Management District permits that enable the mitigation of a local brownfield and its arsenic contaminated soils. *[See Environmental Permits].* Moreover, the completion of current initiatives such as overall site drainage in consultation with local government has provided solutions to site challenges that benefit all other users on other PUD tracts.

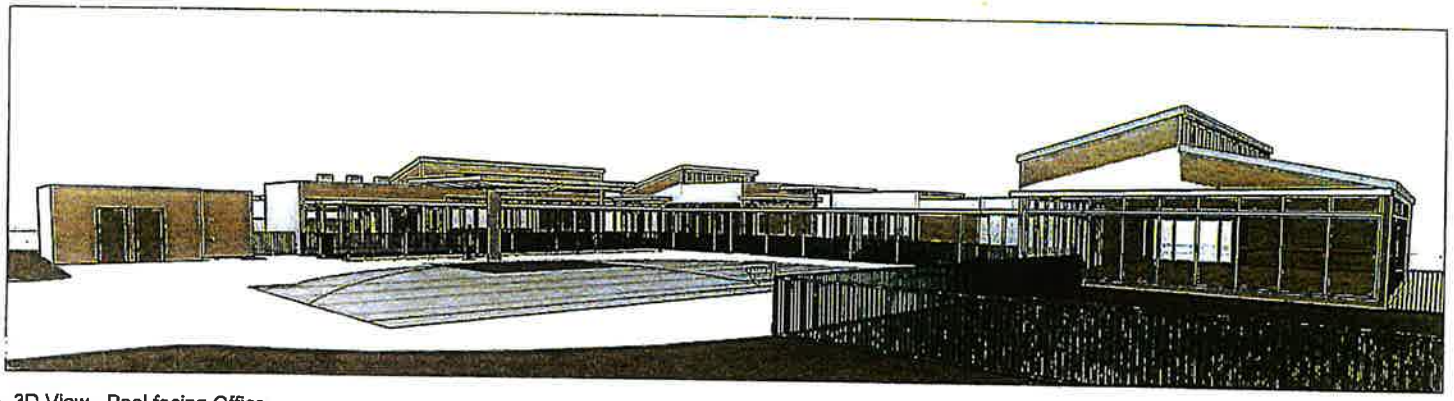
Site improvements set out in the current, approved Site Development Plan include turning lanes off Collier Boulevard into the Phases I and 2 site that will accommodate the planned new rental housing and alleviate traffic impacts. Investment in 2023-2024 (in anticipation of the rental development) includes newly installed water and sewer infrastructure that will serve both RHSL, RHOC and the Veteran's Nursing Home. Rural Neighborhoods as Developer also adds value through its expertise in advising local government on Florida's key brownfield financial incentives through the Voluntary Cleanup Tax Credit, Florida Sales Tax Refund for Building Materials and Florida Brownfield Job Bonus Refund. In taking the lead effort as *"first in",* RN and RNSL stimulate both the economics and timeline of subsequent mixed-use development by others.


ONLY
38 PKG
9
POOL AREA
REFER TO
LANDSCAPE PLANS
FOR ADDITIONAL
INFORMATION
NOT IN SCOPE
Site Plan - Amenities Building
1" = 20'-0"

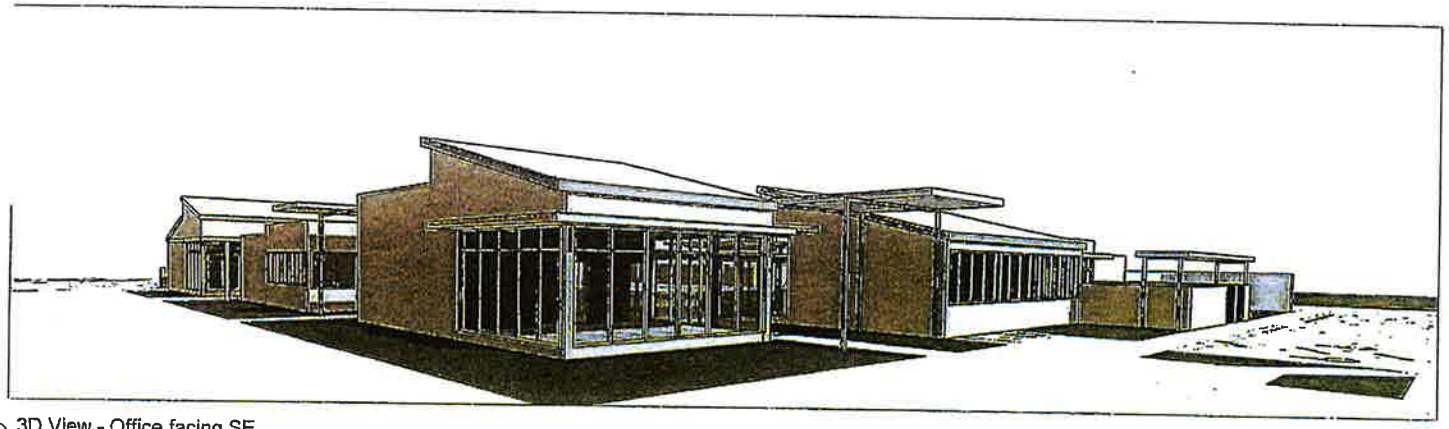
ENLARGED FLOOR PLAN LEGEND
GENERAL NOTES
WALL LEGEND
POOL DECK
LANDSCAPED AREA
Overall Site Floor Plan
1/8" = 1'-0"

Renaissance Hall - Amenities Building

RENAISSANCE HALL COLLIER BOULEVARD, NAPLES, FL



1 3D View - Pool facing Office



2 3D View - Office facing SE

3D Massing

A.A400

CHISHOLM architects

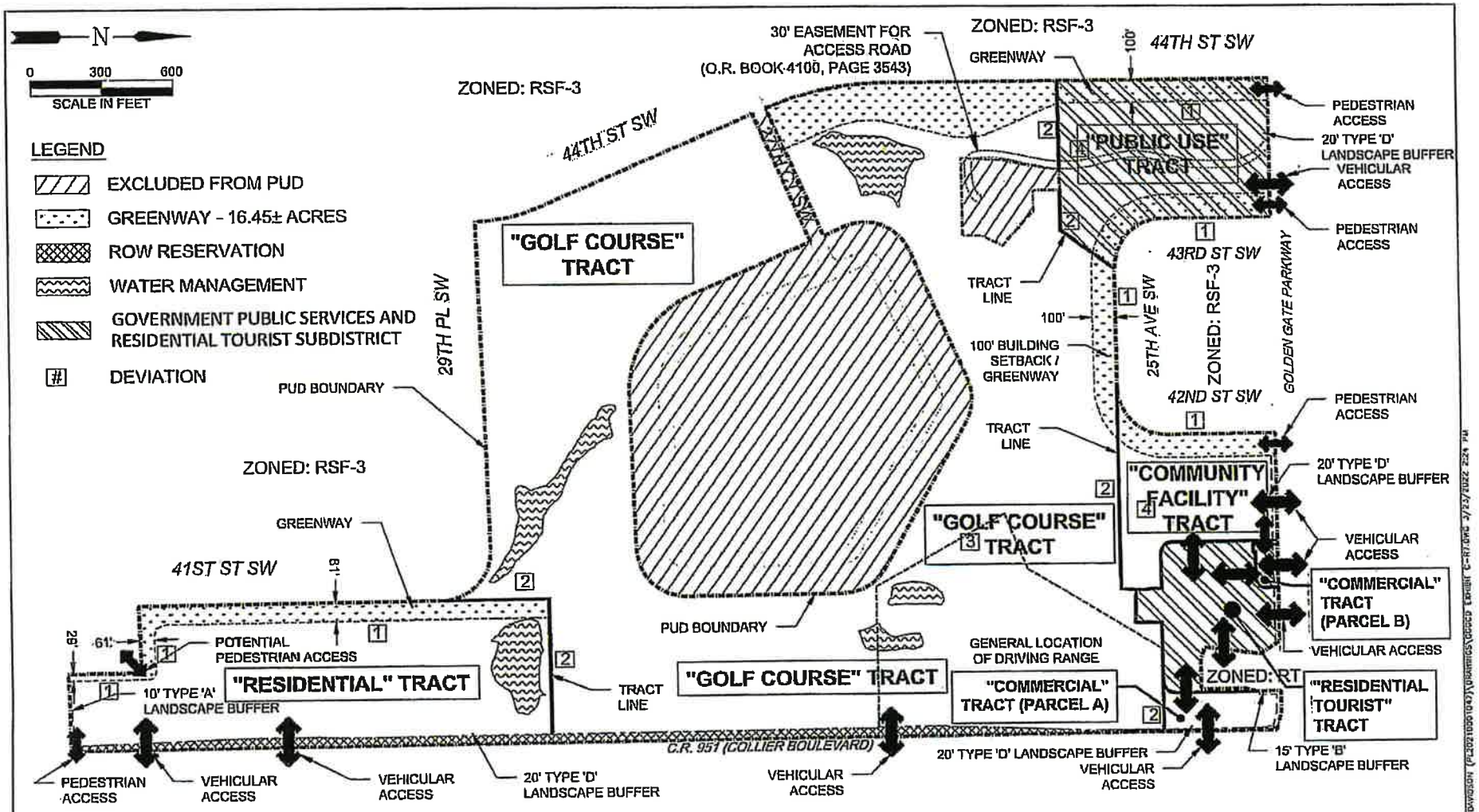
Architects Planners Interior Designers 782 NW 42ND AVE Miami FL 33126 P-305 661 2070 F-305 661 6990 RE Chisholm Architects Inc aac001967 www.chisholmarchitects.com

06/08/2023

31

AMENITY RENDERING - MULTI PURPOSE ROOM





GENERAL SITE NOTES

1. INTERNAL THOROUGHFARES, INTERNAL PEDESTRIAN ACCESS WAYS, & INTERCONNECTING ROADWAYS WILL BE DETERMINED AT TIME OF DEVELOPMENT ORDER.
2. WATER MANAGEMENT AREAS ARE CONCEPTUAL AND WILL BE FINALIZED AT TIME OF DEVELOPMENT ORDER.

DAVIDSON
4365 Radio Road, Suite 201
Naples, Florida 34104
P. 239.434.6060
Company Cert. of Authorization No 00008456

GradyMinor
Civil Engineers • Land Surveyors • Planners • Landscape Architects
Bonita Springs: 239.947.1144 Fort Myers: 239.690.4380

GOLDEN GATE GOLF COURSE MPUD

EXHIBIT C
MASTER CONCEPT PLAN
REVISED: 03/23/2022

SHEET 1 OF 2

South Florida Water Management District
Individual Environmental Resource Permit No. 11-108738-P
Date Issued: April 30, 2024

Permittee:	Collier County Board of County Commissioners Facilities Management 3335 Tamiami Trail East, Suite 101 Naples, FL 34112
Project:	Renaissance Hall at Old Course
Application No.	230331-38140
Location:	Collier County, See Exhibit 1

Your application for an Individual Environmental Resource Permit is approved. This action is taken based on Chapter 373, Part IV, of Florida Statutes (F.S.) and the rules in Chapter 62-330, Florida Administrative Code (F.A.C.). Unless otherwise stated, this permit constitutes certification of compliance with state water quality standards under section 401 of the Clean Water Act, 33 U.S.C. 1341, and a finding of consistency with the Florida Coastal Management Program. Please read this entire agency action thoroughly and understand its contents.

This permit is subject to:

- Not receiving a filed request for a Chapter 120, F.S., administrative hearing.
- The attached General Conditions for Environmental Resource Permits.
- The attached Special Conditions.
- All referenced Exhibits.

All documents are available online through the District's ePermitting site at www.sfwmd.gov/ePermitting.

If you object to these conditions, please refer to the attached "Notice of Rights" which addresses the procedures to be followed if you desire a public hearing or other review of the proposed agency action. Please contact this office if you have any questions concerning this matter. If we do not hear from you in accordance with the "Notice of Rights", we will assume that you concur with the District's action.

The District does not publish notices of action. If you wish to limit the time within which a person may request an administrative hearing regarding this action, you are encouraged to publish, at your own expense, a notice of agency action in the legal advertisement section of a newspaper of general circulation in the county or counties where the activity will occur. Legal requirements and instructions for publishing a notice of agency action, as well as a noticing format that can be used, are available upon request. If you publish a notice of agency action, please send a copy of the affidavit of publication provided by the newspaper to the District's West Palm Beach office for retention in this file.

If you have any questions regarding your permit or need any other information, please call us at 1-800-432-2045 or email epermits@sfwmd.gov.

Lisa Prather

Lisa Prather, PWS
Section Administrator

Federal Emergency Management Agency

Washington, D.C. 20472

May 20, 2024

CERTIFIED MAIL
RETURN RECEIPT REQUESTED

IN REPLY REFER TO:
Case No.: 24-04-1835R

Chris Hall
Chair, Collier County Board of Commissioners
3299 Tamiami Trail East, Suite 303
Naples, FL 34112

Community Name: Collier County, FL
Community No.: 120067

104

Dear Chris Hall:

We are providing our comments with the enclosed Conditional Letter of Map Revision (CLOMR) on a proposed project within your community that, if constructed as proposed, could revise the effective Flood Insurance Study (FIS) report and Flood Insurance Rate Map (FIRM) for your community.

If you have any questions regarding the floodplain management regulations for your community, the National Flood Insurance Program (NFIP) in general, or technical questions regarding this CLOMR, please contact the Director, Mitigation Division of the Federal Emergency Management Agency (FEMA) Regional Office in Atlanta, GA, at (770) 220-5406, or the FEMA Mapping and Insurance eXchange (FMIX) toll free at 1-877-336-2627 (1-877-FEMA MAP). Additional information about the NFIP is available on our website at https://www.fema.gov/flood-insurance.

Sincerely,

Patrick "Rick" F. Sacbibit, P.E., Branch Chief
Engineering Services Branch
Federal Insurance and Mitigation Administration

Enclosure:
Conditional Letter of Map Revision Comment Document

cc: William Lang, CFM
Floodplain Coordinator
Collier County

Maria C. Bravo, P.E., Ph.D
Lago Consulting and Services, LLC

FLORIDA DEPARTMENT OF Environmental Protection

Southwest District Office
13051 North Telecom Parkway #101
Temple Terrace, Florida 33637-0926

Ron DeSantis
Governor

Jeanette Nuñez
Lt. Governor

Shawn Hamilton
Secretary

August 11, 2023

VIA EMAIL: r.james@d3g.com

Ron James
Dominion Due Diligence Group
201 Wylderose Drive
Midlothian, VA 23113

Subject: *Site Status Discussion on August 10, 2023*
Tract 5
Former Golden gate Golf Course
Collier Boulevard and Golden Gate Parkway
Naples, Collier County, Florida
ERIC_18400

Dear Mr. James:

Thank you for discussing the status of Tract 5 of the Former Golden Gate Golf Course with myself and Mike Schackne of Langan Engineering and Environmental Services, Inc. on August 10, 2023. Discussion of the site involved the sufficiency of the Soil Management Plan (SMP) submitted to the Florida Department of Environmental Protection (DEP)and site assessment tasks yet to be completed. The Florida DEP finds the SMP to be acceptable. The SMP may be performed as part of an Interim Source Removal (ISR) prior to completion of site assessment or as part of a Remedial Action following completion of site assessment. Based on our discussion yesterday, implementation of the SMP will most likely occur prior to completion of site assessment.

1. Following completion of ISR/SMP activities at Tract 5, additional site assessment will be undertaken to address DEP comments dated August 4, 2023.

2. Following completion of site assessment, post-active remediation monitoring of groundwater will be conducted to demonstrate the stability of any groundwater contamination at the site.

3. Following completion of groundwater monitoring, the site will close with conditions using institutional controls restricting soil and groundwater and engineering controls managing soil on the Tract 5 property.

The DEP understands some site assessment tasks may be completed prior to initiation of the SMP.

1. Please provide notice of field activities per Rule 62-780.220(1), F.A.C., and Rule 62-780.525(5)(a)1, F.A.C.

2. Please submit a Site Assessment Status Report (SASR) within 60-days of completion of the site assessment event.

When ISR/SMP activities commence:

1. Please provide notice of field activities per Rule 62-780.220(1), F.A.C., and Rule 62-780.525(5)(a)1, F.A.C.

2. Please ensure that interim source removal/SMP status reports are submitted every 60-days during ISR/SMP activities.

3. Please submit a final ISR/SMP report as part of a SASR within 60-days of completion of ISR/SMP activities. The SASR should include information per Rule 62-780(7)(a)1-15, F.A.C. and Rule 62-780.525(9), F.A.C.

If you find you are unable to submit the document by the specified date, please request a time extension in accordance with Rule 62-780.790, F.A.C., including a detailed explanation for the requirement for the time extension. The time extension request shall be received by the DEP at least 20 days prior to the time the action is to be initiated. The failure of the Person Responsible for Site Rehabilitation to submit requested information or meet any time frame herein shall be a violation of Chapters 376 and 403, Florida Statute (F.S.), and shall be enforceable by the DEP pursuant to Sections 376.303 and 403.121, F.S., unless otherwise addressed by a Cleanup Agreement Document.

Should you have any questions or concerns, please contact me at above letterhead for the Southwest District, by telephone at (813) 470-5756, or by email at john.r.sego@FloridaDEP.gov. Please reference the DEP Site # ERIC_18400 in your communications.

Sincerely,

John Sego, P.G.
Professional Geologist II
Permitting and Waste Cleanup Program

ec:

Helen Li, PGIM, helen.li@pgim.com
Mike Shackne, Langan, mschackne@langan.com
John Sego, SWD, john.r.sego@FloridaDEP.gov

PROXMITY TO TRANSPORTATION, SERVICES AND EMPLOYMENT
(5 Points)

Renaissance Hall Senior Living's direct, adjacent access to Collier Boulevard (SR 951) and I-75 N/S entrances (0.85M away) offers residents private transportation corridors for countywide travel to jobs, medical care, and government services. Plans to widen SR 951 before 2030 will further improve personal vehicle transportation as 4-lane access expands to six. Public transportation is easily accessible with the site's proximity to Collier County Transit Bus Routes 19 and 25. [See attached route maps]. These routes provide residents with public transportation options in multiple directions and destinations. Residents can access the entire CAT system from these routes to travel throughout Collier.

Pharmaceutical and medical services are available to senior residents at multiple locations. Prescription drugs are located 0.75M and 1.24M from RHSL offering consumer choice. Routine care at Estates Medical Center is 0.76M from the subject property; major medical and emergency services are 7.0M away at Physician's Regional Hospital. Fresh food and groceries are a neighborhood resource at the Golden Gate Farmers Market (1.17M) and Winn-Dixie (1.35M).

Educational access is close by – just over ½ mile is Mike Davis Elementary and just under one mile is Golden Gate High School. The Golden Gate Community Center 1.24M NW of the RHSL offers community meetings, parks and recreation and more. The revitalized Golden Gate Golf Course, located immediately adjacent to the subject property, will be completed concurrent to RHSL and provide walking trails and a 9-hole golf course for active seniors. Renaissance Hall is well situated to area employers, be it retail, office, educational, medical or other public and private sectors.

Service	Service Name	Service Address	Distance
Bus Stop	City Gate Blvd Bus Stop Route 19,22 and 25	Collier Blvd @ City Gate Blvd.	0.40 Mile
Grocery	Winn-Dixie	4849 Golden Gate Parkway	1.35 Mile
Grocery	GG Farmers Market	4701 Golden Gate Parkway	1.17 Mile
Pharmacy	Gulf Shore Apothecary	11669 Collier Blvd	0.75 Mile
Pharmacy	Walgreens	4747 Golden Gate Pkwy	1.24 Mile
Medical	Estates Medical Center	11725 Collier Blvd	0.76 Mile
Medical	Physician's Regional	8300 Collier Blvd	7.00 Mile
Public Schools	Mike Davis Elementary	3215 Magnolia Pond Drive	0.58 Mile
Public Schools	Golden Gate High School	2925 Titan Way	0.95 Mile
Park and Community Center	Golden Gate Community Center and Library	4701 Golden Gate Pkwy	1.22 Mile

Note: Florida Housing Finance Corporation will not require applicants eligible for the Local Government Areas of Opportunity Designation to achieve a minimum number of total proximity points nor use Proximity Funding Preference when selecting the highest-ranking applications in the LGAO category.

Route 19: Golden Gate Estates - Immokalee

19

OUTBOUND → INBOUND

1	2	3	4	5	6	7
Government Center	CAT OPS	Wilson Blvd / Golden Gate Blvd	Health Department	Wilson Blvd / Golden Gate Blvd	951 / Green Blvd	Government Center
	3:35 AM	3:52 AM	4:37 AM	5:15 AM	5:30 AM	6:03 AM
	4:20 AM	4:40 AM	5:30 AM	6:10 AM	6:23 AM	6:55 AM
7:05 AM	7:22 AM	7:46 AM	8:36 AM	9:11 AM	9:24 AM	9:47 AM
10:00 AM	10:18 AM	10:42 AM	11:29 AM	12:06 PM	12:20 PM	12:43 PM
11:00 AM	11:18 AM	11:42 AM	12:25 PM	1:01 PM	1:15 PM	1:41 PM
12:55 PM	1:13 PM	1:37 PM	2:27 PM	3:03 PM	3:17 PM	3:40 PM
3:50 PM	4:15 PM	4:43 PM	5:37 PM	6:19 PM	6:37 PM	7:07 PM
5:05 PM	5:26 PM	5:51 PM	6:36 PM	7:12 PM	7:25 PM	7:48 PM
7:20 PM	7:38 PM	8:02 PM	8:37 PM	9:13 PM	9:26 PM	9:49 PM

Sunday times are highlighted above. / Horario de domingos esta destacados arriba.



Route 25: Golden Gate Parkway - US 41

OUTBOUND							INBOUND		
1	2	3	4	5	6	7	8	9	10
Super Walmart	Golden Gate Pkwy & 951	Golden Gate Comm Center	Golden Gate Pkwy & 68th	US 41 & Golden Gate Pkwy	Goodlette Frank & Pine Ridge Rd	Coastland Mall	Golden Gate Pkwy & 68th	Golden Gate Pkwy & 951	Super Walmart
4:20 AM	4:28 AM	4:37 AM	4:43 AM	4:53 AM	5:05 AM	5:23 AM	5:31 AM	5:38 AM	5:45 AM
5:50 AM	5:58 AM	6:07 AM	6:13 AM	6:23 AM	6:35 AM	6:53 AM	7:01 AM	7:08 AM	7:15 AM
7:25 AM	7:33 AM	7:42 AM	7:48 AM	7:58 AM	8:10 AM	8:28 AM	8:36 AM	8:43 AM	8:50 AM
8:55 AM	9:03 AM	9:12 AM	9:18 AM	9:28 AM	9:40 AM	9:58 AM	10:06 AM	10:13 AM	10:20 AM
10:25 AM	10:33 AM	10:42 AM	10:49 AM	10:59 AM	11:11 AM	11:29 AM	11:37 AM	11:44 AM	11:51 PM
1:40 PM	1:48 PM	1:57 PM	2:04 PM	2:14 PM	2:26 PM	2:44 PM	2:52 PM	2:59 PM	3:06 PM
3:15 PM	3:23 PM	3:32 PM	3:39 PM	3:49 PM	4:01 PM	4:19 PM	4:27 PM	4:37 PM	4:44 PM

Sunday times are highlighted above. / Horario de domingos esta destacados arriba.



LEVERAGING OF COUNTY FUNDS WITH OTHER RESOURCES TO MEET FHFC REQUIRED CONTRIBUTION LEVEL AND LEVERAGING OF COUNTY FUNDS TO ACHIEVE GREATER NEIGHBORHOOD IMPACT

(7 Points)

Renaissance Hall Senior Living and Rural Neighborhoods will leverage $460,000 (or the amount determined as a prerequisite to an FHFC award) in LGAO funds from Collier County through pursuit of private, local, state, and federal funds. First, RN as Developer agrees to defer 50% of its permitted Developer Fee. This evidences RN's financial investment in the rental community representing – an estimated $2,480,000 fee deferral that is then reduced over the subsequent 15 years from cash flow. The precise amount will be determined in credit underwriting.

RHSL has leased the subject parcel from the Board of County Commissioners for a period of 99 years, a term commensurate with the required affordability period herein. [See Lease Agreement in Exhibits]. This is a leveraged value estimated at $3,000,000 (based on a market value of approximately $30,000 per apartment door.) Leveraged value is an even greater given that RHSL's site and building improvements are returned to Collier County at the termination of the lease. Accordingly, the estimated $35.5M investment to be made in 2026-2027 together with subsequent rehabilitation during its economic life, and other capital improvements will fully accrue to local government. Few, if any, other applicants have a similar leverage commitment.

Rural Neighborhoods as the sole, nonprofit general partner in the limited liability limited partnership expects to have access to U.S. Treasury's Community Development Financial Institution Funds Capital Magnet Funds (CMF). The CMF Program enables nonprofit affordable housing organizations to finance affordable housing solutions that benefit individuals and families with low-income. Utilizing a CDFI lender that is a recipient of CMF funds enables RN to borrow its 1st mortgage capital at below market interest rates commensurate with its commitment to serve households below 50% AMI. RN will also use its past success in attracting the Federal Home Loan Bank Affordable Housing Program to seek direct subsidies up to $1.25M from the FHLB-Atlanta to add additional leverage. RN and its related entities have been awarded AHP monies more than a dozen times.

This leverage has greater impact in several ways. First, this leverage provides greater assurance that the rental community will be constructed in an economic climate of high, escalating construction costs, high interest rates and declining LIHTC investor prices for available credits. Equally important, this leverage will result in a superior rental community replete with resident services and amenities placing less reliance on nondescript buildings and extreme value engineering.

ABILITY TO MEET FHFC REQUIREMENTS FOR PERMEANT CONTRIBUTION WITH MINIMUM LOAN TERM

(3 Points)

Renaissance Hall Senior Living will apply to Florida Housing Finance Corporation under RFA 2024-201 Housing Credit Financing for Affordable Housing Developments Located in Small and Medium Counties. The application will achieve all necessary scoring criteria and preferences to be a competitive application. The local government contribution is intended to be part of the permanent financing as required by FHFC.

The proposal will adhere to or exceed the criteria outlined by Collier County, specifically, a 1% interest rate, 30-year term, loan to be fully amortized over a 30-year period, with a balloon payment due when the 1st mortgage is paid off or refinanced.

To meet Collier County's preference to achieve the minimum loan term, RHSL will agree to:

- Not draw the funds until the Development reaches 75% construction completion offering local government more flexibility; and

- Reduce the 30-Year Term and make repayment to local government in Year 16+/-, more specifically, to repay the local government contribution in that initial year after achievement of the 15-Year IRS compliance period. This reduces the issuance, amortization period and return of local government investment by approximately 45%.

BONUS POINTS FOR COUNTY'S PRIOR YEAR LGAO
(10 Points)

Rural Neighborhoods and Renaissance Hall at Old Course qualify for the **10 bonus points** as the prior year LGAO candidate.

EXHIBIT A:
DEVELOPER AGREEMENT WITH COLLIER COUNTY, FL

SECOND AMENDMENT TO DEVELOPER AGREEMENT
(GOLDEN GATE GOLF COURSE HOUSING PROJECT)

This **SECOND AMENDMENT TO DEVELOPER AGREEMENT** ("Second Amendment") is entered into this 26th day of March, 2024 ("Effective Date"), by and between Rural Neighborhoods, Incorporated, a Florida not-for-profit corporation ("Developer or Rural Neighborhoods") and Collier County, a political subdivision of the State of Florida ("County"). Developer and County are collectively referred to herein as the "Parties" and each, individually, as a "Party".

RECITALS:

WHEREAS, Rural Neighborhoods has been selected by the Board of Collier County Commissioners through a Developer Agreement dated November 10, 2020 ("Original Agreement"), to construct rental apartments to meet a crisis in the affordability and availability of senior, veterans, and essential service personnel such as health care workers, educational staff and first responders that impacts the economic, commercial, and residential development of the community; and

WHEREAS, the Original Agreement was amended by that certain First Amendment to Developer Agreement on April 23, 2023, the "First Amendment", which replaced Exhibit "A", amended Exhibit "B", and replaced Paragraph 3.4 of the Original Agreement, which the Original Agreement, as amended by the First Amendment, is hereinafter collectively referred to as the "Developer Agreement", attached hereto and incorporated by reference; and

WHEREAS, Rural Neighborhoods is organized for charitable and lawful purposes not for pecuniary profit under Chapter 617, Florida Statutes, including, but not limited to, the lessoning the burdens of government through community redevelopment and the provision of housing; and

WHEREAS, Rural Neighborhoods is Federally tax-exempt under Section 501(C)(3) of the Internal Revenue Code and must not be operated for the benefit of private interests nor may the net earnings or the organization inure to the benefit of any private shareholder or individual; and

WHEREAS, the Developer and County desire to amend the legal description identified as Exhibit "A" to the Developer Agreement to identify an Essential Services Phase 1 ("Phase 1") legal description and a Senior Phase 2 ("Phase 2") legal description to assist with the phased development funding of the Project by Developer's single-purpose legal entities as stated in Section 2.1 of the Developer Agreement; and

WHEREAS, the Developer and County desire to amend Exhibit "B" to the Developer Agreement to remove "track changes" and to amend certain language in the Income Targeting Criteria; and

WHEREAS, the Developer and County desire to amend the construction time.

NOW, THEREFORE, in consideration of mutual benefits and the public interest and other good and valuable consideration the Developer Agreement is amended as follows:

CAO

1. **Recitals; Exhibits**. The above recitals are true and correct, are hereby incorporated herein by reference, and form a material part of this Second Amendment. All Exhibits are hereby incorporated herein by reference and accordingly deemed a part of this Second Amendment.

2. **Legal Descriptions**. Exhibit "A" of the Developer Agreement is hereby replaced by Exhibit "A" attached hereto and incorporated by reference, identifying a Phase 1 site legal description consisting of approximately 19.62 acres for Essential Services Units and a Phase 2 site legal description consisting of approximately 2.16 acres for Senior Units.

3. **Exhibit "B".** Exhibit "B" of the Developer Agreement is hereby replaced by Exhibit "B" attached hereto and incorporated by reference.

4. **Paragraph 3.4**. Paragraph 3.4 of the Developer Agreement is deleted in its entirety and replaced with the following:

   3.4 Within fifteen (15) days of the Effective Date of this Second Amendment, Developer agrees to provide a timeline of the anticipated schedule for Phase 1 and will provide the Lessor with any significant changes to such schedule. Developer shall secure a written commitment of project funding for Phase 1 ("Funding Commitment") by May 30, 2024. If Developer is unable to secure the Funding Commitment by May 30, 2024, Lessor may exercise its option to terminate this Ground Lease or, at its sole discretion, Lessor may grant additional time to Developer to secure the Funding Commitment. The above referenced deadline may be extended at the discretion of the Board of County Commissioners. Developer shall commence construction of Phase 1 within six (6) months of the Funding Commitment. If Developer commences construction of the Phase 1 project within six (6) months following receipt of the Funding Commitment, the Phase 2 Developer shall be granted twelve (12) months from the date of the receipt of the Funding Commitment to obtain a commitment of project funding towards the Senior unit housing project as outlined on Exhibit "B".

SIGNATURE BLOCKS ON NEXT PAGE

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

CAO

IN WITNESS WHEREOF, Developer and County have hereto executed this **SECOND AMENDMENT TO DEVELOPER AGREEMENT** on the day and year first above written.

AS TO THE DEVELOPER:

Witness (signature)

LISA TORRES
(print name)

Witness (signature)

Fabiola Vidales
(print name)

Rural Neighborhoods, Incorporated,
a Florida not-for-profit corporation

By: _____
Steven Kirk, President

AS TO COUNTY:

ATTEST:
CRYSTAL K. KINZEL, Clerk

_____, DEPUTY CLERK
Attest as to Chairman's signature only

Approved as to form and legality:

_____
Sally A. Ashkar, Assistant County Attorney
3/11/24

BOARD OF COUNTY COMMISSIONERS,
COLLIER COUNTY, FLORIDA

By: _____
Chris Hall, CHAIRMAN

CAO

EXHIBIT A - Leased Land (Phase 1 Essential Services)

EXHIBIT A (Page 1 of 4)

EXHIBIT A - Leased Land (Phase 1 Essential Services)

DESCRIPTION:

A PARCEL OF LAND LYING IN TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151 AND TRACT "A", GOLDEN GATE UNIT 8 PART 2, AS RECORDED IN PLAT BOOK 9, PAGES 107A THROUGH 112, BOTH OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, SAID PARCEL BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE SOUTHEAST CORNER OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, THENCE SOUTH 87°32'23" WEST ALONG THE SOUTH LINE OF SAID TRACT "A" FOR 304.25 FEET;
THENCE NORTH 00°40'41" WEST, DEPARTING SAID SOUTH LINE, FOR 335.98 FEET TO A POINT OF CURVATURE;
THENCE NORTHWESTERLY 55.84 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 35.00 FEET THROUGH A CENTRAL ANGLE OF 91°24'51" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 46°23'06" WEST FOR 50.10 FEET;
THENCE SOUTH 87°54'29" WEST, FOR 145.40 FEET TO A POINT OF CURVATURE;
THENCE NORTHWESTERLY 78.90 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE RIGHT HAVING A RADIUS OF 50.00 FEET THROUGH A CENTRAL ANGLE OF 91°33'42" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 46°18'40" WEST FOR 71.87 FEET;
THENCE NORTH 00°31'50" WEST, FOR 1,000.50 FEET;
THENCE NORTH 89°30'57" EAST, FOR 23.61 FEET;
THENCE NORTH 48°11'01" EAST, FOR 20.02 FEET;
THENCE NORTH 89°30'57" EAST, FOR 57.92 FEET;
THENCE SOUTH 00°29'03" EAST, FOR 11.00 FEET;
THENCE NORTH 89°30'57" EAST, FOR 120.00 FEET;
THENCE NORTH 00°29'03" WEST, FOR 347.93 FEET;
THENCE SOUTH 89°30'57" WEST, FOR 267.04 FEET;
THENCE NORTH 00°31'50" WEST, FOR 265.02 FEET;
THENCE NORTH 89°28'36" EAST, FOR 503.38 FEET;
THENCE SOUTH 00°38'59" EAST, FOR 965.95 FEET;
THENCE SOUTH 89°19'40" WEST, FOR 5.21 FEET;
THENCE SOUTH 00°40'19" EAST, FOR 380.19 FEET;
THENCE SOUTH 01°58'53" EAST, FOR 668.68 FEET;
THENCE NORTH 87°47'40" EAST, FOR 22.45 FEET TO AN INTERSECTION WITH THE EAST LINE OF THE AFOREMENTIONED TRACT "A";
THENCE SOUTH 00°28'56" EAST, ALONG SAID EAST LINE FOR 30.07 FEET TO THE POINT OF BEGINNING OF THE PARCEL DESCRIBED HEREIN;
CONTAINING 19.82 ACRES, MORE OR LESS

NOTES:

1. BEARINGS SHOWN HEREON ARE BASED ON THE STATE PLANE COORDINATE SYSTEM ESTABLISHED BY THE NATIONAL GEODETIC SURVEY FOR FLORIDA EAST ZONE, 1983 DATUM WITH 1990 ADJUSTMENT OBTAINED UTILIZING RTK GPS OBSERVATIONS ON THE FDOT NETWORK AND REFER TO THE SOUTH LINE OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA AS BEING S 87°32'23" W
2. DIMENSIONS SHOWN HEREON ARE IN U.S. SURVEY FEET AND DECIMALS THEREOF.
3. THIS SKETCH AND DESCRIPTION IS NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OR THE DIGITAL SIGNATURE AND DIGITAL SEAL OF A LICENSED FLORIDA SURVEYOR AND MAPPER. NO ADDITIONS OR DELETIONS TO THIS SURVEY MAP ARE PERMITTED WITHOUT THE EXPRESSED WRITTEN CONSENT OF THE SIGNING PARTY.

"NOT A SURVEY"

"NOT VALID WITHOUT SHEETS 1 THRU 2 OF 2"

DRAWN BY	RJG
CHECKED BY	TJD
JOB CODE	RMOD
SCALE	N/A
DATE	10/25/2023
FILE	23-189-SKL.DGN
SHEET	1 of 2

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C. Grady Minor and Associates, P.A.
3800 Via Del Rey
Bonita Springs, Florida 34134

SKETCH AND DESCRIPTION

A PARCEL OF LAND

LYING IN
SECTION 27
TOWNSHIP 49 SOUTH, RANGE 26 EAST
COLLIER COUNTY, FLORIDA

DATE SIGNED

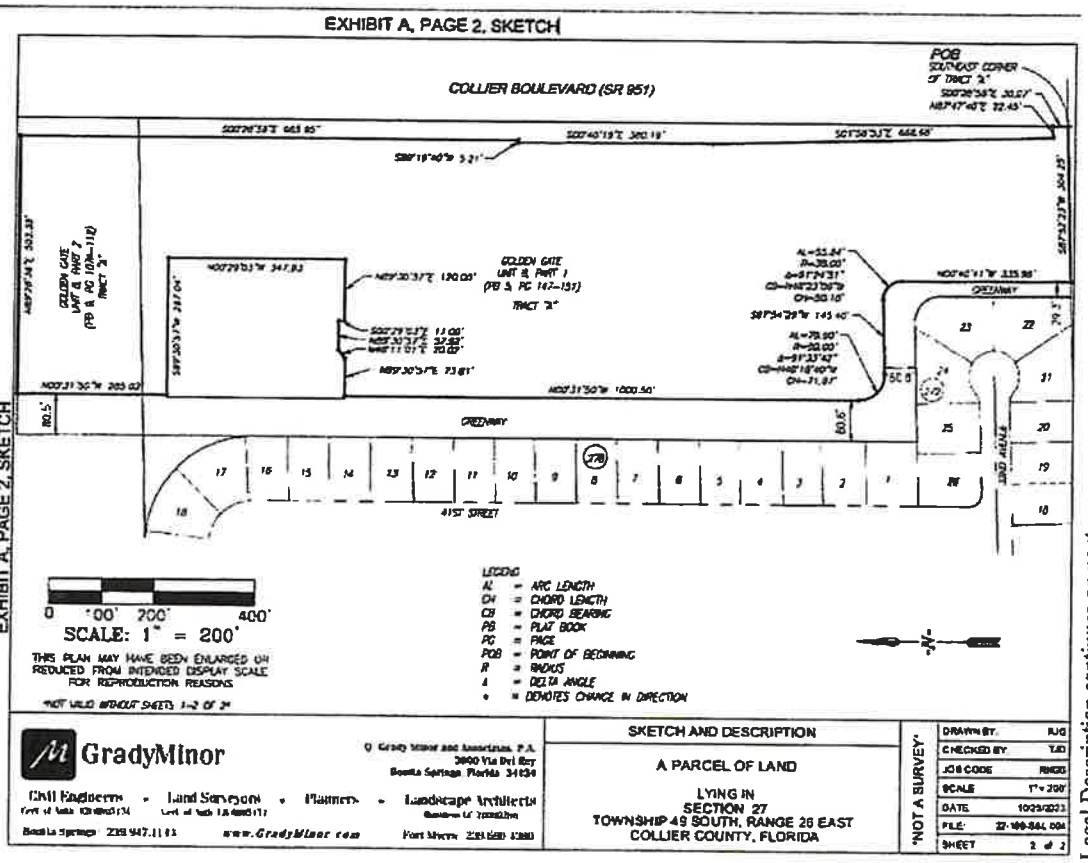
TIMOTHY J. DEMERS, P.S.M.
FLORIDA LICENSE NO. 6579
FOR THE FIRM

[CONTINUES ON NEXT PAGE]

EXHIBIT A (Page 2 of 4)

PHASE 1 ESSENTIAL SERVICES SKETCH

EXHIBIT A, PAGE 2, SKETCH



Legal Description continues on next page

EXHIBIT A (Page 3 of 4)

PHASE 2 SENIOR UNITS LEGAL DESCRIPTION:

EXHIBIT A - Leased Land (Phase 2 Senior)

EXHIBIT A - Leased Land (Phase 2 Senior)

DESCRIPTION:

A PARCEL OF LAND LYING WITHIN TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151 OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE NORTHEAST CORNER OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA; THENCE ALONG THE NORTH LINE OF SAID TRACT "A" SOUTH 87°52'43" WEST, A DISTANCE OF 273.78 FEET; THENCE DEPARTING SAID NORTH LINE SOUTH 02°07'17" EAST, A DISTANCE OF 54.97 FEET TO THE POINT OF BEGINNING OF THE PARCEL OF LAND HEREIN DESCRIBED:

THENCE SOUTH 00°29'03" EAST, A DISTANCE OF 347.93 FEET; THENCE SOUTH 89°30'57" WEST, A DISTANCE OF 120.00 FEET, THENCE NORTH 00°29'03" WEST, A DISTANCE OF 11.00 FEET; THENCE SOUTH 89°30'57" WEST, A DISTANCE OF 57.92 FEET, THENCE SOUTH 48°11'01" WEST, A DISTANCE OF 20.02 FEET; THENCE SOUTH 89°30'57" WEST, A DISTANCE OF 78.81 FEET, THENCE NORTH 00°29'03" WEST, A DISTANCE OF 350.15 FEET, THENCE NORTH 89°30'57" EAST, A DISTANCE OF 271.76 FEET TO THE POINT OF BEGINNING.

CONTAINING 2.16 ACRES, MORE OR LESS.

NOTES:

1. BEARINGS SHOWN HEREON ARE BASED ON THE STATE PLANE COORDINATE SYSTEM ESTABLISHED BY THE NATIONAL GEODETIC SURVEY FOR FLORIDA EAST ZONE, 1983 DATUM WITH 1990 ADJUSTMENT OBTAINED UTILIZING RTK GPS OBSERVATIONS ON THE FDOT NETWORK AND REFER TO THE NORTH LINE OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA AS BEING S 87°52'43" W.

2. DIMENSIONS SHOWN HEREON ARE IN U.S. SURVEY FEET AND DECIMALS THEREOF.

3. THIS SKETCH AND DESCRIPTION IS NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OR THE DIGITAL SIGNATURE AND DIGITAL SEAL OF A LICENSED FLORIDA SURVEYOR AND MAPPER. NO ADDITIONS OR DELETIONS TO THIS SURVEY MAP ARE PERMITTED WITHOUT THE EXPRESSED WRITTEN CONSENT OF THE SIGNING PARTY.

"NOT A SURVEY"

"NOT VALID WITHOUT SHEETS 1-2 OF 2"

DRAWN BY	KJG
CHECKED BY	TJD
JOB CODE	RNGD
SCALE	N/A
DATE	10/23/2023
FILE	22-188-584.005
SHEET	1 of 2

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SKETCH AND DESCRIPTION

A PARCEL OF LAND

LYING IN
SECTION 27
TOWNSHIP 49 SOUTH, RANGE 26 EAST
COLLIER COUNTY, FLORIDA

DATE SIGNED

TIMOTHY J. DEVRIES, P.S.M.
FL LICENSE #6758
FOR THE FIRM

EXHIBIT A (Page 4 of 4)

EXHIBIT A - Leased Land (Phase 2 Senior) page 2

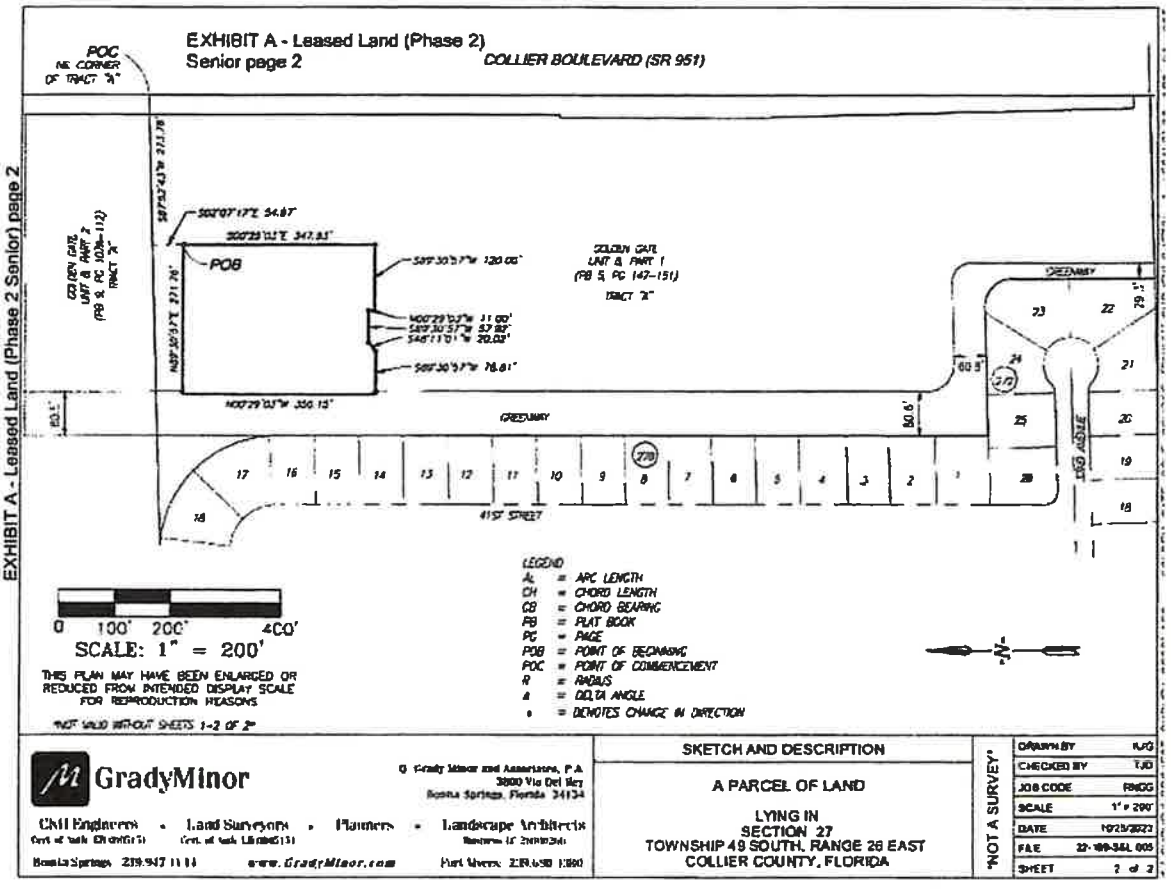


EXHIBIT B

Phase 1 and Phase 2 Unit Totals and Types

Minimum Number of Units (Overall)	350	Maximum Number of Units (Overall)	372
Target Number of Senior Units	100	Target Number of Senior Units	120
Target Number of Essential Services Units	250	Target Number of Essential Services Units	252

Note: *Five percent (5%) of Senior and Essential Services units shall be targeted to persons considered to be veterans.*

Income and Rent Targeting (Goal)

Seniors

Income AMI	Target Rent Level	Percent Set-Aside	Minimum # of Units	Maximum # of Units
28%	28%	10%	10	12
60%	60%	90%	90	108

Note: *Developer may elect to use IRS §42 Income-Averaging as a set-aside election in 4% or 9% Housing Credit transactions. Its election enables income levels to be set-aside between 60% - 80% AMI, balanced by units set-aside below 60%.*

Essential Services

Income AMI	Target Rent Level	Percent Set-Aside	Minimum # of Units	Maximum # of Units
50%	50%	9%	22	22
80%	80%	11%	28	28
120%	100%	80%	200	202

Note: *All units shall be rented with priority given to Essential Service Personnel employees.*

ESP Occupational Preferences include: Tier 1: Healthcare, Education and Emergency Services Tier 2: - Government

Income Targeting Criteria

Developer shall undertake best efforts to obtain project financing that enables developer to construct residential rental units that meet the Income and Rent Targeting Goals shown in the charts above with particular emphasis on Target Rent Levels indicated in Column 2.

Developer agrees to an initial maximum Debt Service Coverage Ratio (DSC) of 1.25 DSC; DSC ratios in excess of 1.25 shall require Developer to reduce initial rents to a level that results in a DSC not greater than 1.25 DSC. The intent of this requirement is to reduce rents

[Exhibit B continued on next page]

CAO

and bring projected rents closer to the Income and Rent Targeting Goals. Future rents for each Target Rent Level, i.e., 28% AMI, 50% AMI, 60% AMI, 80% AMI, and 120% AMI, shall not exceed Rent Limits established for an Effective Date by the U.S. Department of Housing and Urban Development for Collier County, Florida.

Local government shall undertake best efforts to obtain Federal, state, and other housing resources, impact fee deferrals or alternate means of off-site improvements to enable Income and Rent Targeting Goals to be achieved. Developer shall also undertake best efforts to obtain additional grant and/or equity contributions from participating Foundations and others to enable Income and Rent Targeting Goals to be achieved.

The Parties agree to a mutual review of pro forma total development costs, income, and expenses prior to Developer accepting a financial commitment from an outside lender and/or equity investor. The Parties agree to the inclusion of the participating Foundations in the mutual review. The Parties further agree that cash flow from the Project shall be described and distributed in accordance with Phase 1 and Phase 2 income sharing agreements by and between Rural Neighborhoods, either Renaissance Hall at Old Court LLC or Renaissance Hall Senior Living, LLLP, the Collier Community Foundation and Collier County. The Phase 2 income sharing agreement will be negotiated separately amongst the parties. The Phase I and Phase 2 income sharing agreements will be presented to the Board of County Commissioners for approval prior to the loan closing for each respective phase. Grant funds provided by Collier County, Florida are subject to Federal and state rules and regulations including, but not limited to, Program Income as applicable.

DEVELOPER AGREEMENT (THE FIRST AMENDMENT TOGETHER WITH THE ORIGINAL AGREEMENT) ON FOLLOWING PAGES.

CAO

FIRST AMENDMENT TO DEVELOPER AGREEMENT (GOLDEN GATE GOLF COURSE HOUSING PROJECT)

This **FIRST AMENDMENT TO DEVELOPER AGREEMENT** ("AMENDMENT") is entered into this 25th day of April, 2023 (the "Effective Date"), by and between Rural Neighborhoods, Incorporated, a Florida not-for-profit corporation ("Developer or Rural Neighborhoods") and Collier County, a political subdivision of the State of Florida ("County").

RECITALS:

WHEREAS, Rural Neighborhoods has been selected by the Board of Collier County Commissioners through a Development Agreement dated November 10, 2020, attached hereto as Exhibit "C", to construct rental apartments to meet a crisis in the affordability and availability of senior, veterans, and essential service personnel such as health care workers, educational staff and first responders that impacts the economic, commercial, and residential development of the community; and

WHEREAS, Rural Neighborhoods is organized for charitable and lawful purposes not for pecuniary profit under Chapter 617, Florida Statutes, including, but not limited to, the lessoning the burdens of government through community redevelopment and the provision of housing; and

WHEREAS, Rural Neighborhoods is Federally tax-exempt under Section 501(C)(3) of the Internal Revenue Code and must not be operated for the benefit of private interests nor may the net earnings or the organization inure to the benefit of any private shareholder or individual; and

WHEREAS, the Developer and County desire to exclude the Greenway identified within the Residential Tract located on the Master Concept Plan of PUD Ordinance No. 2022-13, from the property to be used by Developer and accordingly amend the legal description identified as Exhibit "A" to the Developer Agreement; and

WHEREAS, the Developer and County additionally desire to amend the Unit Total and Types and Income and Rent Target Goal as set forth in Exhibit "B" to the Developer Agreement; and

WHEREAS, the Developer and County further desire to amend the construction time.

NOW, THEREFORE, in consideration of mutual benefits and the public interest and other good and valuable consideration the Developer Agreement is amended as follows:

1. The legal description and sketch set forth as Exhibit "A" of the Developer Agreement is hereby replaced by Exhibit "A." attached hereto.

2. Unit numbers, types and median income qualifications as set forth in Exhibit "B" of the Developer Agreement is hereby amended as shown below.

3. Paragraph 3.4 of the Developer Agreement is deleted in its entirety and replaced with the following:

CAO

3.4 Within 45 days of the Effective Date of the First Amendment to Developer Agreement, Developer agrees to provide a timeline of the anticipated schedule for each Phase of construction of the Project and will provide the County with any significant changes to such schedule.

If Developer is unable to secure a commitment of project funding for an initial Phase within six (6) months from the latter of the Effective Date of the Lease or the effective date of final approval of land use, as evidenced by PUD approval, the County may exercise its option to terminate this Agreement.

Should Developer be unable to secure a commitment of project funding for the initial Phase within six (6) months, an additional six (6) months may be granted by the Board of County Commissioners at its sole discretion.

Should Developer obtain a commitment towards the initial or any subsequent Phase and commence construction on that Phase within twelve (12) months following receipt of such financing commitment, Developer shall be granted an additional twelve (12) month period to obtain a financing commitment of project financing towards an additional Phase, and so on until complete build out of the Project.

The above referenced deadlines may be extended at the discretion of the county Manager or designee, up to six (6) months, without the necessity of obtaining approval of the Board of County Commissioners.

Remainder of Page Intentionally Left Blank
Signature Page to Follow

CAO

IN WITNESS WHEREOF, Developer and County have hereto executed this **FIRST AMENDMENT TO DEVELOPER AGREEMENT** on the day and year first above written.

AS TO THE DEVELOPER:

Witness (signature)

Dorothy Cook
(print name)

Witness (signature)

Jennifer A. Belpedio
(print name)

Rural Neighborhoods, Incorporated,
a Florida not-for-profit corporation

By: _____
Steven Kirk, President

AS TO COUNTY:

ATTEST:
CRYSTAL K. KINZEL, Clerk of Courts

By: _____, Deputy Clerk
Attest as to Chairman's signature only.

Approved as to form and legality:

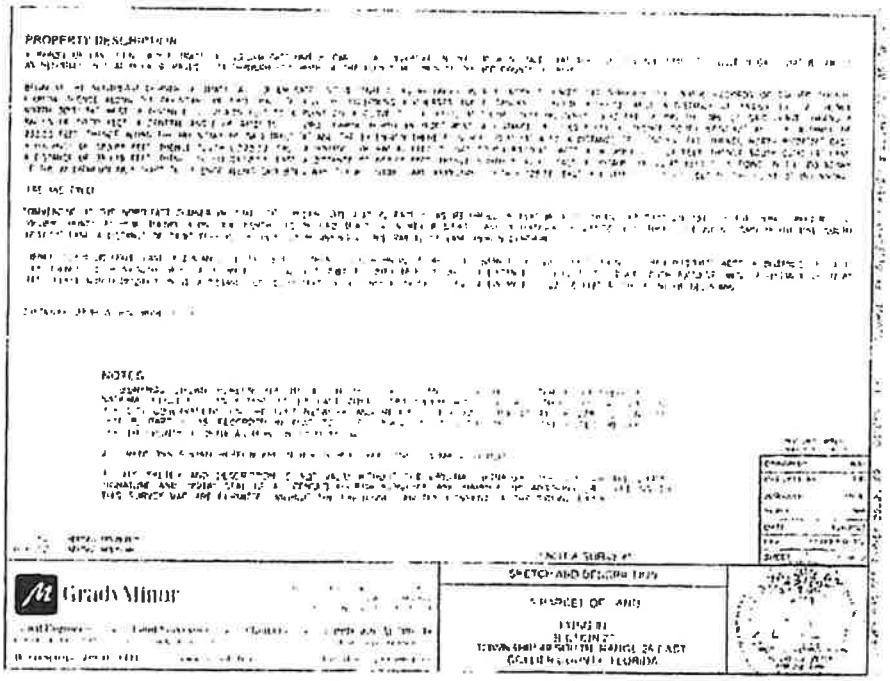
Jeffrey A. Klatzkow, County Attorney

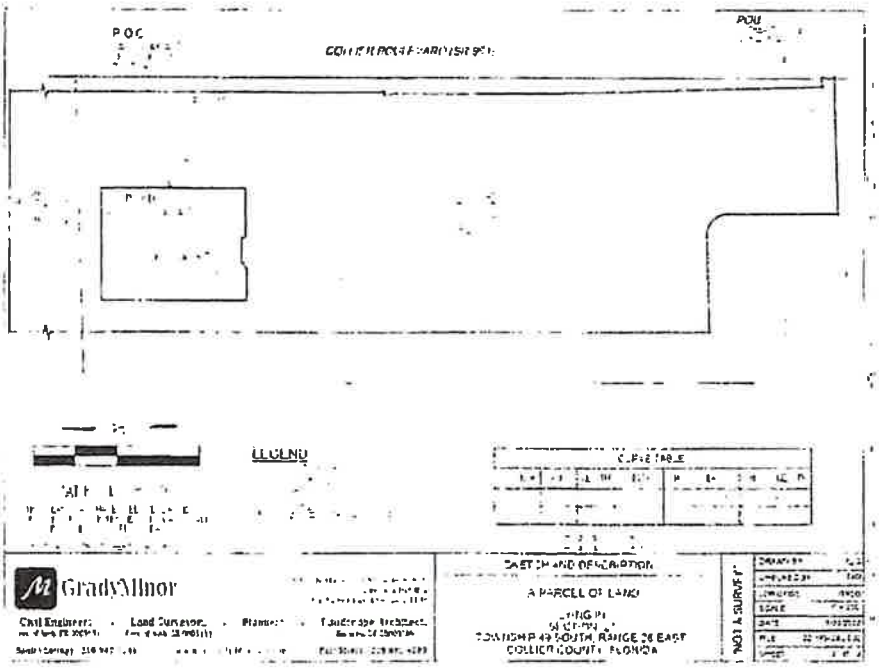
BOARD OF COUNTY COMMISSIONERS,
COLLIER COUNTY, FLORIDA

By: _____
Rick LoCastro, Chairman

CAO

EXHIBIT A – Legal Description





CAO

EXHIBIT B

Unit Totals and Types

Minimum Number of Units (Overall)	350	Maximum Number of Units (Overall)	~~400~~372
Target Number of Senior Units	100	Target Number of Senior Units	~~100~~120
Target Number of Essential Services Units	250	Target Number of Essential Services Units	300 252
Note: *Five percent (5%) of Senior and Essential Services units shall be targeted to persons considered to be veterans.*			

Income and Rent Targeting (Goals)

Seniors					
Income AMI	Target Rent Level	Percent Set-Aside	Minimum # of Units	Maximum # of Units	**Note:** *Developer may elect to use IRS §42 Income-Averaging as a set-aside election in 4% or 9% Housing Credit transactions. Its election enables income levels to be set-aside between 60% - 80% AMI, balanced by units set-aside below 60%.*
~~30~~28%	~~30~~28%	10%	10	~~N/A~~ 12	
60%	60%	90%	90	~~N/A~~108	
Essential Services					
Income AMI	Target Rent Level	Percent Set-Aside	Minimum # of Units	Maximum # of Units	**Note:** *All units shall be rented with priority given to Essential Service Personnel employees.*
~~60~~50%	~~60%~~ 50%	~~8%~~ 9%	~~20~~ 22	~~21~~ 22	
80%	80%	~~25%~~ 11%	~~63~~ 28	~~75~~ 28	
~~100%~~	~~80%~~	~~57%~~	~~142~~	~~171~~	
120%	100%	~~0%~~ 80%	0-200	0 202	
~~140%~~	~~100%~~	~~10%~~	~~25~~	~~30~~	

ESP Occupational Preferences include: Tier 1: Healthcare, Education and Emergency Services Tier 2: - Government

Income Targeting Criteria

Developer shall undertake best efforts to obtain project financing that enables Developer to construct residential rental units that meet the Income and Rent ~~Income~~ Targeting Goals shown in the charts above with particular emphasis on Target Rent Levels indicated in Column 2.

Developer agrees to a maximum Debt Service Coverage ratio (DSC) of 1.25 DSC; DSC ratios in excess of 1.25 shall require Developer to reduce initial rents to a level that results in a debt service coverage ratio not greater than 1.25 DSC. The intent of this requirement is to reduce rents and bringing projected rents closer to the Income and Rent Targeting ~~(~~Goals~~)amounts~~.

CAO

Local government shall undertake best efforts to obtain Federal, state, and other housing resources, impact fee deferrals or alternate means of off-site improvements to enable Income and Rent Targeting Goals to be achieved. Developer shall also undertake best efforts to obtain additional grant and/or equity contributions from participating Foundations and others to enable Income and Rent Targeting Goals to be achieved.

The parties agree to a mutual review of pro forma total development costs, ~~and~~ income, and expenses ~~projections~~ prior to Developer accepting a financial commitment from an outside lender and/or equity investor. The parties agree to the inclusion of the participating Foundations in the mutual review. The parties further agree that excess profits of the Development ~~(should there be any)~~ will be directed to a ~~trust~~ fund at the Foundation ~~in partnership with Collier County~~, dedicated solely to the development or preservation of affordable housing in Collier County as further defined in one or more MOU's between the Foundation, Collier County, and Rural Neighborhoods to be presented to the Board of County Commissioners prior to loan closing. Grant funds provided by Collier County, FL are subject to Federal and state rules and regulations including, but not limited to, Program Income as applicable.

CAO

Exhibit "C"

DEVELOPER AGREEMENT
(GOLDEN GATE GOLF COURSE HOUSING PROJECT)

THIS DEVELOPER AGREEMENT (the "Agreement") is made as of the 10th day of November, 2024 by and between Rural Neighborhoods, Incorporated ("Developer") and Collier County, a political subdivision of the State of Florida (the "County").

RECITALS

WHEREAS, On December 10, 2019, the Board of County Commissioners approved issuing a solicitation for interest to develop an approximately 27-acre tract of land for affordable housing. The parcel is more commonly described as the Golden Gate Golf Course (Folio 36560040008). The legal description of such real property is attached hereto as **Exhibit "A"** (the "Property")

WHEREAS, On December 13, 2019, Invitation to Negotiate (ITN) No. 20-7698 was opened on the Collier County Procurement Services Division Online Bidding System with the intent of obtaining proposals from interested and qualified vendors in accordance with the terms, conditions and specifications of the ITN.

WHEREAS, On January 28, 2020, Developer submitted a timely response to ITN No. 20-7698. The County received a total of 6 responses from interested developers.

WHEREAS, On June 9, 2020, Developer was selected by the Board of Collier County Commissioners to enter negotiations for the development of the Property pursuant to solicitation ITN No. 20-7698; and

WHEREAS, the County intends to, pursuant to Florida Statutes, Section 125.379, to lease the Property to Developer (or its successor and assigns), pursuant to a 99-year ground lease (the "**Ground Lease**"), for development and use by Developer (defined below) to improve the Property, with such improvements to include, but not be limited to affordable residential rental units; and

WHEREAS, Developer may intend to apply for additional financing from Florida Housing Finance Corporation ("FHFC") under FHFC's competitive Request for Application process or other public and private sources.

WHEREAS, Developer and the County desire to memorialize the terms and conditions pursuant to which Developer will improve the Property, and the manner in which any related escrow account shall be established; and

NOW, THEREFORE, in consideration of mutual benefits and the public interest and other good and valuable considerations, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

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Section 1. Recitals.

1.1 The above recitals are true and correct, are hereby incorporated herein by reference, and form a material part of this Agreement. All Exhibits and Developer's submission to ITN 20-7698 are hereby incorporated herein by reference and accordingly deemed a part of this Agreement.

Section 2. Ownership.

2.1 Developer will form one or more single-purpose legal entities (the "Project Owner") to serve as applicant entities which will seek phased development funding from FHFC or other public and private sources to own the planned phased development.

Section 3. Design and Construction; Timeline.

3.1 Developer plans to use the Property (i.e. the land allocated to this Project and described in Exhibit A herein) for construction of affordable housing for Seniors Veterans and Essential Services Personnel. The development shall be composed of one or more buildings, with at least 350 units (the "Project") with on grade parking. The Developer may be entitled to develop additional units in accordance with applicable land use requirements not to exceed the number allowable under the PUD. Units shall include features such as solid surface countertops; plywood cabinets; ceramic and/or vinyl plank flooring; full-size Energy Star appliances including range, refrigerator microwave, and dishwasher; and LED lighting or equivalent. Community amenities will consist of a minimum of on-site management and maintenance; clubhouse or multipurpose community room; interview or exam room, swimming pool; fitness center; media/computer room; and outdoor tot lot. Developer agrees to cause the design, permitting, and construction of the Project to be completed at its sole cost and expense in accordance with those plans and specifications approved by the County.

3.2 Developer agrees that any improvements on the Property will only include the Project and not any commercial development or outdoor storage.

3.3 Developer may cause the Project to be constructed in phases. Upon approval of the plans, specifications, and permits by the authorities having jurisdiction over the Project (the "Governmental Authorities") and approval of financing by others, the Project Owner shall promptly construct the Project. In so doing, the Project Owner shall: (a) comply with the permits and all other applicable laws, approvals, codes and requirements of orders promulgated by all Governmental Authorities (the "Approvals"), (b) perform all work in a safe and workmanlike manner, and (c) ensure construction commences and is substantially complete in accordance with the Approvals.

3.4 Developer agrees to provide a timeline of the anticipated schedule for construction of the Project and will provide the County with any significant changes to such schedule. If the Developer is unable to secure a commitment of project funding for an initial phase within 12 months from the effective date of final approval of land use as evidenced by PUD approval the County may exercise its option terminate this agreement. Should the Developer be unable to secure a commitment of project funding within 12 months, an additional

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12 months may be granted by the Board of County Commissioners at its sole discretion. Should Developer obtain a commitment towards the initial or any subsequent phase and commence construction on that phase within twelve (12) months, Developer shall be granted an additional twelve (12) month period to obtain a commitment of project financing towards and additional phase and so on until build out of the Development. The above referenced deadlines may be extended at the discretion of the County Manager or designee up to six months.

Section 4. Rent and Income Restrictions.

4.1 Developer commits to restrict all units in the development in accordance with attached Exhibit B, "Unit Income and Rent Breakdown". Exhibit B, "Unit Income and Rent Breakdown" may be amended by up to 10% by the County Manager or designee; amendments greater than 10% shall require approval by the Board of County Commissioners.

Section 5. Environmental Provisions.

5.1 Developer has inspected the Property, is familiar with the condition of the Property, including the underlying environmental conditions, and based on the foregoing, and subject to receipt, review and acceptance of all County reports below agrees to accept such Property "as is" and with all faults, and assumes all risks associated with pursuing the Project in accordance with this Agreement and all applicable law. In inducing the Developer to accept Property "as is", the County shall provide to the Developer all environmental, engineering, feasibility and other reports in its possession or ordered necessary for determination that the Project can be constructed at the Property. Developer will have thirty (30) days from the Effective Date of approval of the property's Intent to Convert to accept or decline to proceed. By mutual agreement, Developer and County may extend this period for an additional thirty (30) days to allow Developer to have its own inspections performed. In case of an issue arising from any report or condition, Developer and County agree to attempt to negotiate a resolution for not less than thirty (30) additional days prior to termination of the agreement.

5.2 Developer shall not (a) knowingly cause or permit the escape, disposal or release of any hazardous substances on the Property, or (b) knowingly allow the storage or use of such substances or materials in any manner not sanctioned by law or by the highest standards prevailing in the industry for the storage and use of such substances or materials on the Property, or (c) knowingly allow any such materials or substances to be brought onto the Property except to use in the ordinary course of Developer's business or by lessees of the residential units.

Section 6. Utility Costs and Related Improvements.

6.1 The County will not be required to make improvements or incur any costs in connection with the development and maintenance of the residential Project, including roads, sidewalks, landscaping, storm water facilities, etc. All costs associated with any connectivity or upgraded service for water, sewer or other utilities for the benefit of the project, including any traffic signals, and the installation and costs of those improvements, if and when required, shall be at the sole cost and expense of Developer.

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6.2 The County acknowledges the ITN noted financial support such as impact fees and grants may be available to the selected developer through separate local government action and represents in good faith its willingness to assist Developer in identifying any such financial assistance available.

Section 7. Performance of Development.

7.1 The Project will be constructed in a good and workmanlike manner and in compliance with all applicable laws, at Developer's sole cost and expense. The Project Owner shall be responsible for obtaining all governmental permits, licenses and approvals necessary for the construction of the Project. Developer shall be responsible for all applicable impact, building, and utility connection fees imposed by any governmental authority, except for the governmental authority's ability to defer such fees, with respect to the Project and Developer's use thereof. Without limiting the foregoing, during any periods of construction, maintenance or repair of the Project, Developer will monitor all construction, maintenance and repair activity on the Property to ensure compliance with the requirements contained herein.

Section 8. Performance Bond.

8.1 Developer shall cause its general contractor to furnish a payment and performance bond in form and substance satisfactory to the County in amount equal to one hundred percent (100%) of the construction costs for each phase of the Project as certified by Developer's engineer of record or general contractor, which shall be issued by a surety having a credit rating of "A" or higher.

Section 9. Early Termination and Ground Lease Requirements

9.1 The Developer shall deliver to the County the construction timeline provided to the construction and permanent lenders, investor and/or the tax credit equity partner, if any. Each month the Developer shall provide a construction progress certificate and if the construction schedule is 6 months or more behind the construction timeline, the County may replace the Developer with another developer with the necessary experience to complete the Project, provided; however, before replacing the Developer, the County shall have the concurrence of the construction and permanent lender, investor and/or tax credit equity partner. In addition, the County shall provide the construction and permanent lender, investor and/or tax credit equity partner a reasonable period of time to cure identified Project delays before commencing such action.

9.2 Developer and County acknowledge a ground lease shall be used to convey the Property and that the form of such conveyance must be financeable, e.g. tenant shall be able to utilize the ground lease as collateral in the normal course of business. Any ground lease shall provide that if a lender or investor were to foreclose because of tenant's default, the lender or investor shall be able to succeed the tenant's rights under the lease. Similarly, such ground lease shall require the County to file appropriate notice of any tenant defaults and provide ample opportunity for the lender or investor to cure these defaults before termination of the ground

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lease. The County shall have an obligation to enter into a new lease with the lender or investor on the same terms and conditions as the original ground lease if the ground lease is terminated upon tenant's default or in the event of the rejection of the ground lease in bankruptcy.

Section 10. Assignment.

10.1 County acknowledges that sources of public or private financing including, but not limited to, Florida Housing Finance Corporation may require the Developer to form one or more single purpose entities ("SPE") to seek and secure funding. Developer may assign this Developer Agreement without the prior written consent of the County to the SPE whose majority member or partner shall be an affiliate of Developer. Affiliate is herein defined as a single purpose legal entity controlled, through membership or general partnership interest, by Developer. Developer must provide written notice to County of any assignment to an Affiliate within thirty (30) days of such conveyance. Any purported assignment to a non-Affiliate without the express written consent of County shall be considered void from its inception. It is hereby acknowledged and agreed between the parties that all covenants, conditions, agreements, and undertakings contained in this Agreement shall extend to and be binding upon the respective assigns of the respective parties hereto. The Developer may also assign a portion of the Property to an affiliate without prior written consent of the County in order to facilitate phased development. Definition of affiliate shall be in accordance with this paragraph.

Section 11. Public Records.

11.1 Developer understands that by virtue of this Agreement all of its documents, records and materials of any kind, relating to the relationship created hereby, shall be open to the public for inspection in accordance with Florida law. If Developer will act on behalf of the County, as provided under section 119.011(2), Florida Statutes, Developer, subject to the terms of section 287.058(1)(c), Florida Statutes, and any other applicable legal and equitable remedies, shall:

11.2 (A) Keep and maintain public records required by the County to perform the service.

(B) Upon request from the County's custodian of public records, provide the County with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided by Florida law.

(C) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if Developer does not transfer the records to the County.

(D) IF DEVELOPER HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO DEVELOPER'S DUTY TO PROVIDE PUBLIC RECORDS RELATING

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TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

Collier County Board of County Commissioners
Communication and Customer Relations Division
3299 Tamiami Trail East
Suite 102
Naples, FL 34112
(239) 252-8069
PublicRecordRequest@colliercountyfl.gov

Section 12. Miscellaneous.

(A) Entire Agreement. This Agreement sets forth all of the promises, covenants, agreements, conditions and understandings between the parties hereto, and supersedes all prior and contemporaneous agreements, understandings, inducements or conditions, express or implied, oral or written, except as herein contained.

(B) Pronouns. All pronouns and any variations thereof shall be deemed to refer to the masculine, feminine and neuter, singular or plural, as the identity of the party or parties, personal representatives, successors or assigns may require.

(C) Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which shall together constitute one-in-the-same instrument.

(D) Governing Law; Venue. This Agreement shall be construed and interpreted according to the laws of the State of Florida, and all duly adopted ordinances, regulations, and policies of the County now in effect and those hereinafter adopted. The location for settlement of any and all claims, controversies, or disputes, arising out of or relating to any part of this Agreement, or any breach hereof, shall be Collier County, Florida.

(E) Binding Effect. This Agreement shall be binding upon and enforceable by and against the parties hereto and their beneficiaries, heirs, successors and assigns and shall be deemed to "run with the land." This Agreement shall also inure to the benefit of both parties hereto and their respective beneficiaries, heirs, successors and assigns.

(F) Recordation. This Agreement may be recorded by Developer in the Public Records of Collier County, Florida, and successors, heirs and assigns of Developer, including but not limited to builders or developers, shall be bound by the terms of this Agreement, and shall likewise be entitled to its benefits.

(G) Notice. Any notice to be given shall be in writing and shall be sent by certified mail, return receipt requested, to the party being noticed at the following addresses:

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If to the County:	Collier County Procurement 3295 Tamiami Trail East Naples, Florida 34112
and:	Collier County Community and Human Services 3339 Tamiami Trail East #211 Naples, Florida 34112 Attention: Director
with a copy to:	County Attorney's Office Collier County 3299 Tamiami Trail East, Suite 800 Naples, Florida 34112 Attention: The County Attorney
If to Developer:	Rural Neighborhood, Inc. PO Box 343529 Florida City, FL 33034 Attention: Steven Kirk
with a copy to:	Shutts + Bowen 200 S. Biscayne Blvd, #4100 Miami, FL 33131 Attention: Robert Cheng, Esq

(II) Cooperation. The County and Developer each covenant and agree to mutually cooperate with one another in good faith, and to execute and deliver such other or additional documents and instruments as may be reasonably requested in order to effectuate the agreements set forth herein.

(I) Effective Date. This Agreement shall become effective upon the date the last of the parties to this Agreement executes this Agreement (the "Effective Date").

(J) Conflicts. If and to the extent there is a conflict between the terms and conditions of this Annexation agreement and the terms and conditions of any staff reports or summaries or letters of approval related to or pertaining to Developer Property, the terms and conditions of this Agreement shall control.

Section 12. Alternate Dispute Resolution

12.1 In case of a dispute concerning this Agreement or the Development, the parties agree to attempt in good faith to resolve the dispute amicably prior to commencing litigation. If a dispute cannot be resolved in 30 business days, the parties will commence

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informal or formal mediation with a neutral person agreed upon by the parties who is familiar with the subject matter of the dispute. If they cannot agree upon such a person within 15 business days thereafter, they will request the Chief Judge (or designee) to appoint a qualified Mediator.

Mediation will commence within 10 business days after agreement or appointment of the Mediator and be completed with 30 days thereafter. The parties may expand the deadlines upon mutual agreement. The parties will share equally the cost of the Mediator.

[Signature Pages Follow]

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IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year below their respective signatures.

Signed, sealed and delivered
In the presence of:

Michael T. Betelle
Printed Name

Loyesa Brown
Printed Name

Rural Neighborhoods, Incorporated

By: [signature]
Name: STEVEN KIEL
Date: 11/2/20

STATE OF FLORIDA

COUNTY OF MIAMI-DADE

The foregoing instrument was acknowledged before me by means of physical presence this 2nd day of November 2020, by [Steven Kiel] as the [President] of Rural Neighborhoods, Incorporated, who is ✓ personally known to me or _____ who produced _____, as identification.

(Notary stamp/seal)

LISA TORRES
Notary Public - State of Florida
Commission # GG 279609
My Comm. Expires Mar 21, 2023
Bonded through National Notary Assn.

Lisa Torres
Notary Public
My Commission Number: GG279609
My Commission expires: 3/21/2023

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Signed, sealed and delivered
In the presence of:

_____

_____
Printed Name

_____

_____
Printed Name

Collier County, a political subdivision
of the State of Florida

By: _____
Name: Burt L. Saunders
Date: 11/10/2020

12/15/2020
N/A DAB, ACCA

STATE OF FLORIDA

COUNTY OF COLLIER

The foregoing instrument was acknowledged before me by means of physical presence this ___ day of _____ 20____, by [ ] as the [ ] of Collier County, a political subdivision of the State of Florida, who is ____ personally known to me or _____ who produced _____ _____, as identification.

(Notary stamp/seal)

_____
Notary Public
My Commission Number:
My Commission expires:

ATTEST
CRYSTAL K. KINZEL, CLERK

BY: _____

Attest as to Chairman's signature only.

Approved as to form and legality

_____
Assistant County Attorney

DAB
11/3/2020

Item # 11C
Agenda Date 11-10-20
Date Rec'd 12-16-20
Deputy Clerk

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EXHIBIT "A"

PARCEL NO. 5
LEGAL DESCRIPTION

A PARCEL OF LAND LYING IN THAT PART OF TRACT "A", GOLDEN GATE- UNIT 8 PART 1, ACCORDING TO THE MAP OR PLAT THEREOF AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151 AND THAT PART OF TRACT "A" OF GOLDEN GATE UNIT 8 PART 2 ACCORDING TO THE MAP OR PLAT THEREOF AS RECORDED IN PLAT BOOK 9, PAGES 107-A THROUGH 112, ALL OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, BEING DESCRISED AS FOLLOWS:

COMMENCING AT THE SOUTHEAST CORNER OF SAID GOLDEN GATE- UNIT 8 PART 1 SUBDIVISION, RUN S88°04'17"W ALONG THE SOUTH LINE OF SAID SUBDIVISION FOR A DISTANCE OF 34.00 FEET TO THE POINT OF BEGINNING;

THENCE CONTINUE S88°04'17"W ALONG SAID LINE FOR A DISTANCE OF 299.27 FEET TO THE EASTERLY LINE OF BLOCK 272 OF SAID SUBDIVISION;
THENCE ALONG SAID LINE N00°40'41"W FOR A DISTANCE OF 258.70 FEET TO A POINT OF CURVATURE;
THENCE 79.77 FEET ALONG THE ARC OF A CURVE TO THE LEFT HAVING A RADIUS OF 50.00 FEET, A CENTRAL ANGLE OF 91°24'51" AND A CHORD DISTANCE OF 71.58 FEET, BEARING N48°23'06"W TO A POINT OF TANGENCY;
THENCE S87°54'28"W FOR A DISTANCE OF 232.95 FEET TO THE SOUTHEAST CORNER OF BLOCK 278 OF SAID SUBDIVISION;
THENCE ALONG THE EAST LINE OF SAID BLOCK 278 AND THE NORTHERLY EXTENSION OF SAID LINE N00°31'50"W FOR A DISTANCE OF 1,748.84 FEET;
THENCE LEAVING SAID LINE N89°30'57"E FOR A DISTANCE OF 585.72 FEET;
THENCE S00°29'03"E FOR A DISTANCE OF 2,043.27 FEET TO THE POINT OF BEGINNING.

THE ABOVE DESCRIBES APPROXIMATELY 1,111,900 SQUARE FEET OR 25.53 ACRES OF LAND.

COASTAL ENGINEERING CONSULTANTS INC.

COLLIER COUNTY BOARD OF COMMISSIONERS

SKETCH OF DESCRIPTION OF A PORTION OF LAND LYING IN TRACT "A" GOLDEN GATE UNIT 8 PART 1 AS RECORDED IN PLAT BOOK 5, PAGES 147-151 AND A PORTION OF TRACT "A" GOLDEN GATE UNIT 8 PART 2 AS RECORDED IN PLAT BOOK 9, PAGES 107-A THROUGH 112, OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA.

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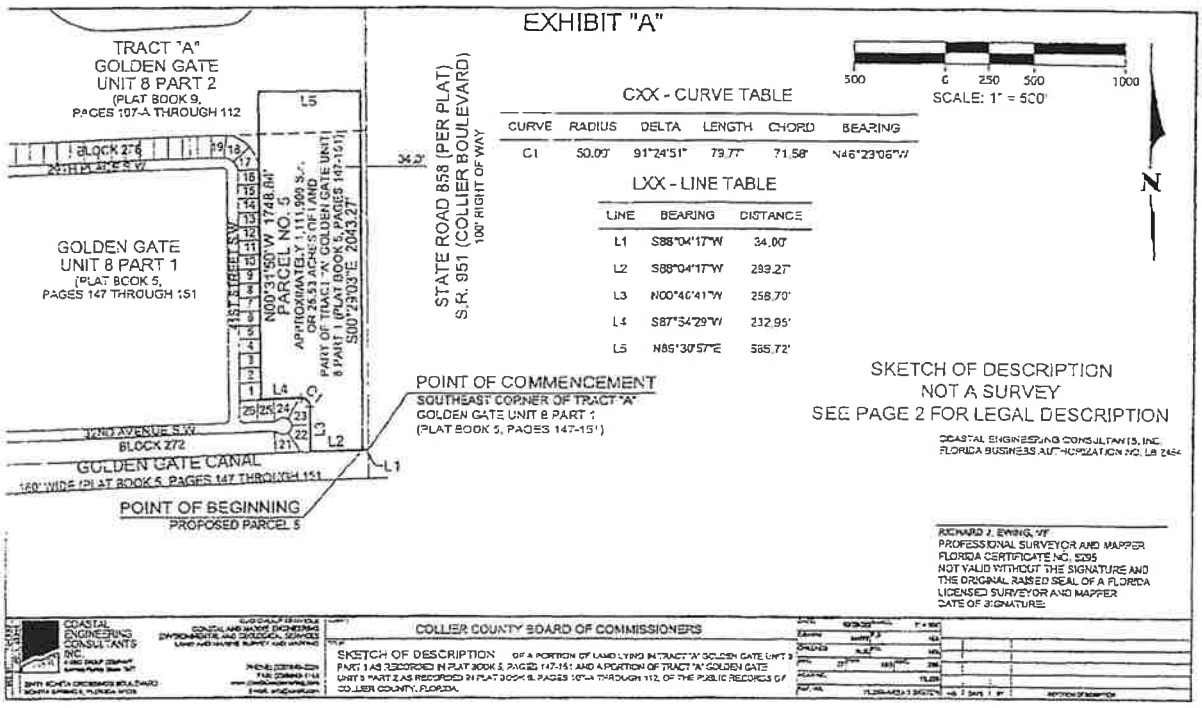
EXHIBIT "A"
TRACT "A"
GOLDEN GATE
UNIT 8 PART 2
(PLAT BOOK 9,
PAGES 107-A THROUGH 112
GOLDEN GATE
UNIT 8 PART 1
(PLAT BOOK 5,
PAGES 147 THROUGH 151
STATE ROAD 858 (PER PLAT)
S.R. 951 (COLLIER BOULEVARD)
100' RIGHT OF WAY
PARCEL NO. 5
APPROXIMATELY 1,111,900 S.F.
OR 25.53 ACRES OF LAND
PART OF TRACT "A" GOLDEN GATE UNIT 8 PART 1 (PLAT BOOK 5, PAGES 147-151)
N00°31'50"W 1748.84'
S00°23'03"E 2043.27'
34.0'
BLOCK 276
BLOCK 272
121ST STREET S.W.
122ND AVENUE S.W.
GOLDEN GATE CANAL
150' WIDE (PLAT BOOK 5, PAGES 147 THROUGH 151)
POINT OF COMMENCEMENT
SOUTHEAST CORNER OF TRACT "A"
GOLDEN GATE UNIT 8 PART 1
(PLAT BOOK 5, PAGES 147-151)
POINT OF BEGINNING
PROPOSED PARCEL 5
CXX - CURVE TABLE
CURVE RADIUS DELTA LENGTH CHORD BEARING
C1 50.00' 91°24'51" 79.77' 71.58' N46°23'06"W
LXX - LINE TABLE
LINE BEARING DISTANCE
L1 S88°04'17"W 34.00'
L2 S88°04'17"W 299.27'
L3 N00°40'41"W 258.70'
L4 S87°34'29"W 232.95'
L5 N85°30'57"E 565.72'
500 0 250 500 1000
SCALE: 1" = 500'
N
SKETCH OF DESCRIPTION
NOT A SURVEY
SEE PAGE 2 FOR LEGAL DESCRIPTION
COASTAL ENGINEERING CONSULTANTS, INC.
FLORIDA BUSINESS AUTHORIZATION NO. LB 2464
RICHARD J. EWING, VP
PROFESSIONAL SURVEYOR AND MAPPER
FLORIDA CERTIFICATE NO. 5295
NOT VALID WITHOUT THE SIGNATURE AND
THE ORIGINAL RAISED SEAL OF A FLORIDA
LICENSED SURVEYOR AND MAPPER
DATE OF SIGNATURE:
COASTAL ENGINEERING CONSULTANTS INC.
COLLIER COUNTY BOARD OF COMMISSIONERS
SKETCH OF DESCRIPTION OF A PORTION OF LAND LYING IN TRACT "A" GOLDEN GATE UNIT 8 PART 1 AS RECORDED IN PLAT BOOK 5, PAGES 147-151 AND A PORTION OF TRACT "A" GOLDEN GATE UNIT 8 PART 2 AS RECORDED IN PLAT BOOK 9, PAGES 107-A THROUGH 112, OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA.

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EXHIBIT B

Unit Totals and Types

Minimum Number of Units (Overall)	350	Maximum Number of Units (Overall)	400
Target Number of Senior Units	100	Target Number of Senior Units	100
Target Number of Essential Services Units	250	Target Number of Essential Services Units	300
Note: *Five percent (5%) of Senior and Essential Services units shall be targeted to persons considered to be veterans.*			

Income and Rent Targeting Goal

Seniors					
Income AMI	Target Rent Level	Percent Set-Aside	Minimum # of Units	Maximum # of Units	Note: *Developer may elect to use IRS §42 Income-Averaging as a set-aside election in 4% or 9% Housing Credit transactions. Its election enables income levels to be set-aside between 60% - 80% AMI, balanced by units set-aside below 60%*
30%	30%	10%	10	N/A	
60%	60%	90%	90	N/A	
Essential Services					
Income AMI	Target Rent Level	Percent Set-Aside	Minimum # of Units	Maximum # of Units	Note: *All units shall be rented with priority given to Essential Service Personnel employees.*
60%	60%	8%	20	24	
80%	80%	25%	63	75	*ESP Occupation Preferences include:*
100%	80%	57%	142	171	*Tier 1-Healthcare, Education, Emergency Services*
120%	100%	0%	0	0	
140%	100%	10%	25	30	*Tier 2- Government*

Income Targeting Criteria

Developer shall undertake best efforts to obtain project financing that enables Developer to construct residential rental units that meet the Income and Rent Income Targeting Goal shown in the charts above with particular emphasis on Target Rent Levels indicated in Column 2.

Developer agrees to a maximum debt service coverage ratio of 1.25 (DSC). DSC ratios in excess of 1.25 shall require Developer to reduce initial rents to a level that results in a debt service coverage ratio not greater than 1.25 DSC. The intent of this requirement is to reduce rents bringing projected rents closer to the Income and Rent Targeting (Goal) amounts.

Local government shall undertake best efforts to obtain Federal, state and other housing resources, impact fee deferrals or alterrate means of off-site improvements to enable Income and Rent Targeting Goals to be achieved. Developer shall also undertake best efforts to obtain additional grant and/or equity contributions from participating Foundations and others to enable Income and Rent Targeting Goals to be achieved

The parties agree to a mutual review of pro forma total development costs and income and expense projections prior to Developer accepting a financial commitment from an outside lender and/or equity investor. The parties agree to the inclusion of participating Foundations in the mutual review. The parties further agree that excess profits of the Development (should there be any) will be directed to a trust fund at the Foundation in partnership with Collier County, dedicated solely to the development or preservation of affordable housing in Collier County.

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EXHIBIT B:
LEASE OF RENAISSANCE HALL SENIOR LIVING PARCEL FROM COLLIER COUNTY, FL

COLLIER COUNTY STANDARD FORM
LONG-TERM GROUND LEASE

(Phase 2)

This Long-Term Ground Lease ("Ground Lease") is made effective the 26th day of March, 2024 (the "Effective Date"), by and between Renaissance Hall Senior Living, LLLP, a Florida limited partnership ("Lessee or Developer"), and Collier County, a political subdivision of the State of Florida ("Lessor or County"). Lessor and Lessee may sometimes be referred to herein as "Parties". Lessee is a special purpose entity of Rural Neighborhoods, Inc., a Florida not-for-profit corporation, and the sole member of Lessee ("Rural").

RECITALS:

WHEREAS, the Lessor is the owner of certain real property that is more commonly described as the Golden Gate Golf Course as Parcel Number 36560040008 by the Collier County Property Appraiser located in the Collier County, Florida 34104 ("Premises"); and

WHEREAS, on December 13, 2019, the Board of Collier County Commissioners ("Board") issued Invitation to Negotiate (ITN) #20-7698 "Housing and Land Development Component at the Former Golden Gate Golf Course" ("Solicitation"); and

WHEREAS, on June 9, 2020, Rural was selected by the Board to enter into negotiations for development of a portion of Premises pursuant to the Solicitation; and

WHEREAS, Rural is organized for charitable and lawful purposes not for pecuniary profit under Chapter 617, Florida Statutes, including, but not limited to, the lessoning the burdens of government through community redevelopment and the provision of housing; and

WHEREAS, Rural Neighborhoods is considered Federally tax-exempt under Section 501(C)(3) of the Internal Revenue Code and must not be operated for the benefit of private interests nor may the net earnings of the organization inure to the benefit of any private shareholder or individual; and

WHEREAS, on November 10, 2020, the Board entered in Developer Agreement with Rural which memorialized the terms and conditions for development of a portion of the Premises under a 99-year lease to construct rental apartments to meet a crisis in the affordability and availability of senior, veterans, and essential service personnel such as health care workers, educational staff and first responders that impacts the economic, commercial, and residential development of the community (the "Development", and as it relates to this Ground Lease, the "Project"); and

WHEREAS. on April 25, 2023, the Board executed a First Amendment to Developer Agreement amending the legal description identified as Exhibit A to the Developer Agreement, and amending the unit total and types as set forth in Exhibit B to the Developer Agreement; and

WHEREAS. the Developer Agreement allows the Developer to construct the Development in phases and to have each ground lease in the name of a related entity; and

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WHEREAS, on the execution date hereof, the Board executed a Second Amendment to Developer Agreement amending the legal description, identified as Exhibit A to the Developer Agreement, to identify an Essential Services Phase 1 ("Phase 1") and a Senior Phase 2 ("Phase 2") legal description; and

WHEREAS, the phased development of the Property necessitates the involvement of different lenders for Phase 1 and Phase 2, and the Parties desire this Ground Lease to relate specifically to Phase 2, and on the execution date hereof, the Parties have executed that certain Collier County Standard Form Long-Term Ground Lease relating specifically to Phase 1; and

WHEREAS, Section 16 of this Ground Lease anticipates a special purpose entity ("SPE") of Rural as the Lessee of this Ground Lease and that SPE is the Lessee herein; and

WHEREAS, it is the Board's finding that it is in the public interest to implement the Developer Agreement with terms and conditions set forth below and at the conclusion of this Ground Lease the land and improvements shall revert to Collier County.

W I T N E S S E T H:

NOW, THEREFORE, in consideration of Ten Dollars ($10.00) and other good and valuable consideration exchanged amongst the Parties, and in consideration of the covenants contained herein, the Parties hereby enter into this Ground Lease on the following terms and conditions:

1. Conveyance. On the terms and conditions set forth in this Ground Lease, and in consideration of Lessee's performance under this Ground Lease, the Lessor conveys to the Lessee the present possessory interest in the land described below.

2. Description of Leased Land. The land being leased to Lessee pursuant to this Ground Lease, has a legal description set forth in Exhibit A, annexed hereto and made a part hereof, and is hereinafter referred to as the "Leased Land," and is a portion of the Premises.

3. Conditions to Conveyance. Lessee warrants and represents to Lessor that it has examined the title and boundaries of the Leased Land. Accordingly, this conveyance is subject to all of the following:

(a) Any and all conditions, restrictions, encumbrances and limitations now recorded against the Leased Land, together with any beneficial easements granted herein;

(b) Any and all existing zoning laws or ordinances; and

(c) Lessee's satisfactory performance of all terms and conditions of this Ground Lease.

4. Use of Leased Land. The purpose of this Ground Lease is for Lessee to provide affordable housing which use the Board of County Commissioners has found to be in the public's interest. Accordingly, Lessee, together with all successors and assigns (including but not limited to a Leasehold Mortgagee, or its nominee or designee), shall utilize the Leased Land in strict

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accordance with the Rural's Response to Invitation to Negotiation 20-7698, and Developer Agreement, as amended and as summarized in Exhibit B, annexed hereto and made a part hereof, as allocated to the Phase 2 Project (i.e., to build one or more buildings with a total of One Hundred (100) to One Hundred Twenty (120) residential dwelling units with on grade parking, together with ancillary uses and/or amenities incident thereto to be solely utilized for the uses described in Exhibit B), subject to Sections 5 and 16 hereof. In the event Lessee shall cease to use the Leased Land after completion of the Project for the purposes described in Exhibit B, and such cessation of use shall continue for a period of twelve (12) consecutive months, this Ground Lease, at the option of the Lessor, shall be terminated and Lessee shall surrender and vacate the Leased Land to the Lessor within thirty (30) days after notice of such termination, unless Lessee shall re-commence operations within such thirty (30) day period. Notwithstanding the foregoing, said thirty (30) day period shall be tolled if such cessation is caused by events beyond the control of the Lessee such as Force Majeure (as hereinafter defined), casualty or if such cessation is due to temporary closing for reconstruction or repairs to the Project, or any portion thereof.

5. Phased Development. The Project may be constructed in phases (each, a "Phase" and collectively, the "Phases"). Consistent with Section 16 of this Ground Lease, Lessee, with the prior written notice to the Lessor, may delegate its authority to develop one or more of the Phases of the Project by sublease, partial assignment, assignment, or joint venture as approved by the Board of County Commissioners. Such delegation shall not relieve Lessee of its obligation under this Ground Lease. As used in this Ground Lease, the term "Developer" shall refer to Lessee or any assignee, successor, sublessee, co-developer or joint venture of Lessee, involved in the development of the Project or any portion thereof. Upon approval of the plans, specifications, and permits by the authorities having jurisdiction over the Project (the "Governmental Authorities") and approval of financing by lenders and/or investors, as applicable, the Developer shall promptly construct the Project. In so doing, the Developer shall: (a) comply with the permits and all other applicable laws, approvals, codes and requirements of orders promulgated by all Governmental Authorities (the "Approvals"), (b) perform all work in a safe and workmanlike manner, and (c) ensure construction commences and is substantially complete in accordance with the Approvals.

6. Developer's Obligation to Build and Modifications to Project. Developer shall design, permit and construct in compliance with all applicable governmental regulations, at its sole cost and expense, the Project. The plans, specifications and building design for the Developer's improvements ("Improvements") to be constructed on the Leased Land are subject to reasonable approval by Lessor. Prior to applying for any building permit for improvements to the Leased Land, Developer shall submit to Lessor for its approval such plans and specifications necessary to obtain a building permit for Developer's intended improvements. Lessor shall have thirty (30) days after receipt of any submittal by Developer to review Developer's submittals and provide a written response as to whether the submittal is approved as submitted, not approved as submitted (which disapproval shall specify the reasons therefor), or Lessor may provide Developer with requested changes. Any plans and specifications presented to Lessor for approval for the Project or any Phase thereof shall be deemed approved if not disapproved in writing by Lessor within such thirty (30) day period. If the submittal is not approved or if Lessor requests changes, Developer shall submit revised plans that will meet with Lessor's reasonable approval or incorporate the requested changes into the plans. If Developer determines not to revise its plans for any Phase of the Project in accordance with this Section, then Developer may terminate its sublease or sub-sublease or reassign its lease to Lessee. Developer may make nonmaterial changes to the approved plans from

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time to time to accommodate site issues or operating changes to Developer's use of the Leased Land. Material changes from the approved plans will require Lessor's written approval, which approval shall not be unreasonably withheld, conditioned or delayed. Lessor will provide Developer with requisite authorization to apply for permits once plans are determined to be acceptable by Lessor. All plans shall be in conformity with Collier County standards.

Within 90 days of the Effective Date, Developer agrees to provide a timeline of the anticipated schedule for the Phase 2 Project and will provide the Lessor with any significant changes to such schedule. Under the terms of the Phase 1 ground lease, if the Phase 1 developer commences construction on the Phase 1 Essential Services project within twelve (12) months following the date of receipt of a commitment for funding ("Phase 1 Funding Date"), the Phase 2 Developer is granted a period of twelve (12) months from such Phase 1 Funding Date to obtain a written commitment of project funding for this Phase 2 Project ("Funding Commitment"). Developer shall secure the Funding Commitment within twelve (12) months following the Phase 1 Funding Date. If Developer is unable to secure the Funding Commitment within such time period, Lessor may exercise its option to terminate this Ground Lease or, at its sole discretion, Lessor may grant additional time to Developer to secure the Funding Commitment. The above referenced deadline may be extended at the discretion of the Board of County Commissioners.

Upon commencement of construction of each Phase, Developer shall diligently pursue said construction of such Phase to completion and complete said construction on or before twenty-four (24) months from commencement of construction, subject to delays beyond the control of the Developer, including Force Majeure. Developer shall be solely responsible for the costs of repairing any damage (other than ordinary wear and tear) to Lessor's water and sewer facilities or other infrastructure located within the Leased Land resulting from construction or use by such Developer, its agents, officers or employees. Prior to commencement of construction of any Phase of the Project, Developer must demonstrate to Lessor that it has sufficient funds or commitments therefor necessary to complete such Phase of the Project, and Developer shall, prior to construction commencement of each Phase, cause its general contractor to post a payment and performance bond or like security in form and substance satisfactory to the County in amount equal to one hundred percent (100%) of the construction costs for such Phase of the Project as certified by Developer's engineer of record or general contractor, which shall be issued by a surety having a credit rating of "A" or higher.

Any entitlements, permits, and/or easements that are necessary to construct and use the Project as set forth in Exhibit "B" shall be pursued by Developer. Lessor will join in or otherwise authorize Developer to pursue such applications. Developer shall pursue such applications with reasonable diligence and in a timely and commercially reasonable manner consistent with the prevailing standard of practice applicable to handling and processing land use matters in Collier County, Florida.

7. Term of Ground Lease. The term of this Ground Lease shall commence on the Effective Date and, unless terminated earlier by the Parties in accordance with the terms hereof, shall terminate on the ninety-ninth (99th) year anniversary from the Effective Date ("Term"). There is no option to renew. If Lessee holds over after the expiration of the lease Term, such tenancy shall be from month to month under all of the terms, covenants and conditions of this Ground

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Lease subject, however, to Lessor's right to seek legal relief to eject Lessee from the Leased Land as a holdover.

8. Rent. The Lessee agrees to pay the Lessor the sum of $10.00 per annum, in advance, for each year of the Term, which may, at Lessee's option, be prepaid at any time for the remainder of the Term.

9. Net Lease. This is a fully net lease, with Lessee responsible for all its costs, fees and charges concerning the Leased Land. Accordingly, Lessee shall promptly pay when due and prior to any delinquency all such costs, fees, taxes, permit, trash removal services, assessments, utility charges, impact fees and obligations of any kind that relate to the Leased Land. Lessee will indemnify and hold Lessor harmless from any and all actual claims, costs and obligations arising from Lessee's use of the Leased Land other than attributable to Lessor. In case any action or proceeding is brought against Lessor by reason of Lessee's use of the Leased Land, Lessee shall pay all costs, reasonable attorneys' fees, expenses and liabilities resulting therefrom and shall defend such action or proceeding if Lessor shall so request other than attributable to Lessor, at Lessee's expense, by counsel reasonably satisfactory to Lessor. It is specifically agreed however, that Lessor may at its own cost and expense participate in the legal defense of such claim, with legal counsel of its choosing.

10. Liens and Mortgages.

a) With the exception of land use restrictions required for grant funding and impact fee waiver, Lessor shall not in any way encumber or lien the Leased Land and shall promptly remove any and all encumbrance or liens it placed against the Leased Land of its doing. With exception of the aforementioned land use restrictions, all persons are put on notice that the interest of the Lessee in the Leased Land shall not be subject to liens or encumbrances made by the Lessor.

b) Lessor acknowledges and agrees that it will not be possible for Developer to construct the Project without obtaining a loan or loans from one or more lenders secured by mortgage(s) on Lessee's or Developer's leasehold interest in the Leased Land (each, a "Leasehold Mortgagee") and/or equity investments from one or more Equity Investors (as hereinafter defined). Therefore, Lessor hereby covenants and agrees that its interest in this Ground Lease is and shall be subject to, subordinate and inferior to any loan obtained by the Developer for the purpose of financing the development and/or operation of the Project, and to the lien of Leasehold Mortgagee ("Leasehold Mortgage"), assignments of rents and leases, security agreements, and other collateral, security documents or instruments required by any Leasehold Mortgagee, and to all renewals, extensions, modifications, consolidations, replacements and refinancing and to all advances made or hereafter to be made upon the security of the Leasehold Mortgage, assignments of rents and leases, security agreements, and other collateral, security documents or instruments. Lessor shall, at Developer's request, join, execute and/or deliver any and all Leasehold Mortgages, assignments of rents and leases, security agreements, and other collateral, security documents or instruments as may be required by such lender or lenders in order to subject and subordinate the Lessor's interest in this Ground Lease to the lien of such documents or instruments, and upon Developer's request shall join, execute and/or deliver any and all such further instruments or assurances as any such lender or lenders may reasonably deem necessary to evidence or confirm

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the subordination of this Ground Lease or, to the extent not prohibited under the law, allowed the encumbrance of the Lessor's interest herein to the lien of any such Leasehold Mortgage, assignments of rents and leases, security agreements, and other collateral, security documents or instruments. Provided, however, and notwithstanding anything contained herein to the contrary, Lessor shall not be required to suffer, incur, accept or assume any personal liability for any such financing, loans or indebtedness, or any costs or expenses thereof, or any other indebtedness or liability of Developer thereunder, and any Leasehold Mortgage, assignments of rents and leases, security agreements, and other collateral, security documents or instruments of any nature whatsoever which the Lessor may be called upon to join, execute and/or deliver under and pursuant to this section shall expressly exculpate Lessor from and against any and all such personal liability. Lessee may, without Lessor's consent, assign or mortgage this Ground Lease (including any options it contains) to any Leasehold Mortgagee under a Leasehold Mortgage. A Leasehold Mortgagee (and anyone whose title derives from a Leasehold Mortgagee) may, without Lessor's consent, hold a foreclosure sale or exercise the power of sale, take title to this Ground Lease, and transfer or assign this Ground Lease, either in its own name or through a nominee. For the avoidance of doubt, Lessee acknowledges and agrees that Lessor's Fee Estate shall not be subject to any foreclosure by the Leasehold Mortgagee or by any other mortgagee that may have an interest in the Leased Land. Nothing in this section shall be construed as a waiver of Lessor's rights under Chapter 713, Florida Statutes.

c) Lien and Encumbrance. Developer may encumber or lien this Ground Lease with any encumbrance, inchoate lien for taxes or municipal obligations, utility and access easements, affordability covenants, restrictions required by Section 42 of the Internal Revenue Code of 1986, as amended, other encumbrances incurred in the ordinary course of business of Developer, and other matters set forth in policy for title insurance insuring Developer's interest in this Ground Lease.

d) Rights of Leasehold Mortgagee. Upon foreclosure or assignment in lieu of foreclosure of the Leasehold Estate, pursuant to the terms of the applicable Leasehold Mortgage, the most senior Leasehold Mortgagee shall have the right to acquire this Ground Lease in its own name or the name of a nominee without consent or approval of Lessor. In the event that Lessee's interest hereunder is acquired by a Leasehold Mortgagee, or its nominee or designee, then such Leasehold Mortgagee, or its nominee or designee, shall also have the right to further assign or sublet the Leasehold Estate hereunder to a third party without the consent or approval of Lessor.

e) Non-Merger. This Ground Lease shall not terminate as to the Leasehold Mortgage because of any conveyance of leasehold interest in this Ground Lease to Lessor or of the Lessor's interest hereunder to the Lessee. Accordingly, if this Ground Lease and the Fee Estate in the Leased Land are commonly held, then they shall remain separate and distinct estates. They shall not merge without consent by all Leasehold Mortgagees.

11. Lessee's Obligation to Maintain Leased Land and Improvements and Comply with All Lawful Requirements. Lessee, throughout the Term of this Ground Lease, at its own cost, and without any expense to the Lessor, shall keep and maintain the Leased Land and Improvements in good, sanitary and neat order, condition and repair, and shall abide with all applicable lawful requirements. If the Leased Land and Improvements are not in such compliance in the reasonable opinion of Lessor, Lessee will be so advised in writing. If corrective action is not begun within

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thirty (30) days of the receipt of such notice Lessee shall be subject to applicable fines or penalties available under Collier County law.

12. Quiet Enjoyment. Lessee shall be entitled to quiet enjoyment so long as Lessee is not in default under Section 18 hereunder, on any of the terms of this Ground Lease. Accordingly, Lessee shall have the exclusive right to use the Leased Land during the Term. During the Term, Lessee may, in its sole discretion, construct, improve, alter, maintain, or renovate the Project. Any such work may be undertaken by Lessee at any time or times during the Term hereof and no consent or approval of Lessor shall be required unless such work consists of major alterations from plans and specifications originally approved by Lessor as more fully provided for herein. Lessor agrees to co-operate with Lessee in connection with the construction and agrees to execute any documents required by governmental authorities and any lender or investor evidencing Lessee's rights hereunder and consenting to such work. During the Term of this Ground Lease, Lessee may erect appropriate signage on the Leased Land and the improvements constructed by Lessee thereon. Any such signage shall be in compliance with all applicable codes and ordinances.

13. Casualty and Condemnation.

(a) Casualty. If any Phase of the Project is destroyed, or damaged to any extent by fire or other casualty, and Lessee shall apply any insurance proceeds ("Proceeds") to rebuild or restore the Leased Land to substantially its condition prior to such casualty event, unless the Lessee provides the Lessor with a written determination that rebuilding or restoring the Leased Land to such a condition with Proceeds within a reasonable period of time is impracticable or would not be in the best interests of the Lessee. If the Lessee elects not to repair or replace the improvements, then Lessee or Lessor may terminate this Ground Lease as to the Phase or Phases affected by the casualty by providing notice to the other party within ninety (90) days after the occurrence of such casualty. The termination will be effective on the ninetieth (90th) day after Lessee makes such election, unless extended by mutual written agreement of the Parties. During the period between the date of such casualty and the date of termination, Lessee will cease its operations as may be necessary or appropriate. If this Ground Lease is not terminated as set forth herein, or if the Leased Land is damaged to a less than material extent, as reasonably determined by Lessee, Lessee will proceed with reasonable diligence, at no cost or expense to Lessor, to rebuild and repair the Leased Land to substantially the condition as existed prior to the casualty. The Proceeds shall be paid to Lessee, or as otherwise directed by Leasehold Mortgagee.

(b) Condemnation. Lessee may terminate this Ground Lease as part of a condemnation Project, and Developer may terminate its sublease or sub-sublease as part of a condemnation of its respective Phase of the Project.

14. Access to Leased Land. Lessor, its duly authorized agents, contractors, representatives and employees, shall have the right after forty-eight (48) hour written notice to Lessee, to enter into and upon the Leased Land during normal business hours, or such other times with the consent of Lessee, to inspect the Leased Land, verify compliance with the terms of this Ground Lease, or make any required repairs not being timely completed by Lessee, provided, if Lessor wishes to access/enter any residential unit, it must do so in compliance with the applicable residential lease.

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15. Termination and Surrender. Unless otherwise mutually agreed by the Parties, within thirty (30) days after termination of the lease Term, Lessee shall redeliver possession of the Project to Lessor in good condition and repair subject to normal wear and tear. Lessee shall have the right at any time during Lessee's occupancy of the Leased Land to remove any of its personal property, equipment, and signs provided, however, at the termination of this Ground Lease, Lessor shall have the option to demolish and remove all improvements made by Lessee to the Leased Land upon Lessee's vacation thereof, or to retain said improvements with fixtures on the Leased Land which improvements and fixtures will become the property of the Lessor upon Lessee's vacation of the Leased Land.

16. Assignment or Sublease. Lessor acknowledges that sources of public or private financing including, but not limited to, Florida Housing Finance Corporation may require Developer to form one or more single purpose entities (each, an "SPE") to seek and secure funding for portions of the Project. Lessee may assign this Ground Lease, or a portion of the Leased Land, without the prior written consent of the Lessor to the SPE whose manager, authorized member or general partner shall be an "Affiliate" of Lessee. "Affiliate" is herein defined as a SPE controlled, through membership or general partnership interest, by Lessee. Lessee must provide written notice to Lessor of any assignment to an Affiliate within thirty (30) days of such conveyance.

During the Term of this Ground Lease, Lessee upon the prior written approval of the Lessor, which approval shall not be unreasonably withheld or delayed, shall be permitted from time to time, to assign or otherwise transfer all or any portion of its rights under this Ground Lease to an SPE or such other organizations, firms, corporations, general or limited partnerships, unincorporated associations, joint ventures, estates, trusts, or any other entities as Lessee shall select, subject to the following conditions, by virtue of an assignment, partial assignment, or sublease (each, a "Transfer"):

a) Lessee shall not be in default under this Ground Lease at the time of such Transfer;

b) Any Transfer of all or any part of Lessee's interest in this Ground Lease and the Leased Land shall be made expressly subject to the terms, covenants and conditions of this Ground Lease, and such assignee or sublessee shall expressly assume all of the obligations of Lessee under this Ground Lease applicable to that portion of the Leased Land being assigned or transferred, and agree to be subject to all conditions and restrictions to which Lessee is subject, but only for matters accruing while such transferee holds the transferred interest.

c) There shall also be delivered to Lessor a notice which shall designate the name and address of the transferee and the post office address of the place to which all notices required by this Ground Lease shall be sent.

d) Such transferee has experience successfully operating and maintaining properties similar to the Project.

e) Such transferee of Lessee (and all succeeding and successor transferees) shall succeed to all rights and obligations of Lessee under this Ground Lease with respect to the portion of the Leased Land so transferred, and subject to the terms of the document of Transfer,

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including the right to mortgage, encumber and otherwise assign and transfer. As between Lessee and the transferee, the assignment or sublease shall allocate such portion, if any, of the Rent and any other payments and obligations under this Ground Lease to be paid or provided to Lessor by the transferee.

f) Such transferee of Lessee (and all succeeding and successor transferees) shall succeed to all rights and obligations of Lessee under the Income Sharing Agreement dated _____, of 2024, and shall honor the terms and conditions therein.

g) Once a Transfer has been made with respect to any portion of the Leased Land, the transferee and Lessor may thereafter modify, amend or change this Ground Lease with respect to such portion of the Leased Land, so long as Lessee has been released from all rights and obligations under this Ground Lease pertaining to the transferred portion of the Leased Land, all subject to the provisions of the assignment or transfer, so long as they do not diminish or abrogate the rights of Lessee (or anyone claiming through Lessee) as to any other part of the Leased Land, and no such modification, amendment or change shall affect any other part of the Leased Land or this Ground Lease thereof.

h) Except as may otherwise be specifically provided in this Section 16, upon a Transfer, such transferor shall be released and discharged from all of its duties and obligations hereunder which pertain to the portion of the Leased Land transferred for the then unexpired Term of this Ground Lease.

i) Any act required to be performed by Lessee pursuant to the terms of this Ground Lease may be performed by any transferee of Lessee and the performance of such act shall be deemed to be performed by Lessee and shall be accepted by Lessor as Lessee's act, provided such act is otherwise performed in accordance with the terms of this Ground Lease. References in this Ground Lease to "Lessee" shall be deemed applicable to a sublessee or assignee, as well as to the Lessee named in the introductory paragraph.

j) Lessee shall provide Lessor with copies of all subleases and sub-subleases entered into during each quarter. Lessor agrees to grant non-disturbance agreements for sublessee(s) and/or sub-sublessee(s) which provide, in the event of a termination of this Ground Lease which applies to the Phase or portion of the Leased Land covered by such sublease and/or sub-sublessee, due to a Default by Lessee, such sublessee and/or sub-sublessee will not be disturbed and will be allowed to continue peacefully in possession directly under this Ground Lease as the successor Lessee, provided that the following conditions are met: (a) any sublessee and/or sub-sublessee shall be in compliance with the terms and conditions of its sublease; and (b) any sublessee and/or sub-sublessee shall agree to attorn to Lessor.

17. Insurance.

(a) Lessee shall maintain general liability and property liability insurance policy(ies), for not less than Five Million and 00/100 Dollars ($5,000,000.00) combined single limits during the Term of this Ground Lease (which may be through an umbrella or excess liability policy). If such amounts are less than required by Leasehold Mortgagee, Lessee shall comply with the amount required by Leasehold Mortgagee.

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(b) From the completion of the first Phase of the Project, Lessee shall also maintain standard fire and extended coverage insurance on the additions and improvements located on the Leased Land and all of Lessee's property located on or in the Leased Land including, without limitation, furniture, equipment, fittings, installations, fixtures (including removable trade fixtures), personal property and supplies, in an amount not less than the then-existing full replacement value, but in no case less than the amount required by the Leasehold Mortgagee. From the completion of the first Phase of the Project, Lessee shall maintain flood insurance for no less than the Federal Maximum limits required for any building that is located within a flood zone.

(c) All of the above-described liability insurance policy(ies) shall list and continuously maintain Lessor as an additional insured thereon. The property insurance policy shall list the Lessor as its interest may appear. Evidence of such insurance shall be provided to Lessor and the Collier County Risk Management Department, 3311 Tamiami Trail East – Bldg. D, 34112 Naples, Florida, 34112, prior to the insurance taking effect; and shall include a provision requiring not less than ten (10) days prior written notice to Lessor in the event of cancellation or material reduction in policy(ies) coverage. The issuer of any policy must have a Certificate of Authority to transact insurance business in the State of Florida and must be rated "A" or better in the most current edition of Best's Insurance Reports. Each insurer must be responsible and reputable and must have financial capacity consistent with the risks covered. Each policy must contain an endorsement to the effect that the issuer waives any claim or right of subrogation to recover against Lessor, its employees, representatives and agents.

(d) Failure to continuously abide with all of these insurance provisions shall be deemed to be a material breach of this Ground Lease and Lessor shall have the remedies set forth below.

18. Defaults and Remedies.

(a) Defaults by Lessee. The occurrence of any of the following events set forth below without such event being cured or remedied will constitute a "Default by Lessee" to the greatest extent then allowed by law:

(i) Lessee's abandonment of Leased Land and its determined non-use continues for ninety (90) consecutive days and discontinuation of Lessee's operation.

(ii) Lessee's failure to commence construction on the Phase 1 Project within six (6) months following receipt of the Funding Commitment.

(iii) Lessee's failure to complete construction on the Phase 1 Project within twenty-four (24) months from commencement of construction.

(iv) After construction completion of any Phase of the Project, Lessee's failure to utilize such Phase of the Leased Land as set forth in Exhibit B, which continues for more than one (1) year after such failure-subject to the provisions in Section 4 above.

(v) Any lien, other than those permitted encumbrances under Section 10, is filed against the Lessee's interest on the Fee Estate, and the same remains unreleased for a

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period of sixty (60) days from Lessee's notice unless within such period Lessee is contesting in good faith the validity of such lien and such lien is appropriately bonded.

(b) Remedies of Lessor.

(i) In ethe event of any Default(s) by Lessee, Lessor, may apply all rights under this Ground Lease, by law and equity against the Lessee; provided, however, that (A) Lessor shall have first provided written notice of any Lessee Default(s) to Lessee, along with all Leasehold Mortgagees or each equity investor in an SPE to which this Ground Lease is assigned (either in whole or in part) or to which a portion of the Leased Land is subleased (each, an "Equity Investor"), which parties shall be provided an additional ninety (90) days to cure such Default(s) by Lessee before Lessor may exercise its remedies in this section, and (B) any rights of Lessor shall be exercised only with respect to the Phase or other applicable portion of the Leased Land with respect to which such Lessee Default occurred, and not any other Phase.

(ii) If Lessee fails to cure within the time frames specified in this section, Lessor may, at its option, terminate this Lease, in which event Lessee shall immediately surrender the Premises to Lessor.

(iii) If Lessee fails to promptly pay, when due, the rent or any other sum payable to Lessor under this Ground Lease, and if said sum remains unpaid for more than ten (10) days past the due date, the Lessee shall pay Lessor a late payment charge equal to five percent (5%) of each such payment not paid promptly and in full when due. Any amounts not paid promptly when due shall also accrue compounded interest of two (2%) percent per month or the highest interest rate then allowed by Florida law, whichever is higher ("Default Rate"), which interest shall be promptly paid by Lessee to Lessor.

(iv) In the event of a Default by Lessee, Lessor may sue for direct, actual damages arising out of such Default by Lessee or apply for injunctive relief as may appear necessary or desirable to enforce the performance and observance of any obligation, agreement or covenant of Lessee under this Ground Lease, or otherwise. Lessor shall be entitled to reasonable attorney's fees and costs incurred arising out of Lessee's default under this Ground Lease.

(c) Default by Lessor. Lessor shall in no event be charged with default in the performance of any of its obligations hereunder unless and until Lessor shall have failed to perform such obligations within thirty (30) days (or such additional time as is reasonably required to correct such default, but not to exceed an additional ninety (90) days) after written notice to Lessor by Lessee properly and in meaningful detail specifying wherein, in Lessee's judgment or opinion, Lessor has failed to perform any such obligation(s).

(d) No Remedy Exclusive. No remedy herein conferred upon or reserved to either party is intended to be exclusive of any other available remedy or remedies, but each and every such remedy will be cumulative and in addition to every other remedy given under this Ground Lease or hereafter existing under law or in equity. No delay or omission to exercise any right or power accruing upon any event of default will impair any such right or power nor be construed to be waived, but any such right and power maybe exercised from time to time and as often as may be deemed expedient.

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(e) Non-Waiver. Every provision hereof imposing an obligation upon Lessee is a material inducement and consideration for the execution of this Ground Lease by Lessee and Lessor. No waiver by Lessee or Lessor of any breach of any provision of this Ground Lease will be deemed for any purpose to be a waiver of any breach of any other provision hereof or of any continuing or subsequent breach of the same provision, irrespective of the length of time that the respective breach may have continued.

Miscellaneous Legal Matters

19. This Ground Lease shall be construed by and controlled under the laws of the State of Florida. In the event of a dispute under this Ground Lease, the Parties shall first use the County's then-current Alternative Dispute Resolution Procedure. Following the conclusion of this procedure, either party may file an action in the Circuit Court of Collier County to enforce the terms of this Ground Lease, which Court the Parties agree to have the sole and exclusive jurisdiction.

20. Other than that certain Developer Agreement dated as November 10, 2020, as amended, this Ground Lease contains the entire agreement of the Parties with respect to the matters covered by this Ground Lease and no other agreement, statement or promise made any party, or to any employee, officer or agent of any party, which is not contained in this Ground Lease shall be binding or valid. In the event of a conflict between the Developer Agreement and the Ground Lease, the Ground Lease shall prevail. Time is of the essence in the doing, performance and observation of each and every term, covenant and condition of this Ground Lease by the Parties.

21. In the event state or federal laws are enacted after the execution of this Ground Lease, which are applicable to and preclude in whole or in part the Parties' compliance with the terms of this Ground Lease, then in such event this Ground Lease shall be modified or revoked as is necessary to comply with such laws, in a manner which best reflects the intent of this Ground Lease.

22. Except as otherwise provided herein, this Ground Lease shall only be amended by mutual written consent of the Parties hereto or by their successors in interest. Notices hereunder shall be given to the Parties set forth below and shall be made by hand delivery, facsimile, overnight delivery or by certified mail. If given by certified mail, the notice shall be deemed to have been given when received or first required. For the purpose of calculating time limits which run from the giving of a particular notice the time shall be calculated from actual receipt of the notice. Time shall run only on business days which, for purposes of this Ground Lease shall be any day other than a Saturday, Sunday or legal public holiday. Notices shall be addressed as follows:

If to Lessor:
County Manager
Collier County Manager's Office
3299 East Tamiami Trail
Naples, Florida 34112

If to Lessee:
Renaissance Hall Senior Living, LLLP
C/O Rural Neighborhoods, Inc.

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19308 SW 380th St., Florida City, FL 33034
Attention: Steven Kirk

with a copy to:

Nelson Mullins Riley Scarborough LLP
390 N. Orange Ave., Suite 1400
Orlando, Florida 32801
Attention: Morry Osborn, Esq.

Notice shall be deemed to have been given on the next successive business day to the date of the courier waybill if sent by nationally recognized overnight delivery service.

23. Lessee is an independent contractor and is not any agent or representative or employee of Lessor. During the Term of this Ground Lease, neither Lessee, nor anyone acting on behalf of Lessee, shall hold itself out as an employee, servant, representative or agent of Lessor. Neither party will have the right or authority to bind the other party without express written authorization of such other party to any obligation to any third party. No third party is intended by the Parties to be a beneficiary of this Ground Lease or to have any rights to enforce this Ground Lease against either party hereto or otherwise. Lessee acknowledges that Lessor is not providing any vacation time, sick pay, or other welfare or retirement benefits normally associated with an employee-employer relationship and that Lessor excludes Lessee and its employees from participation in all health and welfare benefit plans including vacation, sick leave, severance, life, accident, health and disability insurance, deferred compensation, retirement and grievance rights or privileges.

24. Neither party to this Ground Lease will be liable for any delay in the performance of any obligation under this Ground Lease or of any inability to perform an obligation under this Ground Lease if and to the extent that such delay in performance or inability to perform is caused by an event or circumstance beyond the reasonable control of and without the fault or negligence of the party claiming Force Majeure. "Force Majeure" shall include an act of God, war (declared or undeclared), sabotage, riot, insurrection, civil unrest or disturbance, military or guerrilla action, economic sanction or embargo, civil strike, work stoppage, slow-down or lock-out, explosion, fire, earthquake, severe weather condition, hurricane, flood, lightning, wind, drought, pandemics, or the binding order of any governmental authority.

25. Lessee will not transport, use, store, maintain, generate, manufacture, handle, dispose, release or discharge any Hazardous Materials upon or about the Leased Land, nor permit employees, representatives, agents, contractors, sub-contractors, sub-sub-contractors, material men and/or suppliers to engage in such activities upon or about the Leased Land except in the ordinary course of business.

26. In compliance with Section 404.056, Florida Statutes, all Parties are hereby made aware of the following: Radon is a naturally occurring radioactive gas that, when it has accumulated in a building in sufficient quantities, may present health risks to persons who are exposed to it over time. Levels of radon that exceed federal and state guidelines have been found in buildings in Florida. Additional information regarding radon and radon testing may be obtained from your County Public Health Department.

CAO

27. The Lessor agrees to reasonably cooperate with any audits that are required to be conducted in accordance with the provisions set forth in Florida Statutes, Section 20.055(5).

28. Lessee shall execute this Ground Lease prior to it being submitted for approval by the Board of County Commissioners. A memorandum of this Ground Lease may be recorded by the County in the Official Records of Collier County, Florida, within fourteen (14) days after the County enters into this Ground Lease, at Lessee's sole cost and expense.

29. Lessor acknowledges that Lessee's Leasehold Mortgagee or Equity Investor may request changes to this Ground Lease. Lessor agrees to reasonably amend this Ground Lease as necessary to accommodate the Leasehold Mortgagee and/or Equity Investor.

30. In addition to any rights of the Leasehold Mortgagee or Equity Investor, if, within ninety (90) days after the mailing of any notice of termination or such later date as is thirty (30) days following the expiration of the cure period, if any, afforded Lessee, such Leasehold Mortgagee or Equity Investor cure Default by Lessee, Lessor agrees to accept such cure as though tendered by Lessee, in which event, this Ground Lease shall be restored to good standing.

31. Subject to the rights of any Leasehold Mortgagee or Equity Investor to effectuate a cure following a Default under the Lease by the Lessee, any easements granted in accordance with this Ground Lease shall remain in effect for the term of the Ground Lease; however, upon the termination of the Ground Lease, the County, at its sole option, shall have the unilateral right to terminate such easements and to unilaterally record a termination document evidencing the same in the Public Records of Collier County.

32. Notwithstanding anything to the contrary herein, during the Term of this Ground Lease, the Lessor shall not transfer, encumber or otherwise dispose of the Fee Estate or the Leased Land or any interest therein without the prior written consent of the Lessee, Equity Investor, and all Leasehold Mortgagees.

33. This Ground Lease may be modified by virtue of the powers and authority vested in the Collier County Manager, Collier County, or Board of County Commissioners.

34. Each party hereto shall, at any time and from time to time within ten (10) days after being requested to do so by the other party, any Leasehold Mortgagee or Investor in writing, execute, acknowledge, and address and deliver to the requesting party (or, at the latter's request, to any existing or prospective mortgagee, transferee, Investor or other assignee of the requesting party's interest in the Leased Land or under this Ground Lease which acquires such interest in accordance with this Ground Lease), a certificate in recordable form, certifying (a) that this Ground Lease is unmodified and in full force and effect (or, if there has been any modification thereof, that it is in full force and effect as so modified, stating therein the nature of such modification); (b) that Lessee has accepted possession of the Leased Land, and the date on which the Term commenced; (c) as to the dates to which rent and other charges arising hereunder have been paid; (d) as to the amount of any prepaid rent or any credit due to Lessee hereunder; (e) as to whether, to the best of such party's knowledge, information and belief, the requesting party is then in default in performing any of its obligations hereunder (and, if so, specifying the nature of each such default); and (f) as to any other fact or condition reasonably requested by the requesting party; and

CAO

acknowledging and agreeing that any statement contained in such certificate may be relied upon by the requesting party and any such other addressee.

35. If any provision of this Ground Lease be held to be void or unenforceable under the laws of any place governing its construction or enforcement, this Ground Lease shall not be void or vitiated thereby but shall be construed to be in force with the same effect as though such provisions were omitted.

36. Lessor and Lessee acknowledge and agree that during the Term, each applicable Developer shall be the owner of all improvements constructed or to be constructed on its Phase of the Leased Land, and as such, such Developer shall be entitled to all depreciation deductions and the credits or other benefits for income tax purposes relating to such improvements.

37. Lessee shall have the option, but not obligation, to name one or more buildings for one or more individuals or entities providing financing or other assistance for any portion of the Project; provided, however, Lessor shall retain the right to require Lessee to change the name upon not less than 60 days prior written notice if the individual or entity associated with such name: (i) commits or is accused of committing an act involving moral turpitude under federal, state or local law, or (ii) commits an act of significant public disrepute or becomes the subject of a scandal such that Lessor believes, in its reasonable discretion, that the value or the Project has been or will be negatively affected.

THE BALANCE OF THIS PAGE LEFT BLANK, SIGNATURE PAGE FOLLOWS

CAO

IN WITNESS WHEREOF, the Lessee and Lessor have hereto executed this Ground Lease the day and year first above written.

AS TO THE LESSEE:

Witness (signature)

LISA TORRES
(Print name)

Witness (signature)

Fabiola Vidales
(Print name)

Renaissance Hall Senior Living, LLLP

By: Rural Neighborhoods, Incorporated, a Florida not-for-profit corporation, its general partner

By: _____
Steven Kirk, President

AS TO THE LESSOR:

ATTEST:
CRYSTAL K. KINZEL, Clerk

By: _____, DEPUTY CLERK
Attest as to Chairman's signature only.

BOARD OF COUNTY COMMISSIONERS, COLLIER COUNTY, FLORIDA

By: _____
Chris Hall, CHAIRMAN

Approved as to form and legality:

_____
Sally A. Ashkar, Assistant County Attorney
SAA 3/11/24

CAO

IN WITNESS WHEREOF, Rural Neighborhoods, Incorporated joins in and consents to this Long-Term Ground Lease for Phase 2 on the date first written above.

Joinder by:

Witness (signature)

LISA TORRES
(Print name)

Witness (signature)

Fabiola Vidales
(Print name)

Rural Neighborhoods, Incorporated, a Florida not-for-profit corporation

By: _____
Steven Kirk, President

CAO

CAO

EXHIBIT A - Leased Land (Phase 2 Senior)

DESCRIPTION:

A PARCEL OF LAND LYING WITHIN TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151 OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS.

COMMENCING AT THE NORTHEAST CORNER OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5 PAGES 147 THROUGH 151, OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA; THENCE ALONG THE NORTH LINE OF SAID TRACT "A" SOUTH 87°52'43" WEST, A DISTANCE OF 273.78 FEET; THENCE DEPARTING SAID NORTH LINE SOUTH 02°07'17" EAST, A DISTANCE OF 54.97 FEET TO THE POINT OF BEGINNING OF THE PARCEL OF LAND HEREIN DESCRIBED;

THENCE SOUTH 00°29'03" EAST, A DISTANCE OF 347.93 FEET; THENCE SOUTH 89°30'57" WEST, A DISTANCE OF 120.00 FEET; THENCE NORTH 00°29'03" WEST, A DISTANCE OF 11.00 FEET; THENCE SOUTH 89°30'57" WEST, A DISTANCE OF 57.92 FEET; THENCE SOUTH 48°11'01" WEST, A DISTANCE OF 20.02 FEET; THENCE SOUTH 89°30'57" WEST, A DISTANCE OF 78.81 FEET; THENCE NORTH 00°29'03" WEST, A DISTANCE OF 350.15 FEET; THENCE NORTH 89°30'57" EAST, A DISTANCE OF 271.76 FEET TO THE POINT OF BEGINNING.

CONTAINING 2.16 ACRES, MORE OR LESS.

EXHIBIT A - Leased Land (Phase 2 Senior)

NOTES:

1. BEARINGS SHOWN HEREON ARE BASED ON THE STATE PLANE COORDINATE SYSTEM ESTABLISHED BY THE NATIONAL GEODETIC SURVEY FOR FLORIDA EAST ZONE, 1983 DATUM WITH 1990 ADJUSTMENT OBTAINED UTILIZING RTK GPS OBSERVATIONS ON THE FDOT NETWORK AND REFER TO THE NORTH LINE OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA AS BEING S 87°52'43" W.

2. DIMENSIONS SHOWN HEREON ARE IN U.S. SURVEY FEET AND DECIMALS THEREOF.

3. THIS SKETCH AND DESCRIPTION IS NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OR THE DIGITAL SIGNATURE AND DIGITAL SEAL OF A LICENSED FLORIDA SURVEYOR AND MAPPER. NO ADDITIONS OR DELETIONS TO THIS SURVEY MAP ARE PERMITTED WITHOUT THE EXPRESSED WRITTEN CONSENT OF THE SIGNING PARTY.

"NOT A SURVEY"

NOT VALID WITHOUT SHEETS 1-2 OF 2

DRAWN BY	RJG
CHECKED BY	TJD
JOB CODE	RR020
SCALE	N/A
DATE	10/29/2023
FILE	22-169-SAL.005
SHEET	1 of 2

GradyMinor

Q. Grady Minor and Associates, P.A.
3800 Via Del Rey
Bonita Springs, Florida 34134

Civil Engineers • Land Surveyors • Planners • Landscape Architects

Bonita Springs 239.947.1144 www.GradyMinor.com Fort Myers 239.690.4280

SKETCH AND DESCRIPTION

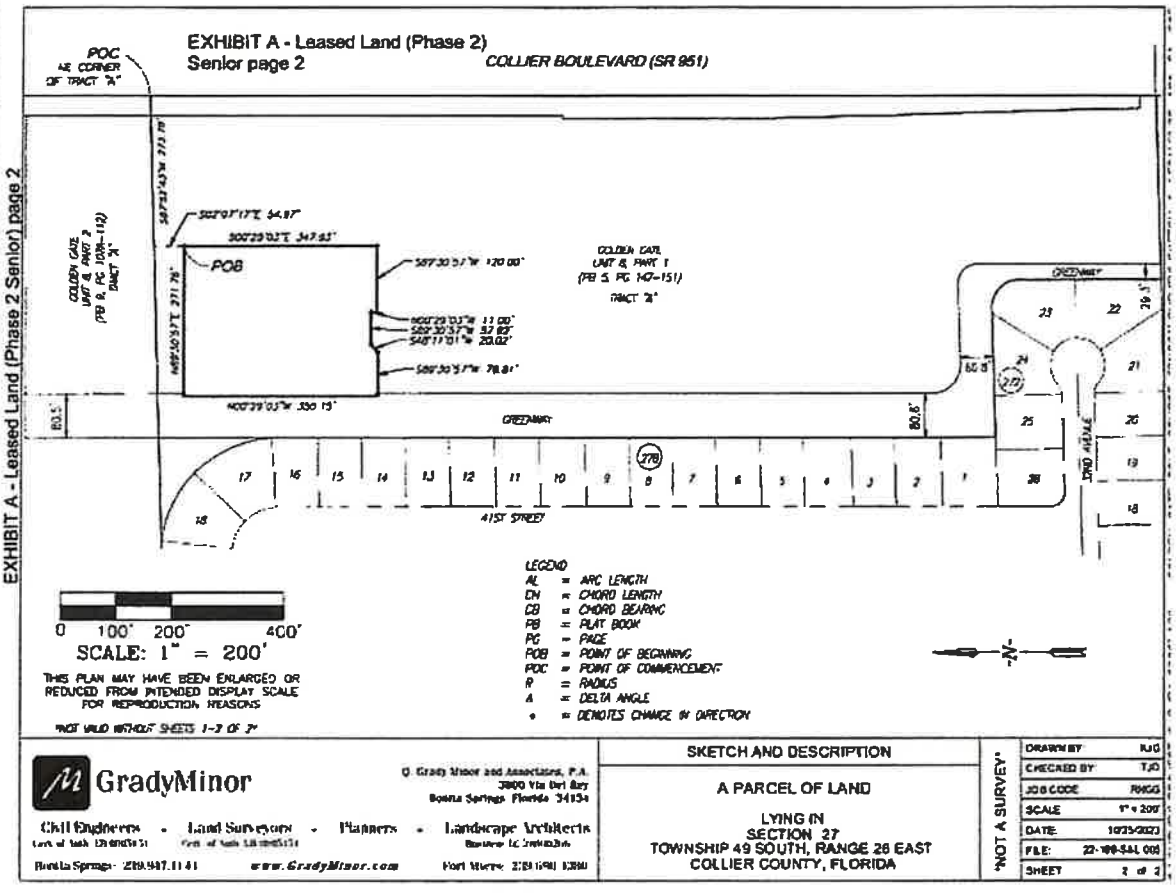
A PARCEL OF LAND

LYING IN
SECTION 27
TOWNSHIP 49 SOUTH, RANGE 26 EAST
COLLIER COUNTY, FLORIDA

DATE SIGNED

TIMOTHY J. DENNIS, P.S.M.
FL LICENSE #6758
FOR THE FIRM

EXHIBIT A - Leased Land (Phase 2 Senior) page 2



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3800 Via Del Rey
Bonita Springs Florida 34134

Civil Engineers • Land Surveyors • Planners • Landscape Architects

Bonita Springs: 239.947.1144 www.GradyMinor.com Fort Myers: 239.690.0300

SKETCH AND DESCRIPTION

A PARCEL OF LAND

LYING IN
SECTION 27
TOWNSHIP 49 SOUTH, RANGE 26 EAST
COLLIER COUNTY, FLORIDA

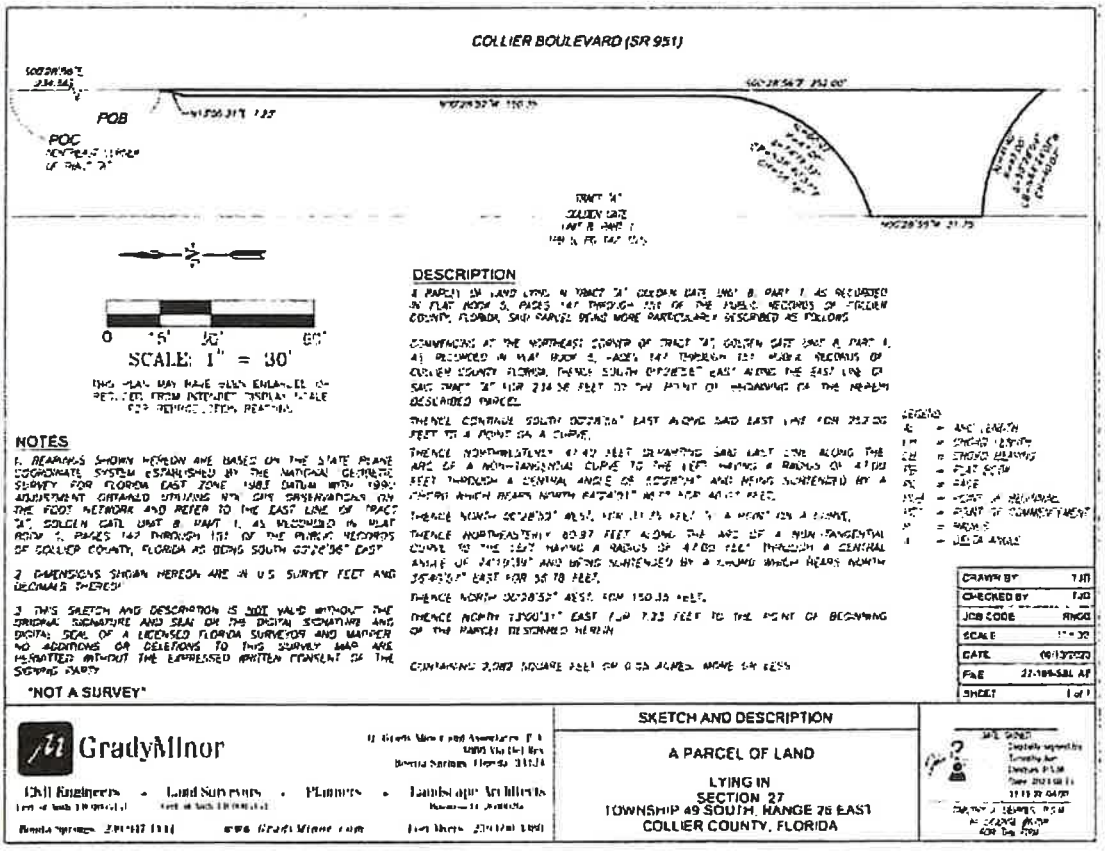
"NOT A SURVEY"

DRAWN BY	RJG
CHECKED BY	TJO
JOB CODE	RMGG
SCALE	1" = 200'
DATE	10/25/2023
F.B.E.	22-100-SAL 000
SHEET	2 of 2

TOGETHER WITH an easement for ingress, egress and utilities over, under and through the following described parcel:

Beneficial Ingress, Egress and Utility Easement Parcel #1:

A PARCEL OF LAND LYING IN TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151 OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, SAID PARCEL BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:
COMMENCING AT THE SOUTHEAST CORNER OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA; THENCE NORTH 00°28'56" WEST ALONG THE EAST LINE OF SAID TRACT "A" FOR 119.44 FEET TO THE POINT OF BEGINNING OF THE HEREIN DESCRIBED PARCEL;
THENCE SOUTH 89°30'57" WEST DEPARTING SAID EAST LINE FOR 24.80 FEET;
THENCE NORTH 01°58'53" WEST, FOR 30.21 FEET TO A POINT ON A CURVE;
THENCE NORTHEASTERLY 28.10 FEET ALONG THE ARC OF A NON-TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 47.00 FEET THROUGH A CENTRAL ANGLE OF 34°15'41" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 67°04'39" EAST FOR 27.69 FEET TO AN INTERSECTION WITH SAID EAST LINE;
THENCE SOUTH 00°28'56" EAST ALONG SAID EAST LINE FOR 40.77 FEET TO THE POINT OF BEGINNING OF THE PARCEL DESCRIBED HEREIN;
CONTAINING 858 SQUARE FEET OR 0.02 ACRES, MORE OR LESS.



CAO

TOGETHER WITH an easement for ingress, egress and utilities over, under and through the following described parcel:

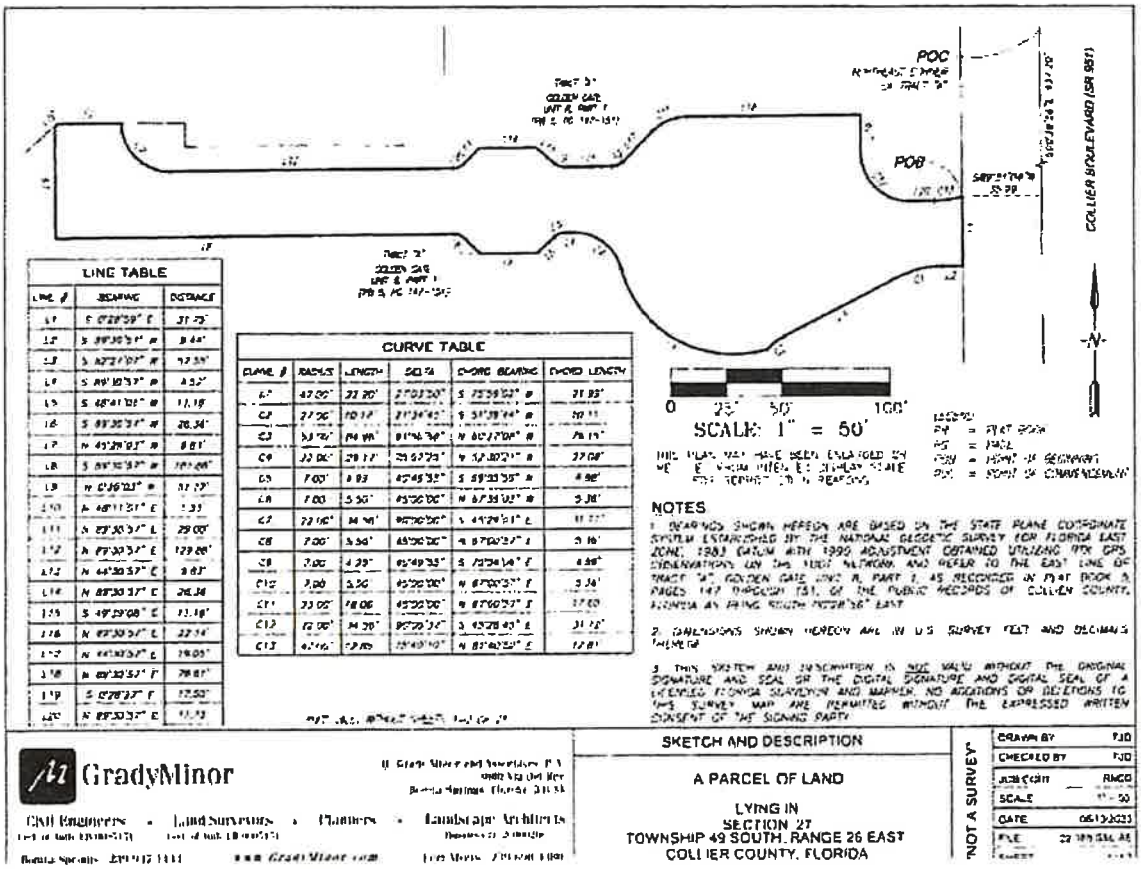
Beneficial Ingress, Egress and Utility Easement Parcel #2:

A PARCEL OF LAND LYING IN TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151 OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, SAID PARCEL BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:
COMMENCING AT THE NORTHEAST CORNER OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA; THENCE SOUTH 00°28'56" EAST ALONG THE EAST LINE OF SAID TRACT "A" FOR 437.20 FEET;
THENCE SOUTH 89°31'04" WEST, DEPARTING SAID EAST FOR 35.99 FEET TO THE POINT OF BEGINNING OF THE HEREIN DESCRIBED PARCEL;
THENCE SOUTH 00°28'59" EAST, FOR 31.75 FEET;
THENCE SOUTH 89°30'57" WEST, FOR 9.44 FEET TO A POINT OF CURVATURE;
THENCE WESTERLY 22.20 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 47.00 FEET THROUGH A CENTRAL ANGLE OF 27°03'50" AND BEING SUBTENDED BY A CHORD WHICH BEARS SOUTH 75°59'02" WEST FOR 21.99 FEET;
THENCE SOUTH 62°27'07" WEST, FOR 57.55 FEET TO A POINT OF CURVATURE;
THENCE SOUTHWESTERLY 10.17 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 27.00 FEET THROUGH A CENTRAL ANGLE OF 21°34'45" AND BEING SUBTENDED BY A CHORD WHICH BEARS SOUTH 51°39'44" WEST FOR 10.11 FEET TO A POINT ON A CURVE;
THENCE NORTHWESTERLY 84.96 FEET ALONG THE ARC OF A NON-TANGENTIAL CURVE TO THE RIGHT HAVING A RADIUS OF 53.00 FEET THROUGH A CENTRAL ANGLE OF 91°50'58" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 60°27'08" WEST FOR 76.15 FEET TO A POINT OF REVERSE CURVATURE;
THENCE NORTHWESTERLY 29.17 FEET ALONG THE ARC OF A REVERSE CURVE TO THE LEFT HAVING A RADIUS OF 22.00 FEET THROUGH A CENTRAL ANGLE OF 75°57'25" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 52°30'21" WEST FOR 27.08 FEET;
THENCE SOUTH 89°30'57" WEST, FOR 4.52 FEET TO A POINT OF CURVATURE;
THENCE WESTERLY 4.99 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 7.00 FEET THROUGH A CENTRAL ANGLE OF 40°49'55" AND BEING SUBTENDED BY A CHORD WHICH BEARS SOUTH 69°05'59" WEST FOR 4.88 FEET;
THENCE SOUTH 48°41'01" WEST, FOR 11.16 FEET;
THENCE SOUTH 89°30'57" WEST, FOR 26.36 FEET;
THENCE NORTH 45°29'03" WEST, FOR 9.83 FEET TO A POINT OF CURVATURE;
THENCE WESTERLY 5.50 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 7.00 FEET THROUGH A CENTRAL ANGLE OF 45°00'00" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 67°59'03" WEST FOR 5.36 FEET;
THENCE SOUTH 89°30'57" WEST, FOR 181.88 FEET;
THENCE NORTH 00°29'03" WEST, FOR 51.12 FEET;
THENCE NORTH 48°11'01" EAST, FOR 1.33 FEET;
THENCE NORTH 89°30'57" EAST, FOR 29.00 FEET TO A POINT ON A CURVE;
THENCE SOUTHEASTERLY 34.56 FEET ALONG THE ARC OF A NON-TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 22.00 FEET THROUGH A CENTRAL ANGLE OF 90°00'00" AND BEING SUBTENDED BY A CHORD WHICH BEARS SOUTH 45°29'03" EAST FOR 31.11 FEET;
THENCE NORTH 89°30'57" EAST, FOR 129.88 FEET TO A POINT OF CURVATURE;
THENCE NORTHEASTERLY 5.50 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 7.00 FEET THROUGH A CENTRAL ANGLE OF 45°00'00" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 67°00'57" EAST FOR 5.36 FEET;
THENCE NORTH 44°30'57" EAST, FOR 9.83 FEET;
THENCE NORTH 89°30'57" EAST, FOR 26.36 FEET;
THENCE SOUTH 49°39'08" EAST, FOR 11.16 FEET TO A POINT OF CURVATURE; (Continues next page)

CAO

THENCE EASTERLY 4.99 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 7.00 FEET THROUGH A CENTRAL ANGLE OF 40°49'55" AND BEING SUBTENDED BY A CHORD WHICH BEARS SOUTH 70°04'06" EAST FOR 4.88 FEET;
THENCE NORTH 89°30'57" EAST, FOR 22.14 FEET TO A POINT OF CURVATURE;
THENCE NORTHEASTERLY 5.50 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 7.00 FEET THROUGH A CENTRAL ANGLE OF 45°00'00" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 67°00'57" EAST FOR 5.36 FEET;
THENCE NORTH 44°30'57" EAST, FOR 19.05 FEET TO A POINT OF CURVATURE;
THENCE NORTHEASTERLY 18.06 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE RIGHT HAVING A RADIUS OF 23.00 FEET THROUGH A CENTRAL ANGLE OF 45°00'00" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 67°00'57" EAST FOR 17.60 FEET;
THENCE NORTH 89°30'57" EAST, FOR 78.61 FEET;
THENCE SOUTH 00°28'27" EAST, FOR 17.50 FEET TO A POINT OF CURVATURE;
THENCE SOUTHEASTERLY 34.56 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 22.00 FEET THROUGH A CENTRAL ANGLE OF 90°00'37" AND BEING SUBTENDED BY A CHORD WHICH BEARS SOUTH 45°28'45" EAST FOR 31.12 FEET;
THENCE NORTH 89°30'57" EAST, FOR 11.73 FEET TO A POINT OF CURVATURE;
THENCE EASTERLY 12.85 FEET ALONG THE ARC OF A TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 47.00 FEET THROUGH A CENTRAL ANGLE OF 15°40'10" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 81°40'52" EAST FOR 12.81 FEET TO THE POINT OF BEGINNING OF THE PARCEL DESCRIBED HEREIN;

CONTAINING 21,465 SQUARE FEET OR 0.49 ACRES, MORE OR LESS.



CAO

TOGETHER WITH an easement for stormwater drainage over, under and through the following described parcel:

Stormwater Easement Area Legal Description

Stormwater Easement Area Legal Description

DESCRIPTION:

A PARCEL OF LAND LYING IN TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151 AND TRACT "A", GOLDEN GATE UNIT 8 PART 2, AS RECORDED IN PLAT BOOK 9, PAGES 107A THROUGH 112, BOTH OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, SAID PARCEL BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE SOUTHEAST CORNER OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, THENCE SOUTH 87°52'23" WEST ALONG THE SOUTH LINE OF SAID TRACT "A" FOR 304.25 FEET TO THE POINT OF BEGINNING OF THE HEREIN DESCRIBED PARCEL;
THENCE ALONG THE BOUNDARY OF SAID TRACT "A" FOR THE FOLLOWING 4 COURSES AND DISTANCES:

1. SOUTH 87°52'23" WEST, FOR 29.38 FEET;
2. NORTH 00°31'34" WEST, FOR 259.75 FEET TO A POINT ON A CURVE;
3. NORTHWESTERLY 79.93 FEET ALONG THE ARC OF A CURVE TO THE LEFT HAVING A RADIUS OF 50.00 FEET THROUGH A CENTRAL ANGLE OF 91°35'35" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 46°19'20" WEST FOR 71.69 FEET;
4. SOUTH 87°52'43" WEST, FOR 233.53 FEET;

THENCE NORTH 00°31'33" WEST, ALONG THE BOUNDARY OF SAID TRACT "A" AND THE NORTHERLY PROLONGATION THEREOF, FOR 1,531.27 FEET TO A POINT ON A CURVE;
THENCE NORTHERLY 109.91 FEET ALONG THE ARC OF A NON-TANGENTIAL CURVE TO THE LEFT HAVING A RADIUS OF 443.12 FEET THROUGH A CENTRAL ANGLE OF 14°12'42" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 16°19'19" WEST FOR 109.63 FEET TO A POINT OF REVERSE CURVATURE;
THENCE NORTHEASTERLY 219.72 FEET ALONG THE ARC OF A REVERSE CURVE TO THE RIGHT HAVING A RADIUS OF 111.50 FEET THROUGH A CENTRAL ANGLE OF 112°54'15" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 33°01'28" EAST FOR 185.85 FEET;
THENCE NORTH 89°28'36" EAST, FOR 344.13 FEET TO A POINT ON A CURVE;
THENCE NORTHEASTERLY 21.88 FEET ALONG THE ARC OF A CURVE TO THE LEFT HAVING A RADIUS OF 19.00 FEET THROUGH A CENTRAL ANGLE OF 65°22'53" AND BEING SUBTENDED BY A CHORD WHICH BEARS NORTH 56°47'09" EAST FOR 20.53 FEET;
THENCE NORTH 24°05'42" EAST, FOR 22.66 FEET;
THENCE NORTH 89°28'36" EAST, FOR 48.14 FEET;
THENCE SOUTH 20°58'27" WEST, FOR 78.66 FEET;
THENCE SOUTH 89°28'36" WEST, FOR 382.52 FEET;
THENCE SOUTH 00°31'50" EAST, FOR 285.02 FEET;
THENCE SOUTH 89°30'57" WEST, FOR 6.72 FEET;
THENCE SOUTH 00°29'03" EAST, FOR 350.15 FEET;
THENCE NORTH 89°30'57" EAST, FOR 5.00 FEET;
THENCE SOUTH 00°31'50" EAST, FOR 1,000.50 FEET TO A POINT OF CURVATURE;
THENCE SOUTHEASTERLY 79.90 FEET ALONG THE ARC OF A CURVE TO THE LEFT HAVING A RADIUS OF 50.00 FEET THROUGH A CENTRAL ANGLE OF 91°33'42" AND BEING SUBTENDED BY A CHORD WHICH BEARS SOUTH 46°18'40" EAST FOR 71.67 FEET;
THENCE NORTH 87°54'29" EAST, FOR 149.40 FEET TO A POINT OF CURVATURE;
THENCE SOUTHEASTERLY 55.84 FEET ALONG THE ARC OF A CURVE TO THE RIGHT HAVING A RADIUS OF 35.00 FEET THROUGH A CENTRAL ANGLE OF 91°24'51" AND BEING SUBTENDED BY A CHORD WHICH BEARS SOUTH 46°23'06" EAST FOR 50.10 FEET;
THENCE SOUTH 00°40'41" EAST, FOR 333.98 FEET TO THE POINT OF BEGINNING OF THE PARCEL DESCRIBED HEREIN;
CONTAINING 4.34 ACRES, MORE OR LESS.

"NOT A SURVEY"

DRAWN BY	RJG
CHECKED BY	TJD
JOB CODE	RNDD
SCALE	N/A
DATE	10/31/2023
FILE	23-NW-SSL.DGN
SHEET	1 of 2

GradyMinor

Civil Engineers • Land Surveyors • Planners • Landscape Architects

D. Grady Minor and Associates, P.A.
3800 Via Del Rey
Bonita Springs, Florida 34134

Bonita Springs: 239.947.1144 www.GradyMinor.com Fort Myers: 239.690.4380

SKETCH AND DESCRIPTION

A PARCEL OF LAND

LYING IN
SECTION 27
TOWNSHIP 49 SOUTH, RANGE 26 EAST
COLLIER COUNTY, FLORIDA

DATE SIGNED

TIMOTHY J. DRAKES, P.S.M.
FLORIDA LICENSE NUMBER
FOR THE FIRM

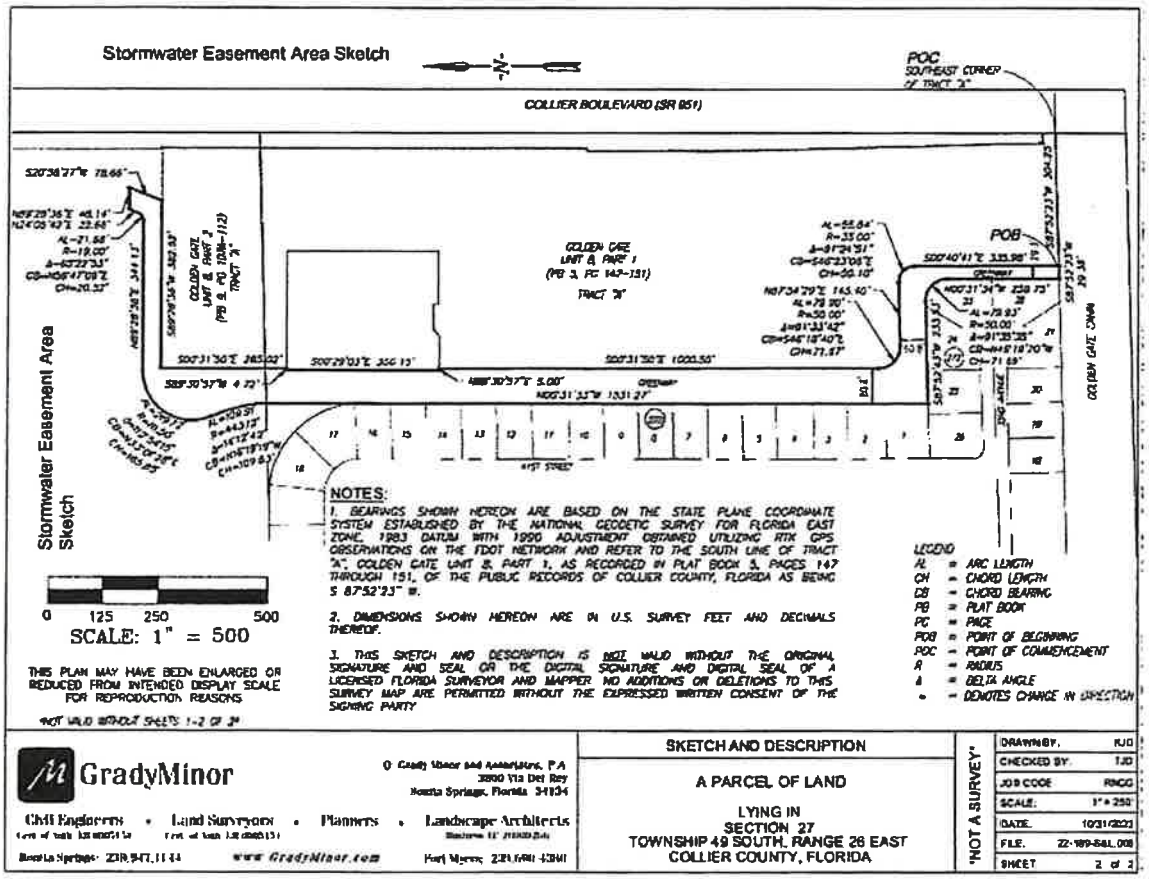

Stormwater Easement Area Sketch
-N-
POC
SOUTHEAST CORNER OF TRACT "A"
COLLIER BOULEVARD (SR 951)
POB
GOLDEN GATE UNIT 8, PART 1 (PB 5, PG 136-112) TRACT "A"
GOLDEN GATE UNIT 8, PART 1 (PB 5, PG 147-151) TRACT "A"
GOLDEN GATE CANAL
Stormwater Easement Area Sketch
0 125 250 500
SCALE: 1" = 500
THIS PLAN MAY HAVE BEEN ENLARGED OR REDUCED FROM INTENDED DISPLAY SCALE FOR REPRODUCTION REASONS
NOTES:
1. BEARINGS SHOWN HEREON ARE BASED ON THE STATE PLANE COORDINATE SYSTEM ESTABLISHED BY THE NATIONAL GEODETIC SURVEY FOR FLORIDA EAST ZONE, 1983 DATUM WITH 1990 ADJUSTMENT OBTAINED UTILIZING RTK GPS OBSERVATIONS ON THE FDOT NETWORK AND REFER TO THE SOUTH LINE OF TRACT "A", GOLDEN GATE UNIT 8, PART 1, AS RECORDED IN PLAT BOOK 5, PAGES 147 THROUGH 151, OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA AS BEING S 87°52'23" W.
2. DIMENSIONS SHOWN HEREON ARE IN U.S. SURVEY FEET AND DECIMALS THEREOF.
3. THIS SKETCH AND DESCRIPTION IS NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL OR THE DIGITAL SIGNATURE AND DIGITAL SEAL OF A LICENSED FLORIDA SURVEYOR AND MAPPER. NO ADDITIONS OR DELETIONS TO THIS SURVEY MAP ARE PERMITTED WITHOUT THE EXPRESSED WRITTEN CONSENT OF THE SIGNING PARTY
LEGEND
AL = ARC LENGTH
CH = CHORD LENGTH
CB = CHORD BEARING
PB = PLAT BOOK
PC = PAGE
POB = POINT OF BEGINNING
POC = POINT OF COMMENCEMENT
R = RADIUS
Δ = DELTA ANGLE
• = DENOTES CHANGE IN DIRECTION
NOT VALID WITHOUT SHEETS 1-2 OF 2
GradyMinor
Civil Engineers • Land Surveyors • Planners • Landscape Architects
Bonita Springs: 239.947.1144
www.GradyMinor.com
Fort Myers: 239.690.4344
SKETCH AND DESCRIPTION
A PARCEL OF LAND
LYING IN
SECTION 27
TOWNSHIP 49 SOUTH, RANGE 26 EAST
COLLIER COUNTY, FLORIDA
"NOT A SURVEY"
DRAWN BY: RJD
CHECKED BY: TJD
JOB CODE: RNCG
SCALE: 1" = 250'
DATE: 10/31/2023
FILE: 22-189-SAL.008
SHEET: 2 of 2

EXHIBIT B
Unit Totals and Types

Minimum Number of Units (Overall)	350	Maximum Number of Units (Overall)	372
Target Number of Senior Units	100	Target Number of Senior Units	120
Target Number of Essential Services Units	250	Target Number of Essential Services Units	252

Note: *Five percent (5%) of Senior and Essential Services units shall be targeted to persons considered to be veterans.*

Income and Rent Targeting (Goal)

Seniors

Income AMI	Target Rent Level	Percent Set-Aside	Minimum # of Units	Maximum # of Units	
28%	28%	10%	10	12	**Note:** *Developer may elect to use IRS §42 Income-Averaging as a set-aside election in 4% or 9% Housing Credit transactions. Its election enables income levels to be set-aside between 60% - 80% AMI, balanced by units set-aside below 60%.*
60%	60%	90%	90	108	

Essential Services

Income AMI	Target Rent Level	Percent Set-Aside	Minimum # of Units	Maximum # of Units	
50%	50%	9%	22	22	**Note:** *All units shall be rented with priority given to Essential Service Personnel employees.*
80%	80%	11%	28	28	
120%	100%	80%	200	202	*ESP Occupational Preferences include: Tier 1: Healthcare, Education and Emergency Services Tier 2: - Government*

Income Targeting Criteria

Developer shall undertake best efforts to obtain project financing that enables developer to construct residential rental units that meet the Income and Rent Targeting Goals shown in the charts above with particular emphasis on Target Rent Levels indicated in Column 2.

Developer agrees to an initial maximum Debt Service Coverage Ratio (DSC) of 1.25 DSC; DSC ratios in excess of 1.25 shall require Developer to reduce initial rents to a level that results in a DSC not greater than 1.25 DSC. The intent of this requirement is to reduce rents

[Exhibit B continued on next page]

CAO

and bring projected rents closer to the Income and Rent Targeting Goals. Future rents for each Target Rent Level, i.e., 28% AMI, 50% AMI, 60% AMI, 80% AMI, and 120% AMI, shall not exceed Rent Limits established for an Effective Date by the U.S. Department of Housing and Urban Development for Collier County, Florida.

Local government shall undertake best efforts to obtain Federal, state, and other housing resources, impact fee deferrals or alternate means of off-site improvements to enable Income and Rent Targeting Goals to be achieved. Developer shall also undertake best efforts to obtain additional grant and/or equity contributions from participating Foundations and others to enable Income and Rent Targeting Goals to be achieved.

The Parties agree to a mutual review of pro forma total development costs, income, and expenses prior to Developer accepting a financial commitment from an outside lender and/or equity investor. The Parties agree to the inclusion of the participating Foundations in the mutual review. The Parties further agree that cash flow from the Project shall be described and distributed in accordance with Phase 1 and Phase 2 income sharing agreements by and between Rural Neighborhoods, either Renaissance Hall at Old Court LLC or Renaissance Hall Senior Living, LLLP, the Collier Community Foundation and Collier County. The Phase 2 income sharing agreement will be negotiated separately amongst the parties. The Phase I and Phase 2 income sharing agreements will be presented to the Board of County Commissioners for approval prior to the loan closing for each respective phase. Grant funds provided by Collier County, Florida are subject to Federal and state rules and regulations including, but not limited to, Program Income as applicable.

CAO

EXHIBIT C
PUD ORDINANCES/ZONING

ORDINANCE NO. 2022-14

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA TO CREATE A SUBDISTRICT ON PART OF FORMER GOLDEN GATE GOLF COURSE AND ABUTTING HOTEL, BY AMENDING ORDINANCE NO. 89-05, AS AMENDED, THE COLLIER COUNTY GROWTH MANAGEMENT PLAN FOR THE UNINCORPORATED AREA OF COLLIER COUNTY, FLORIDA, SPECIFICALLY AMENDING THE GOLDEN GATE CITY SUB-ELEMENT OF THE GOLDEN GATE AREA MASTER PLAN ELEMENT AND GOLDEN GATE AREA FUTURE LAND USE MAP AND MAP SERIES, BY CHANGING THE LAND USE DESIGNATION FROM URBAN MIXED USE DISTRICT, URBAN RESIDENTIAL SUBDISTRICT TO URBAN-COMMERCIAL DISTRICT, GOVERNMENT PUBLIC SERVICES, RESIDENTIAL TOURIST AND COMMERCIAL SUBDISTRICT TO ALLOW UP TO 75,000 SQUARE FEET OF GOVERNMENTAL FACILITY USES AND 120 BEDS FOR GROUP HOUSING USES AT A FAR NOT TO EXCEED .60; UP TO 26 UNITS AN ACRE FOR HOTEL/MOTEL USES AND 16 DWELLING UNITS AN ACRE FOR MULTI-FAMILY AND TIME SHARE USES AND 60,000 SQUARE FEET OF C-3, COMMERCIAL INTERMEDIATE ZONING DISTRICT USES ON 6.16± ACRES; AND UP TO 15,000 SQUARE FEET OF C-4, GENERAL COMMERCIAL ZONING DISTRICT USES ON .42± ACRES. THE SUBJECT PROPERTY CONSISTS OF AN AGGREGATE OF 20.1± ACRES AND IS LOCATED ON THE SOUTH SIDE OF GOLDEN GATE PARKWAY APPROXIMATELY ½ MILE WEST OF COLLIER BOULEVARD IN SECTION 27, TOWNSHIP 48 SOUTH, RANGE 27 EAST, COLLIER COUNTY, FLORIDA; AND FURTHERMORE, DIRECTING TRANSMITTAL OF THE ADOPTED AMENDMENT TO THE FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY; PROVIDING FOR SEVERABILITY AND PROVIDING FOR AN EFFECTIVE DATE. [PL20210001610]

WHEREAS, Collier County, pursuant to Section 163.3161, et. seq., Florida Statutes, the Florida Local Government Comprehensive Planning and Land Development Regulation Act, was required to prepare and adopt a comprehensive plan; and

WHEREAS, the Collier County Board of County Commissioners adopted the Collier County Growth Management Plan on January 10, 1989; and

WHEREAS, the Community Planning Act of 2011 provides authority for local governments to amend their respective comprehensive plans and outlines certain procedures to amend adopted comprehensive plans; and

WHEREAS, D. Wayne Arnold, AICP, of Q. Grady Minor & Associates, P.A. and Jeff Davidson, P.E., of Davidson Engineering, Inc. representing Petitioner Collier County requested an amendment to the Golden Gate City Sub-Element of the Golden Gate Area Master Plan and Map Series; and

WHEREAS, pursuant to Subsection 163.3187(1), Florida Statutes, this amendment is considered a Small-Scale Amendment; and

WHEREAS, the Subdistrict property is not located in an area of critical state concern or a rural area of opportunity; and

WHEREAS, the Collier County Planning Commission (CCPC) on March 17, 2022 considered the proposed amendment to the Growth Management Plan and recommended approval of said amendment to the Board of County Commissioners; and

WHEREAS, the Board of County Commissioners of Collier County did take action in the manner prescribed by law and held public hearings concerning the proposed adoption of the amendment to the Golden Gate City Sub-Element of the Golden Gate Area Master Plan and Map Series of the Growth Management Plan on April 26, 2022; and

WHEREAS, all applicable substantive and procedural requirements of law have been met.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA, that:

SECTION ONE: ADOPTION OF AMENDMENT TO THE GROWTH MANAGEMENT PLAN

The Board of County Commissioners hereby adopts this small-scale amendment to the Golden Gate City Sub-Element of the Golden Gate Area Master Plan Element and Golden Gate City Land Use Map and Map Series in accordance with Section 163.3184, Florida Statutes. The text and map amendment is attached hereto as Exhibit "A" and incorporated herein by reference.

SECTION TWO: SEVERABILITY.

If any phrase or portion of this Ordinance is held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portion.

SECTION THREE: EFFECTIVE DATE.

The effective date of this plan amendment, if the amendment is not timely challenged, shall be 31 days after Board adoption. If timely challenged, this amendment shall become effective on the date the state land planning agency or the Administration Commission enters a final order determining this adopted amendment to be in compliance. No development orders, development permits, or land uses dependent on this amendment may be issued or commenced before it has become effective.

PASSED AND DULY ADOPTED by the Board of County Commissioners of Collier County, Florida this 26th day of April, 2022.

ATTEST:
CRYSTAL K. KINZEL, CLERK

By: _____ Deputy Clerk

Attest as to Chairman's Signature only.

BOARD OF COUNTY COMMISSIONERS
COLLIER COUNTY, FLORIDA

By: _____
William L. McDaniel, Jr., Chairman

Approved as to form and legality:

_____ HFAC 3-22-22
Heidi Ashton-Cicko,
Managing Assistant County Attorney

Attachment: Exhibit A – Proposed Text Amendment and Maps

This ordinance filed with the Secretary of State's Office the 2nd day of May, 2022 and acknowledgement of that filing received this 2nd day of May 2022.

By _____ Deputy Clerk

[21-CMP-01111/1707882/1]113
CC Govt PSS - SSGMPA
PL20210001610
3/22/22

EXHIBIT A

GOLDEN GATE CITY SUBELEMENT OF THE GOLDEN GATE AREA MASTER PLAN

A. Goals, Objectives, and Policies 1

B. Land Use Designation Description Section 5

1. URBAN DESIGNATION

A. Urban – Mixed Use District 6

1. Urban Residential Subdistrict
2. High Density Residential Subdistrict
3. Downtown Center Commercial Subdistrict
4. Government Public Services, Residential Tourist and Commercial Subdistrict

B. Urban – Commercial District 8

1. Mixed Use Activity Center Subdistrict
2. Golden Gate Urban Commercial Infill Subdistrict
3. Santa Barbara Commercial Subdistrict
4. Collier Boulevard Commercial Subdistrict

C. LIST OF MAPS 11

Golden Gate City Future Land Use Map
High Density Residential Subdistrict – 1989 Boundaries of Activity Center
Downtown Center Commercial Subdistrict
Urban Mixed Use Activity Center – Golden Gate Parkway and Coronado Parkway
Golden Gate City Urban Commercial Infill Subdistrict
Santa Barbara Commercial Subdistrict
Collier Boulevard Commercial Subdistrict
Government Public Services, Residential Tourist and Commercial Subdistrict

*** *** *** *** *** **Text break** *** *** *** *** ***

A. GOALS, OBJECTIVES AND POLICIES

*** *** *** *** *** **Text break** *** *** *** *** ***

Policy 1.1.4: [page 1]

The URBAN Future Land Use Designation shall include Future Land Use Districts and Subdistricts for:

A. Urban – MIXED USE DISTRICT
   1. Urban Residential Subdistrict
   2. High Density Residential Subdistrict
   3. Downtown Center Commercial Subdistrict
   4. Government Public Services, Residential Tourist and Commercial Subdistrict

B. Urban – Commercial District
   1. Mixed Use Activity Center Subdistrict
   2. Golden Gate Urban Commercial Infill Subdistrict
   3. Santa Barbara Commercial Subdistrict
   4. Collier Boulevard Commercial Subdistrict

*** *** *** *** *** **Text break** *** *** *** *** ***

B. Land Use Designation Description Section

1. URBAN DESIGNATION

A. Urban – MIXED USE DISTRICT [page 5]

*** *** *** *** *** **Text break** *** *** *** *** ***

4. Government Public Services, Residential Tourist and Commercial Subdistrict [page 8]

This Subdistrict is 20.1± acres in size and is located on the south side of Golden Gate Parkway approximately 1/2 mile west of Collier Boulevard. The Government Public Services, Residential Tourist and Commercial Subdistrict is comprised of three parcels. Parcel 1 is intended to provide a variety of government, civic and institutional land uses. Parcel 2 is intended to provide for development of residential tourist uses consistent with the permitted and accessory uses allowed in the RT, Residential Tourist Zoning District and commercial uses consistent with the C-3 Commercial Intermediate Zoning District. Parcel 3 is intended to provide commercial uses consistent with the permitted and accessory uses allowed in the C-4, General Commercial Zoning District. Development within the Subdistrict shall be subject to the following:

CAO

a. The subdistrict shall be rezoned to a Planned Unit Development (PUD).

b. The rezone Ordinance must include development standards and buffers to insure compatibility with surrounding properties.

c. Allowable governmental services shall include general governmental offices including those associated with planning, tax collection, property appraiser, supervisor of elections, building review and similar administrative uses as well as libraries, community centers, parks and recreational uses, group housing, museums, and other public uses as identified in the required PUD Zoning Ordinance.

Allowable Residential Tourist uses shall include hotel/motel, multi-family and timeshare uses.

d. Parcel 1 development is limited to a maximum intensity of 75,000 square feet of governmental facility uses and up to 120 beds for group housing uses, not to exceed an FAR of 0.6 for group housing uses.

Parcel 2 development is limited to a maximum of 26 du/ac for Hotel/Motel uses and 16 du/ac for multi-family and timeshare uses, and 60,000 square feet of commercial uses consistent with the C-3, Commercial Intermediate Zoning District.

Parcel 3 development is limited to a maximum intensity of 15,000 square feet of commercial uses consistent with the C-4, General Commercial Zoning District.

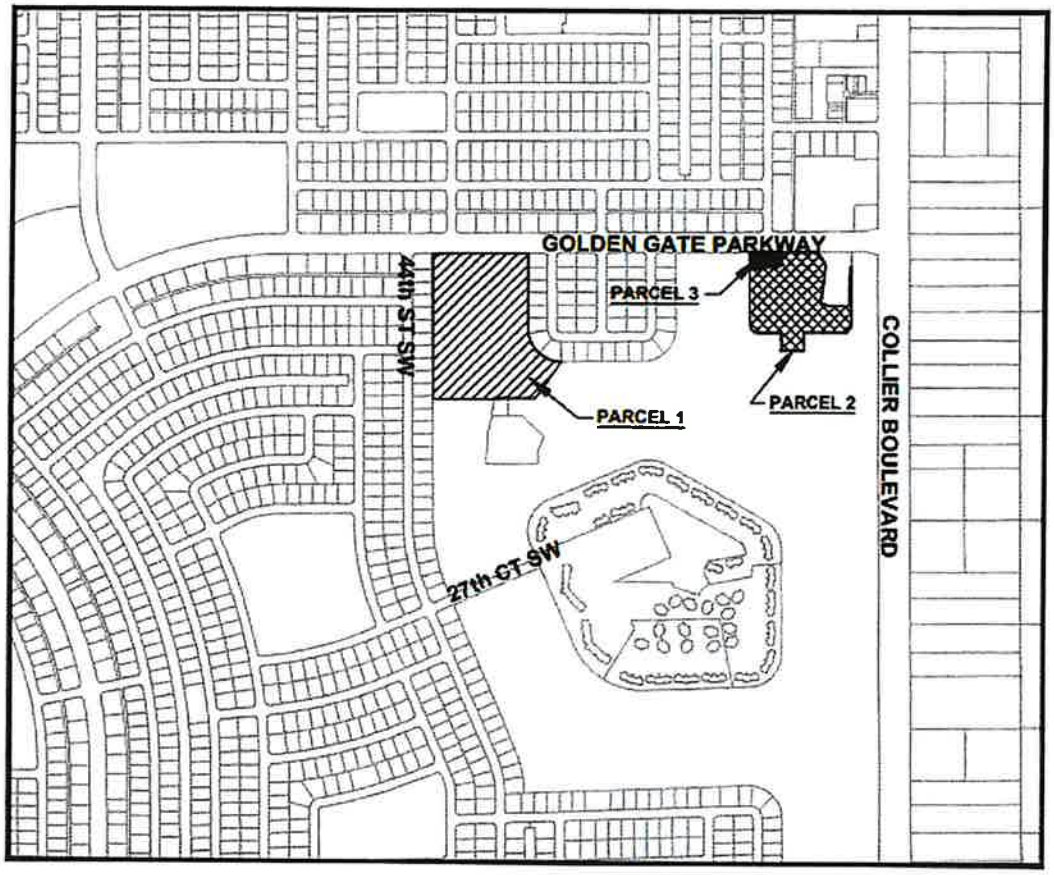
*** *** *** *** *** **Text break** *** *** *** *** ***

C. LIST OF MAPS [page 11]

Golden Gate City Future Land Use Map
High Density Residential Subdistrict – 1989 Boundaries of Activity Center
Downtown Center Commercial Subdistrict
Urban Mixed Use Activity Center – Golden Gate Parkway and Coronado Parkway
Golden Gate City Urban Commercial Infill Subdistrict
Santa Barbara Commercial Subdistrict
Collier Boulevard Commercial Subdistrict
Government Public Services, Residential Tourist and Commercial Subdistrict

CAO

GOVERNMENT PUBLIC SERVICES, RESIDENTIAL TOURIST AND COMMERCIAL SUBDISTRICT
Collier County, Florida



ADOPTED – ??, 20__
(Ord. No. 20__-??)

0 500' 1,000'

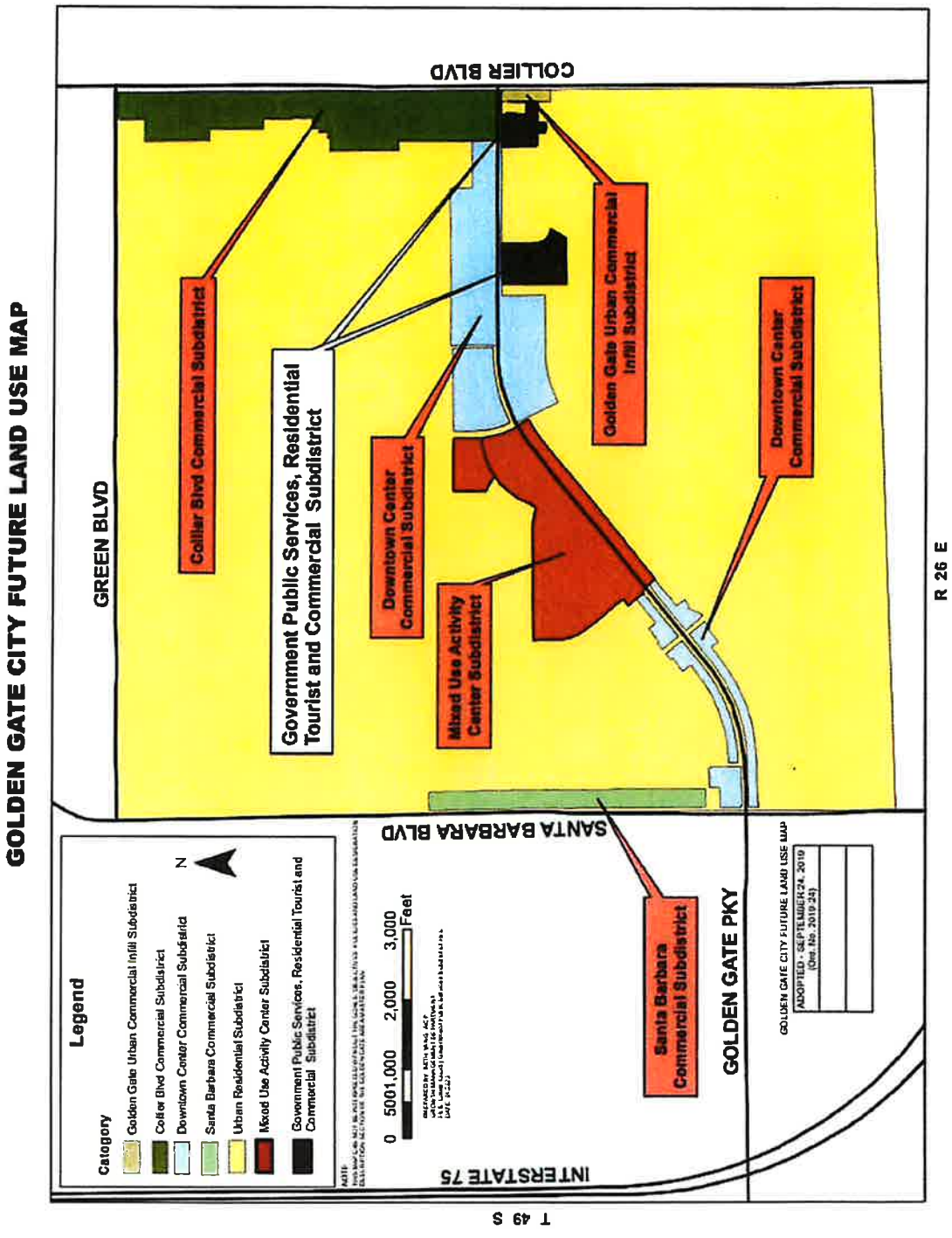
PREPARED BY: GRAPHICS AND TECHNICAL SUPPORT SECTION
COMMUNITY DEVELOPMENT AND ENVIRONMENTAL SERVICES DIVISION
FILE: ???????? DATE: ??/??

LEGEND

GOVERNMENT PUBLIC SERVICES, RESIDENTIAL TOURIST AND COMMERCIAL SUBDISTRICT

N

CAO


GOLDEN GATE CITY FUTURE LAND USE MAP
COLLIER BLVD
GREEN BLVD
SANTA BARBARA BLVD
GOLDEN GATE PKY
INTERSTATE 75
T 49 S
R 26 E
Collier Blvd Commercial Subdistrict
Government Public Services, Residential Tourist and Commercial Subdistrict
Downtown Center Commercial Subdistrict
Mixed Use Activity Center Subdistrict
Golden Gate Urban Commercial Infill Subdistrict
Downtown Center Commercial Subdistrict
Santa Barbara Commercial Subdistrict
Legend
Catogory
Golden Gate Urban Commercial Infill Subdistrict
Collier Blvd Commercial Subdistrict
Downtown Center Commercial Subdistrict
Santa Barbara Commercial Subdistrict
Urban Residential Subdistrict
Mixed Use Activity Center Subdistrict
Government Public Services, Residential Tourist and Commercial Subdistrict
N
0 5001,000 2,000 3,000 Feet
GOLDEN GATE CITY FUTURE LAND USE MAP
ADOPTED - SEPTEMBER 24, 2019
(Ord. No. 2019-24)

CAO

ORDINANCE NO. 2022-_13_

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA TO ALLOW DEVELOPMENT OF THE GOLDEN GATE GOLF COURSE PROJECT BY AMENDING ORDINANCE NUMBER 2004-41, AS AMENDED, THE COLLIER COUNTY LAND DEVELOPMENT CODE, WHICH ESTABLISHED THE COMPREHENSIVE ZONING REGULATIONS FOR THE UNINCORPORATED AREA OF COLLIER COUNTY, FLORIDA BY AMENDING THE APPROPRIATE ZONING ATLAS MAP OR MAPS BY CHANGING THE ZONING CLASSIFICATION OF THE HEREIN DESCRIBED REAL PROPERTY FROM GOLF COURSE (GC), RESIDENTIAL TOURIST (RT), COMMERCIAL INTERMEDIATE (C-3), AND GENERAL COMMERCIAL (C-4) ZONING DISTRICTS WITHIN WELLFIELD RISK MANAGEMENT SPECIAL TREATMENT OVERLAY ZONES W-1 THROUGH W-3 (ST/W-1 TO ST/W-3) TO A MIXED-USE PLANNED UNIT DEVELOPMENT (MPUD) ZONING DISTRICT WITHIN WELLFIELD RISK MANAGEMENT SPECIAL TREATMENT OVERLAY ZONES W-1 THROUGH W-3 (ST/W-1 TO ST/W-3) FOR A PROJECT TO BE KNOWN AS GOLDEN GATE GOLF COURSE MPUD TO ALLOW CONSTRUCTION OF A MAXIMUM OF 30,000 SQUARE FEET OF COMMERCIAL DEVELOPMENT ON THE COMMERCIAL TRACTS; UP TO 400 RESIDENTIAL DWELLING UNITS ON THE RESIDENTIAL TRACT WITH A MAXIMUM ACTUAL HEIGHT OF 95 FEET; UP TO 75,000 SQUARE FEET OF GOVERNMENT FACILITIES AND 120 GROUP HOUSING UNITS ON THE PUBLIC USE TRACT AND COMMUNITY FACILITY TRACT; AND UP TO 158 HOTEL/MOTEL UNITS AND UP TO 98 TIMESHARE UNITS OR MULTI-FAMILY UNITS AND 60,000 SQUARE FEET OF INTERMEDIATE COMMERCIAL (C-3) USES ON THE RESIDENTIAL TOURIST TRACT WITH A MAXIMUM ZONED HEIGHT OF 100 FEET; AND PROVIDING FOR REPEAL OF ORDINANCE NOS. 84-78 AND 99-56 RELATING TO PRIOR REZONES. THE PROPERTY IS LOCATED ON THE SOUTHWEST CORNER OF GOLDEN GATE PARKWAY AND COLLIER BOULEVARD IN SECTION 27, TOWNSHIP 49 SOUTH, RANGE 26 EAST, COLLIER COUNTY, FLORIDA CONSISTING OF 171.6± ACRES; AND BY PROVIDING AN EFFECTIVE DATE. (PL20210001047)

WHEREAS, D. Wayne Arnold, AICP, of Q. Grady Minor & Associates, P.A. and Jeff Davidson, P.E., representing Collier County, petitioned the Board of County Commissioners to change the zoning classification of the herein described property; and

WHEREAS, the Special Treatment Zones ST/W-1 through ST/W-3 are not changed by this rezone.

NOW THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA that:

SECTION ONE:

The zoning classification of the herein described real property located in Section 27, Township 49 South, Range 26 East, Collier County, Florida is changed from Golf Course (GC), Residential Tourist (RT), Commercial Intermediate (C-3) and General Commercial (C-4) Zoning Districts within Wellfield Risk Management Special Treatment Overlay Zones W-1 through W-3 (ST/W-1 to ST/W-3) to a Mixed-Use Planned Unit Development (MPUD) Zoning District within Wellfield Risk Management Special Treatment Overlay Zones W-1 through W-3 (ST/W-1 to ST/W-3) for a project to be known as the Golden Gate Golf Course MPUD to allow construction of a maximum of 30,000 square feet of commercial development on the Commercial Tracts, up to 400 residential dwelling units on the Residential Tract, up to 75,000 square feet of government facilities and 120 group housing units on the Public Use Tract and Community Facility Tract, and up to 158 hotel/motel units and up to 98 timeshare units or multi-family units and 60,000 square feet of Intermediate Commercial (C-3) uses on the Residential Tourist Tract, in accordance with Exhibits "A" through "F", attached hereto and incorporated by reference herein. The appropriate atlas map or maps as described in Ordinance No. 2004-41, as amended, the Collier County Land Development Code, is/are hereby amended accordingly.

SECTION TWO:

This Ordinance shall become effective upon filing with the Department of State and on the date that the Growth Management Plan Amendment in Ordinance No. 2022 - 14 becomes effective.

PASSED AND DULY ADOPTED by super-majority vote of the Board of County Commissioners of Collier County, Florida, this 26th day of Apr. 1, 2022.

ATTEST
CRYSTAL K. KINZEL, CLERK

By: _____, Deputy Clerk

Attest as to Chairman's signature only.

BOARD OF COUNTY COMMISSIONERS
COLLIER COUNTY, FLORIDA

By: _____
William L. McDaniel, Jr., Chairman

Approved as to form and legality:

_____
Heidi Ashton-Cicko
Managing Assistant County Attorney

Attachments: Exhibit A – Permitted Uses
Exhibit B – Development Standards
Exhibit C – Master Plan
Exhibit D – Legal Description
Exhibit E – Requested Deviations from LDC
Exhibit F – Developer Commitments

This ordinance filed with the Secretary of State's Office the 2nd day of May, 2022 and acknowledgement of that filing received this 2nd day of May 2022.
By _____ Deputy Clerk

[21-CPS-02129/1707478/1]176
Golden Gate Golf MPUD
4-26-22

EXHIBIT A
LIST OF PERMITTED USES

Regulations for development of this PUD shall be in accordance with the contents of this document and all applicable sections of the Growth Management Plan (GMD), the Land Development Code (LDC), and the Administrative Code in effect at the time of approval of the first Site Development Plan (SDP) or plat. Where the PUD ordinance does not provide development standards, then the provision of the specific sections of the LDC that are otherwise applicable shall apply.

MAXIMUM INTENSITY/DENSITY:

This MPUD shall be limited to the following:

Residential Tract:	400 residential dwelling units
Commercial Tract:	30,000 SF
Public Use Tract:	75,000 SF government facilities and 120 group housing units*
Community Facility Tract:	120 group housing units*
Golf Course Tract:	Subject to limitations in E and F below
Residential Tourist Tract:	158 hotel/motel units and up to 98 time share or multi-family units and 60,000 SF of C-3 commercial uses

*A maximum of 75,000 SF government facilities and 120 group housing units shall be permitted for the overall PUD.

The uses are subject to a trip cap identified in Exhibit F of this MPUD. Residential development, within the Residential Tract, is subject to an Affordable Housing Agreement between the Developer and Collier County. No building or structure, or part thereof, shall be erected, altered or used, or land used, in whole or in part, for other than the following:

A. RESIDENTIAL TRACT – PRINCIPAL USES:

1. Multi-Family residential dwelling units
2. Leasing offices

B. RESIDENTIAL TRACT – ACCESSORY USES:

1. Customary accessory uses and structures, such as but not limited to, a clubhouse, pavilions, community gardens and courtyards for residents and their guests.
2. Water management facilities.
3. Indoor and outdoor recreational facilities and uses for residents and their guests, such as but not limited to greenways, swimming pools, playgrounds, and tennis courts.
4. Community center, for residents and their guests
5. Retail services that serve as an integral part of the multi-family development and for residents only, such as a coffee shop, yoga studio or market.
6. Greenways

C. PUBLIC USE TRACT – PRINCIPAL USES:

1. Administration of Public Health, Veteran's Affairs, Environmental Quality, Land and Wildlife Conservation, Housing, Urban Planning and Community Development (9431 – 9451, 9511 – 9532, 9611 – 9651)

2. Administrative Service Facilities, General Government Services (9199)
3. Essential services, as defined by the LDC
4. Library
5. Museum
6. Park, Open Space and Recreational Uses, including golf courses and greenways
7. Park and Recreational Service Facilities
8. Property Appraiser Office (9311)
9. Safety Service Facilities
10. Group housing, compliance with 5.05.04 of the LDC, subject to FAR of .60 (see Exhibit E, Deviation #4).

D. PUBLIC USE TRACT – ACCESSORY USES:

1. Accessory uses and structures that are incidental to the principal uses permitted in the Public Use Tract.
2. Greenways
3. Water management facilities

E. GOLF COURSE TRACT – PRINCIPAL USES:

1. Golf Course
2. Hiking trails, walkways, multi-use paths and observation decks
3. Passive recreational uses

F. GOLF COURSE TRACT – ACCESSORY USES:

1. Uses and structures that are incidental to uses listed in the Golf Course Tract.
2. Recreational facilities that serve as an integral part of the golf course, including but not limited to clubhouse, community center, driving range, shuffleboard courts, swimming pool, tennis facilities, snack shops and restrooms.
3. Pro shops with equipment sales, no greater than 1,000 square feet, associated with a golf course.
4. Water management, as allowed by the LDC.
5. Restaurants and driving range, associated with a golf course, 350 seats limited to the restaurant and bar area and provided that the hours of operation are no later than 12:00 a.m. Amplified indoor sound shall be permitted during business hours. The facility is subject to the Collier County Noise Ordinance.
6. Maintenance facilities and buildings.
7. Greenways

G. COMMERCIAL TRACTS – PRINCIPAL AND ACCESSORY USES:

Parcel A: All permitted principal and accessory uses listed within the C-3 'Commercial Intermediate Zoning District'.
Parcel B: All permitted principal and accessory uses listed within the C-4 'Commercial General Zoning District'.

H. COMMUNITY FACILITY USE TRACT – PRINCIPAL USES

1. Group Housing, compliance with 5.05.04 of the LDC, subject to FAR of .60 (see Exhibit E, Deviation #4), including nursing and personal care facilities (8051 – 8059)

2. Non-residential uses including:

    a. Essential services
    b. Parks, open space and recreational uses
    c. Childcare centers
    d. Community facility uses such as schools, libraries, safety service facilities, and community centers.
    e. Communication and utility facilities

3. Any other principal use, which is comparable in nature with the foregoing list of permitted principal uses, as determined by the Board of Zoning Appeals ("BZA") or the Hearing Examiner by the process outlined in the LDC.

I. COMMUNITY FACILITY USE TRACT – ACCESSORY USES:

1. Accessory uses and structures that are incidental to the principal uses permitted in the Community Facility Use District.
2. Medical doctor offices, rehabilitation facilities
3. Indoor and outdoor recreational facilities
4. Cafeterias and restaurants for use of residents and guests only.
5. Greenways
6. Water management, as allowed by the LDC.

J. RESIDENTIAL TOURIST TRACT – PRINCIPAL USES

1. Multi-family
2. Hotels, motels
3. Time share facilities
4. C-3, Commercial Intermediate Zoning District permitted uses
5. Any other principal use, which is comparable in nature with the foregoing list of permitted principal uses, as determined by the Board of Zoning Appeals ("BZA") or the Hearing Examiner by the process outlined in the LDC.

K. RESIDENTIAL TOURIST TRACT – ACCESSORY USES:

1. Accessory uses and structures that are incidental to the principal uses permitted in the Residential Tourist and C-3 'Commercial Intermediate' Zoning Districts.
2. Shops, personal service establishments, eating or drinking establishments, dancing and staged entertainment facilities, meeting rooms and auditoriums, where such uses are an integral part of an apartment hotel, hotel or motel.

EXHIBIT B
LIST OF DEVELOPMENT STANDARDS

The standards for land uses within the development shall be as stated in these development standards tables. Standards not specifically set forth herein shall be those specified in applicable sections of the LDC in effect as of the date of approval of the SDP or subdivision plat.

TABLE I
PUBLIC USE TRACT DEVELOPMENT STANDARDS

	PRINCIPAL USES	**ACCESSORY USES**
MINIMUM LOT AREA	10,000 square feet	N/A
MINIMUM LOT WIDTH	100 feet	N/A
MINIMUM YARDS (EXTERNAL)		
From Golden Gate Parkway *1	0 feet	0 feet
From Abutting Residential Properties	100 feet	50 feet average, however no less than 35 feet at any one location
From Greenways	0 feet	0 feet
MINIMUM YARDS (INTERNAL)		
Internal Drives (Measured from back of curb)	10 feet	10 feet
Lakes (measured from the Lake Maintenance Easement)	5 feet	5 feet
MINIMUM DISTANCE BETWEEN STRUCTURES	10 feet	10 feet
MAXIMUM HEIGHT		
Zoned	45 feet	35 feet
Actual	55 feet	45 feet
MINIMUM FLOOR AREA (FIRST FLOOR)	1,000 square feet	N/A

*1 All projects providing a front yard setback greater than zero feet must accommodate pedestrians, bicyclists, or be designed with a combination of planting, seating and hardscaped areas.
Note: Nothing in this PUD document shall be deemed to approve a deviation from the LDC unless it is expressly stated in a list of deviations.

TABLE II
RESIDENTIAL TRACT DEVELOPMENT STANDARDS

	PRINCIPAL USES	ACCESSORY USES
MINIMUM LOT AREA	N/A	N/A
MINIMUM LOT WIDTH	N/A	N/A
MINIMUM LOT DEPTH	N/A	N/A
MINIMUM SETBACKS		
From Collier Boulevard	25 feet	15 feet
From Abutting Residential (Western Tract Boundary) *1	80 feet	50 feet average, however no less than 35 feet at any one location
From Southern PUD Boundary	25 feet	10 feet
From Greenway	0 feet	0 feet
From Internal Drives (Measured from the back of curb)	15 feet	15 feet
From Lakes (measured from the Lake Maintenance Easement)	0 feet	0 feet
MINIMUM DISTANCE BETWEEN STRUCTURES	20 feet	10 feet
MAXIMUM HEIGHT		
Multi-Family: Zoned Actual	 45 feet 55 feet	 35 feet 45 feet
Multi-Family for Seniors: Zoned Actual	 85 feet 95 feet	 35 feet 45 feet
MINIMUM FLOOR AREA (PER UNIT)	600 square feet	N/A

Note: Nothing in this PUD document shall be deemed to approve a deviation from the LDC unless it is expressly stated in a list of deviations.

TABLE III
GOLF COURSE TRACT DEVELOPMENT STANDARDS

	PRINCIPAL USES	ACCESSORY USES
MINIMUM LOT AREA	N/A	N/A
MINIMUM LOT WIDTH	N/A	N/A
MINIMUM LOT DEPTH	N/A	N/A
MINIMUM SETBACKS *2		
From Collier Boulevard	0 feet	50 feet
From Western PUD Boundary	0 feet	50 feet average, however no less than 35 feet at any one location
From Southern Golf Course Tract Boundary	0 feet	50 feet
From Northern Golf Course Tract Boundary	0 feet	50 feet
From Greenway	0 feet	0 feet
From Internal Drives (Measured from the back of curb)	0 feet	0 feet
From Lakes (measured from the Lake Maintenance Easement)	0 feet	5 feet
MINIMUM DISTANCE BETWEEN STRUCTURES		
MAXIMUM HEIGHT *1		
Zoned	35 feet	35 feet
Actual	45 feet	45 feet
MINIMUM FLOOR AREA	N/A	N/A

*1 Netting and supporting infrastructure for golf driving range are exempt from maximum height limitations listed above but will not exceed 200 feet. Non-parking lot lighting for the driving range will be limited to 60' in height.
*2 Clubhouse, maintenance building, driving range, restaurants and pro shop uses shall be a minimum of 50 feet from external residential uses. Pitch and chip practice area and putting greens are not subject to the 50 foot setback.
Note: Nothing in this PUD document shall be deemed to approve a deviation from the LDC unless it is expressly stated in a list of deviations.

TABLE IV
COMMERCIAL TRACT DEVELOPMENT STANDARDS

	PRINCIPAL USES	ACCESSORY USES
MINIMUM LOT AREA	N/A	N/A
MINIMUM LOT WIDTH	N/A	N/A
MINIMUM LOT DEPTH	N/A	N/A
MINIMUM SETBACKS		
From Collier Boulevard *1	25 feet	20 feet
From Golden Gate Parkway *1, 2	20 feet	20 feet
From Western Tract Boundary	15 feet	15 feet
From Northern Golf Course Tract Boundary	0 feet	0 feet
From Internal Drives (Measured from the back of curb)	10 feet	0 feet
From Lakes (measured from the Lake Maintenance Easement)	0 feet	0 feet
MINIMUM DISTANCE BETWEEN STRUCTURES		
MAXIMUM HEIGHT		
Zoned	35 feet	35 feet
Actual	45 feet	35 feet
MINIMUM FLOOR AREA	1,000 SF	1,000 SF

*1 All projects providing a front yard setback greater than zero feet must accommodate pedestrians, bicyclists, or be designed with a combination of planting, seating and hardscaped areas.
*2 Parcel B – Zero foot front yard setback
Note: Nothing in this PUD document shall be deemed to approve a deviation from the LDC unless it is expressly stated in a list of deviations.

TABLE V
COMMUNITY FACILITY TRACT DEVELOPMENT STANDARDS

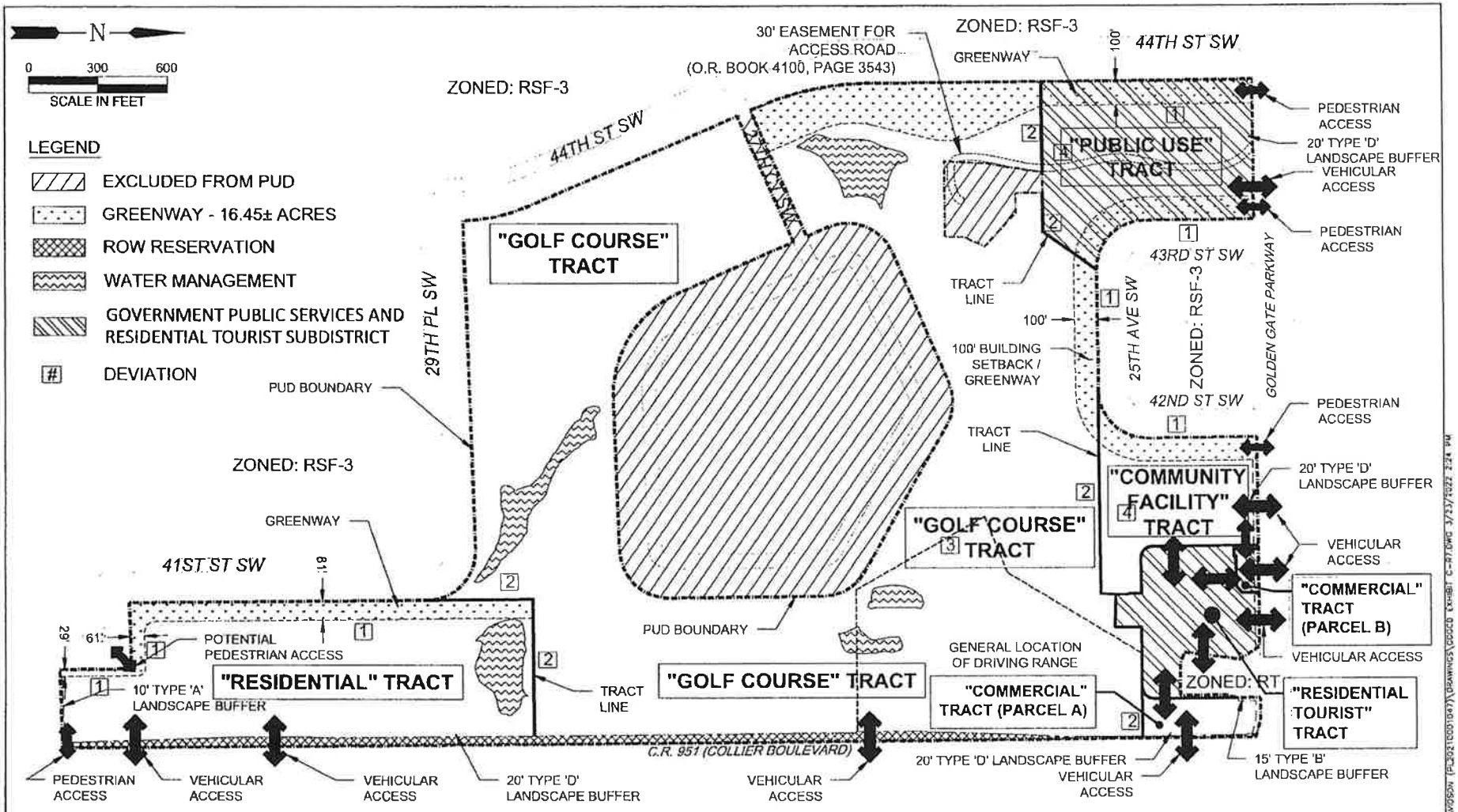
	PRINCIPAL USES	ACCESSORY USES
MINIMUM LOT AREA	N/A	N/A
MINIMUM LOT WIDTH	N/A	N/A
MINIMUM LOT DEPTH	N/A	N/A
MINIMUM SETBACKS		
From Collier Boulevard	25 feet	20 feet
From Western PUD Boundary *1	100 feet	50 feet
From Northern Golf Course Tract Boundary	0 feet	0 feet
From Greenway	0 feet	0 feet
From Internal Drives (Measured from the back of curb)	10 feet	0 feet
From Lakes (measured from the Lake Maintenance Easement)	0 feet	0 feet
MINIMUM DISTANCE BETWEEN STRUCTURES		
MAXIMUM HEIGHT		
Zoned	35 feet	35 feet
Actual	45 feet	35 feet
MINIMUM FLOOR AREA	1,000 SF	1,000 SF

*1 Non-Golf Course Uses permitted within the Greenway in accordance with LDC Section 5.05.15 H.2 shall have an average 50 foot setback from abutting residential zoned property and no less than 35 feet at anyone location.
Note: Nothing in this PUD document shall be deemed to approve a deviation from the LDC unless it is expressly stated in a list of deviations.

TABLE VI
RESIDENTIAL TOURIST TRACT DEVELOPMENT STANDARDS

	HOTEL/MOTEL/TIMESHARE/ MULTI-FAMILY USES *3		COMMERCIAL USES *3	
	PRINCIPAL	**ACCESSORY**	**PRINCIPAL**	**ACCESSORY**
MINIMUM LOT AREA	1 Acre	N/A	10,000 SF	N/A
MINIMUM LOT WIDTH	150 feet	N/A	75 feet	N/A
MINIMUM LOT DEPTH	N/A	N/A	N/A	N/A
MINIMUM SETBACKS				
From Golden Gate Parkway *1	20 feet	10 feet	25 feet	25 feet
From Internal PUD Boundary	0 feet	0 feet	0 feet	0 feet
From Southern Golf Course Tract Boundary *2	0 feet	0 feet	0 feet	0 feet
From RT Zoned Property	15 feet	0 feet	15 feet	15 feet
From Internal Drives (Measured from the back of curb)	10 feet	0 feet	10 feet	10 feet
MINIMUM DISTANCE BETWEEN STRUCTURES	N/A	N/A	10 feet	10 feet
MAXIMUM HEIGHT				
Zoned	100 feet or 10 stories	N/A	50 feet	50 feet
MINIMUM FLOOR AREA	1,000 SF	N/A	700 SF	N/A

*1 All projects providing a front yard setback greater than zero feet must accommodate pedestrians, bicyclists, or be designed with a combination of planting, seating and hardscaped areas.
*2 Golf course tract boundary is not considered a front yard.
*3 If redevelopment occurs on the Residential Tourist Tract, with uses permitted within the C-3 zoning district, then the C-3 development standards will be applicable.
Note: Nothing in this PUD document shall be deemed to approve a deviation from the LDC unless it is expressly stated in a list of deviations.



GENERAL SITE NOTES

1. INTERNAL THOROUGHFARES, INTERNAL PEDESTRIAN ACCESS WAYS, & INTERCONNECTING ROADWAYS WILL BE DETERMINED AT TIME OF DEVELOPMENT ORDER.
2. WATER MANAGEMENT AREAS ARE CONCEPTUAL AND WILL BE FINALIZED AT TIME OF DEVELOPMENT ORDER.

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GOLDEN GATE GOLF COURSE MPUD

EXHIBIT C
MASTER CONCEPT PLAN
REVISED: 03/23/2022

SCALE: 1" = 600'
JOB CODE: 00GCD
DATE: JUNE 2021
FILE NAME: GCGCD EXHIBIT C-R7
SHEET 1 OF 2

SITE SUMMARY

TOTAL SITE AREA: 171.6± ACRE

COMMERCIAL	2.2± AC (1%)
RESIDENTIAL TOURIST	6.1± AC (3%)
RESIDENTIAL	25.5± AC (15%)*
COMMUNITY FACILITY	8.3± AC (5%)*
PUBLIC USE	13.5± AC (8%)*
GOLF COURSE	112.0 ± AC (65%)*
ROW RESERVATION	4.0± AC (3%)

*INCLUDES GREENWAYS (TOTAL GREENWAY PROVIDED = 16.45± ACRES)

RESIDENTIAL	3.79 ± AC
COMMUNITY FACILITY	4.30± AC
PUBLIC USE	1.67± AC
GOLF COURSE	6.69± AC

COMMERCIAL:	MAXIMUM 30,000 S.F.
RESIDENTIAL:	MAXIMUM 400 DWELLING UNITS
PUBLIC USE:	MAXIMUM 75,000 S.F. GOVERNMENT FACILITIES AND 120 GROUP HOUSING UNITS*
COMMUNITY FACILITY:	120 GROUP HOUSING UNITS*
RESIDENTIAL TOURIST:	MAXIMUM 158 HOTEL/MOTEL UNITS AND UP TO 98 TIME SHARE OR MULTI-FAMILY UNITS AND 60,000 S.F. OF C-3 COMMERCIAL USES

*A MAXIMUM OF 75,000 S.F. GOVERNMENT FACILITIES AND 120 GROUP HOUSING UNITS SHALL BE PERMITTED FOR THE OVERALL PUD.

DEVIATIONS FROM LDC (SEE EXHIBIT E)

1. SECTION 4.07.02 B.2, "DESIGN REQUIREMENTS"
2. SECTION 4.06.02 A, "BUFFER REQUIREMENTS"
3. SECTION 4.05.04.G, "PARKING SPACE REQUIREMENTS"
4. SECTION 5.05.04 D.1., "GROUP HOUSING"

OPEN SPACE:

REQUIRED: 30%
PROVIDED: 30%

TREE PRESERVATION:

REQUIRED: 571 TREES (2,285 EXISTING TREES X 25% = 571)
PROVIDED: 571 TREES (358 CANOPY TREES WITHIN GREENWAY (715,562 S.F. / 2,000 S.F. X 1))

NOTES

1. THIS PLAN IS CONCEPTUAL IN NATURE AND IS SUBJECT TO MINOR MODIFICATION DUE TO AGENCY PERMITTING REQUIREMENTS.

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GOLDEN GATE GOLF COURSE MPUD

EXHIBIT C
MASTER CONCEPT PLAN NOTES
REVISED: 02/04/2022

SCALE: 1" = 600'
JOB CODE: GGGCD
DATE: JUNE 2021
FILE NAME: GGGCD EXHIBIT C-R6
SHEET 2 OF 2

G:\PLANNING\PROJ - PLANNING\GGGCD GGGOLF COURSE DAVIDSON (PL20210001047)\DRAWINGS\GGGCD EXHIBIT C-R6.DWG 2/4/2022 10:42 AM

EXHIBIT D
LEGAL DESCRIPTION

BEING A PORTION OF BLOCK 1, AND ALL OF TRACT "A", AND TRACT "B", GOLDEN GATE UNIT 1, PLAT BOOK 5, PAGES 60 THROUGH 64, ALL OF TRACT "A" GOLDEN GATE UNIT 8 PART 1, PLAT BOOK 5, PAGES 147 THROUGH 151, AND A PORTION OF TRACT "A", GOLDEN GATE UNIT 8 PART 2, PLAT BOOK 9, PAGES 107A THROUGH 112, ALL OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGIN AT THE NORTHEAST CORNER OF TRACT "A", GOLDEN GATE UNIT 1, PLAT BOOK 5, PAGES 60 THROUGH 64, PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA, THE SAME BEING A POINT ON THE WEST RIGHT-OF-WAY OF COLLIER BOULEVARD; THENCE ALONG SAID RIGHT-OF-WAY, SOUTH 00°28'56" EAST, A DISTANCE OF 5,145.44 FEET TO THE SOUTHEAST CORNER OF TRACT "A", GOLDEN GATE UNIT 8 PART 1, PLAT BOOK 5, PAGES 147 THROUGH 151, PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA; THENCE ALONG THE BOUNDARY OF SAID TRACT "A" FOR THE FOLLOWING SIX (6) COURSES AND DISTANCES, 1) SOUTH 87°55'11" WEST, A DISTANCE OF 335.06 FEET; 2) THENCE NORTH 00°29'07" WEST, A DISTANCE OF 258.71 FEET TO A POINT ON A CURVE TO THE LEFT; 3) THENCE NORTHWESTERLY 79.93 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 50.00 FEET, A CENTRAL ANGLE OF 91°35'35", (CHORD BEARING NORTH 46°16'54" WEST, A DISTANCE OF 71.69 FEET); 4) THENCE SOUTH 87°55'09" WEST, A DISTANCE OF 233.53 FEET; 5) THENCE NORTH 00°29'07" WEST, A DISTANCE OF 1,294.31 FEET TO A POINT ON A CURVE TO THE LEFT; 6) THENCE NORTHWESTERLY 335.72 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 210.00 FEET, A CENTRAL ANGLE OF 91°35'44", (CHORD BEARING NORTH 46°17'01" WEST, A DISTANCE OF 301.09 FEET) TO A POINT ON THE BOUNDARY OF TRACT "A", GOLDEN GATE UNIT 8 PART 2, PLAT BOOK 9, PAGES 107A THROUGH 112 OF SAID PUBLIC RECORDS; THENCE ALONG SAID BOUNDARY FOR THE FOLLOWING SEVENTEEN (17) COURSES AND DISTANCES, 1) SOUTH 87°55'09" WEST, A DISTANCE OF 1,404.72 FEET TO A POINT ON A NON TANGENTIAL CURVE TO THE LEFT; THENCE NORTHERLY 282.64 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 712.77 FEET, A CENTRAL ANGLE OF 22°43'13", (CHORD BEARING NORTH 12°07'31" WEST, A DISTANCE OF 280.79 FEET); 2) THENCE NORTH 23°29'07" WEST, A DISTANCE OF 994.26 FEET; 3) THENCE NORTH 66°30'53" EAST, A DISTANCE OF 600.00 FEET; 4) THENCE SOUTH 23°29'07" EAST, A DISTANCE OF 543.32 FEET TO A POINT ON A CURVE TO THE LEFT; 5) THENCE SOUTHEASTERLY 556.70 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 465.00 FEET, A CENTRAL ANGLE OF 68°35'44", (CHORD BEARING SOUTH 57°47'00" EAST, A DISTANCE OF 524.05 FEET); 6) THENCE NORTH 87°55'09" EAST, A DISTANCE OF 655.68 FEET TO A POINT ON A CURVE TO THE LEFT; 7) THENCE NORTHEASTERLY 324.02 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 210.00 FEET, A CENTRAL ANGLE OF 88°24'14", (CHORD BEARING NORTH 43°43'02" EAST, A DISTANCE OF 292.82 FEET); 8) THENCE NORTH 00°29'07" WEST, A DISTANCE OF 661.52 FEET TO A POINT ON A CURVE TO THE LEFT; 9) THENCE NORTHWESTERLY 219.91 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 210.00 FEET, A CENTRAL ANGLE OF 60°00'00", (CHORD BEARING NORTH 30°29'07" WEST, A DISTANCE OF 210.00 FEET); 10) THENCE NORTH 60°29'07" WEST, A DISTANCE OF 715.08 FEET TO A POINT ON A CURVE TO THE LEFT; 11) THENCE WESTERLY 194.26 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 210.00 FEET, A CENTRAL ANGLE OF 53°00'00", (CHORD BEARING NORTH 86°59'05" WEST, A DISTANCE OF 187.41 FEET); 12) THENCE SOUTH 66°30'53" WEST, A DISTANCE OF 600.52 FEET TO A POINT ON A CURVE TO THE LEFT; 13) THENCE SOUTHERLY 329.86 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 210.00 FEET, A CENTRAL ANGLE OF 90°00'00", (CHORD BEARING SOUTH 21°30'51" WEST, A DISTANCE OF 296.98 FEET); 14) THENCE SOUTH 23°29'07" EAST, A DISTANCE OF 100.00 FEET; 15) THENCE SOUTH 66°30'53" WEST, A DISTANCE OF 600.00 FEET; 16) THENCE NORTH 23°29'07" WEST, A DISTANCE OF 25.00 FEET TO A POINT ON A CURVE TO THE RIGHT; 17) THENCE NORTHERLY 487.72 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 1,215.00 FEET, A CENTRAL ANGLE OF 23°00'00", (CHORD BEARING NORTH 11°59'06" WEST, A DISTANCE OF 484.45 FEET); THENCE ALONG SAID BOUNDARY AND THE PROLONGATION THEREOF, NORTH 00°29'07" WEST, A DISTANCE OF 1,665.00 FEET TO THE

NORTHWEST CORNER OF TRACT "B", GOLDEN GATE UNIT 1, PLAT BOOK 5, PAGES 60 THROUGH 64, OF SAID PUBLIC RECORDS; THENCE ALONG THE BOUNDARY OF SAID TRACT "B" FOR THE FOLLOWING FOUR (4) COURSES AND DISTANCES, 1) NORTH 89°30'53" EAST, A DISTANCE OF 605.00 FEET; 2) THENCE SOUTH 00°29'07" EAST, A DISTANCE OF 475.00 FEET TO A POINT ON A CURVE TO THE LEFT; 3) THENCE SOUTHEASTERLY 329.87 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 210.00 FEET, A CENTRAL ANGLE OF 90°00'00", (CHORD BEARING SOUTH 45°29'07" EAST, A DISTANCE OF 296.98 FEET) TO A POINT ON THE BOUNDARY OF TRACT "A" OF THE AFOREMENTIONED GOLDEN GATE UNIT 8 PART 2; THENCE ALONG SAID BOUNDARY, NORTH 89°30'53" EAST, A DISTANCE OF 510.00 FEET TO A POINT ON THE BOUNDARY OF TRACT "A" OF THE AFOREMENTIONED GOLDEN GATE UNIT 1, THE SAME BEING A POINT ON A CURVE TO THE LEFT; THENCE ALONG SAID BOUNDARY FOR THE FOLLOWING THREE (3) COURSES AND DISTANCES, 1) NORTHEASTERLY 329.87 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 210.00 FEET, A CENTRAL ANGLE OF 90°00'00", (CHORD BEARING NORTH 44°30'53" EAST, A DISTANCE OF 296.98 FEET); 2) THENCE NORTH 00°29'07" WEST, A DISTANCE OF 475.00 FEET; THENCE NORTH 89°30'53" EAST, A DISTANCE OF 893.76 FEET TO THE NORTHWEST CORNER OF GOLF CREST OF NAPLES, A CONDOMINIUM, OFFICIAL RECORDS BOOK 779, PAGE 358 OF SAID PUBLIC RECORDS; THENCE ALONG THE BOUNDARY OF SAID GOLF CREST OF NAPLES FOR THE FOLLOWING SEVEN (7) COURSES AND DISTANCES, 1) SOUTH 33°25'57" EAST, A DISTANCE OF 101.54 FEET; 2) THENCE SOUTH 07°30'43" WEST, A DISTANCE OF 242.09 FEET; 3) THENCE SOUTH 67°56'47" EAST, A DISTANCE OF 49.29 FEET; 4) THENCE NORTH 89°30'13" EAST, A DISTANCE OF 138.41 FEET; 5) THENCE NORTH 00°29'07" WEST, A DISTANCE OF 190.41 FEET; 6) THENCE NORTH 12°46'13" EAST, A DISTANCE OF 60.02 FEET; 7) THENCE NORTH 00°29'07" WEST, A DISTANCE OF 94.98 FEET TO A POINT ON THE NORTH LINE OF THE AFOREMENTIONED TRACT "A" OF SAID GOLDEN GATE UNIT 1; THENCE ALONG SAID NORTH LINE FOR THE REMAINING TWO (2) COURSES AND DISTANCES, 1) NORTH 89°30'53" EAST, A DISTANCE OF 89.50 FEET; 2) THENCE SOUTH 75°29'07" EAST, A DISTANCE OF 80.23 FEET TO THE POINT OF BEGINNING.

LESS AND EXCEPT PARCEL

BEING THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 4098, PAGE 3967 AND PAGE 1131, PAGE 1230 ALSO BEING A PORTION OF TRACT "A", GOLDEN GATE UNIT 8 PART 2, PLAT BOOK 9, PAGES 107A THROUGH 112, ALL OF THE PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCE AT THE NORTHWEST CORNER OF TRACT "A", GOLDEN GATE UNIT 8, PART 2, PLAT BOOK 9, PAGES 107A THROUGH 112, PUBLIC RECORDS OF COLLIER COUNTY, FLORIDA; THENCE ALONG THE WEST LINE OF SAID TRACT "A", SOUTH 00°29'07" EAST, A DISTANCE OF 649.27 FEET; THENCE NORTH 89°30'53" EAST, DEPARTING SAID WEST LINE A DISTANCE OF 336.31 FEET TO A POINT ON THE BOUNDARY OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 1131, PAGE 1230, OF SAID PUBLIC RECORDS AND THE POINT OF BEGINNING OF THE PARCEL OF LAND HEREIN DESCRIBED;

THENCE ALONG THE BOUNDARY OF SAID LANDS FOR THE FOLLOWING TWO (2) COURSES AND DISTANCES, 1) NORTH 03°16'23" EAST, A DISTANCE OF 183.92 FEET; 2) THENCE NORTH 10°35'02" EAST, A DISTANCE OF 113.36 FEET TO A POINT ON THE BOUNDARY OF THE LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 4098, PAGE 3967 OF SAID PUBLIC RECORDS; THENCE ALONG THE BOUNDARY OF SAID LANDS FOR THE FOLLOWING FIVE (5) COURSES AND DISTANCES, 1) NORTH 00°44'11" WEST, A DISTANCE OF 16.91 FEET; 2) THENCE NORTH 12°22'36" EAST, A DISTANCE OF 31.94 FEET TO A POINT ON A CURVE TO THE LEFT; 3) THENCE NORTHERLY 78.51 FEET ALONG THE ARC OF SAID CURVE, HAVING A RADIUS OF 577.88 FEET, A CENTRAL ANGLE OF 07°47'03", (CHORD BEARING NORTH 08°29'05" EAST, A DISTANCE OF 78.45 FEET); 4) THENCE NORTH 89°15'56" EAST, A DISTANCE OF 89.59 FEET; 5) THENCE SOUTH 00°44'11" EAST, A DISTANCE OF 116.40 FEET TO AN INTERSECTION WITH THE NORTH LINE OF THE AFOREMENTIONED LANDS DESCRIBED IN OFFICIAL RECORDS BOOK 1131, PAGE 1230 OF SAID PUBLIC RECORDS; THENCE ALONG THE BOUNDARY SAID LANDS FOR ALL OF THE REMAINING COURSES AND DISTANCES, NORTH 89°15'49" EAST, A DISTANCE OF 86.04 FEET; THENCE SOUTH 47°36'49" EAST, A DISTANCE OF 196.55 FEET; THENCE SOUTH

23°14'36" WEST, A DISTANCE OF 104.18 FEET; THENCE SOUTH 00°38'10" EAST, A DISTANCE OF 75.04 FEET; THENCE SOUTH 89°25'14" WEST, A DISTANCE OF 331.54 FEET TO THE POINT OF BEGINNING.

RESULTING PARCEL CONTAINING 171.81 ACRES, MORE OR LESS.

EXHIBIT E
LIST OF DEVIATIONS

Deviation #1: Relief from LDC Section 4.07.02 B.2 PUD "Design Requirements," which requires PUDs to provide landscape buffers along the perimeter of PUD boundaries, to instead require no hedge or wall within the landscape buffers where the greenway is located.

Deviation #2: Relief from LDC Section 4.06.02 A "Landscape Buffers," which requires landscape buffers between separate land uses, to instead allow no landscape buffers between separate land uses internal to the PUD.

Deviation #3: Relief from LDC Section 4.05.04 G "Parking Space Requirements," to allow a reduction in requirement of off-street parking spaces for consistency with the Golden Gate Parkway Overlay District and to meet actual parking demands. This includes:

a. No additional off-street parking required for outdoor dining/seating areas for restaurants.
b. If the subject property is within 330' of an improved public transit facility, such as a bus shelter, bus transfer facility, or park and ride site, the required number of off-street parking spaces shall be reduced by 10 percent.
c. The affordable housing development shall have the option to reduce the number of off-street parking spaces by 10 percent.
d. Parking for hotel uses may be shared with adjacent commercial properties under separate ownership, consistent with the previously approved parking agreement recorded in OR Book 2090, Page 1194. The parking agreement shall remain valid even if the RT parcel is redeveloped.

Deviation #4: Relief from LDC Section 5.05.04 D.1., "Group Housing", which requires the maximum floor area ratio (FAR) shall not exceed 0.45 to instead allow an FAR of 0.60 for Group Housing uses within the PUD.

EXHIBIT F
LIST OF DEVELOPMENT COMMITMENTS

The purposed of this Section is to set forth the development commitments for the development of this project.

1. GENERAL

   A. One entity (hereinafter the Managing Entity) shall be responsible for PUD monitoring until close-out of the PUD, and this entity shall also be responsible for satisfying all PUD commitments until close-out of the PUD. At the time of this PUD approval, the Managing Entity is Collier County. Should the Managing Entity desire to transfer the monitoring and commitments to a successor entity, then it must provide a copy of a legally binding document that needs to be approved for legal sufficiency by the County Attorney. After such approval, the Managing Entity will be released of their/its obligations upon written approval of the transfer by County staff, and the successor entity shall become the Managing Entity. As Owner and Developer sell off tracts, the Managing Entity shall provide written notice to County that includes an acknowledgement of the commitments required by the PUD by the new owner and the new owner's agreement to comply with the Commitments through the Managing Entity, but the Managing Entity shall not be relieved of its responsibility under this Section. When the PUD is closed-out, then the Managing Entity is no longer responsible for the monitoring and fulfillment of PUD commitments.

   B. Issuance of a development permit by a county does not in any way create any rights on the part of the applicant to obtain a permit from a state or federal agency and does not create any liability on the part of the county for issuance of the permit if the applicant fails to obtain requisite approvals or fulfill the obligations imposed by a state or federal agency or undertakes actions that result in a violation of state or federal law." (Section 125.022, FS)

   C. All other applicable state or federal permits must be obtained before commencement of the development.

   D. Lights shall be shielded to avoid light spillage into other properties.

   E. At the time of Plat or Site Development Plan (SDP) the applicant shall provide errant golf ball netting or other engineering solution for development in the Golf Course Tract limited to the Golf Course and Driving Range. This shall include signed and sealed engineering drawings including but not limited to proposed location layout plans, errant golf ball devise design, and details to insure no golf balls exit the Golf Course Tract.

2. TRANSPORTATION

   A. The maximum total daily trip generation for the PUD (excluding RT Tract) shall not exceed 687 two-way PM peak hour net trips based on the use codes in the ITE Manual on trip generation rates in effect at the time of application for SDP/SDPA or subdivision plat approval.

   B. The maximum total daily trip generation for the RT Tract shall not exceed 234 two-way PM peak hour net trips based on the use codes in the ITE Manual on trip generation rates in effect at the time of application for SDP/SDPA or subdivision plat approval.

C. To promote walkability, pedestrian connectivity shall be provided between land uses and Collier Boulevard and Golden Gate Parkway. Pedestrian access from the Greenway Tract shall be provided to the "Residential", Public Use", and "Community Facility" project development tracts.

D. 4± acres along the eastern MPUD boundary shall be reserved for future Collier Boulevard right-of-way improvements.

E. Existing access points for the Commercial and RT Tracts on Golden Gate Parkway shall remain until each site is redeveloped.

3. ENVIRONMENTAL

A. TREE PRESERVATION

A total of 2,285 trees were found to meet Collier County's tree count criteria, in accordance with LDC Section 3.05.07; therefore, requiring a minimum tree preservation of 571 trees (2,285 existing trees x 25% = 571). Per LDC Section 3.05.07 A.2, trees which die shall be replaced with 10-foot high native canopy trees on a one for one basis.

Total tree count for the MPUD = 571 trees

Per LDC Section 5.05.15 G.2.e, existing trees shall be preserved and retained within the greenways, or within the golf course, at a minimum ratio of 1 canopy tree per every 2,000 square feet of greenway provided.

The total Greenway area provided is 16.45±-acres (716,562 SF); therefore, requiring a total of 358 canopy trees to be retained and/or provided within the greenways (716,562 SF /2,000 SF = 358). The vegetation will be provided concurrent with development of each tract abutting the greenway.

B. Best management practices shall be utilized for any use that may store hazardous materials.

C. Prior to site clearing activities for each tract, the development footprint will be surveyed for potential listed plant and animal species. If listed species are determined to be present a management plan shall be provided in accordance with agency guidelines.

4. AFFORDABLE HOUSING

A. The developer of the Residential Tract has agreed to construct up to 400 rental dwelling units for residents in income and rental ranges as approved by the Collier County Board of County Commissioners in the accompanying Developer Agreement.

5. UTILITIES

A. The Owner shall convey a County Utility Easement (CUE) and declaration of restrictions of CUE to the Collier County Water-Sewer District for infrastructure through the property. The CUE and declaration of restrictions of CUE shall be 30 feet in width and shall extend from a point on Collier Boulevard (CR 951) to the northwest corner of the PUD. The CUE and declaration of restrictions of CUE shall be shown on any final subdivision plat and shall be conveyed in accordance with the Collier County Utilities Standards and Procedures Ordinance, free and clear of all liens and

encumbrances, within six months of the effective date of this PUD Ordinance. The declaration of restrictions of CUE will be binding on future owners.

6. LANDSCAPING

   A. Landscape buffers adjacent to Golden Gate Parkway shall only be required for the Commercial and RT Tracts upon redevelopment of each parcel.

7. GREENWAY

   A. The passive recreation uses within the Greenway shall be identified at the time of plat or site development plan approval for each conversion project. Such uses may include, open space, nature trails, a park, playground, exercise equipment, and multi-use paths or other passive recreational uses that were vetted at the Stakeholder Outreach Meetings or approved by the Board of County Commissioners.

   B. The lighting and building or structure setbacks within the Greenway are subject to LDC section 5.05.15 H. Design Standards, however, the minimum average 50-foot setback and no less than 35 feet at any one location from lands zoned residential shall not apply to the shared common tract line between the Greenway tract and any internal conversion project development tract. The setbacks requirements are applicable to the shared common tract line between the Greenway tract and existing surrounding lands zoned residential.

   C. The County shall be the maintenance entity for the Greenway until such time the Board of County Commissioners elects to assign its responsibility to another entity. At the time of subdivision plat approval, the Greenway shall be recorded as a tract of land along with a recorded restrictive covenant and greenway maintenance easement over the conversion project development tracts, where applicable.

EXHIBIT D
RURAL NEIGHBORHOODS PAST AND PRESENT EXPERIENCE OF THE FIRM

RURAL NEIGHBORHOOD'S AWARD-WINNING EXECUTIVE TEAM



Steven Kirk, President

Steven Kirk has served as President since 1994 and has developed more than 2,400 affordable and workforce housing units and community facilities ranging from public parks and neighborhood retail space to childcare and health centers in communities from the Florida Keys to Gainesville. He has served on the Governor's Hurricane Housing Task Force and Florida Consumer's Council. Mr. Kirk has received numerous awards. He was named a Robert F. Kennedy Fellow and the recipient of the Lyndhurst Foundation Young Career Prize for civil rights advocacy in the South. His work has received prestigious professional housing awards including Fannie Mae Foundation's Maxwell Award of Excellence in Low-Income Housing, the Littleford Award for Public Service, Housing Assistance Council's Community Service Award, LISC Rural Champion and Miami-Dade Agriculturist of the Year. Mr. Kirk sits on numerous housing and neighborhood boards including the NeighborWorks NNA, Chapman Partnership and Redland Christian Migrant Association Prior to employment at RN, he served as Vice President of the Enterprise Fund. He earned a B.A. in Economics from Duke University.



Dr. Michele Ennis, Ph.D., Chief Financial Officer

Dr. Ennis leads Rural Neighborhoods' financial accounting and human resources team. Dr. Ennis is a past Finance and Human Resources Department Director and 17-year veteran of Wicomico County, Maryland. There she assisted the County Manager in the execution and oversight of operational and capital improvement budgets, interpreting financial information and managing cash funds and investments. In her human resources and personnel role, Dr. Ennis maintained county compliance with Federal and state employment and labor laws. Dr. Ennis has also served as an Adjunct Professor at Salisbury University and Delaware State University teaching financial and managerial accounting. She holds a Ph.D. in Organizational Leadership from the University of Maryland Eastern Shore, an MS in Human Resource Management from Wilmington University and a B.S. in Accounting from Salisbury University.



Corey O'Gorman, ACIP, Principal Planner/ Real Estate Development Mgr.

Mr. Gorman shares a dual appointment as Real Estate Development Manager with Rural Neighborhoods. He earned a BA in Environmental Sciences from Rollins College and is a past board member of the Florida Housing Coalition and the Florida Redevelopment Association. He is an active member of the Florida Trust for Historic Preservation and the American Planning Association. Mr. Gorman has significant local government experience as Manager of the Gainesville Community Redevelopment Agency and served as a Senior Planner for Lee County and the City of Titusville. He has assisted RN for more than 10 years providing predevelopment, project and construction management services including his current oversight of Deer Creek Senior Housing and RN's planned Indiantown Non-Profit portfolio acquisition.



Dorothy Cook, ACIP, Principal Planner/ Neighborhood Revitalization Mgr.
Ms. Cook is graduate of Florida State University with an M.A. in Urban and Regional Planning. She serves as Neighborhood Revitalization Manager and Principal Planner at Rural Neighborhoods. Ms. Cook previously served as a Principal Planner at the Southwest Florida Regional Planning Council and as Executive Director of the Empowerment Alliance of SW Florida prior to joining RN. She led the Empowerment Alliance's development of homeownership subdivisions in the SW Florida Empowerment Zone. Ms. Cook is experienced in land entitlements, intergovernmental relations, and project management. She directed rural Collier's Hurricane Irene Unmet Needs Housing Committee and spearheads RN's Eden Park-Esperanza Place Redevelopment Plan.



Alphonse Townsel, Chairperson
Mr. Townsel is President of Al Townsel, Inc., a community development consulting firm headquartered in Miami. His clients range from the Urban League of Greater Miami, New Urban Development to local CDCs, Community Redevelopment Agencies, related agencies and churches. His work includes real estate development specializing in the new construction and rehabilitation of affordable and workforce housing, project planning and operations, and intergovernmental relations. He is a former executive with Babcock Construction, a leading south Florida builder, and has 40 years' experience in construction management, contract administration and problem resolution in senior and other affordable housing building.

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO*







Cannery Row at Redland Crossing
Naranja, FL

Cannery Row at Redlands Crossing is a transportation- corridor rental initiative strategically located on the South Dade Transit Way Corridor. Rural Neighborhoods is the Managing Member in a joint venture with Pinnacle Housing Group. Building and site construction is a partnership between certified minority-builder Dwight Stephenson Construction and PHG Builders. Financed by debt and LIHTC equity provided by Citibank, the 112-unit development utilizes Miami-Dade Surtax funds as secondary mortgage debt. Construction is scheduled to be completed in December 2021.

Project Details		Key Dates	
Number of Units	112	Loan Closing	09/2020
Unit Types	1BR, 2BR	Construction Start	09/2020
Income Restriction	28%, 33%, 60% AMI	Expected Completion	12/2021
Development Type	Senior Rental	Placed in Service	12/2021

Financial Sources and Amounts		
First Mortgage	$	4,300,000
Section 42 – LIHTC 9%	$	22,016,578
Miami-Dade Surtax	$	3,500,000
Deferred Developer Fee	$	711,594
Total Development Cost	**$**	**30,528,172**
Investor		Citibank

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO*



Deer Creek Senior Housing
Gainesville, FL

Deer Creek Senior Housing is a not-for-profit partnership between Rural Neighborhoods and Neighborhood Housing Development Corporation, a Gainesville-based, black-led community development corporation. Financed by LIHTC through a JP Morgan Chase -funded proprietary fund syndicated by Alliant Capital, the 62-unit development was selected by the City of Gainesville for a local preference designation over 4 competitive applicants. It is situated adjacent to the revitalized Northside Park and Alachua County Senior Center. Construction is scheduled to be completed in March 2022.

Project Details		*Key Dates*	
Number of Units	62	Loan Closing	12/2020
Unit Types	1BR, 2BR	Construction Start	01/2021
Income Restriction	30%, 60% AMI	Expected Completion	03/2022
Development Type	Senior Rental	Placed in Service	03/2022

Financial Sources and Amounts		
First Mortgage	$	3,000,000
Section 42 – LIHTC 9%	$	11,630,722
City of Gainesville	$	469,313
Deferred Developer Fee	$	648,651
Total Development Cost	**$**	**15,148,686**
Investor		Alliant Capital/ JP Morgan Chase

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RURAL NEIGHBORHOODS

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO* ***HOUSING TAX CREDITS***







Orchid Grove
Florida City, FL

Rural Neighborhoods' Orchid Grove is an example of successful in-fill housing in small Florida City. The 3-story buildings equipped with resilient impact windows and doors and clad in standing seam metal roofs offers storm resilience. The $16.6M investment served as a much-needed capital investment into its distressed neighborhood. Orchid Grove continues to meet the strong local need for affordable housing consistently exceeding 98% economic and actual occupancy since its 2011 completion.

Project Details		*Key Dates*	
Number of Units	80	Loan Closing	2009
Unit Types	1BR, 2BR, 3BR, 4BR	Construction Start	2010
Income Restricted	Yes	Completion	2011
Development Type	Family	Placed in Service	2011

Financial Sources and Amounts		
TCAP	$	3,546,467
HC Exchange Equity	$	12,674,248
Deferred Developer Fee	$	402,574
Total Development Cost	**$**	**16,623,289**
Lender		FHFC

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RURAL NEIGHBORHOODS

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO* ***HOUSING TAX CREDITS***









Cypress Cove
Winter Haven, FL

Rural Neighborhoods' creative, adaptive reuse of a former concrete batch plant north of downtown Winter Haven resulted in Cypress Cove - an 80-unit, green-certified, lakefront LIHTC rental community serving households to 60% of AMI. Financed during the recent recession, RN leased up to strong market demand and continues its high occupancy into its second decade; 40% of units are targeted to households engaged in citrus processing, blueberry packing and other agribusiness personnel meeting the racial equity housing needs of minority households.

Project Details		*Key Dates*	
Number of Units	80	Loan Closing	2009
Unit Types	1BR, 2BR, 3BR	Construction Start	2010
Income Restricted	Yes	Completion	2011
Development Type	Family	Placed in Service	2011

Financial Sources and Amounts		
TCAP	$	3,805,167
HC Exchange Equity	$	10,242,500
Deferred Developer Fee	$	337,307
Total Development Cost	**$**	**14,384,973**
Lender		FHFC

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Oaks at Shannon's Crossing
Okeechobee, FL

USDA Rural Development and LIHTC loan and debt capital are mixed in an innovative blend to bring 100 rental units to Okeechobee. The townhouse rental housing community offers rental-based rental assistance to more than 9 of 10 residents ensuring unprecedented affordability. Federal Home Loan Bank of Pittsburgh provided gap financing to Rural Neighborhoods through PNC Bank - bringing unique out-of-area capital to Florida. O@SC was the first new rental development in the rural area for more than a decade at its completion in 2008. Everglades Housing Group, RN's property management company, manages the tax credit property.

Project Details		*Key Dates*	
Number of Units	100	Loan Closing	2007
Unit Types	1BR, 2BR, 3BR	Construction Start	2007
Income Restricted	Yes	Completion	2008
Development Type	Family	Placed in Service	2008

Financial Sources and Amounts		
First Mortgage - USDA	$	3,000,000
FHLB - RN	$	500,000
LIHTC Equity - PNC	$	9,455,565
Defered Developer Fee	$	840,876
Total Development Cost	**$**	**14,796,541**

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO* ***HOUSING TAX CREDITS***





Live Oak Villas
Fort Pierce, FL

Live Oak Villas situated in Fort Pierce, FL is a successful, rental in-fill community that redeveloped land that a condemned, vacant mobile-home park had previously occupied. Its 104 rental apartments set-aside 40% of units toward household engaged in local agriculture at set-asides at 40% and 60% AMI. Initial absorption at lease-up led to development of Live Oak Villas II on adjacent acreage. Rural Neighborhoods' commitment to landscape preservation led to the protection of scores of historic oak trees throughout the urban site leading to the rental community's name.

Project Details		*Key Dates*	
Number of Units	104	Loan Closing	2006
Unit Types	1BR, 2BR, 3BR	Construction Start	2006
Income Restricted	Yes	Completion	2007
Development Type	Family	Placed in Service	2007

Financial Sources and Amounts		
First Mortgage	$	2,000,000
Mortgage - ECA	$	1,575,000
LIHTC Equity	$	7,412,692
Total Development Cost	**$**	**10,987,692**
Lender		Citibank, Alliant

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RURAL NEIGHBORHOODS



Project Details		*Key Dates*	
Number of Units	80	Loan Closing	2006
Unit Types	1BR, 2BR, 3BR	Construction Start	2006
Income Restricted	Yes	Completion	2007
Development Type	Family	Placed in Service	2007

Financial Sources and Amounts		
First Mortgage	$	2,095,000
Mortgage - ECA	$	75,000
LIHTC Equity	$	11,454,205
Total Development Cost	**$**	**13,624,205**
Lender		Citibank, Alliant

Live Oak Villas II
Fort Pierce, FL

Live Oak Villas II is an 80-unit, Georgia-style rental community constructed in Fort Pierce, FL. Built adjacent to Live Oak Villas, it marked continued investment by Rural Neighborhoods into the Treasure Coast. It also redeveloped an infill area near older public housing in the Martin Luther King Boulevard area. Debt financing was provided by Citibank. Tax credit equity was provided through Fannie Mae and Aliant Capital. Rural Neighborhoods invested CDBG monies into the development to meet gap financing requirements.

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO* ***HOUSING TAX CREDITS/SAIL***





Eden Gardens I, II & III

Fifth Third Bank and USDA Rural Development joined local government in financing Eden Gardens I – a 51-unit initial rental community in the Eden Park – Esperanza Place neighborhood in Immokalee. Phase II added 4 single-family rentals for formerly homeless households. Phase III added 31 rental apartments completing the 20-acre development. 100% of rental apartments are set-aside for agricultural workers and all units offer residents project-based rental assistance. Rural Neighborhoods' complex development restored a damaged wetland and preserved untouched uplands protecting local gopher tortoises and scrub jay habitat.

Project Details		Key Dates	
Number of Units	88	Loan Closing	2007
Unit Types	2BR, 3BR,4BR	Construction Start	2007
Income Restricted	Yes	Completion	2009
Development Type	Family	Placed In Service	2009

Financial Sources and Amounts		
First Mortgage	$	2,550,000
Other Loans	$	6,418,000
LIHTC Equity – 5/3	$	2,840,716
Defered Developer Fee	$	388,809
Total Development Cost	**$**	**12,197,525**

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RURAL NEIGHBORHOODS

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO* ***RECENT FHFC SAIL***



Casa Juarez
Florida City, FL

FHFC SAIL and Federal Home Loan Bank loans and grants combine to fund the recently completed 128-ned Casa Juarez. It is an innovative shared housing model to provide housing to H2a immigrants and other unaccompanied employees, particularly agricultural workers. Employers support employee housing in this shared housing model by providing rent subsidies. Basic rent of $250 per month is often lowered to $0 rent – lodging fully subsidized by employers. The project is to be featured in Affordable Housing Finance magazine in Winter 2021.

Project Details		*Key Dates*	
Number of Units	128	Loan Closing	2020
Unit Types	2BR	Construction Start	2020
Income Restricted	Yes	Completion	2021
Development Type	SRO	Placed in Service	2021

Financial Sources and Amounts		
First Mortgage - FHFC	$	6,500,000
FHLB - RN	$	500,000
Deferred Developer Fee	$	123,348
Total Development Cost	**$**	**7,123,348**

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO* ***RECENT HOME***



Hatchers Preserve
Immokalee, FL

Hatchers Preserve results from the adaptive reuse of a planned home ownership subdivision toward a single-family rental community. Funded by Collier County HOME grants and NeighborWorks, Rural Neighborhoods purchased lots an constructed rental housing targeting households at 50% and 80% AMI. Households responded to the popular mid-modern Miami design and quickly leased homes at monthly rents less than $825 per month.

Project Details		Key Dates	
Number of Units	18	Loan Closing	2020
Unit Types	3BR	Construction Start	2020
Income Restricted	Yes	Completion	2021
Development Type	Family	Placed in Service	2021

Financial Sources and Amounts		
First Mortgage - FHFC	$	2,224,755
NeighborWorks America	$	500,000
Total Development Cost	**$**	**2,724,755**

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RURAL NEIGHBORHOODS



Seahorse Cottages I, II and The Avenues at Big Pine Key
Big Pine Key, FL

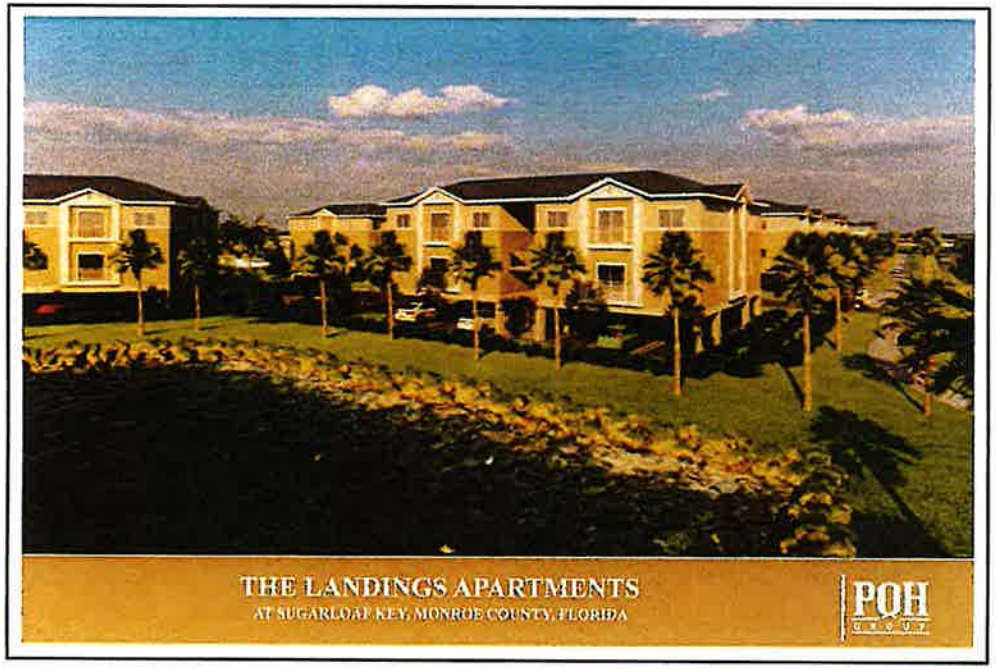
Seahorse Cottages I, II and The Avenues at Big Pine Key are 17-, 9- and 5-unit clusters of single-family rental homes scheduled to replace homes destroyed by Hurricane Irma. Using CDBG – Disaster Recovery and CDFI capital, Rural Neighborhoods continues the vision of local advocate Maggie Whitcomb in creating rental homes for workforce households at 80% AMI. In that effort, RN has taken leadership of the Florida Keys Community Land Trust and acquired its 4 initial Keys cottages. Scheduled to close and commence construction in November 2021, the use of modular design enables completion in June 2023.

Project Details		*Key Dates*	
Number of Units	31 + 4*	FHFC Underwriting Approval	09/2021
Unit Types	2BR	Loan Closing	11/2021
Income Restriction	25%,80% AMI	Construction Start	06/2022
Development Type	Family Single-Family Rental	Expected Completion	08/2023

*Previously Completed and Leased

Financial Sources and Amounts		
First Mortgage – CDFI	$	2,370,000
FHFC	$	11,618,733
Deferred Developer Fee	$	713,897
Total Development Cost	**$**	**14,702,630**
Lenders		CHC, FHFC

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO* ***MONROE COUNTY***



The Landings at Sugarloaf Key
Sugarloaf Key, FL

Rural Neighborhoods and co-developers including Lower Keys Community Center Corp have obtained planning staff, Monroe County Planning Commission and DOAH approval to construct 60 units at MM16.5 on Sugarloaf Key. The partnership has also obtained a FHFC LIHTC allocation. Predevelopment has enhanced RN's local skills in Lower Keys planning, public engagement, traffic analysis, biological surveys, ROGO allocation and administrative process. RN is engaged in current neighborhood engagement to garner support towards final project approvals. The completed project will distribute workforce housing throughout the Lower Keys.

Project Details		*Key Dates*	
Number of Units	60	Planning Commission Approval	12/2020
Unit Types	1BR, 2BR 3BR	DOAH Decision	07/2021
Income Restriction	25%,80%, 120% AMI	Scheduled Construction Start	11/2021
Development Type	Family Rental	Expected Completion	06/2022

Financial Sources and Amounts		
First Mortgage	$	9,500,000
LIHTC Equity	$	8,336,424
FHFC SAIL	$	3,534,000
Deferred Developer Fee	$	2,800,000
Total Development Cost	**$**	**24,170,424**

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RURAL NEIGHBORHOODS

PAST AND PRESENT EXPERIENCE OF THE FIRM – *DEVELOPER PORTFOLIO*





Casa Amigos
Immokalee, FL

Casa Amigos is a model, shared-housing SRO offering rental housing to H2A visa workers admitted to the US and to older adults and others seeking shared accommodations. Shared housing is successful in part through innovative employer-assisted rent targeted to seasonal employees and through concessionary financing from Florida Housing Finance Corporation and the Federal Home Loan Bank of Atlanta. Estimated rents are $275.00 per month per occupant including all utilities and basic cable services. Construction is underway and scheduled to be completed in June 2022.

Project Details		Key Dates	
Number of Units	96	Loan Closing	12/2020
Unit Types	2BR	Construction Start	06/2021
Income Restriction	30%, 50%, 60%AMI	Expected Completion	06/2022
Development Type	SRO Rental	Placed in Service	06/2022

Financial Sources and Amounts	
First Mortgage	$ 5,150,000
Federal Home Loan Bank	$ 500.000
Deferred Developer Fee	$ 821,072
Total Development Cost	**$ 5,871,072**
Lender	Florida Housing Finance Corporation

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Expiring Terms-10/1/2025		
Name	District	Category
Stephen J. Hruby	4	Residential Home Building Industry
Todd Lyon	3	Essential Services Personnel
Jennifer L. Faron	4	Real Estate Professional

New Applications			
Name	District	Category	Current Member
Jennifer L. Faron	4	Real Estate Professional	Yes
Stephen J. Hruby	4	Architect/Urban Planner	Yes
Althea M. Irving	5	Citizen At-Large, Non-Profit Leader	No
Kristin Reagan	2	N/A	No
Taneisha Rodriguez	4	Real Estate Professional	No
Todd Lyon	3	Representing an Employer	Yes

Advisory Board Application Form

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

Application was received on: 07/16/2025 09:04:22 AM

Name: Jennifer Lynn Faron

Email Address: JLZellner@gmail.com

Home Address: 1035 3rd Avenue South Unit 412

City/Zip Code: Naples, 34102

Primary Phone: 312-953-2803

Secondary Phone: 312-953-2803

Board or Committee: Affordable Housing Advisory Committee

Category (if Applicable): Real Estate Professional

Place of Employment? Greenfield Partners LLC

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

How many years have you lived in Collier County? 5-10

Home many months out of the year do you reside in Collier County? 9-12

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

Would you and/or any organizations with which you are affiliated benefit from decisions or recommendations made by this advisory board? Yes

If yes, Please Explain: My company is engaged in the development and preservation of workforce housing in Collier County and other areas in Florida. I would recuse myself from any vote related to a project that I or my company is involved in.

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

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

If yes, please list the boards / committees: I am currently vice-chair of the Collier County Affordable Housing Advisory Committee, a role that I have held since March of 2024. I was appointed to AHAC in November of 2022.

Please list your community activities and positions held: Grey Oaks Country Club - Board Member and Chair of the Ad-hoc Committee for Employee Housing (2023-present) Heartland Housing - Former Board President and Board Member (2011-2023)

Education: MBA in Real Estate Investment and Finance from DePaul University in Chicago, IL BS in Accounting from DePaul University in Chicago, IL

Experience / Background: MBA in Real Estate Investment and Finance from DePaul University in Chicago, IL BS in Accounting from DePaul University in Chicago, IL

Advisory Board Application Form

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

Application was received on: 07/25/2025 10:22:50 AM

Name: Stephen J Hruby

Email Address: shruby@architectsunlimited.com

Home Address: 1347 11th Court North

City/Zip Code: Naples, 34102

Primary Phone: 239-272-6121

Secondary Phone: 239-272-6121

Board or Committee: Affordable Housing Advisory Committee

Category (if Applicable): Architect/Urban Planner

Place of Employment? Architects Unlimited

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

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

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

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

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

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

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

If yes, please list the boards / committees: Affordable Houising Advisory Committee

Please list your community activities and positions held: Chairman of AHAC Chairman of the City of Naples Design Review Board Chairman of The Housing Alliance Previous Chair and Present Board Member of the Collier County Community Land Trust

Education: Bachelor of Architecture - Pennsylvania State University Masters of Architecture and Urban Design - Washington University

Experience / Background: Bachelor of Architecture - Pennsylvania State University Masters of Architecture and Urban Design - Washington University

Advisory Board Application Form

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

Application was received on: 07/30/2025 08:05:34 AM

Name: Althea Michelle Irving

Email Address: irvingconsultinginc@gmail.com

Home Address: 2730 24th Ave NE

City/Zip Code: Naples, 34120

Primary Phone: 407-719-6039

Secondary Phone:

Board or Committee: Affordable Housing Advisory Committee

Category (if Applicable): Citizen At-Large, Non-Profit Leader

Place of Employment? American Cancer Society

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

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

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

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

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

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

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

Please list your community activities and positions held: Board Chair, Women's Foundation of Collier County Graduate, Leadership Collier Foundation 2025 Class

Education: Bachelor of Science in Education

Experience / Background: Bachelor of Science in Education

Advisory Board Application Form

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

Application was received on: 07/29/2025 10:12:38 AM

Name: Todd Lyon

Email Address: toddmlyon@hotmail.com

Home Address: 4355 Bismark Way

City/Zip Code: Naples, 34119

Primary Phone: 917-648-8817

Secondary Phone: 239-450-2757

Board or Committee: Affordable Housing Advisory Committee

Category (if Applicable): Representing an Employer

Place of Employment? NCH Healthcare System

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

Explain: We are a non-profit hospital in Collier County with many parternships.

How many years have you lived in Collier County? 10-15

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

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

Would you and/or any organizations with which you are affiliated benefit from decisions or recommendations made by this advisory board? Yes

If yes, Please Explain: NCH employs a workforce with a need for affordable housing. Decisions made by this Board could provide housing opportunities for our staff.

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

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

If yes, please list the boards / committees: Affordable Housing Advisory Committee (2022-present), United Way of Collier County and the Keys (Former Governance Chair, currently Chair elect), Baby Basics of Collier County (Board President), Leadership Collier Foundation Advisory Committee (LC Class of '20, Vice Chair '22, Chair '23).

Please list your community activities and positions held: n/a

Education: BFA Music Theater - Hartt School of Music, West Hartford, CT MS Non-Profit Leadership - New England College Henniker, NH

Experience / Background: BFA Music Theater - Hartt School of Music, West Hartford, CT MS Non-Profit Leadership - New England College Henniker, NH

Advisory Board Application Form

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

Application was received on: 07/08/2025 03:08:04 PM

Name: Kristin Reagan

Email Address: kristinannreagan@gmail.com

Home Address: 7800 Emerald Circle #201

City/Zip Code: Naples, 34109

Primary Phone: 813-494-5143

Secondary Phone:

Board or Committee: Affordable Housing Advisory Committee

Category (if Applicable):

Place of Employment? Hazelden Betty Ford Foundation

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

Explain: organization has been Chamber member for 10 years

How many years have you lived in Collier County? 5-10

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

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

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

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

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

Please list your community activities and positions held: Chamber of Commerce member, PTO president

Education: MBA

Experience / Background: MBA

Advisory Board Application Form

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

Application was received on: 07/09/2025 05:18:57 PM

Name: Taneisha Rodriguez

Email Address: Taneisha@baronessbuildersllc.com

Home Address: 176 Lake Point Lane

City/Zip Code: Naples, 34112

Primary Phone: 239-331-1484

Secondary Phone:

Board or Committee: Affordable Housing Advisory Committee

Category (if Applicable): Real Estate Professional

Place of Employment? Exp Realty LLC / Self -Employed

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

Explain: I'm a full-time real estate agent here in Collier County. I'm also a local real estate investor in which I own a few units that I rent to our workforce of Collier.

How many years have you lived in Collier County? 5-10

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

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

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

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

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

Please list your community activities and positions held: I'm apart of NABOR (Naples Board Of Realtors) and conduct real estate transactions and closings full-time in the county of Collier and Lee.

Education: I hold a Bachelors degree In Psychology and Philosophy from Florida International University in 2014.

Experience / Background: I hold a Bachelors degree In Psychology and Philosophy from Florida International University in 2014.

SHIP Affordable Housing Incentive Strategies Report

Affordable Housing Advisory Committee Report to Board of County Commissioners

SUBMITTED TO: ROB DEARDUFF, FLORIDA HOUSING FINANCE CORPORATION

THROUGH: COLLIER COUNTY BOARD OF COUNTY COMMISSIONERS

DATE SUBMITTED: xx/xx/2025

PREPARED BY: HOUSING POLICY & ECONOMIC DEVELOPMENT DIVISION, COMMUNITY & HUMAN SERVICES DIVISION, and AHAC

BACKGROUND

As a recipient of State Housing Initiatives Partnership funds, Collier County established an Affordable Housing Advisory Committee in 1993 (Ord 93-19) and repealed and replaced early versions with Ord. 2013-27, further amended by Ord.2020-27 as required by the Florida Statutes, Sec. 420.9076.

The AHAC is responsible for reviewing and evaluating local plans, policies, procedures, land development regulations, the Comprehensive Plan, and other aspects of County housing activities that affect the production of affordable housing. Further, the AHAC is specifically directed by the SHIP Statute to consider and evaluate the implementation of the incentives set out in Florida Statutes, Sec. 420.9076 (4)(a)-(k).

Based on the AHAC evaluation, it may recommend to local government that it make modifications of, exceptions to, or creation of new plans, policies, procedures, and other governing vehicles which would encourage production of affordable housing.

As approved by the Collier County Board of County Commissioners, the recommendations are then used to amend the Local Housing Assistance Plan (LHAP) and the local Comprehensive Plan Housing Element.

COMMITTEE COMPOSITION

The Board of County Commission appointed or re-appointed members to the Committee via Ordinance 2020-27 recognizing the requirement to appoint an elected official and, on January 09, 2024, appointed a new Board Elected Official. Florida Statutes, Sec. 420.9076 (2) lists the categories from which committee members must be selected. Each AHAC must have a locally elected official from the county or municipality participating in the SHIP program. The locally elected official must be from the County or municipality. The elected official will count as a member of the AHAC for purposes of meeting the number of members requirements.

There must be at least eight committee members but no more than eleven committee members with representation from at least six of the following categories:

(a) A citizen who is actively engaged in the residential home-building industry in connection with affordable housing.
(b) A citizen who is actively engaged in the banking or mortgage banking industry in connection with affordable housing.
(c) A citizen who is a representative of those areas of labor actively engaged in homebuilding in connection with affordable housing.
(d) A citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing.
(e) A citizen who is actively engaged as a for-profit provider of affordable housing.
(f) A citizen who is actively engaged as a not-for-profit provider of affordable housing.
(g) A citizen who is actively engaged as a real estate professional in connection with affordable housing.
(h) A citizen who actively serves on the local planning agency pursuant to s. 163.3174. If the local planning agency is comprised of the governing board of the county or municipality, the governing board may appoint a designee who is knowledgeable in the local planning process.
(i) A citizen who resides within the jurisdiction of the local governing body making the appointments.
(j) A citizen who represents employers within the jurisdiction.
(k) A citizen who represents essential services personnel, as defined in the local housing assistance plan.

The currently appointed AHAC Committee members are included here, along with their category affiliation.

Category Represented	Name	Date Appointed	Term Expiration Date (*proposed)
Elected Official	Dan Kowal	12/13/2024	01/01/2026
Residential Home Building Industry	Stephen J. Hruby	11/08/2022	10/01/2025
Non-Profit Provider	Arol I. Buntzman	11/12/2024	10/01/2026
Labor Engaged in Home Building	Gary Hains	11/12/2024	10/01/2026
Banking Industry	Catherine Myers	11/12/2024	10/01/2026
Employers within Jurisdiction	Andrew Terhune	06/13/2023	10/01/2026
Essential Services Personnel	Todd Lyon	11/08/2022	10/01/2025
Member of the Collier County Planning Commission	Paul Shea	03/08/2022	10/01/2026
Resident in Jurisdiction	Mary Waller	10/27/2020	10/01/2026
Employers within Jurisdiction	Hannah Roberts	06/13/2023	10/01/2026
Real Estate Professional	Jennifer L. Faron	11/08/2022	10/01/2025

AFFORDABLE HOUSING RECOMMENDATIONS

The AHAC has reviewed local government plans, policies, procedures, ordinances, regulations, statutes, and the comprehensive plan, among other documents applicable to affordable housing, to evaluate their impacts on affordable housing.

Further, the AHAC has specifically considered and evaluated the strategies set out in Florida Statutes, Sec. 420.9076 (4)(a)-(k).

Based on this review and evaluation, the AHAC has formulated recommendations to the County Commission that it incorporate into its housing strategy certain changes designed to encourage production of affordable housing.

The AHAC, from its review, consideration, evaluation, and recommendations, drafts and submits this report to the County Commission and to Florida Housing Finance Corporation, which details the scope of its work and the resulting following recommendations.

(Recommendations continue on next page, this space intentionally left blank)

DRAFT

RECOMMENDATION 1: Complete the Implementation and Adoption of four (4) Regulatory Relief Initiatives previously approved through the Collier County Community Housing Plan. These Initiatives include:

(a) Permit housing that is affordable by right in Commercial Zoning Districts
(b) Increase allowed density in Activity Centers from 16 units per acre (upa) to 25 upa
(c) For any properties designated as Strategic Opportunity Sites (SOS), allow a maximum density of 25 upa
(d) Establish a policy to encourage higher density along transit corridors.

Meeting Synopsis:

The County's Affordable Housing Advisory Committee (AHAC) has reviewed various staff and consultant (Johnson Engineering) recommendations to provide development standards and regulatory relief for housing that is affordable.

AHAC has reviewed and provided input on four (4) additional initiatives during 2024 and will continue to work to bring forward development standards providing regulatory relief for housing that is affordable. At their May 2024 AHAC meeting, the text for the implementing Land Development Code (LDC) amendments was presented to the committee, and the committee voted to recommend that the Board of County Commissioners approve the LDC Amendments.

Existing Strategy:

Growth Management Plan amendments authorizing these four (4) initiatives were recommended for adoption by the Collier County Planning Commission on October 5, 2023, and the Board of County Commissioners (BCC) on November 14, 2023.

Schedule for Implementation:

The Zoning Division is finalizing the LDC amendments to implement the recommended changes in these four (4) initiatives and preparing for hearings before the CCPC and BCC scheduled for Summer 2025.

DRAFT

RECOMMENDATION 2: AHAC recommends the creation of a transparent, publicly accessible database with a corresponding GIS map to identify, locate, and provide data and long-term monitoring results for all housing that is affordable in Collier County.

Meeting Synopsis:

The County's Affordable Housing Advisory Committee (AHAC) determined a need for citizens to locate information pertaining to affordable housing within Collier County.

Existing Strategy:

In 2023, staff compiled and verified a database of active, affordable housing commitments in Collier County. The database's information was then presented in a visually concise map to the AHAC at their August meeting. Feedback from the AHAC meeting was incorporated and the final map brought back to AHAC. The map was then published on the county's website. The Community and Human Services Division has also created a website repository for all affordable housing compliance monitoring reports, making them available for public viewing.

Schedule for Implementation:

Ongoing annual review and update of the database's information with corresponding updates to the affordable housing map is completed by staff. Planned enhancements to the map include more descriptive status symbols and identifying renter or owner-occupied developments.

DRAFT

RECOMMENDATION 3: AHAC should take a greater role in advocacy efforts to review, recommend, and promote affordable housing issues and developments.

Meeting Synopsis:

The County's Affordable Housing Advisory Committee (AHAC) determined a need to identify areas of action to facilitate the production of more housing that is affordable.

Existing Strategy:

AHAC formed a sub-committee to create the work plan with assistance from staff. In 2023, the work plan was completed and brought to the AHAC for review and approval. That work plan has now been incorporated as a recommendation in the Housing Incentives Strategies Report.

Schedule for Implementation:

The AHAC will continue to review, recommend, and promote the development of affordable housing. On-going discussion in 2025 to include reviewing the SHIP Incentives Report at AHAC's every other monthly meeting to assess progress and update associated timelines.

On at least an annual basis, the AHAC will ***Review***:

- The number of newly completed and ongoing projects to build affordable housing in order to incorporate those findings into its future work plans.
- Data containing the number of available and occupied rental units ("the Apartment Survey).
- The impact of affordable housing projects that have been completed and are open; and make recommendations on any changes to plans, programs, policies, and incentives that will improve outcomes in the future.
- Data containing the annual monitoring for developer compliance to commitments as completed by CHS and PUD Monitoring.

AHAC will ***Recommend***:

- Approval of developments containing an affordable housing component in Collier County.
- The consideration of policies, plans, and programs by the BCC that will encourage the development and preservation of affordable housing. Such as:
    - The Housing Plan LDC amendments.
    - RFMUD Affordable Housing Density Bonus program.
    - Accessory Dwelling Units (ADUs) Pilot Program
- Proposed developer presentations to AHAC prior to CCPC and BCC.
- LGAO Applicants to present proposals to AHAC
- Consideration of impact fee policies to promote the construction of more affordable units.
- Consideration of changes to parking requirements for affordable housing developments as directed by State Statute.

AHAC will ***Promote***:

- Substantive and impactful policies and programs through active participation and engagement in the community.
- Community support for projects under consideration at Neighborhood Information Meetings (NIMS). AHAC members will volunteer to participate in NIMS for developments related to affordable housing and report back to AHAC at the next meeting.
- The understanding of local employer needs and plans for workforce housing.
- The construction of workforce housing by positively engaging developers in official and unofficial communications.

RECOMMENDATION 4: AHAC recommends staff identify challenges and opportunities presented through the State's recent adoption of the Live Local Act (LLA), including:

a) Identify parcels eligible for use with the Live Local Act.
b) Identification of areas where the Live Local Act conflicts with existing local development regulations.
c) Develop solutions to resolve these conflicts while ensuring all life/safety regulations are appropriately adhered to and unintended detrimental impact is mitigated.
d) Participate in a public forum with all stakeholders to brainstorm the issues developers are facing in relation to implementing the Live Local Act.

Meeting Synopsis:

The County's Affordable Housing Advisory Committee (AHAC) determined a need to evaluate the Live Local Act (LLA). LLA offers certain benefits regarding maximum densities and building height within a one-mile radius to developers who agree to abide by the 30-year affordability restriction and other requirements. The AHAC generated the need and outsourced the coordination and hosting of a meeting to discuss the impact and practicality of the LLA and identify obstacles existing in the present codes that will hinder its use.

Existing Strategy:

Staff compiled and provided AHAC a map of all properties zoned commercial, industrial, and mixed-use eligible for LLA. The County and AHAC identified areas where the LLA benefits cannot be maximized due to conflicts with other existing regulations such as parking, setback, and street requirements.

Schedule for Implementation:

AHAC supported a forum with all stakeholders to brainstorm the issues developers are facing in relation to implementing the LLA; a follow-up discussion ensued to further discuss the problem areas. On-going discussion in 2025 to include reviewing and evaluating proposed regulations and developments on a rolling and as-requested basis.

RECOMMENDATION 5: Continued Use of Collier County Surtax Funding for Affordable Housing Land Acquisition, including the development and use of evaluation criteria for reviewing parcels and proposed developments.

Meeting Synopsis:

Ordinance 2018-21 imposed a countywide local government infrastructure surtax of one percent (1%) (commonly referred to as the Surtax funds) collected on all authorized taxable transactions occurring within Collier County as authorized by F.S. 212.055(2). The tax was authorized to begin on January 1, 2019, and continue for seven years or until the aggregate funds of $490 million were collected, whichever was sooner. Of the aggregate $490 million, $20 million is allocated for land acquisition specifically for affordable housing—the Surtax Fund sunset on December 31, 2023.

In 2023, oversight of the Surtax Affordable Housing Land Acquisition program was transferred to the Growth Management and Community Development Department, and the Department engaged with AHAC to establish a process to expend the funding, including creation of review criteria. The Board of County Commissioners adopted these evaluation criteria in March 2023 and the Infrastructure Surtax Citizen Oversight Committee in June 2023. An application for developers to request surtax funds was created and released in September 2023 by the Housing Policy and Economic Development Division.

Existing Strategy:

Evaluation criteria for acquiring lands using surtax funds were created in 2023 and are comprised of a multifaceted approach, including reviews conducted by multiple divisions within the Growth Management and Community Development Department. On an as-needed basis, proposed acquisitions are brought to the AHAC and the Surtax Oversight Committee for recommendations and ultimately to the Board of County Commissioners for approval.

Schedule for Implementation:

At this point, land acquisition for two developments has been approved to use surtax funds: Renaissance Hall, located on the Golden Gate Golf Course ($4,605,900), and Ekos on Collier ($3,750,000). The BCC has also directed that an additional $5,950,000 in surtax funding be used in the Williams property Acquisition. Approximately $5,700,000 remains available for allocation in the land acquisition fund.

DRAFT

Statute Required Incentives

The AHAC has reviewed, considered, and evaluated the following required strategies provided in the SHIP Statute at Florida Statutes, Sec. 420.9076(4):

(a) The processing of approvals of development orders or permits for affordable housing projects is expedited to a greater degree than other projects, as provided in s. 163.3177(6)(f)3.
(b) All allowable fee waivers provided for the development or construction of affordable housing.
(c) The allowance of flexibility in densities for affordable housing.
(d) The reservation of infrastructure capacity for housing for very low-income, low-income, and moderate-income persons.
(e) Affordable accessory residential units.
(f) The reduction of parking and setback requirements for affordable housing.
(g) The allowance of flexible lot configurations, including zero-lot-line configurations for affordable housing.
(h) The modification of street requirements for affordable housing.
(i) The establishment of a process by which a local government considers, before adoption, policies, procedures, ordinances, regulations, or plan provisions that increase the cost of housing.
(j) Preparing a printed inventory of locally owned public lands suitable for affordable housing.
(k) The support of development near transportation hubs, major employment centers, and mixed-use developments.

420.9076(4)(a)
EXPEDITED PERMITTING

Meeting Synopsis:
No meetings.

Existing Strategy:
Collier County has had an Expedited/Fast-Track permitting process in place for housing that is affordable since 2007. Based upon AHAC and community stakeholders' input during the development of the 2017 Community Housing Plan (CHP), the Expedited Permitting process was reviewed and updated with the adoption of Resolution 2018-40 on February 27, 2018.

Schedule for Implementation:
Resolution 2018-40 has been implemented, and affordable housing developers have successfully utilized the improved process.

AHAC Recommendation:
Existing programs and policies are working as intended; no changes are recommended at the present time. AHAC encourages State and Federal Government partners to implement expedited review permitting processes and the BCC to make expedited review permitting processes a legislative priority.

420.9076(4)(b)
ALLOWABLE FEE WAIVERS

Meeting Synopsis:
Impact Fees have been discussed during various meetings since 2023. Some members were aware of communities that base impact fees on the square footage of each home, thereby having a lower impact fee for housing that is affordable. Other members indicated that discounting impact fees would be helpful for a reduction of the total cost of homes that are affordable. However, eliminating impact fees can lead to a structure that does not provide enough revenue to provide the basic infrastructure necessary to cover the cost of streets, water, sewer, etc. Some believe that homes that are affordable should contribute to the infrastructure of the community. Other members have noted that the current Impact Fee Deferral system does not work well for affordable rental housing development and should be modified to better match the financing timeframes of Low-Income Housing Tax Credit (LIHTC) properties and other affordable rental developments.

Existing Strategy:
Collier County has had an Impact Fee Deferral program in place for housing that is affordable since the late 1980s. Based upon recommendations from the 2017 Community Housing Plan, the Impact Fees Deferral program was modified and improved via Ordinance #2018-28 on February 27, 2018. The Impact Fee Deferral program granted 24 rental deferrals in Fiscal Year (FY) 2024 year to date and 0 rental deferrals in FY 2023. Deferrals are available on a first-come, first-served basis. The aggregate amount of impact fee rental deferrals granted shall be limited, in total, to 225 units per fiscal year with no rollover of units. For FY 2023, Collier County issued Impact Fee Deferrals for 86 ownership units totaling $1,071,536.97. For FY 2024, Collier County issued Impact Fee Deferrals for 88 ownership units totaling $1,123,104.33.

Schedule for Implementation:
Collier County Board of Commissioners approved the use of grant funds as an alternative funding source to support developments principally financed with Low-Income Housing Tax Credit Projects, Tax Exempt Bond Financing, or other qualifying affordable housing developments. In 2024, AHAC will consider rental housing developer needs related to the existing Impact Fee Deferral program.

AHAC Recommendation:
In 2025, explore an Impact Fee Deferral Pilot Program utilizing alternative funding sources to support long-term affordable rental housing.

Further, it is recommended that the County should review opportunities to increase the length of the deferral period available for rental housing to align with various financing sources.

420.9076(4)(c)

FLEXIBLE DENSITIES

Meeting Synopsis:
AHAC has discussed densities since 2023. Many in Collier County have come to the realization that increased density is needed to produce more housing that is affordable The Collier County Land Development Code has recently been amended to allow for greater density bonuses for affordable developments. Continued implementation of the Housing Plan recommendations will explore additional density opportunities.

Existing Strategy:
Throughout most of Collier County, residential zoning has a base density of 4 units per acre. Collier County has had an affordable housing density bonus program since 1990 Ord.#90-89. As a result of the 2017 Community Housing Plan and AHAC, Collier County amended its Land Development Code to increase density for units that are affordable through Ordinance #2019-02, adopted on February 12, 2019. The Affordable Housing Density Bonus (AHDB) program now provides up to 16 units per acre.

Applicants who have requested additional density above base residential zoning and require a Growth Management Plan Amendment have been recommended by the Collier County Planning Commission and required by the Board of County Commissioners to set aside a minimum number of units in proposed developments that will be made affordable for a minimum of 30 years to households earning at or below 120% of the Area Median Income. This process has allowed for the approval of several hundred new affordable units this year alone.

Schedule for Implementation:
The proposed increases in density were heard by the Planning Commission and the BCC in the fourth quarter of 2023 and throughout 2024 on a requested basis.

AHAC Recommendation:
Recommend approval of the proposed regulatory relief initiatives to increase density in Collier County for Housing that is Affordable.

AHAC further supports CPCC and Board policy that negotiates a public good for those applicants requesting density with a minimum of 30% of units developed to be provided to households at or below 100% of the Area Median Income (with emphasis on rental units at the 50% and 80%AMI levels) and encourages the development of a written policy formalizing this policy.

420.9076(4)(d)
RESERVATION OF INFRASTRUCTURE CAPACITY

Meeting Synopsis:
Collier County does not reserve infrastructure capacity. Collier County is not experiencing any capacity limitations.

Existing Strategy:
Collier County does not need to reserve infrastructure capacity at this time.

Implementation:
None needed.

AHAC Recommendation:
No changes are recommended at the present time.

420.9076(4)(e)
PARKING AND SETBACK REQUIREMENTS

Meeting Synopsis:
AHAC has regularly discussed these topics since the development of the Community Housing Plan (CHP) in 2017.

Existing Strategy:
The County currently has two processes where developers can request a reduction of parking and setback requirements. Deviations from existing requirements can be requested through the Site Development Plan (SDP) process or the rezoning to Planned Unit Development (PUD) process. Recommendations to modify some setback requirements for housing that is affordable were included in Ordinance 2021-05 amending the Land Development Code, adopted February 9, 2021.

Schedule for Implementation:
On-going discussion in 2024. Reduction of parking and setback requirements are on an as-requested basis.

AHAC Recommendation:
In 2025, the AHAC will recommend practical application of The Live Local Act (LLA) for parcels not meeting parking and setback requirements. LLA may require additional parking and setback relief for developments in compliance with State Statute.

420.9076(4)(f)
AFFORDABLE ACCESSORY DWELLING UNITS

Meeting Synopsis:
Accessory Dwelling Units (ADUs) have been discussed at multiple meetings since 2023 by AHAC

members. In 2023 County staff was directed by the Board of County Commissioners to determine the feasibility of ADUs in the Urban Golden Gate Estates area. County staff are evaluating this option, developing a program to seek input from area residents to see if residents are interested in building ADUs on their property, and determining how the ADUs would be incorporated into the LDC and monitored for affordability. AHAC and County staff discussed whether having income restrictions on the ADUs would be a benefit or hindrance to the program. County staff conducted a pilot study of residents seeking feedback about ADUs, and the collected information will be used to develop a recommendation for ADUs. The County's Land Development Code (LDC) Amendment staff has drafted amendments to allow for renting guest houses for properties that are zoned Estates and located west of Collier Boulevard. This modification will allow for properties that are homesteaded to participate in the Pilot program, which is proposed to run for 5 years from the date the Board approves the LDC amendments. Additionally, Staff will bring to the Board annually a report on the participation of the program to inform of its utilization and determination as to the possibility of transitioning the Pilot program to a permanent program. Currently, there are 3,558 parcels zoned Estates within the Urban Area, of which 400 have guest houses. If adopted by the Board as a Pilot Program, this would include existing ADUs and newly built ADUs.

Existing Strategy:
Collier County does not allow for the rental of Accessory Dwelling Units (ADUs) LDC Section 5. 03.03. The County only allows construction of "Guesthouses" on large single-family lots of with a minimum lot size of one acre or more. Furthermore, the LDC prohibits the rental of any guesthouse as they are to be used for personal reasons only.

Schedule for Implementation:
Continue to explore in 2026.
Form Sub-committee in 2026.
Revisit ADU policies for future consideration.

AHAC Recommendation:
AHAC supports the efforts of County Staff and the Board of County Commissions (BCC) to determine whether ADUs would be accepted by residents and a meaningful source of additional attainable housing or a source that frees up other attainable housing units. AHAC encourages the BCC to fully explore this option and recognizes that feedback from residents is an important part of this issue. AHAC recommends allowing ADUs to be built on Urban Golden Gate Estates properties and recommends the use of ADUs as affordable housing to increase the affordable housing rental inventory on a trial period to determine and assess feasibility.

This idea was tabled after being heard by the Board of County Commissioners.

420.9076(4)(g)

FLEXIBLE LOT CONFIGURATIONS

Meeting Synopsis:
This strategy was discussed extensively with the adoption of the 2017 Community Housing Plan. At that time, it was recommended that the County consider adopting some elements of "smart

code". Through this process, amendments were made to the Land Development Code in February 2021 with the adoption of Ord. 2021-05.

Existing Strategy:
Zero lot line development is allowed in Planned Unit Development (PUDs) and as a Conditional Use under Cluster Housing. Recently Ordinance 2021-05 clarified that Cluster Development of affordable housing is allowed by right in the RMF-6 Zoning District.

Schedule for Implementation:
Continue to explore in 2026.
Missing Middle Housing Initiative.
Allow between two to four units in Single Family zoning.

AHAC Recommendation:
No changes are recommended at the present time.

420.9076(4)(h)
MODIFICATION OF STREET REQUIREMENTS

Meeting Synopsis:
As part of the regulatory relief proposed in the 2017 Community Housing Plan, modifications to street requirements have been discussed in 2019-2021.

Existing Strategy:
Historically, street requirements for affordable housing developments are considered, on a case-by-case basis, as deviations in the PUD approval process or variances in the conventional zoning process. In February 2021, Ordinance 2021-05 added a new section to the LDC to allow design deviations for housing that is affordable, including modifications to internal, privately maintained roadways and sidewalks.

Schedule for Implementation:
On-going discussion in 2024. Modifications of street requirements are approved on an as-needed basis.

AHAC Recommendation:
In 2025, AHAC recommends evaluating the effectiveness of Ordinance 2021-05.

420.9076(4)(i)
PROCESS OF ONGOING REVIEW

Meeting Synopsis:
Previous AHAC discussions on this topic included the following comments: Ongoing implementation and enforcement for new processes and Land Development Code (LDC)

regulation require permanent, dedicated County staff. Any changes made will require monitoring to ensure the rules continue to be followed. Monitoring uses resources both from the County and the developers. In addition, educating and promoting a favorable environment for developers and builders will draw more partners into working in the County. Closer coordination between growth management planning, zoning, development review, housing policy, and economic development, and the Community & Human Services (CHS) is critical for the success of process changes and approval for developments. New coordination created will reduce or eliminate many of the repeated review cycles.

Existing Strategy:
Housing Policy responsibilities previously located within the Community & Human Services (CHS) Division under the Public Services Department were transitioned and elevated as its own division under the Growth Management Community Development Department (GMCDD) as the Housing Policy and Economic Development Division. This move enables closer collaboration and communication between housing policy staff and planners within areas such as zoning, comprehensive planning, and coastal resiliency. Long-term monitoring will remain with CHS, and CHS will remain included in and privy to affordable housing commitments drafted by the Housing Policy and Economic Development Division.

Schedule for Implementation:
Ongoing

AHAC Recommendation:
No changes are recommended at the present time.

420.9076(4)(j)
PUBLIC LAND INVENTORY

Meeting Synopsis:
Since 2018, AHAC meetings have regularly discussed public lands. In 2023, AHAC members reviewed the list of County-Owned lands.

Existing Strategy:
The County's Real Property office maintains a list of county-owned properties as required by F.S. 125.379. This inventory is circulated to county departments for review and determination of whether properties are needed to implement department operations or program mandates. Available properties are presented to the Board of County Commissioners (BCC) and advertised for sale in the local newspaper.

The BCC adopted Resolution 2018-39 to encourage the co-location of public facilities and housing that is affordable. In 2018, two County-owned parcels known as Bembridge and Manatee were part of a Request for Information (RFI) process, with multiple developers submitting proposals for the development of the 5-acre Bembridge site. In 2019, through an Invitation to Negotiate (ITN) process, the County selected McDowell Housing Partners to construct 82 units of affordable rental

housing. This project, called Ekos, on Santa Barbara, opened in 2024 and is governed by a Developer Agreement with a 99-year ground lease ensuring long term affordability. During 2018-2019, the BCC decided not to move forward with proposals for the Manatee site.

In 2019, the County acquired the defunct Golden Gate Golf Course. In 2020 through an ITN process, the County selected Rural Neighborhoods, Inc. to develop a portion (25+/- acres) of this publicly owned property for affordable rental housing for seniors, veterans, and Essential Service Personnel (ESP). A long-term land lease and developer agreement have been executed, and construction on 252 apartments and 120 senior housing units is expected to commence in the summer of 2024.

Schedule for Implementation:

An annual review of county-owned lands list has been implemented. Promotion and advertisement of the county-owned lands eligible for construction of affordable housing to developers is ongoing. Use of surtax funding to purchase new properties will assist in adding to the inventory.

AHAC Recommendation:

While an annual review of and frequent discussion about the county-owned lands list occurred in 2023 and 2024, AHAC recommends formalizing a process to include an evaluation of the properties by the County's Real Property Division for the annual review of the county-owned surplus lands eligible for constructing affordable housing. AHAC also recommends promoting and advertising the surplus public inventory lands eligible for constructing affordable housing. Recent changes to State Statute provide a highly prescriptive procedure for addressing surplus properties.

420.9076(4)(k)
SUPPORT OF DEVELOPMENT NEAR TRANSPORTATION HUBS

Meeting Synopsis:
Discussed during the spring and summer of 2021 as part of the Community Housing Plan, regulatory relief, and development standards modifications to the Land Development Code (LDC).

Existing Strategy:
This issue was reviewed during the development of the 2017 Community Housing Plan (CHP) with recommendations for the County to consider integration of bus routes (Collier Area Transit, CAT) with affordable housing locations, development of Strategic Opportunity Sites, and higher housing densities in existing Activity Centers.

Schedule for Implementation:
This recommendation was heard and recommended for adoption by the Planning Commission on October 5, 2023, and scheduled for presentation to the Board of County Commissioners during the fourth quarter of 2023. Implementing LDC amendments is scheduled for CCPC and BCC public hearings in the Fall of 2024.

AHAC Recommendation:
Approve the recommended LDC Amendments to prioritize higher density along transit corridors ranging from 13 units per acre (upa) to 25 upa.

DRAFT

Collier County Affordable Housing Website

Analytics Report

June 1-30, 2025

Website Views

This section compiles the website views for the entire month. The top ten visited pages are listed below along with how many views they received. The total number of views on the entire website is listed in the last row.

Rank	Page Title	Page Views
1	Home Page	722
2	Collier Community Assistance Programs	699
3	I Need Housing	236
4	Buying A Home	199
5	Collier Community Assistance Programs FAQ	147
6	Community Assistance Program	130
7	Disaster Assistance Programs	98
8	Developer Incentives and Applications	83
9	Homeless Resources	82
10	Fair Housing	80
Total	Views on the website in June 2025	2,941

Traffic Acquisition

This section compiles the data showing where the website traffic is originating from. The top ten ways that users are getting to the website are shown.

Rank	Origination of Page Views	Page Views
1	Google	919
2	Direct Link	396
3	colliercountyfl.gov	133
4	Bing	113
5	facebook.com	16

6	chatgpt.com	13
7	Yahoo	11
8	affordablehousinghub.org	9
9	Other	9
10	duckduckgo	8

CCAP Link Clicks

The links related to the Collier Community Assistance Program has links that are tracked each month. The link clicks from users are tracked below.

Rank	Link Titles	Clicks
1	CCAP Apartment List	75
2	CCAP Buying a Home	46
3	CCAP Collier County Housing Authority	32
4	CCAP Additional Resources	20
5	CCAP colliercountyfl.force.com	15
6	CCAP SHIP Owner-occupied Rehabilitation	12
7	CCAP FAQ	9
8	CCAP Program Qualifications	9
9	CCAP Developer Incentives	5
Total	Total CCAP link clicks in June 2025	223

Collier County Affordable Housing Website

Analytics Report

July 1-31, 2025

Website Views

This section compiles the website views for the entire month. The top ten visited pages are listed below along with how many views they received. The total number of views on the entire website is listed in the last row.

Rank	Page Title	Page Views
1	Collier Community Assistance Programs	1,159
2	Home Page	1,030
3	HOME Tenant Based Rental Assistance (TBRA)	658
4	Collier Community Assistance Programs FAQ	252
5	I Need Housing	203
6	Buying A Home	179
7	Disaster Assistance Programs	153
8	Hurricane Assistance	131
9	Additional Resources	99
10	Developer Incentives and Applications	79
Total	Views on the website in July 2025	4,610

Traffic Acquisition

This section compiles the data showing where the website traffic is originating from. The top ten ways that users are getting to the website are shown.

Rank	Origination of Page Views	Page Views
1	Google	1,231
2	Direct Link	659
3	Bing	214
4	colliercountyfl.gov	151
5	chatgpt.com	22

6	Yahoo	20
7	duckduckgo	13
8	facebook.com	13
9	Hudhousingnetwork.com	13
10	affordablehousinghub.org	12

CCAP Link Clicks

The links related to the Collier Community Assistance Program has links that are tracked each month. The link clicks from users are tracked below.

Rank	Link Titles	Clicks
1	CCAP Home Page	797
2	CCAP Collier Community Assistance Programs	627
3	CCAP Collier County Housing Authority	182
4	CCAP HOME Tenant Based Rental Assistance TBRA	142
5	CCAP FAQ	115
6	CCAP Buying A Home	78
7	CCAP I Need Housing	63
8	CCAP Homeless Resources	54
9	CCAP Community Assistance Program	51
10	CCAP Disaster Assistance Programs	38
Total	Total CCAP link clicks in July 2025	2.424

Ekos on Old 41

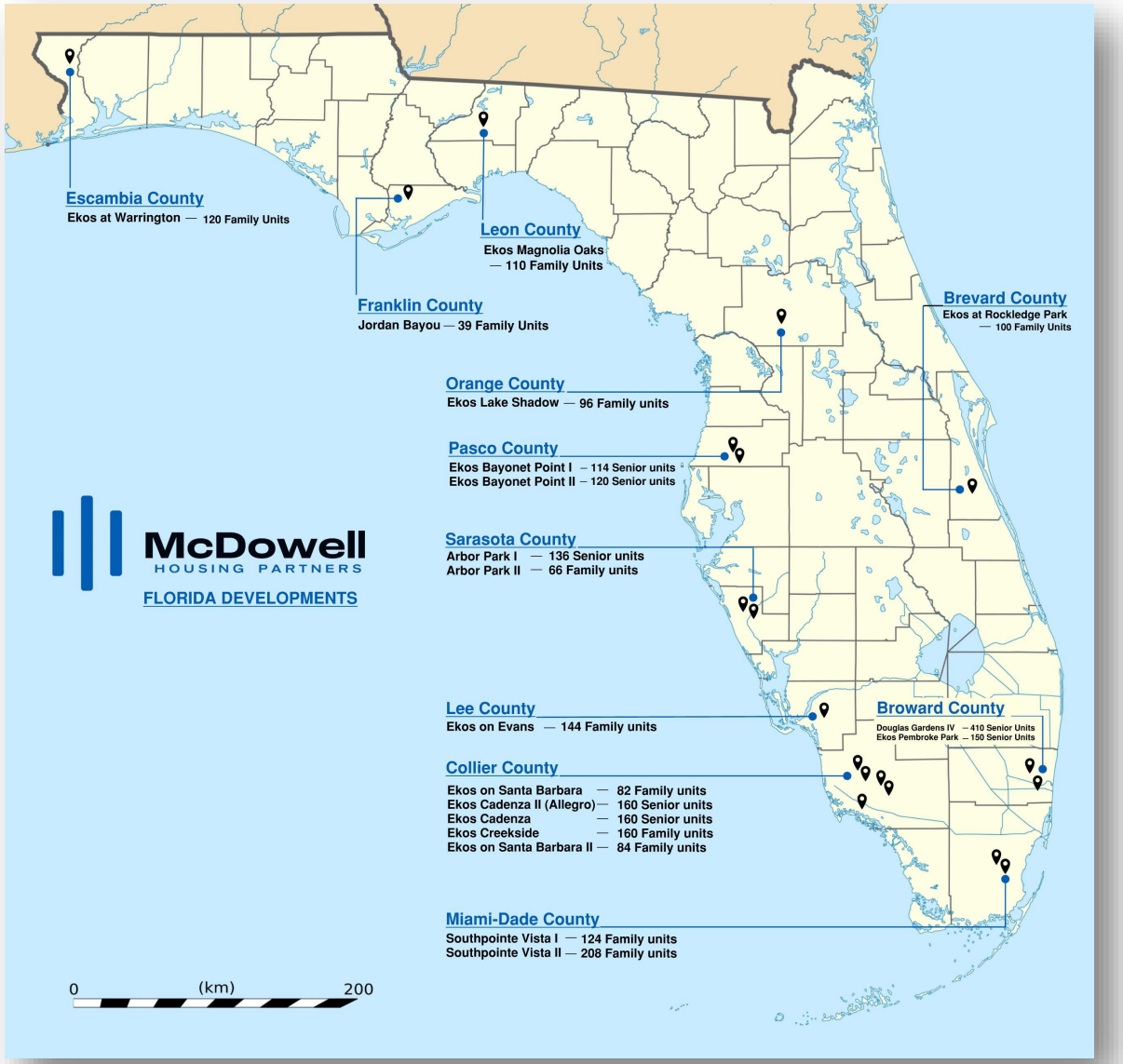
Collier County 2025 NOFA Related to FHFC RFA 2025-201
Local Government Area of Opportunity Funding Application



Collier County

McDowell HOUSING PARTNERS

McDowell Housing Partners – Multi-Family Developer



- **Mission: Create and preserve high-quality housing communities that provide America's workforce and seniors with a safe and sustainable place to call home, while implementing high-value resident services and programs to ensure tenant satisfaction.**

- **Structure: Vertically integrated team of finance, construction, project management, accounting and asset management staff in house.**

- **Expertise: Proven success utilizing intricate financing products and methods:**

  - FHA-insured mortgages (221(d)(4) and 223(f) loans, Tax-Exempt Private Activity Bonds, HOME Investment Partnership loans, Affordable Housing Partnership loan (AHP), Florida's State Apartment Incentive Loan program (SAIL), Community Development Block Grants (CDBG), Tax-increment Financing (TIF), and numerous local funding programs.

- **Commitment: MHP commits to unwaveringly pursue all sources of funding available to complete the development of a new housing community that we pursue.**

On-Going Projects in Collier County

Property	Type	Location	Financing Structure (Excluding Conventional Debt)	# Units	Status
Ekos Arbor Park (Phase I)	New Construction	North Port/Sarasota, FL	4%, LIHTC, NHTF, SAIL , FHFC Bonds	136	Completed 2024
Ekos Magnolia Oaks	New Construction	Tallahassee/Leon County, FL	4% LIHTC, Tallahasee CRA loan	110	Completed 2023
Ekos Lake Shadow	New Construction	Eatonville/Orange County, FL	9% LIHTC	96	Completed 2024
Ekos on Santa Barbara	**New Construction**	**Naples/Collier County, FL**	**4% LIHTC, CDBG-DR, Collier Co SLFRF (ARPA)**	**82**	**Completed 2023**
Ekos Cadenza	**New Construction**	**Naples/Collier County, FL**	**4%LIHTC, SAIL, Collier Co SHIP**	**160**	**Completed 2024**
Ekos Lakeview Preserve	New Construction	Irving/Dallas, Texas	9% LIHTC	84	Completed 2023
Ekos City Heights	New Construction	Austin, Texas	4% LIHTC, Austin RHDA Loan	179	Completed 2024
Silverpointe	New Construction	Ocala, Marion Co, FL	9% LIHTC	90	Completed 2024
Jordan Bayou	New Construction	Carrabelle, Franklin County, FL	HOME	39	Completed 2020
Douglas Gardens IV	New Construction	Pembroke Pines/Broward, FL	4% LIHTC, Broward Co Loan, Broward Co Bonds	410	Est. Q2 2025
Ekos Cadenza II	**New Construction**	**Naples/Collier County, FL**	**4% LIHTC, SAIL, NHTF, ARPA Loan**	**160**	**Completed Q1 2025**
Southpointe Vista (Phase I)	New Construction	Goulds/Miami Dade, FL	9%, Miami-Dade Surtax and Inflation Reduction Loan	124	Completed Q1 2025
Ekos Bayonet Point (Phase I)	New Construction	Pasco County, FL	9%, LIHTC, NHTF, Pasco County HOME	114	Under Construction
Southpoint Vista (Phase II)	New Construction	Goulds/Miami Dade, FL	4% LIHTC, SAIL, Miami-Dade Surtax, NHTF	208	Under Construction
Ekos on Evans	New Construction	Ft. Myers/Lee County, FL	4% LIHTC, CDBG-DR	144	Under Construction
Ekos Creekside	**New Construction**	**Collier County, FL**	**4% LIHTC, SAIL, Collier County Surtax**	**160**	**Underwriting Starting Q3 2025**
Ekos Pembroke Park	New Construction	Pembroke Park, Broward Co, FL	4% LIHTC, SAIL, Broward County HOME	150	Underwriting Starting Q3 2025
Ekos Arbor Park (Phase II)	New Construction	North Port/Sarasota, FL	9% LIHTC	66	Underwriting
Ekos Santa Barbara (Phase II)	**New Construction**	**Collier County, FL**	**4% LIHTC, CDBG-DR**	**84**	**Underwriting**
Ekos at Warrington	New Construction	Pensacola/Escambia County	4% LIHTC, SAIL	120	Underwriting
Ekos at Rockledge Park	New Construction	Brevard County, FL	4% LIHTC, CDBG-DR	100	Underwriting
Ekos Bayonet Point (Phase II)	New Construction	Pasco County, FL	4% LIHTC, SAIL	120	Underwriting

Affordable New Construction

Ekos on Santa Barbara



4660 Santa Barbara, Naples, FL

Highlights and Amenities

- Property Type: Two Garden-Style Apartments w/ surface parking and stand-alone clubhouse
- Ground Lease from Collier County
- Multipurpose Clubhouse with Fitness Center
- Large Pool, Tot Lot and Picnic Area
- 100% Occupied
- Demographic: Family
- Number of Units: 82
- Construction Type: Concrete Block
- Funding: 4% Tax Credits with CBDG-DR (Ian)
- Development Cost: $25,450,000

Senior Affordable

- Opened Oct. 2024
- 91 One Bed/Ba and 61 Two Bed/Ba
- 100% leased by end of Nov.
- Property Type: Midrise 5-Story
- Demographic: Senior (62+) Tax Exemption/Zoning Mandate
- Construction Type: Block & Concrete Plank
- Funding: 4% LIHTC + SAIL + Tax Exempt Bonds
- Development Cost: $50,125,756

Ekos Cadenza



Ekos on Old 41

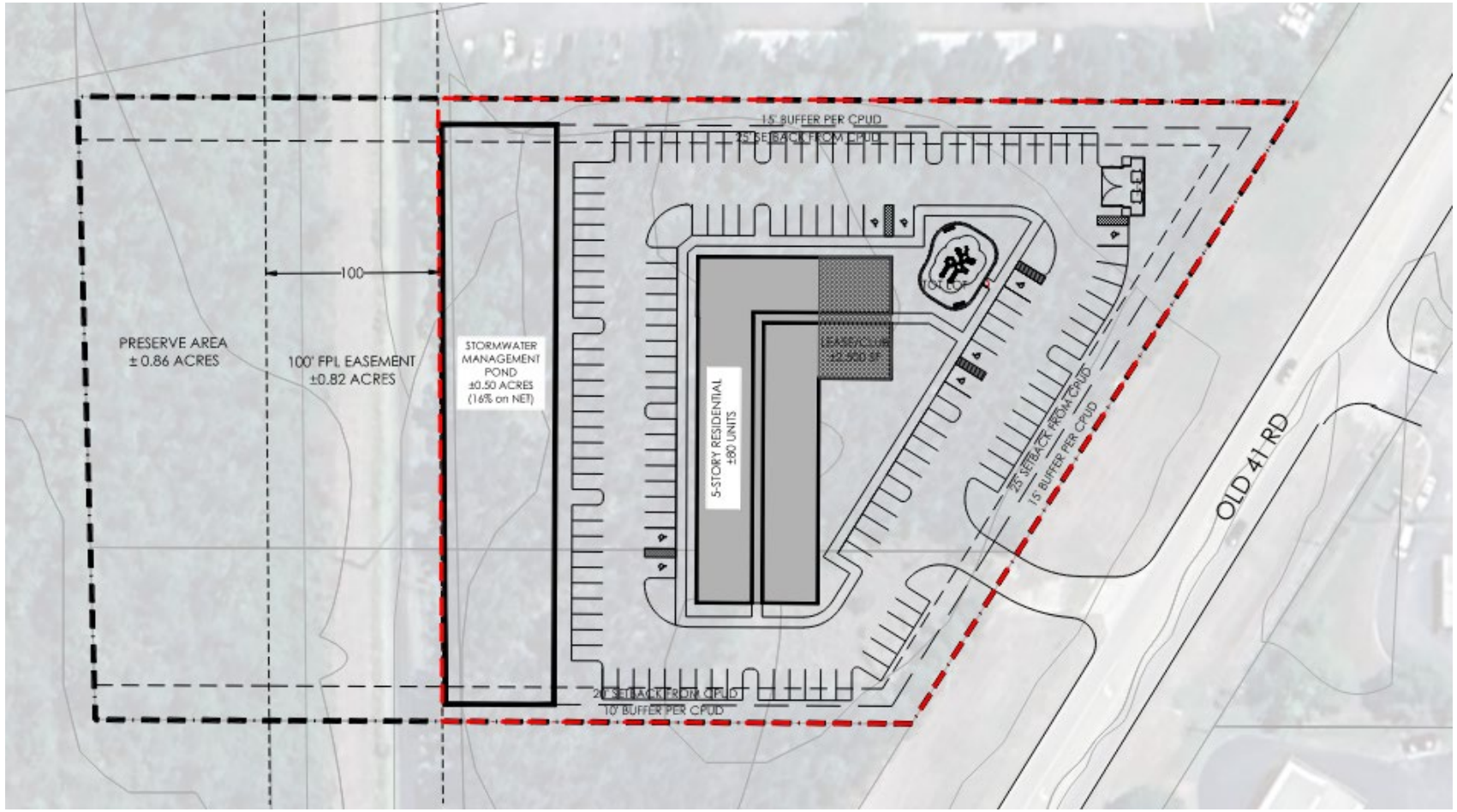
- 80 units on 4.85 Acres (16.5 units/acre)
- Product: 5-story building with interior clubhouse, multipurpose room, leasing office and a tot lot
- Unit Types and Mix -
  - 48 - One-bedroom/one-bathroom units
  - 32 - Two-bedroom/two-bathroom units
- Certified the ICC 700 National Green Building Standard.
- Income/Rent Restrictions: Mix of incomes at and under 80% of the Area Median Income (set annually by HUD)

  2025 Rents (30% - 70% MFI):

  1 Beds – $553 - $1,431

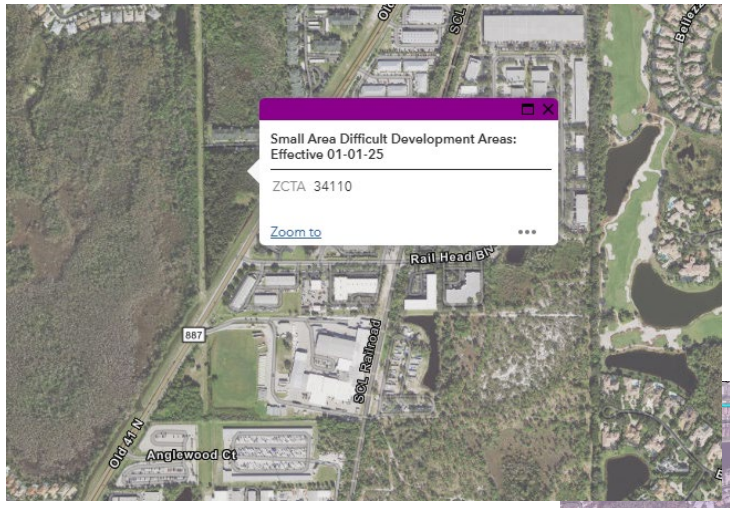
  2 Beds – $669- $1,722

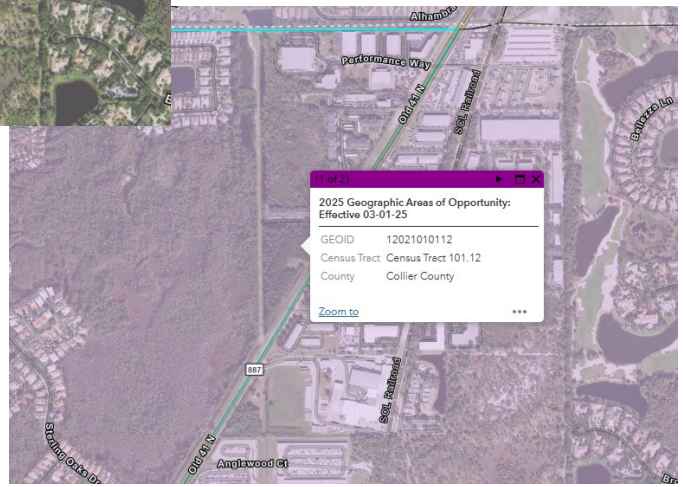
PROPOSED DEVELOPMENT



Ekos aon Old 41

Points of Interest & FHFC Mapping Designation







- Proposed Development Location is designated by FHFC as a SADDA/GAO
- Site is less than ½ mile from Wiggins Pass Activity Center which is a commercial hub

Ekos on Old 41

CURRENT ZONING & LIVE LOCAL

Location: 15805 Old 41 Rd, Unincorporated Collier County

Number of Acres: 4.85 acres

Zoning: CPUD

Live Local: Allows for Density at highest allowed residential & Allows for Height at highest allowed height for commercial or residential development within 1 mile or 3 stories, whichever is higher

Proposed Units: 80 units – Family Workforce

5- story apartment building with interior clubhouse and surface parking.

Amenities

Interior finishes will feature granite countertops, luxury LVT, full-size energy start stainless steel appliances.



Ekos on Old 41 – LGAO Request

RFA 2025-201 – Expected to award 10 Projects for 10 Total Goals

- Ekos on Old 41 qualifies for maximum number of goals of any project in Collier County
- Two (2) LGAO Goals and the Three (3) GAO/SADDA Family Goals

FHFC Local Government Funding Commitment Request - $460,000

- Remainder of sources to come from First Mortgage, Tax Credit equity and Developer Equity.

Project Features

- Set aside period – 99 years
- Use restrictions that ensure that property will remain affordable for the long term

THANK YOU!

Contact Info

Christopher Shear – Chief Operating Officer

Scarlett Perez – Director of Development

777 Brickell Ave, Suite 1300

Miami, FL 33131

Phone: (786)577-9837

Email: cshear@mcdhousing.com

sperez@mcdhousing.com

McDowell HOUSING PARTNERS

RENAISSANCE HALL

RURAL NEIGHORHOODS

Livable Places for Working Families

ABOUT US

At Rural Neighborhoods, our objective is not *just* to build houses. Every day we work hard to create close-knit communities where people can live and grow, be neighbors first, then good neighbors. Our aspiration is to create a livable place to enrich lives – to celebrate culture, spark creativity, build friendships and engender neighborhood leadership.



Pollywog Creek in Labelle, FL: 64 Family + 29 Senior Apartments



RENAISSANCE HALL BENEFITS

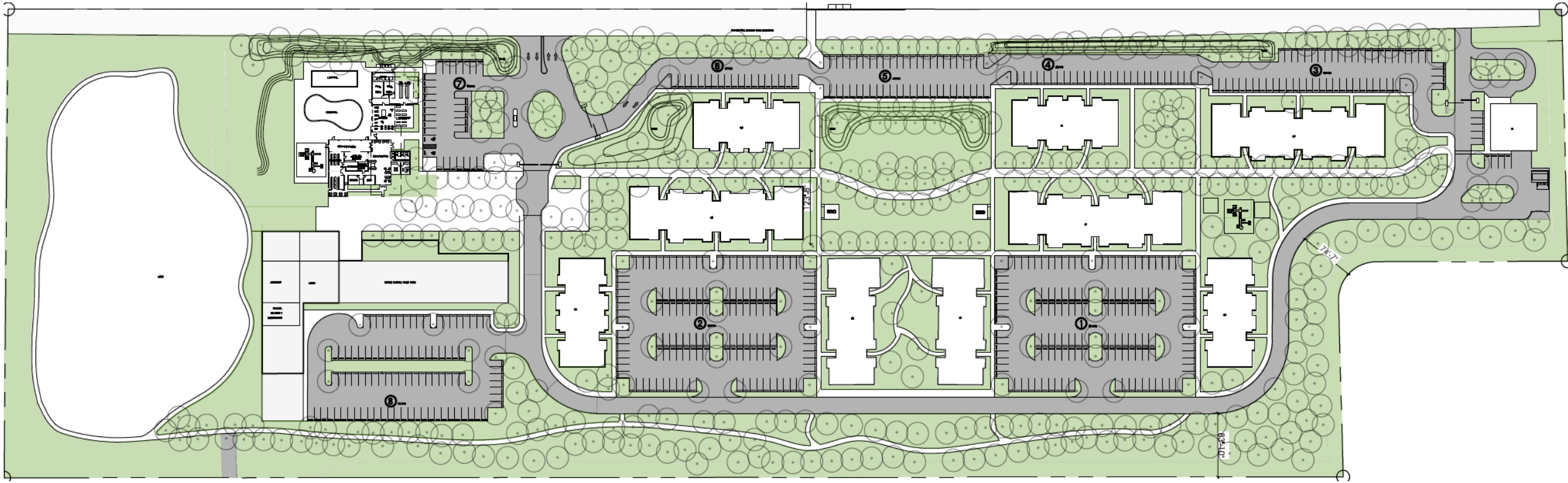
Affordable, modern and stylish product

Areas for community connections

Close-in suburban, Naples location

SITE PLAN

25+/- acres of land leased for Seniors and Essential Personnel Housing by Collier County Government to RN for Term of 99-Years. **Improvements revert to local government at end of lease term.**



ABILITY TO PROCEED LAND USE/ENVIRONMENTAL



RENAISSANCE HALL

MPUD
Multiple Public Meetings w/Neighbors and BCC
re Use
Parking Requirements Set in MPUD
Soil Contamination: FDEP Approval Obtained
FEMA CLOMR Issued
(No Flood Insurance to be required) Zone X

FAIR CHOICE: *STRONG RENTAL COMMUNITIES*

RENAISSANCE HALL

Golden Gate City

100 Units

30%, 50%, 60%, 70% and 80% AMI

EXPERIENCE

$258M in LIHTC et al since 2020

341 Units completed in Collier

252 @ 60% Completion due Feb 26

RFA SCORING

10 LGAO Bonus Points

5 Strong Transportation

5 Development Amenities

5 Neighborhood Revitalization

8 Perform in County Contracts

5 Resident Services

7 Set Asides

MCDOWELL

EXPERIENCE

RFP SCORING CRITERA

Proposal Comparison

RESIDENT PROGRAMS

5 POINTS

✓ RHSL proposes 4 FHFC services + 4 others for total of 8.

Competition:_____

SET-ASIDE

7 POINTS

✓ RHSL proposes 100% Special Needs per RFA + adds ELI, Domestic Violence and risk of homelessness.

Competition: _____

ABILITY TO MEET FHFC REQ W/MIN LOAN TERM

3 POINTS

✓ RHSL and Ekos both pledge to draw $460K at 75% construction – RHSL commits to loan repayment in Year 16.

Competition_____



RFP SCORING COMPARSION

Proposal Comparison

PUBLIC TRANSIT & SERVICES

5 POINTS

✓ RHSL on 2 CAT Routes w/Bus Stops Available;

Competition: ____

N'HOOD LIFT & REVITAL'N

5 POINTS

✓ Fulfills mixed-use plan for GGGC; leads mitigation of brownfield; contributes to infrastructure for remaining tracts.

Competition: ____

COLLIER CONTRACT RECORD

8 POINTS

✓ RN met or exceeded performance since 2006 in est. 21 contracts.

McD since completion of Santa Barbara in 2023.

Center	UPS	Golden Gate Blvd	Department	Golden Gate Blvd	Green Blvd	Center
	3:35 AM	3:52 AM	4:37 AM	5:15 AM	5:30 AM	6:03 AM
	4:20 AM	4:40 AM	5:30 AM	6:10 AM	6:23 AM	6:55 AM
7:05 AM	7:22 AM	7:46 AM	8:36 AM	9:11 AM	9:24 AM	9:47 AM
10:00 AM	10:18 AM	10:42 AM	11:29 AM	12:06 PM	12:20 PM	12:43 PM
11:00 AM	11:18 AM	11:42 AM	12:25 PM	1:01 PM	1:15 PM	1:41 PM
12:55 PM	1:13 PM	1:37 PM	2:27 PM	3:03 PM	3:17 PM	3:40 PM
3:50 PM	4:15 PM	4:43 PM	5:37 PM	6:19 PM	6:37 PM	7:07 PM
5:05 PM	5:26 PM	5:51 PM	6:36 PM	7:12 PM	7:25 PM	7:48 PM
7:20 PM	7:38 PM	8:02 PM	8:37 PM	9:13 PM	9:26 PM	9:49 PM

Sunday times are highlighted above. / Horario de domingos esta destacados arriba.





RENDER 1



RENDER 2



RENDER 3



RENDER 4



RENDER 5



RENDER 6



RENDER 7

RENAISSANCE HALL COMMUNITY CENTER

Clubhouse, Pool, Fitness Center, Exercise Room, Playground

MEETING MINUTES OF THE COLLIER COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE

Naples, Florida

July 15, 2025

LET IT BE REMEMBERED, the Collier County Affordable Housing Advisory Committee, in and for the County of Collier, having conducted business herein, met on this date at 9 a.m. in REGULAR SESSION at the Collier County Growth Management Department building, Conference Room #609/610, 2800 North Horseshoe Drive, Naples, Florida, 34104 with the following members present:

Chairman: Stephen Hruby
Vice chairman: Jennifer Faron
Mary Waller
Gary Hains
Hannah Roberts
Andrew Terhune (Virtual Attendance)
Arol Buntzman
Todd Lyon
Paul Shea
Catherine Myers
Dan Kowal, BCC (Virtual Attendance)
Bob Mulhere (Absent)

County Staff Members Present:
Cormac Giblin, Director, Housing Policy & Economic Development
Priscilla Doria, Ops Support Specialist II, Housing Policy & Economic Development
Don Luciano, Assistant Director, Community & Human Services Division
Mike Bosi, Director, Planning & Zoning Division
Heidi Ashton, Managing Assistant County Attorney, County Attorney's Office

Any persons in need of a verbatim record of the meeting may request a copy of the audio recording from the Collier County Growth Management Department.

- Definition changes and enhancement to the existing affordable housing density program chart.
- Streamlines Commercial to Residential/Mixed-Use conversion if including housing that is affordable.
- Allows the ability to request increased density within activity centers when providing housing that is affordable.
- Allows the ability to request increased density along bus/transit lines in connection with Transit Oriented Design (TOD).

- Scheduled to go back to the Board at the August 12th BCC meeting to approve the proposed changes for the LDC in conjunction with the adopted housing plan.

5. PUBLIC COMMENT

- John Raymond with National Development of America, Inc.
  - Provided update on Casa San Juan Diego
    - 80 units Affordable Housing community
    - Site Development Plan approvals
    - Tenant entry end of 2026

- Michael Puchalla, CEO/Executive Director of The Housing Alliance and Executive Director of HELP
  - Notified the committee of upcoming Housing Expo event on Saturday, July 19th from 8:30am to 12:00pm. Registration to attend event can be done at Floridahelp.org.
  - Local employers providing housing will sit on a panel at the 2025 Affordable Housing Conference in Orlando (August 25-27, 2025).

6. DISCUSSION ITEMS

A. SHIP Housing Incentives Strategies Report 2025 update

- Minor changes to the report from last year's report, updating a few of the incentives.
- Final committee approval is to be made at the September AHAC meeting with Board approval in November.
- The committee plans to revisit accessory dwelling units (ADU's) policies for future consideration.

B. AHAC Member Terms Expiring in 2025

- Stephen Hruby, Jennifer Faron, and Todd Lyon terms expiring on October 1, 2025.
- Cormac reminds the committee of their ability to re-apply for their current positions.
- Appointments/Re-Appointments will be approved by the committee at next meeting in September and final Board approval at a November BoCC meeting.

7. STAFF AND COMMITTEE GENERAL COMMUNICATIONS

A. Live Local Act Update

- Allows Live Local in PUDs.
- Allows affordable housing development on property owned by the church.
- Simplifies the parking reductions
- New height restrictions for development that is planned to go next to existing single-family homes.

8. NEW BUSINESS

a. Public Hearings

i. Magnolia Pond PUD, Affordable Housing Density, increase the number of residential units from 231 to 500, to be presented at the Planning Commission on 8/21 and for Board approval on 10/14.

ii. Everglades Equipment Group PUD, seeking 115 rental units, of which 10% @ 80% AMI. Going to the Planning Commission on 10/28.

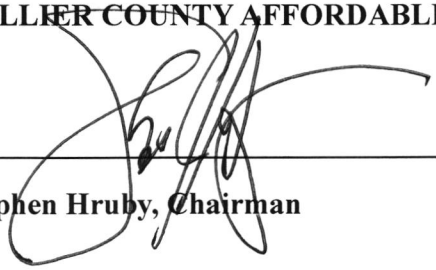
9. ADJOURN

Meeting adjourned at 10:31 a.m.

10. NEXT MEETING DATE AND LOCATION:

September 16, 2025, at 9:00 A.M in Conference Room 609/610- Growth Management Community Development Department

COLLIER COUNTY AFFORDABLE HOUSING ADVISORY COMMITTEE



Stephen Hruby, Chairman

These minutes were approved by the committee on 9/16/25,

as presented X, *or as amended* _____.

Collier County
Growth Management Community Development

Affordable Housing Advisory Committee
Attendance Roster – Date: September 16, 2025

AHAC Members

Must have (6) members for a quorum

Commissioner Dan Kowal: Present	**Gary Hains: Present**
Stephen Hruby: Present	**Catherine Myers: Present**
Jennifer Faron: Present	**Andrew Terhune: Present – Remote Participation**
Mary Waller: Present	**Hannah Roberts: Excused Absence**
Todd Lyon: Excused Absence	**Paul Shea: Present**
Arol Buntzman: Present	**Robert Mulhere: Excused Absence**

County Staff Members Present

Name	Title
Cormac Giblin	Director, Housing Policy & Economic Development, GMCDD
Sarah Harrington	Manager, Planning, Housing Policy & Economic Development, GMCDD
Priscilla Doria	Ops Support Specialist II, Housing Policy & Economic Development, GMCDD
Heidi Ashton	Managing Assistant County Attorney, CAO
Courtney DaSilva	Assistant County Attorney, CAO
Kristi Sonntag	Director, Community & Human Services, CMO
Mike Bosi	Director, Planning & Zoning, GMCDD
Lisa Carr	Supervisor-Grants, Community & Human Services, CMO

Collier County

GROWTH MANAGEMENT
COMMUNITY DEVELOPMENT

Affordable Housing Advisory Committee

Sign-in Sheet (Public)

September 16, 2025

Please Print

NAME	REPRESENTING	PHONE No. or email
Steven Kilf	Rural Neighborhoods	305-298-1100
Doffie Cook	Rural Neighborhoods	239-~~8~~40-1582
Alex Ballina	FDBG	305-505-4109
Scarlett Perez	McDonell Housing	sperez@mcdhousing.com
Andrew Baker	McDonell Housing	abaker@mcdhousing.com
Michael Puchalla	Housing Alliance/HELP/CCCLT	michael@collierhousing.com
Shane Young	The Housing Alliance	syoung@thehousingalliance.org
Susan Golden	League of Women Voters	sfgoldengirls@comcast.net
Betty Schwartz	League of Women Voters	bettyofnaples@gmail.com

Agenda Item No._____ **Agenda Item Topic** Live local Act

(For Public Comment, list topic)

Meeting Date: 9/16/25

Name: Alex Ballina **Address:** 4015 Rattlesnake Hammock Rd.

Representing/Petitioner: FDBG **Other:**_____

COLLIER COUNTY ORDINANCE NO. 2003-53, AS AMENDED BY ORDINANCE 2004-05 AND 2007-24, REQUIRES THAT ALL LOBBYIST SHALL, BEFORE ENGAGING IN ANY LOBBYING ACTIVITIES (INCLUDING, BUT NOT LIMITED TO, ADDRESSING THE BOARD OF COUNTY COMMISSIONERS), REGISTER WITH THE CLERK TO THE BOARD AT THE BOARD MINUTES AND RECORDS DEPARTMENT

YOU ARE LIMITED TO THREE (3) MINUTES FOR YOUR COMMENTS AND ARE TO ADDRESS ONLY THE CHAIR

PUBLIC COMMENT IS NOT INTENDED TO BE A FORUM FOR SELF-PROMOTION. PUBLIC COMMENT SPEAKERS WHO ENGAGE IN ADVERTISING THEIR BUSINESS, PERSONAL POLITICKING OR OTHER FORMS OF SELF-PROMOTION WILL BE ASKED TO LEAVE THE PODIUM.

PLACE COMPLETED FORM ON THE TABLE TO THE LEFT OF THE DAIS – PLEASE PRINT CLEARLY

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

colliercountyfl.gov
twitter.com/CollierPIO
facebook.com/CollierGov
youtube.com/CollierGov

August 29, 2025

FOR IMMEDIATE RELEASE

Notice of Public Meeting
Collier County Coastal Advisory Committee
Collier County, Florida

September 11, 2025
1:00 p.m.

Notice is hereby given that the **Collier County Coastal Advisory Committee** will meet **Thursday, September 11th,** at **1:00 p.m.** in the Board of County Commissioners Chambers, Collier County Government Center, 3299 Tamiami Trail E., Naples, Florida.

The following website provides information on this committee
https://www.colliercountyfl.gov/government/advisory-boards-and-authorities/coastal-advisory-committee

About the public meeting:

Two or more members of the Board of County Commissioners, City of Naples City Council, City of Marco Island City Council, Tourist Development Council, and the Pelican Bay Services Division may be present and participate at the meeting. The subject matter of this meeting may be an item for discussion and action at future meetings of these boards, councils, or agencies.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division located at 3335 Tamiami Trail E., Naples, Florida 34112 or 239-252-8380 as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Maria Becerra at (239) 252-2966.

###

September 11, 2025

Meeting Agenda and Notice

Coastal Advisory Committee (CAC)
Thursday, September 11, 2025– 1:00 p.m.
Collier County Board Chambers
Collier County Government Center
3299 Tamiami Trail East, Third Floor, Naples, FL

Sunshine Law on Agenda Questions
2025 CAC MEETING DATES

I. Call to Order

II. Pledge of Allegiance

III. Roll Call

IV. Changes and Approval of Agenda

V. Public Comments

VI. Approval of CAC Minutes

August 14, 2025

VII. Staff Reports

Extended Revenue Report

VIII. New Business

1. ES- FY24-25 City of Naples TDC Reimbursement Request

   - FY25 Applications

2. ES - Vanderbilt Renourishment

3. ES- FY25-26 10- Year Plan

   - 10 - Year Plan

4. ES - FY25-26 - TDC Grant Applications

- FY25-26 Applications
- Yr to Yr Comparison

IX. Old Business

X. Announcements

XI. Committee Member Discussion

XII. Next Meeting Date/Location

October 9, 2025 at 1:00 p.m.

XIII. Adjournment

All interested parties are invited to attend, and to register to speak and to submit their objections, if any, in writing, to the board prior to the meeting if applicable. For more information, please contact Andrew Miller at (239) 252-2922.
If you are a person with a disability who needs any accommodation in order to participate in this proceeding, you are entitled, at no cost to you, to the provision of certain assistance. Please contact the Collier County Facilities Management Department located at 3301 East Tamiami Trail, Naples, FL 34112, (239) 252-8380.

Public comments will be limited to 3 minutes unless the Chairman grants permission for additional time.

Collier County Ordinance No. 99-22 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners) before the Board of County Commissioners and its advisory boards, register with the Clerk to the Board at the Board Minutes and Records Department.

COLLIER COUNTY COASTAL ADVISORY COMMITTEE (CAC)
Thursday, August 14, 2025 – 1:00 p.m.
Collier County Board Chambers
Collier County Government Center,3rd Floor
3299 Tamiami Trail East, Naples, FL 34112

CAC MEMBERS PRESENT
Chairman Joseph S. Burke (City of Naples),
Vice Chair Dave Trecker (Collier County)
Dr. Judith Hushon (City of Naples)
Linda Penniman (City of Naples),
Daniel High (City of Marco Island),
A quorum of five members was present to proceed.

Dr. Mohamed Dabees participated via Zoom for the Clam Pass item.

ALSO, PRESENT
Andy Miller (Coastal Zone Management),
Colleen Greene (Assistant County Attorney),

Any person who decides to appeal a decision of this Board will need a record of the proceedings pertaining thereto and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Neither Collier County nor this Board shall be responsible for providing this record.

I) Call to Order

The meeting was called to order by Chairman Joe Burke at 1:00 p.m.

II) Pledge of Allegiance

The Committee recited the Pledge of Allegiance.

III) Roll Call

Roll was taken by staff. A quorum was present.

IV) Changes and Approval of the Agenda

No proposed changes to the agenda were noted.

Motion by Linda Penniman to approve the agenda as presented. Seconded by Dave Trecker
All in favor
Opposed: None. Motion carried.

V) Public Comment

Colleen Greene reported no public comments.

VI) Approval of Previous Meeting Minutes

Comments on the June minutes: Vice Chair Dave Trecker requested adding "Vice Chair" in front of his name for consistency with past documents.
No other comments.
Motion by Dr. Judith Hushon to approve the minutes from the June meeting as amended. Seconded by Linda Penniman.
All in favor
Opposed: None. Motion carried.

VII) Staff Reports

Andy Miller presented the revenue report, noting that revenues are slightly above last year's levels and 33.4% above budget to date. In response to questions about reports of declining tourism, Miller suggested that higher hotel rates may be offsetting any drop in visitor numbers, but recommended directing such questions to the Tourist Development Council (TDC). No other questions.

VIII) New Business

A. City of Naples Stormwater Outfall Pipe Removal and Water Quality Project

Andy Miller read the recommendation: Approve a Category A grant application for the City of Naples stormwater outfall pipe removal and water quality project as a reimbursable grant not to exceed $10 million and find that this item promotes tourism.

Bob Middleton (City of Naples Public Works Director) presented the project in detail. The project, currently underway, is titled the Gulf of Mexico Stormwater Outfall Pipe Removal and Water Quality Project. It covers the area along Gulf Shore Boulevard North, including drainage basins and three connected lakes: North Lake, South Lake, and Alligator Lake. Eight of ten outfall pipes will be

removed (one private pipe to be addressed during future development). The lakes are being dredged to remove accumulated muck and improve filtration for nutrients and particulates, with dredging mostly completed and materials hauled off-site (muck in dewatering bags, separated sand disposed separately). Two pump stations (at 3rd Avenue North and 8th Avenue North) will discharge treated stormwater 1,500 feet offshore via diffuser systems to spread the flow, as required by DEP and Corps of Engineers. Additional components include 78 new inlets, 6,000 feet of 24- to 54-inch stormwater pipes.

The project benefits tourism by removing unsightly outfalls that discharge at the water's edge, improving water quality beyond state minimums, increasing flood protection from a 5-year to 25-year storm event, enhancing resiliency with road elevations, and attracting more foot traffic to beaches, parks, and sidewalks. It boosts local economy, remedies beach concerns, increases marketability, and is supported by a tourism impact study. The total project cost is $86 million, but the grant request is for $10 million covering only outfall removal elements (pump stations, emergency diesel generators, directional drilling), not the $50 million in piping. This complies with FDEP mandates for outfall removal to maintain beach renourishment funding. Expenses prior to BCC approval are not reimbursable. Completion is expected by June 2027, with some roads currently closed (3rd Street, 7th, Gulf Shore Boulevard) but minimized during off-season.

Questions and discussion:

i. Dr. Judy Hushon asked about lake dredging completion and material handling (mostly done on North and South Lakes, with headwall replacement on South Lake; muck dewatered and hauled, sand separated).
ii. Dave Trecker clarified FDEP mandate and funding (complying to avoid loss of renourishment funds; $10 million completes obligations for outfall removal). Also noted total cost breakdown ($32.6 million for outfall-specific elements, $86 million overall).
iii. Daniel High discussed resiliency: Old gravity system tide-dependent; new pumps submersible in wet wells, electrical panels at FEMA 14-foot elevation; technology proven (ocean outfalls in East Coast, Sarasota; existing city pump stations). If failure, stagnant water possible in rain events, but not for storm surge.
iv. Joe Burke inquired about generators (diesel, one at Alligator Lake on Gulf Shore Boulevard at 14 feet, one enclosed at beach club); biofouling (minimal in saline environment, maintenance via divers on diffusers for mussels/barnacles; no pigging or restricted coatings).
v. Dave Trecker asked about stormwater cleaning (lakes for settling, pump stations for floatables removal, inlets with filter baskets for particulates like grass clippings; considering centrifugal separators; regular maintenance); sand inundation post-storm (diffusers on

bottom, pump volume clears sand). Noted similar system in Myrtle Beach.

vi Bob Middleton mentioned completion date would be around June 27th.

The committee found the project promotes tourism.

Alle in favor. Motion carried

B. . City of Naples Grant Agreement for Beach Maintenance and Lowdermilk Park Parking Lot Maintenance

Andy Miller read the recommendation: Approve funding reimbursement from the City of Naples not to exceed $700,000 using tourist development tax funds for beach maintenance and Lowdermilk Park parking lot maintenance, waive irregularities, authorize budget amendment, and find that this item promotes tourism.

Miller provided detailed background: The City of Naples typically submits annual applications for reimbursement alongside county beach maintenance requests but missed the previous year due to unforeseen circumstances. This is an after-the-fact reimbursement request covering fiscal year activities. The breakdown includes $500,000 for beach maintenance ($300,000 for salaries and $200,000 for operating costs) and $200,000 for repairs to Lowdermilk Park parking lot following hurricane damage. The request addresses post-Hurricane Ian repaving that was subsequently damaged by later storms. The funding promotes tourism by maintaining beach access and facilities.

Questions and discussion:

i Linda Penniman questioned the inclusion of salaries in the reimbursement, seeking confirmation if this is standard practice (Miller to verify, noting it may be typical for operational costs).

ii Dr. Judy Hushon highlighted the parking lot's repaving after Hurricane Ian and additional damage from subsequent hurricanes, emphasizing the need for resilient infrastructure.

Motion by Daniel High to reimburse the City of Naples not to exceed $700,000 using TDC funds and state that it promotes tourism. Seconded by chairman Joe Burke second.

All in favor
Opposed: None.
Motion carried.

Clam Pass Project

Andy Miller read the recommendation: Authorize expenditure of tourist development tax funds for 2025 Clam Pass maintenance, dredging, and sand reclamation at Clam Pass Park in the amount of $434,758.50 for construction, engineering, surveying, and environmental monitoring, and find that this item promotes tourism.

Neil Doral (Pelican Bay Services Division), with Chad Coleman and Lisa Jacobs, presented (courtesy, not action item). Dr. Mohamed Dabees (Humiston & Moore) on Zoom. The project maintains the small natural inlet, removing ~13,000 cubic yards of sand from sections A, B, C; reclaiming overwash from Hurricane Ian in Outer Clam Bay; reconstructing dunes. Permits expiring in two years; work starts November 1 if not earlier. Sand placed first at county park, then north side. New elements: Reclaiming shoal, hand-dug channels for drainage. Contract to EarthTech Enterprises (~$370,000 plus contingencies). Enhances hydraulic efficiency, mangrove health.

Questions and discussion:

i. Dr. Judith Hushon suggested mangrove planting along inside edge (Doral open to it if eligible, not currently planned but enhances; successful past restorations).
ii. Chairman Joe Burke asked about berm importance (prevents new inlet, saltwater intrusion).
iii. Lisa Jacobs noted berm elevation (7-8 feet), plantings/irrigation.
iv. Dave Trecker inquired about permit renewals (pre-application done, one-year extension granted).
v. Dr. Judy Hushon discussed berm resiliency (mangroves for holding).

No motion required; informational.

IX) Old Business

A. Vanderbilt Beach Emergency Fill

Andy Miller presented an after-the-fact update on the emergency fill project. The spot renourishment was conducted north of Vanderbilt Beach Road near the Turtle Club, addressing a narrow beach and escarpment that impeded emergency vehicle access ahead of the July 4th weekend. Rapid approvals were obtained from agencies including FWC, FDEP, and Army Corps of Engineers. Sand was trucked in via road access, with work completed on July 3, 2025. As of August 6, 2025, the fill is holding well. The project was already approved by the TDC and BCC; this update is provided as a courtesy to the CAC. The primary driver was public safety, ensuring access for emergency services.

Questions and discussion:

i Chairman Joe Burke confirmed the timing of the work (completed in July 2025).
ii Daniel High commended the team for navigating regulatory red tape efficiently to complete the project swiftly.

No action required.

X) Announcements

Andy Miller announced: Vanderbilt and Pelican Bay Beach Renourishment bids received (good); start late October/early November, complete before Christmas. Naples Beach delayed to next fall due to city projects (outfall, pump station at 3rd Ave N access point, beach end repairs, Naples Beach Club hotel). Less disruptive with ongoing stormwater work.

XI) Committee Member Discussion

A. Chairman Joe Burke raised request from Pelican Bay Men's Club for CAC talk in January/February; Joe and Dave Trecker to attend. Colleen Greene advised on Sunshine Law: Both can attend, but one speaks primarily to avoid two-way discussion appearance. No vote needed; head nods for awareness.
B. Dr. Judy Hushon noted late materials receipt (file size issue); suggested secure cloud link. Miller apologized, working on solutions; no dedicated FTP site.
C. Dr. Judith Hushon noted outdated CAC website (no meeting dates, "EXP" by names meaning expired?). Miller confirmed working on updates; limited staff, relies on county IT.

No other items.

XII) Next Meeting Date

The next meeting date is scheduled for September 11, 2025 at 1:00 p.m.

XIII) Adjournment

There being no further business for the good of the County, the meeting was adjourned at 2:20 p.m.

COLLIER COUNTY COASTAL ADVISORY COMMITTEE

Chairman Joe Burke

The Minutes were approved by:

_____

_____

Name Signature

as presented on _____
or amended on _____

FY 25 TDT Collections Report

31-Aug-2025

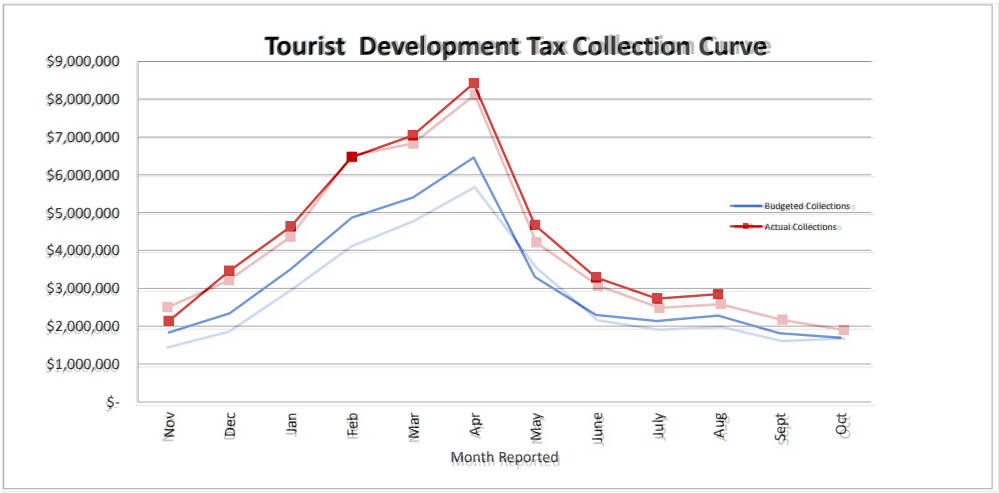
Fund Reporting	Fund	Adopted Budget	Updated Annual Forecast	Budgeted YTD	YTD Actual	Variance to Budgeted YTD
Beach Park Facilities	1100	1,357,700	1,762,093	1,231,907	1,636,617	404,710
TDC Promotion	1101	13,643,700	18,303,194	12,379,588	16,854,233	4,474,645
Non-County Museums	1103	724,300	940,034	657,192	871,099	213,906
TDC Admin	1104	-	-	0	-	-
Beach Renourishment	1105	14,782,800	19,185,874	13,413,149	17,814,736	4,401,588
Disaster Recovery	1106	-	-	0	-	-
County Museums	1107	2,000,000	2,000,000	1,814,697	2,000,000	185,303
TDC Capital	1108	5,415,500	7,028,513	4,913,745	6,529,300	1,615,556
	Gross Budget	**37,924,000**	**49,219,708**	**34,410,277**	**45,705,986**	**11,295,708**
	Less 5% Rev Res	(1,896,200)	29.79%		% Over/(Under) Bud	32.8%
	Net Budget	36,027,800				

Collections

Month Reported	Actual	Cum YTD	% Budget Collected to Date	% Variance FY24 Collections	% Variance FY23 Collections	% Variance FY22 Collections
Nov	2,137,562	2,137,562	5.64%	-16.72%	-9.20%	-5.03%
Dec	3,465,253	5,602,815	14.77%	5.83%	30.93%	19.12%
Jan	4,632,754	10,235,570	26.99%	5.02%	24.82%	3.04%
Feb	6,466,174	16,701,744	44.04%	-1.10%	19.50%	8.28%
Mar	7,042,625	23,744,369	62.61%	2.54%	10.66%	8.83%
Apr	8,422,508	32,166,877	84.82%	3.48%	15.42%	0.80%
May	4,675,081	36,841,958	97.15%	9.54%	15.55%	-3.29%
June	3,285,486	40,127,443	105.81%	4.51%	20.07%	6.22%
July	2,729,036	42,856,479	113.01%	6.66%	11.97%	3.12%
Aug	2,849,506	45,705,985	120.52%	7.46%	3.06%	10.51%
Sept	-	45,705,985	120.52%	n/a	n/a	n/a
Oct	-	45,705,985	120.52%	n/a	n/a	n/a
Total	**45,705,985**	**45,705,985**	**YTD**	**2.90%**	**14.93%**	**4.82%**
				49,219,708		

Budget Comparison

	5 Yr History-Cum	5 Yr History-Monthly	Budgeted Collections	Actual Collections	Budget to Actual Variance	Updated Forecast
Nov	4.8%	4.8%	1,827,211	2,137,562	310,352	2,137,562
Dec	11.0%	6.2%	2,338,559	3,465,253	1,126,694	3,465,253
Jan	20.2%	9.2%	3,502,227	4,632,754	1,130,527	4,632,754
Feb	33.1%	12.8%	4,869,752	6,466,174	1,596,422	6,466,174
Mar	47.3%	14.2%	5,397,019	7,042,625	1,645,606	7,042,625
Apr	64.3%	17.0%	6,460,316	8,422,508	1,962,192	8,422,508
May	73.0%	8.7%	3,303,306	4,675,081	1,371,774	4,675,081
June	79.1%	6.1%	2,299,023	3,285,486	986,462	3,285,486
July	84.7%	5.6%	2,134,934	2,729,036	594,102	2,729,036
Aug	90.7%	6.0%	2,277,930	2,849,506	571,576	2,849,506
Sept	95.5%	4.8%	1,816,973	-	-	1,816,973
Oct	100.0%	4.5%	1,696,749	-	-	1,696,749
Total	100.0%	100.0%	**37,924,000**	**45,705,985**	**11,295,708**	**49,219,708**
			% over/(under) budget		32.8%	29.79%



Executive Summary

Recommendation to approve a request for reimbursement from the City of Naples for FY 24/25 in the amount not to exceed $675,000 using tourist development tax funds for beach maintenance and Lowdermilk Park parking lot maintenance, waive any irregularities in the process, authorize the necessary budget amendment, and make a finding that this expenditure promotes tourism.

OBJECTIVE: Approve the City of Naples request for reimbursement of tourist development tax funds.

CONSIDERATIONS: The City of Naples applies for Tourist Development Tax grants each year through the Tourist Development Council (TDC). Due to unforeseen circumstances, the City did not submit their Grant Application(s) in Summer 2024 .During the Spring/Summer of 2024, the County and City were working together to amend the FY24 application due to Hurricane Ian's damage to the Naples Pier. The funding is very important to the City due to the work needed to restore and maintain the beach after these 3 storms. The City submitted the applications in August 2025 and is seeking tourist development tax funding for FY 24-25 for authorized uses of the Tourist Development Tax for Naples Beach Maintenance and Lowdermilk Park Maintenance.

The City performed the work in FY 24-25 and is seeking reimbursement. County Staff supports the City's request due to the work performed on City beaches and in Lowdermilk Park. The Grant Application requests $500,000 for Naples Beach Maintenance including Beach Maintenance Staff Salaries ($300,000) and Beach Maintenance ($200,000). The City is also seeking reimbursement of $175,000 for Lowdermilk Park maintenance of beach park facilities including replacing picnic tables and benches ($75,000), beach park maintenance ($75,000), and parking lot drainage maintenance ($25,000).

County Staff will review and approve the invoices prior to submittal which will not exceed $675,000. Following approval, the invoices will be submitted to County Finance for payment.

This item is consistent with the Infrastructure and Asset Management element of Collier County's Strategic Plan by preparing for the impacts of natural disasters on our critical infrastructure and natural resources.

ADVISORY COMMITTEE RECOMMENDATIONS: This item will be presented to the Coastal Advisory Committee on September 11,2025 and the Tourist Development Council on September 16,2025.

FISCAL IMPACT: Funding in the amount of $500,000 is budgeted for Fiscal Year 2025 within the TDC Beach Renourishment Fund (1105) and $175,000 in the Beach Park Facilities Fund (formerly 183). The source of funding is the Tourist Development Tax.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. – CMG

RECOMMENDATIONS: To approve a request for reimbursement from the City of Naples for FY 24-25 in the amount not to exceed $675,000 using tourist development tax funds for Naples Beach Maintenance and Lowdermilk Park parking lot maintenance, waive any irregularities in the process, authorize the necessary budget amendment, and make a finding that this expenditure promotes tourism.

PREPARED BY: Andrew Miller, Coastal Zone Management

ATTACHMENTS:
City of Naples Grant Applications for FY 24/25

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Naples Beach Maintenance

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   This is an annual TDC funded project essential for support of maintenance on local beaches. The City is responsible for the upkeep and grooming of TDC eligible beaches within the City limits. Under this project, the City removed litter, accumulation of algae and rocks along public access beach portions of the Gulf within the City's jurisdictional limits. These funds would also help to support the daily operation on the beach. Funding is a benefit to both residents and tourist populations, and to the preservation and protection of the beach, shoreline and its overall appearance and investment. This year's request includes the partial reimbursement for FY25 beach maintenance, which is $1,428,300. Our plan is to enhance beach facilities (example: walkovers, signage, furnishings, vegetation, trash cans, etc.) & much needed staffing. We are requesting the same $500,000 that was amended in FY24.

   Location: Naples Beach – Beaches located in the city limits of Naples.

5. **Estimated project start date:** October 1, 2024

6. **Estimated project duration:** 12 Months

7. **Total TDC Tax Funds Requested:** $500,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

Yes (X) No ( )

Naples Beach Maintenance

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 500,000
City/Taxing District Share	$
State of Florida Share	$ -
Federal Share	$
TOTAL	$ **500,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Beach Maint Staff Salaries	$ 300,000
Beach Maint	$ 200,000
	$
	$
	$
TOTAL	$ **500,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

8/29/2025

Signature of Sponsor Organization's Chief Official **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Lowdermilk Park Maintenance/Repairs

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   This is an annual TDC funded project essential for support of maintenance at Lowdermilk Park. The City is responsible for the upkeep and grooming of TDC eligible beaches within the City limits. The City performs necessary maintenance in Lowdermilk Park (beach park) each year, which includes the upkeep of the concession/restroom building, walkovers, landscaping, parking lot improvements, and other maintenance tasks as needed. During the FY25 the City plans to complete maintenance that include replacing existing picnic tables and benches in the beach park ($75k) and general maintenance of the park ($75k) that includes cleaning, pressure washing, and drainage repairs for the parking lot ($25k).

   Location: Lowdermilk Park

5. **Estimated project start date:** October 1, 2024

6. **Estimated project duration:** 18 Months

7. **Total TDC Tax Funds Requested:** $175,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Lowdermilk Park Maintenance/Repairs

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 175,000
City/Taxing District Share	$
State of Florida Share	$ -
Federal Share	$
TOTAL	$ 175,000

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Replacement of picnic tables and benches	$ 75,000
Beach park maintenance	$ 75,000
Parking lot drainage maintenance	$ 25,000
	$
	$
TOTAL	$ 175,000

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

Signature of Sponsor Organization's Chief Official — **Date** 8/29/2025

EXECUTIVE SUMMARY

Recommendation to approve the fall truck haul beach renourishment project and authorize tourist development tax expenditures for the Vanderbilt Beach Renourishment scheduled for November 2025 with an estimated project cost of $5,500,000; and make a finding that this item promotes tourism (Project 90066).

OBJECTIVE: To obtain a recommendation approving the project and funding for the 2025 truck haul beach renourishment project for Vanderbilt Beach.

CONSIDERATIONS: Staff are seeking project approval and authorization for a 149,500 ton truck haul beach renourishment project for Vanderbilt Beach for an estimated cost of $5,500,000, which shall include but not be limited to the following cost estimates:

- Engineering design, permitting, inspections and project certification - $143,811
- Sand purchase by the County - $1,644,500
- Construction $3,078,075
- Staff inspectors and inspections
  - QA/QC inspections of delivered sand and truck chain-of-custody control - $75,000
  - Staff construction observation, oversight, safety monitoring - $25,000
- Shorebird monitoring - $17,500
- Contingency - $516,114

The cost estimate is based on recent historical pricing to support an anticipated construction start date of November 1, 2025. Placement of this sand is expected to renourish the beach for a design life of five (5) years, assuming no exceptional storms, hurricanes, or unexpected weather conditions.

The sand quantities estimated for this project are based on post-Helene / Milton storm surveys performed in November / December 2024. Actual quantities needed based on field conditions will be determined immediately prior to construction. An adjustment of up to +/- 25% in sand quantities is assumed for this item.

Approval of this item will allow staff to work with Procurement to request a Purchase Order for sand production by Stewart Materials under Contract No. 21-7827 so that the beach fill material can be stockpiled and ready to haul once the renourishment construction contract is awarded. Contracts will be presented to the Board of County Commissioners prior to expenditure of funds.

Pelican Bay Services Division also intends to renourish their beaches coincident with the Vanderbilt Beach Renourishment under the same County approved contract for Vanderbilt Beach. The County's estimated costs do not include expenditures for Pelican Bay Beach, which will be funded through the Pelican Bay Services Division.

This item is consistent with the Quality of Place Objectives of the County's Strategic Plan.

FISCAL IMPACT: The total project cost is anticipated to be $5,500,000. Funding is available in the Tourist Development Tax Beach Renourishment Fund (1105), Vanderbilt Beach Maintenance Project (90066). Source of funding is tourist development tax.

Florida Department of Environmental Protection (FDEP) cost-share funding will be requested, if eligible, at a future date to reimburse Collier County for a portion of the completed work.

EXECUTIVE SUMMARY

Recommendation to approve the FY 2025-2026, 10-Year Capital Planning document for Tourist Development Tax funds in TDC Beach Renourishment Fund (1105) and TDC Engineering Fund (1102) and make a finding that these expenditures promote tourism.

OBJECTIVE: To obtain approval for the annually updated 10-year capital planning document for the County's beach and inlet management program.

CONSIDERATIONS: A 10-year capital planning document has been developed by Collier County staff to identify and balance long-term capital requirements/expenses and revenues received from the Tourist Development Tax Fund (1105) for beach renourishment and pass maintenance.

This document is strictly used for planning. Grant requests and expenditure requests will be reviewed and by the Coastal Advisory Committee, the Tourist Development Council, and the Board of County Commissioners.

Additionally, the Florida Department of Environmental Protection (FDEP) Local Government Funding Request (LGFR) program requires that a 10-year planning document be utilized and approved for all municipalities seeking cost-share funding for Beach Management projects. Approval of this document for planning purposes satisfies the intent of this program.

This item supports the Quality of Place objective within the Collier County Strategic Plan by preserving and enhancing the character of our community, protecting our natural resources, providing quality amenities and recreational opportunities, and by promoting Collier County as an exceptional tourism destination.

FISCAL IMPACT: There is no fiscal impact for this action. Funding for this program is provided by Tourist Development Taxes.

GROWTH MANAGEMENT IMPACT: This item complies with the Conservation and Coastal Management Element of the Collier County Growth Management Plan.

ADVISORY BOARD RECOMMENDATIONS: This item will be presented to the Coastal Advisory Committee (CAC) on September 11, 2025, and the Tourist Development Council (TDC) on September 16, 2025.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. – CMG

RECOMMENDATION: To approve the FY 2025-2026, 10-Year Capital Planning document for Tourist Development Tax funds in TDC Beach Renourishment Fund (1105) and TDC Engineering Fund (1102) and make a finding that this item promotes tourism.

Prepared By: Andrew Miller, P.E., Coastal Zone Management, Capital Project Planning, Impact Fees and Program Management Division

GROWTH MANAGEMENT IMPACT: This item is consistent with the Conservation and Coastal Management Element of the Growth Management Plan.

ADVISORY COMMITTEE RECOMMENDATIONS: This item will be presented to the Coastal Advisory Committee (CAC) on September 11, 2025, and the Tourist Development Council (TDC) on September 16, 2025.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. – CMG

RECOMMENDATION: To approve the fall truck haul beach renourishment project and authorize tourist development tax expenditures for the Vanderbilt Beach Renourishment scheduled for November 2025 with an estimated project cost of $5,500,000; and make a finding that this item promotes tourism (Project 90066).

Prepared By: Andrew Miller, P.E., Coastal Zone Management, Capital Project Planning, Impact Fees and Program Management Division

TDC Beach Renourishment Capital Fund (1105)
2026 CZM 10 Year Projection

		Budget Request	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	FY26 - FY30	FY26 - FY35
		FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	5 Year Totals	10 Year Totals
	Sources												
	Roll forward (sum of reserves)	59,472,500	60,084,800	66,886,600	69,309,300	72,495,600	68,544,700	65,586,700	69,508,200	70,729,600	76,600,400	59,472,500	59,472,500
	Carry Forward to Fund Project Roll	-	-	-								-	-
	TDC (Fund 1105) Revenue	15,522,000	15,677,200	15,834,000	15,992,300	16,152,200	16,313,700	16,476,800	16,641,600	16,808,000	16,976,100	79,177,700	162,393,900
	Revenue Reserve	(839,100)	-	-	-	-	-	-	-	-	-	(839,100)	(839,100)
	Adv/Repay	638,800	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,638,800	2,888,800
	FEMA/FDEP Reimbursements											-	-
	Interest	1,259,900	600,800	668,900	693,100	725,000	685,400	655,900	695,100	707,300	766,000	3,947,700	7,457,400
	Total Funding	**76,054,100**	**76,612,800**	**83,639,500**	**86,244,700**	**89,622,800**	**85,793,800**	**82,969,400**	**87,094,900**	**88,494,900**	**94,592,500**	**143,397,600**	**231,373,500**
	Uses	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**	**FY35**	**5 Year Totals**	**10 Year Totals**
Proj. No.	**Beach Projects**												
90077	Beach Emerg Response		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000		1,200,000	2,400,000
50154	Hurricane Irma											-	-
50280	Hurricane Ian											-	-
50320	Hurricane Milton												
												-	-
Proj. No.	**Collier Beach Renourishment**											-	-
80301	Collier Beach Renourishment	-	-	-	-	-	-	-	-	-		-	-
90068	Naples Beach Engineering, NTP & Renourishment	5,000,000	-	-	-	1,750,000	3,250,000	-	-	1,750,000	3,250,000	6,750,000	15,000,000
90067	Park Shore Beach Engineering, NTP & Renourishment	-	-	-	875,000	1,625,000	-	-	875,000	1,625,000	-	2,500,000	5,000,000
90066	Vanderbilt Beach Engineering, NTP & Renourishment	5,000,000	-			1,750,000	3,250,000			1,750,000	3,250,000	6,750,000	15,000,000
90069	Clam Pass Beach Engineering, NTP & Renourishment		-		525,000	975,000	-		525,000	975,000	-	1,500,000	3,000,000
90071	Marco Island South, NTP & Renourishment	200,000	1,000,000	-	-	200,000	1,000,000			200,000	1,000,000	1,400,000	3,600,000
90074	North Park Shore Beach NTP & Renourishment (phase out)											-	-
90076	Tiger Tail Beach Access Road Expansion	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	250,000
90065	Local Government Funding Request (LGFR)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	250,000
80165	CO Beach Analysis					25,000				25,000		25,000	50,000
80366	Beach Resiliency	-	5,000,000	10,000,000	8,750,000	8,750,000	8,750,000	8,750,000	8,750,000			32,500,000	58,750,000
Proj No.	**Inlet Projects**												
80288	Wiggins Pass Dredging	1,600,000	75,000	750,000	100,000	1,600,000	75,000	750,000	100,000	1,600,000	75,000	4,125,000	6,725,000
90549	Doctor's Pass Dredging	500,000	25,000	300,000	50,000	500,000	25,000	300,000	50,000	500,000	25,000	1,375,000	2,275,000
88032	Clam Pass Dredging (Pel Bay)	250,000	20,000	250,000	20,000	250,000	20,000	20,000	20,000			790,000	850,000
90072	Collier Creek Modeling, Jetty Rework and Channel Training	-	-	-			-	180,000	2,000,000			-	2,180,000
90007	Tigertail Lagoon Project		380,000		380,000		380,000		380,000		380,000	760,000	1,900,000
Proj No.	**Regulatory**												
80171	Beach Tilling - County Wide	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	150,000	300,000
90033	Near Shore Hard Bottom Monitoring & Seagrass Monitoring	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	1,150,000	2,300,000
90297	Shorebird Monitoring	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	250,000
90536	City/County Physical Beach and Pass Monitor	170,000	170,000	170,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	880,000	1,805,000
91105	Transfer to Fund 119 Beach Turtle Monitoring	397,700	171,700	171,700	171,700	171,700	171,700	171,700	171,700	171,700	171,700	1,084,500	1,943,000
Proj No.	**Maintenance**												
80378	Tractor Shelter												-
90527	Beach Cleaning-Naples	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	2,000,000
90533	Beach Cleaning-County/Marco	670,900	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,470,900	2,470,900
80407	Jolly Bridge Maintenance											-	-
90044	Vegetation Repairs-Exotic Removal		200,000			200,000			200,000			400,000	600,000
50308	Lowdermilk Park maintenance / City of Naples	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	2,000,000
Proj No.	**Structures**												
90096	Naples Pier					400,000	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Proj No.	**Administration**												
90020	Fund 195 Admin Costs	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	375,000	750,000
	Total Direct Project Cost	14,598,600	8,351,700	12,951,700	12,366,700	19,691,700	18,816,700	12,066,700	14,966,700	10,491,700	9,746,700	67,960,400	134,048,900
		-	-	-	-	-	-	-	-	-	-	-	-
99195	Interest Redirection	-	-	-	-	-	-	-	-	-	-	-	-
91105	Transfer to 185 Operating	982,600	982,600	982,600	982,600	982,600	982,600	982,600	982,600	982,600	982,600	4,913,000	9,826,000
91105	Transfer to Tax Collecter (Revenue Collection Exp)	388,100	391,900	395,900	399,800	403,800	407,800	411,900	416,000	420,200	424,400	1,979,500	4,059,800
99195	Adv/Repay to 370												
99195	Reserves General	-	-	-	-	-	-	-	-			-	-
99195	Reserve for Catastrophe (increase by 500K/yr up to 10M in res	1,500,000	2,000,000	2,500,000	3,000,000	3,500,000	4,000,000	4,500,000	5,000,000	5,500,000	6,000,000	3,500,000	6,000,000
99195	Reserve for Unrestricted Capital											-	-
99195	Reserve - FDEP/FEMA Refunding/Deobligation	-	-	-	-	-	-	-	-	-	-	-	-
	Total Programmed	17,469,300	11,726,200	16,830,200	16,749,100	24,578,100	24,207,100	17,961,200	21,365,300	17,394,500	17,153,700	78,352,900	153,934,700
	Unencumbered Reserve Balance to Roll	**58,584,800**	**64,886,600**	**66,809,300**	**69,495,600**	**65,044,700**	**61,586,700**	**65,008,200**	**65,729,600**	**71,100,400**	**77,438,800**	**65,044,700**	**77,438,800**

EXECUTIVE SUMMARY

Recommendation to approve the Tourist Development Council Grant application requests from Collier County and the City of Naples for FY 2025-2026 in the amount of $18,569,300, budget these expenditures, and make a finding that these expenditures promote tourism.

OBJECTIVE: To obtain approval of Tourist Development Fund (1105) Grant application requests for FY 2025-2026 in the amount of $18,569,300.

CONSIDERATIONS: To review and approve the received TDC Grant Applications as follows:

FY 2024-2025 Tourist Development Council Fund 1105 Grant Applications

PROJECT / DESCRIPTION:	STAFF REQUESTED	RECOMMENDED
Beach Renourishment Projects		
90068 – Naples Beach Engineering, NTP & Renourishment	$ 5,000,000	$ 5,000,000
90066 – Vanderbilt Beach Engineering, NTP & Renourishment	$ 5,000,000	$ 5,000,000
90071- Marco Island South, NTP & Renourishment	$ 200,000	$ 200,000
90076 – Tigertail Beach Access Road Expansion	$ 25,000	$ 25,000
90065 – Local Government Funding Request (LGFR)	$ 25,000	$ 25,000
SUB-TOTAL	**$ 10,250,000**	**$ 10,250,000**
Inlet Projects		
80288 – Wiggins Pass Dredging	$ 1,600,000	$ 1,600,000
90549 – Doctor's Pass Dredging	$ 500,000	$ 500,000
88032 – Clam Pass Dredging (Pelican Bay)	$ 250,000	$ 250,000
SUB-TOTAL	**$ 2,350,000**	**$ 2,350,000**
Regulatory		
80171 – Beach Tilling - County Wide	$ 30,000	$ 30,000
90033 – Near Shore Hardbottom Monitoring & Seagrass Monitoring	$ 230,000	$ 230,000
90297 – Shorebird Monitoring	$ 25,000	$ 25,000
90536 – City/County Physical Beach & Pass Monitoring	$ 170,000	$ 170,000
99999 – Sea Turtle Monitoring Program - Collier County	$ 326,200	$ 326,200
SUB-TOTAL	**$ 781,200**	**$ 781,200**
Beach Maintenance		
50380 – Lowdermilk Park Maintenance/Repairs	$ 200,000	$ 200,000
90527 - Beach Maintenance – City of Naples	$ 500,000	$ 500,000
90533 - Beach Maintenance - Collier County & Marco Island	$ 670,900	$ 670,900
SUB-TOTAL	**$ 1,370,900**	**$ 1,370,900**
Structures		
90096 – Naples Pier Repair & Maintenance	**$ 2,200,000**	**$ 2,200,000**
SUB-TOTAL	**$ 2,200,000**	**$ 2,200,000**
Administration		
90020 – Fund 1105 Administration Costs	$ 75,000	$ 75,000
99195 – Fund 185 Project Management & Administration	$ 1,154,100	$ 1,154,100

99195 – Tax Collector fees (2.25%)	$	388,100	$	388,100
SUB-TOTAL	$	**1,608,200**	**$**	**1,608,200**
TOTAL GRANTS	**$**	**18,569,300**	**$**	**18,569,300**

Beach Renourishment Projects: Exceptional beach experience for our residents and visitors has been at the heart of our success in the past. These projects are required to maintain that experience. Approval is recommended.

Inlet Projects: Projects required to maintain the beaches, inlets, and the engineering and permitting required to support construction. Approval is recommended.

Regulatory and Permit Compliance: All these items are required by the Florida Department of Environmental Protection (FDEP) permit, required by law, or required to maintain critical programs between required permit activities. Approval is recommended.

Beach Maintenance: Beach maintenance is required along with beach renourishment to experience an exceptional experience for our visitors and residents. Collier County conducts the beach maintenance on behalf of the City of Marco Island. Approval is recommended. The City of Naples has requested $700,000 for beach maintenance.

Naples Pier: The City of Naples has requested $2.2 million for the Naples Pier for the next four years.

Administration: Administrative program and project management cost to manage the beach program. Approval is recommended.

FISCAL IMPACT: Funding for these grant applications, in the amount of $18,367,800, is included in the Fiscal Year 2025-2026 proposed budget for Beach Renourishment Fund (1105). A budget amendment will be required in FY2026 in the amount of $201,500. The source of funds is the Tourist Development Tax.

GROWTH MANAGEMENT IMPACT: There is no impact to the growth management plan related to this action.

ADVISORY BOARD RECOMMENDATIONS: This item will be presented to the Coastal Advisory Committee (CAC) on September 11, 2025, and the Tourist Development Council (TDC) on September 16, 2025.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. – CMG

RECOMMENDATION: To approve the Tourist Development Council Grant application requests from Collier County and the City of Naples for FY 2025-2026 in the amount of $18,569,300, budget these expenditures, and make a finding that these expenditures promote tourism.

Prepared By: Andrew Miller, P.E., Coastal Zone Management, Capital Project Planning, Impact Fees and Program Management Division

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Naples Beach Engineering, NTP & Renourishment (Project No. 90068)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $5,000,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Naples Beach Engineering, NTP & Renourishment (Project No. 90068)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 5,000,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **5,000,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 5,000,000
	$
	$
	$
	$
TOTAL	**$ 5,000,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:12:07 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Regulatory

Beach Tilling – County Wide (80171)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad – Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

Permit-required tilling of recent renourished beach projects.

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $30,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Beach Tilling – County Wide (80171)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 30,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **30,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 30,000
	$
	$
	$
	$
TOTAL	**$ 30,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:02:22 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Inlet Project

Wiggins Pass Dredging (80288)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad – Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

Professional consulting services for Wiggins Pass dredging project.

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $1,600,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Wiggins Pass Dredging (80288)

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 1,600,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **1,600,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 1,600,000
	$
	$
	$
	$
TOTAL	**$ 1,600,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:01:41 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Regulatory

Near Shore Hardbottom Monitoring & Seagrass Monitoring (90033)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad – Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $230,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Near Shore Hardbottom Monitoring & Seagrass Monitoring (90033)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 230,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **230,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 230,000
	$
	$
	$
	$
TOTAL	**$ 230,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:01:11 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Local Government Funding Request - LGFR (90065)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $25,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Local Government Funding Request - LGFR (90065)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 25,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **25,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 25,000
	$
	$
	$
	$
TOTAL	**$ 25,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:00:38 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Vanderbilt Beach Engineering, NTP & Renourishment (90066)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive, Unit 103
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **September 1, 2025**

6. Estimated project duration: **6 months**

7. Total TDC Tax Funds Requested: $5,000,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Vanderbilt Beach Engineering, NTP & Renourishment (90066)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 5,000,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **5,000,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 5,000,000
	$
	$
	$
	$
TOTAL	**$ 5,000,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

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Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Marco Island South Engineering, NTP & Renourishment (90071)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **March 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $200,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Marco Island South Engineering, NTP & Renourishment (90071)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 200,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **200,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 200,000
	$
	$
	$
	$
TOTAL	**$ 200,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

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Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Tigertail Beach Access Road Expansion (90076)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $25,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Tigertail Beach Access Road Expansion (90076)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 25,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **25,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 25,000
	$
	$
	$
	$
TOTAL	**$ 25,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:56:13 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Regulatory

Shorebird Monitoring (90297)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $25,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Shorebird Monitoring (90297)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 25,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	**$ 25,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 25,000
	$
	$
	$
	$
TOTAL	**$ 25,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:55:36 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Maintenance

Beach Maintenance – Collier County & Marco Island (90533)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $670,900

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Beach Maintenance – Collier County & Marco Island (90533)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 670,900
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	**$ 670,900**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 670,900
	$
	$
	$
	$
TOTAL	**$ 670,900**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:55:06 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Regulatory

City/County Physical Beach & Pass Monitoring (90536)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **January 1, 2026**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $170,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

City/County Physical Beach & Pass Monitoring (90536)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 170,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	**$ 170,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 170,000
	$
	$
	$
	$
TOTAL	**$ 170,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:54:27 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Inlet Project

Doctor Pass Dredging (90549)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **March 1, 2026**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $500,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Doctor Pass Dredging (80288)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 500,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **500,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 500,000
	$
	$
	$
	$
TOTAL	**$ 500,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:53:38 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Inlet Project

Clam Pass Dredging (Pelican Bay) (88032)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2685 South Horseshoe Drive, Unit 103
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2685 South Horseshoe Drive, Unit 103
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Board of County Commissioners (BCC)
   Chris Hall - Chairman

4. **Details of Project- Description and Location:**

   Professional consulting services for Clam Pass dredging project.

5. **Estimated project start date:** **October 1, 2026**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $250,000.00

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Clam Pass Dredging (Pelican Bay) (88032)

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 250,000.00
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ 250,000.00

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	$ 250,000.00
	$
	$
	$
	$
TOTAL	$ 250,000.00

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.



Signature of Sponsor Organization's Chief Official — **Date** 8-12-25

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Naples Pier Maintenance/Repair

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   Naples Pier – 25 12th Ave South, Naples, Florida

   This annual TDC funded project includes maintenance, labor, material, supplies and equipment for the upkeep and safety of the pier. The Naples Pier is a public access beach facility and a tourist attraction and destination. The Naples Pier, a historically significant structure originally constructed in 1887, serves as a public access beach facility, as a major tourist attraction and vacation destination. The Naples Pier captures non-county and local visitors as well as tourist populations from throughout the region and world.

   This year this grant application will be extremely important as we are rebuilding the iconic Naples Pier. We have begun the design of the pier with the goal of making it stronger and more user-friendly. We anticipate this project to be in the tens of millions, perhaps higher. This grant funding will help to offset a portion of the costs as we construct the new and improved Naples Pier. Moving forward these funds will also help with the daily maintenance and upkeep of the restrooms, shelters, picnic tables, signage, and over structure. The Operating Cost for the Naples Pier was $107,493 for FY24, and it is $107,768 for FY25. We are anticipating the operating costs to increase once the new pier is open. The estimated rebuild cost is estimated to be $23.5 million. In addition to asking for an increase in the cost of ongoing repair and maintenance, we respectfully request consideration for the annual amount to be increased from $200,000 to $400,000 annually and allow the City to seek 5 years of funding, which is $2.0 million,

from which to draw during construction. The City of Naples would not request funding for the Naples Pier from FY-2025 to FY-2029, if approved for this advancement. Over the next couple of years, the Naples Pier will be under construction, and these advanced funds would help us in the rebuilding. We would like to amend the previous application for $200,000 by adding the additional $2mil to bring the total request to $2,200,000.

Update: The TDC awarded $200k in September of 2023, and then we worked on a revision in April of 2024 to amend the agreement amount. The new grant amount was $2.2mil with the understanding the City would increase the Naples Pier amount from $200k to $400k each year, and the City requested 5 years be advanced. The $2.2mil would be used towards the Naples Pier rebuild. This project is still pending Federal Permitting and no eligible reimbursement at this time. The City would like to include the request again in the FY26 TDC application with the understanding the contract end date should be for 2.5 years to provide sufficient time to complete the project and submit it for reimbursement. The original agreement was set to expire prior to the start of construction.

5. **Estimated project start date:** October 1, 2025

6. **Estimated project duration:** 30-Months

7. **Total TDC Tax Funds Requested:** $2,200,000 (5 years advanced at $400,000/year, plus previous request)

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Naples Pier Maintenance/Repair

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 2,200,000
City/Taxing District Share	$ 21,300,000 (estimated)
State of Florida Share	$ -
Federal Share	$ TBD
TOTAL	$ **23,500,000 (estimated)**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Repair & Labor (TDC)	$ 2,200,000
Repair & Labor (City of Naples)	$ 21,300,000
	$
	$
	$
TOTAL	$ **23,500,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

Signature of Sponsor Organization's Chief Official — **Date** 8/29/2025

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Naples Beach Maintenance

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   This is an annual TDC funded project essential for support of maintenance on local beaches. The City is responsible for the upkeep and grooming of TDC eligible beaches within the City limits. Under this project, the City removed litter, accumulation of algae and rocks along public access beach portions of the Gulf within the City's jurisdictional limits. These funds would also help to support the daily operation on the beach. Funding is a benefit to both residents and tourist populations, and to the preservation and protection of the beach, shoreline and its overall appearance and investment. This year's request includes the partial reimbursement for FY26 beach maintenance, which is anticipated to be approved at over $1,428,300. Our plan is to enhance beach facilities & much needed staffing. We are requesting the same $500,000.

   Location: Naples Beach – Beaches located in the city limits of Naples.

5. **Estimated project start date:** October 1, 2025

6. **Estimated project duration:** 12 Months

7. **Total TDC Tax Funds Requested:** $500,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Naples Beach Maintenance

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 500,000
City/Taxing District Share	$
State of Florida Share	$ -
Federal Share	$
TOTAL	$ **500,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Beach Maint Staff Salaries	$ 300,000
Beach Maint Cost	$ 200,000
	$
	$
	$
TOTAL	$ **500,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

8/29/2025

Signature of Sponsor Organization's Chief Official **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Lowdermilk Park Maintenance/Repairs

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   This is an annual TDC funded project essential for support of maintenance at Lowdermilk Park. The City is responsible for the upkeep and grooming of TDC eligible beaches within the City limits. The City performs necessary maintenance in Lowdermilk Park (beach park) each year, which includes the upkeep of the concession/restroom building, walkovers, landscaping, parking lot improvements, and other maintenance tasks as needed. During the FY26 the City plans to complete maintenance on the Concession/Restroom Building that will include replacing soffit, doors, painting, and eating space. In addition, we will be painting the north and south gazebos and replacing framing on the walkovers to the beach. We estimate all of these repairs/maintenance to cost approximately $150k. In addition, we are requesting $50k to help offset the operating cost for the park, which is projected to be over $107k. This includes any cost we incur to maintain the park for the public like repairs to buildings, walkovers, sidewalks, swim buoys, signage, etc.

   Location: Lowdermilk Park

5. **Estimated project start date:** October 1, 2025

6. **Estimated project duration:** 12 Months

7. **Total TDC Tax Funds Requested:** $200,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Lowdermilk Park Maintenance/Repairs

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 200,000
City/Taxing District Share	$
State of Florida Share	$ -
Federal Share	$
TOTAL	$ **200,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Repairs to the Concession/Restroom, Gazebo, Walkovers	$ 150,000
Lowdermilk Park Maintenance Expenses	$ 50,000
	$
	$
	$
TOTAL	$ **200,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

Signature of Sponsor Organization's Chief Official — **Date** 8/29/2025

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Beach Renourishment and Pass Maintenance
Fund 1105 Administration

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

This item funds County Staff to manage the projects, maintain the beaches, administer the program and is broken down as follows: Staff includes the CZM Manager; Management Analyst; a Project Manager; Project Manager III, a Field Inspector; (2) Equipment Operators to clean and maintain the County and Marco beaches. Indirect Administrative Costs required for administrative functions like purchasing, information technology, motor pool and human resources; Current rent; Division Fiscal support; and charges for the Tax Collector are also included. Approval is recommended.

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $1,617,200

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes (X) **No ( )**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Beach Renourishment and Pass Maintenance
Fund 1105 Administration

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 1,617,200
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **1,617,200**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Administration Cost	**$** 75,000
1102 Project Management & Administration	**$** 1,099,100
Expanded Vehicle	**$** 55,000
Tax Collector Fees (2.5%)	**$** 388,100
	$
TOTAL	**$ 1,617,200**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.09.08 09:11:33 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Collier County Sea Turtle Protection Program/Environmental Compliance

1. Name and Address of Project Sponsor Organization:

Collier County Transportation Management Services
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title and Phone Number:

Name: Jay Ahmad, Director

Address: 2885 South Horseshoe Drive

City: Naples, FL, 34104

Phone: 239-252-8192

1. Organization's Chief Official and Title:

Jay Ahmad, Director
Collier County Transportation Engineering Division

2. Details of Project- Description and Location:

The following activities require coastal construction permits from the State of Florida and thus a sea turtle monitoring program.

1. Beach nourishment;
2. Construction, excavation or maintenance of coastal inlet and related shoals;
3. Beach cleaning and grooming activities landward of the mean high-water line.
4. Beach cleaning following a red tide or storm event.

The following excerpts from current regulations (Chapter 16B-41 Rules and Procedures for Application for Coastal Construction Permits, Florida Administrative Code), provides for the scope of the permitting process and protection of marine turtles as it relates to the aforementioned activities.

16B-41.001 Scope

This chapter provides the requirements and procedures for the issuance, denial, transfer, renewal, modification, suspension and revocation of coastal construction permits. In this Chapter Coastal Construction is defined as "any work or activity on or encroaching upon sovereignty lands of Florida, below the mean high-water line of any tidal water of the

state, which is likely to have a material physical effect on existing coastal conditions or natural shore and inlet processes."

16B-41.0055 Protection of Marine Turtles (Florida Administrative Code)

(1) In keeping with the Departments Authority to protect marine turtles pursuant to Section 370.12, Florida Statutes, any application for a permit under this Chapter for coastal construction that affects marine turtles shall be subject to the conditions and requirements for marine turtle protection as part of the permitting process.
(2) The Department shall require appropriate measures to protect marine turtles and their habitat, such as: nest surveys, nest relocation, nest marking, modification of coastal construction, measures to reduce sand compaction, and short- and long-term monitoring to assess the impacts of the permitted coastal construction on marine turtles and their habitat.

The Transportation Management Services Department, marine turtle permit holders for Collier County, monitor the following beaches for sea turtle activities as State and federal permit requirements for beach renourishment, beach raking, allowance for the use of vehicles on the beach for surveys, beach cleanup following a red tide or storm event and special events.

Barefoot Beach: construction, excavation or maintenance of Wiggins Pass (only that area included within the area of influence of Wiggins Pass; 1 mile north of Pass south to Wiggins Pass); pass material disposal location (renourishment); Monitoring beach 2023 beach renourishment per Executive Order Hurricane Ian berm; beach cleaning following a storm event and red tide.
Vanderbilt Beach: beach nourishment; construction, excavation or maintenance of a coastal inlet and related shoals (Wiggins Pass and Clam Pass); beach cleaning and grooming activities landward of the mean high-water line.
Park Shore: beach nourishment; construction, excavation or maintenance of a coastal inlet and related shoals (Clam Pass and Doctors Pass).
City of Naples: beach nourishment; construction, excavation or maintenance of a coastal inlet and related shoals (Doctors Pass and Gordon Pass).
City of Marco Island: construction, excavation or maintenance of a coastal inlet and related shoals (Big Marco Pass and Caxambas Pass); Beach nourishment; Hideaway Beach T-Groin; Tigertail Beach/Sand Dollar Island Restoration, beach cleaning and grooming activities landward of the mean high-water line.

The duties and associated costs of the program are as follows:

1. Administrative/permitting.
2. Daily monitoring (7 days/wk. /beach -April 15 depending on renourishment schedules through Oct.31).
3. Data collection, evaluation, and mapping.
4. Responding to sea turtle disorientations (associated with renourishment, beach profile and post Hurricane Ian as required by the State).

5. Reports (Sea Turtle Protection Plan- Annual Report; special reports per each beach nourishment and T-groin units, Index Nesting Beach Reports (Vanderbilt); State Nest Productivity Reports, FWC Beach Renourishment Reports).
6. Mobilization/demobilization – Pre-season, after season, and before and after storms.
7. Vehicle maintenance – John Deere gators and all-terrain vehicles.
8. Supplies and equipment procurement, maintenance, and inventories.
9. Sand compaction studies.
10. State mandated sand temperature studies of different sand types for beach renourishment projects.
11. Nest relocation in construction areas if required and permitted by FWC.
12. Monitoring and reporting of escarpments.
13. Additional studies required as required State/Federal permits (Florida Statute Chapter 161-053 F.A.C. Chapter 62b-33).
14. Stranding reports and removal of injured, sick and dead sea turtles from all County beaches (average 50-100/yr).
15. Public awareness- news media and public speaking upon request.
16. State mandated beach lighting compliance inspections and follow-up.
17. Other duties as requested by CZM Department.
18. Provide technical assistance and respond to data requests from coastal engineering consultants.

The purpose of this application is to obtain funds to perform the requirements of a sea turtle protection program in the specified locations.

3. Estimated project start date: October 1, 2025

4. Estimated project duration: One (1) year

7. Total TDC Tax Funds Requested: $ 326,200

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) No (X)

Collier County Sea Turtle Protection Program/Environmental Compliance

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PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 326,200
City/Taxing District Share	$
State of Florida Share	$
Federal Share	$
TOTAL	$ 326,200

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc...)

Personnel and Operating	**$ 211,200**
Expanded Vehicle Request	**$ 85,000**
Trailer	**$30,000**
TOTAL	**$ 326,200**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

MessamMarlene Digitally signed by MessamMarlene Date: 2025.09.05 13:56:56 -04'00'

Signature of Sponsor Organization's Chief Official **Date**

COLLIER COUNTY COASTAL ADVISORY COMMITTEE (CAC)
Thursday, August 14, 2025 – 1:00 p.m.
Collier County Board Chambers
Collier County Government Center,3rd Floor
3299 Tamiami Trail East, Naples, FL 34112

CAC MEMBERS PRESENT
Chairman Joseph S. Burke (City of Naples),
Vice Chair Dave Trecker (Collier County)
Dr. Judith Hushon (City of Naples)
Linda Penniman (City of Naples),
Daniel High (City of Marco Island),
A quorum of five members was present to proceed.

Dr. Mohamed Dabees participated via Zoom for the Clam Pass item.

ALSO, PRESENT
Andy Miller (Coastal Zone Management),
Colleen Greene (Assistant County Attorney),

Any person who decides to appeal a decision of this Board will need a record of the proceedings pertaining thereto and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Neither Collier County nor this Board shall be responsible for providing this record.

I) Call to Order

The meeting was called to order by Chairman Joe Burke at 1:00 p.m.

II) Pledge of Allegiance

The Committee recited the Pledge of Allegiance.

III) Roll Call

Roll was taken by staff. A quorum was present.

IV) Changes and Approval of the Agenda

No proposed changes to the agenda were noted.

Motion by Linda Penniman to approve the agenda as presented. Seconded by Dave Trecker
All in favor
Opposed: None. Motion carried.

V) Public Comment

Colleen Greene reported no public comments.

VI) Approval of Previous Meeting Minutes

Comments on the June minutes: Vice Chair Dave Trecker requested adding "Vice Chair" in front of his name for consistency with past documents.
No other comments.
Motion by Dr. Judith Hushon to approve the minutes from the June meeting as amended. Seconded by Linda Penniman.
All in favor
Opposed: None. Motion carried.

VII) Staff Reports

Andy Miller presented the revenue report, noting that revenues are slightly above last year's levels and 33.4% above budget to date. In response to questions about reports of declining tourism, Miller suggested that higher hotel rates may be offsetting any drop in visitor numbers, but recommended directing such questions to the Tourist Development Council (TDC). No other questions.

VIII) New Business

A. City of Naples Stormwater Outfall Pipe Removal and Water Quality Project

Andy Miller read the recommendation: Approve a Category A grant application for the City of Naples stormwater outfall pipe removal and water quality project as a reimbursable grant not to exceed $10 million and find that this item promotes tourism.

Bob Middleton (City of Naples Public Works Director) presented the project in detail. The project, currently underway, is titled the Gulf of Mexico Stormwater Outfall Pipe Removal and Water Quality Project. It covers the area along Gulf Shore Boulevard North, including drainage basins and three connected lakes: North Lake, South Lake, and Alligator Lake. Eight of ten outfall pipes will be

removed (one private pipe to be addressed during future development). The lakes are being dredged to remove accumulated muck and improve filtration for nutrients and particulates, with dredging mostly completed and materials hauled off-site (muck in dewatering bags, separated sand disposed separately). Two pump stations (at 3rd Avenue North and 8th Avenue North) will discharge treated stormwater 1,500 feet offshore via diffuser systems to spread the flow, as required by DEP and Corps of Engineers. Additional components include 78 new inlets, 6,000 feet of 24- to 54-inch stormwater pipes.

The project benefits tourism by removing unsightly outfalls that discharge at the water's edge, improving water quality beyond state minimums, increasing flood protection from a 5-year to 25-year storm event, enhancing resiliency with road elevations, and attracting more foot traffic to beaches, parks, and sidewalks. It boosts local economy, remedies beach concerns, increases marketability, and is supported by a tourism impact study. The total project cost is $86 million, but the grant request is for $10 million covering only outfall removal elements (pump stations, emergency diesel generators, directional drilling), not the $50 million in piping. This complies with FDEP mandates for outfall removal to maintain beach renourishment funding. Expenses prior to BCC approval are not reimbursable. Completion is expected by June 2027, with some roads currently closed (3rd Street, 7th, Gulf Shore Boulevard) but minimized during off-season.

Questions and discussion:

i Dr. Judy Hushon asked about lake dredging completion and material handling (mostly done on North and South Lakes, with headwall replacement on South Lake; muck dewatered and hauled, sand separated).

ii Dave Trecker clarified FDEP mandate and funding (complying to avoid loss of renourishment funds; $10 million completes obligations for outfall removal). Also noted total cost breakdown ($32.6 million for outfall-specific elements, $86 million overall).

iii Daniel High discussed resiliency: Old gravity system tide-dependent; new pumps submersible in wet wells, electrical panels at FEMA 14-foot elevation; technology proven (ocean outfalls in East Coast, Sarasota; existing city pump stations). If failure, stagnant water possible in rain events, but not for storm surge.

iv Joe Burke inquired about generators (diesel, one at Alligator Lake on Gulf Shore Boulevard at 14 feet, one enclosed at beach club); biofouling (minimal in saline environment, maintenance via divers on diffusers for mussels/barnacles; no pigging or restricted coatings).

v Dave Trecker asked about stormwater cleaning (lakes for settling, pump stations for floatables removal, inlets with filter baskets for particulates like grass clippings; considering centrifugal separators; regular maintenance); sand inundation post-storm (diffusers on

bottom, pump volume clears sand). Noted similar system in Myrtle Beach.

vi Bob Middleton mentioned completion date would be around June 27th.

The committee found the project promotes tourism.

Alle in favor. Motion carried

B. . City of Naples Grant Agreement for Beach Maintenance and Lowdermilk Park Parking Lot Maintenance

Andy Miller read the recommendation: Approve funding reimbursement from the City of Naples not to exceed $700,000 using tourist development tax funds for beach maintenance and Lowdermilk Park parking lot maintenance, waive irregularities, authorize budget amendment, and find that this item promotes tourism.

Miller provided detailed background: The City of Naples typically submits annual applications for reimbursement alongside county beach maintenance requests but missed the previous year due to unforeseen circumstances. This is an after-the-fact reimbursement request covering fiscal year activities. The breakdown includes $500,000 for beach maintenance ($300,000 for salaries and $200,000 for operating costs) and $200,000 for repairs to Lowdermilk Park parking lot following hurricane damage. The request addresses post-Hurricane Ian repaving that was subsequently damaged by later storms. The funding promotes tourism by maintaining beach access and facilities.

Questions and discussion:

i Linda Penniman questioned the inclusion of salaries in the reimbursement, seeking confirmation if this is standard practice (Miller to verify, noting it may be typical for operational costs).

ii Dr. Judy Hushon highlighted the parking lot's repaving after Hurricane Ian and additional damage from subsequent hurricanes, emphasizing the need for resilient infrastructure.

Motion by Daniel High to reimburse the City of Naples not to exceed $700,000 using TDC funds and state that it promotes tourism. Seconded by chairman Joe Burke second.

All in favor
Opposed: None.
Motion carried.

Clam Pass Project

Andy Miller read the recommendation: Authorize expenditure of tourist development tax funds for 2025 Clam Pass maintenance, dredging, and sand reclamation at Clam Pass Park in the amount of $434,758.50 for construction, engineering, surveying, and environmental monitoring, and find that this item promotes tourism.

Neil Doral (Pelican Bay Services Division), with Chad Coleman and Lisa Jacobs, presented (courtesy, not action item). Dr. Mohamed Dabees (Humiston & Moore) on Zoom. The project maintains the small natural inlet, removing ~13,000 cubic yards of sand from sections A, B, C; reclaiming overwash from Hurricane Ian in Outer Clam Bay; reconstructing dunes. Permits expiring in two years; work starts November 1 if not earlier. Sand placed first at county park, then north side. New elements: Reclaiming shoal, hand-dug channels for drainage. Contract to EarthTech Enterprises (~$370,000 plus contingencies). Enhances hydraulic efficiency, mangrove health.

Questions and discussion:

i Dr. Judith Hushon suggested mangrove planting along inside edge (Doral open to it if eligible, not currently planned but enhances; successful past restorations).
ii Chairman Joe Burke asked about berm importance (prevents new inlet, saltwater intrusion).
iii Lisa Jacobs noted berm elevation (7-8 feet), plantings/irrigation.
iv Dave Trecker inquired about permit renewals (pre-application done, one-year extension granted).
v Dr. Judy Hushon discussed berm resiliency (mangroves for holding).

No motion required; informational.

IX) Old Business

A. Vanderbilt Beach Emergency Fill

Andy Miller presented an after-the-fact update on the emergency fill project. The spot renourishment was conducted north of Vanderbilt Beach Road near the Turtle Club, addressing a narrow beach and escarpment that impeded emergency vehicle access ahead of the July 4th weekend. Rapid approvals were obtained from agencies including FWC, FDEP, and Army Corps of Engineers. Sand was trucked in via road access, with work completed on July 3, 2025. As of August 6, 2025, the fill is holding well. The project was already approved by the TDC and BCC; this update is provided as a courtesy to the CAC. The primary driver was public safety, ensuring access for emergency services.

Questions and discussion:

i Chairman Joe Burke confirmed the timing of the work (completed in July 2025).
ii Daniel High commended the team for navigating regulatory red tape efficiently to complete the project swiftly.

No action required.

X) Announcements

Andy Miller announced: Vanderbilt and Pelican Bay Beach Renourishment bids received (good); start late October/early November, complete before Christmas. Naples Beach delayed to next fall due to city projects (outfall, pump station at 3rd Ave N access point, beach end repairs, Naples Beach Club hotel). Less disruptive with ongoing stormwater work.

XI) Committee Member Discussion

A. Chairman Joe Burke raised request from Pelican Bay Men's Club for CAC talk in January/February; Joe and Dave Trecker to attend. Colleen Greene advised on Sunshine Law: Both can attend, but one speaks primarily to avoid two-way discussion appearance. No vote needed; head nods for awareness.
B. Dr. Judy Hushon noted late materials receipt (file size issue); suggested secure cloud link. Miller apologized, working on solutions; no dedicated FTP site.
C. Dr. Judith Hushon noted outdated CAC website (no meeting dates, "EXP" by names meaning expired?). Miller confirmed working on updates; limited staff, relies on county IT.

No other items.

XII) Next Meeting Date

The next meeting date is scheduled for September 11, 2025 at 1:00 p.m.

XIII) Adjournment

There being no further business for the good of the County, the meeting was adjourned at 2:20 p.m.

COLLIER COUNTY COASTAL ADVISORY COMMITTEE

Chairman Joe Burke

The Minutes were approved by:

_____

_____

Name Signature

as presented on _____

or amended on 1/11/25

Collier County

Growth Management Community Development Department

Development Services Advisory Committee Meeting

Wednesday, August 06, 2025
3:00 pm

2800 N. Horseshoe Dr.
Naples, FL 34104
Growth Management Community Development Department
Conference Room 609/610

Please contact Heather Cartwright-Yilmaz at (239) 252-8389 if you have any questions or wish to meet with staff.

Collier County
GROWTH MANAGEMENT
COMMUNITY DEVELOPMENT

Development Services Advisory Committee

Agenda

Wednesday, August 06, 2025

3:00 pm

2800 N. Horseshoe Dr., Naples, FL 34104

Growth Management Community Development, Conference Rooms 609/610

NOTICE:

Persons wishing to speak on any Agenda item will receive up to three (3) minutes unless the Chairman adjusts the time. Speakers are required to fill out a "Speaker Registration Form", list the topic they wish to address, and hand it to the Staff member before the meeting begins. Please wait to be recognized by the Chairman and speak into a microphone. State your name and affiliation before commenting. During the discussion, Committee Members may direct questions to the speaker.

Please silence cell phones and digital devices. There may not be a break in this meeting. Please leave the room to conduct any personal business. All parties participating in the public meeting are to observe Roberts Rules of Order and wait to be recognized by the Chairman. Please speak one at a time and into the microphone so the Hearing Reporter can record all statements being made.

1. Call to order – Chairman
2. Approval of Agenda
3. Approval of Minutes:
    a. DSAC-LDR: 05.20.2025 (Page: 04)
    b. DSAC: 06.04.2024 (Page: 11)
    c. DSAC-IFR: 06.19.2025 (Page: 22)
    d. DSAC-ROW: 07.23.2025 (Page: 27)
4. Public Speakers

For more information, please contact Heather Cartwright-Yilmaz at (239) 252-8389
or at Heather.Yilmaz@colliercountyfl.gov

5. Staff Announcements/Updates
    a. Zoning Division – [**Mike Bosi**]
    b. Community Planning & Resiliency Division – [**Christopher Mason**]
    c. Housing Policy & Economic Development Division – [**Cormac Giblin**]
    d. Development Review Division – [**Jaime Cook**]
    e. Operations & Regulatory Mgmt. Division – [**Michael Stark**]
    f. Building Review & Permitting Division – [**John McCormick**]
    g. Collier County Fire Review – [**Michael Cruz, Captain**]
    h. North Collier Fire Review – [**Chief Sean Lintz or designee**]
    i. Code Enforcement Division – [**Thomas Iandimarino**]
    j. Public Utilities Department – [**Matt McLean or designee**]
    k. Transportation Management Services

       Transportation Engineering Division – [**Jay Ahmad or designee**]
6. New Business
7. Old Business
8. Committee Member Comments
9. Adjourn

FUTURE MEETING DATES:

September 03, 2025 – 3:00 PM
October 01, 2025 – 3:00 PM
November 05, 2025 – 3:00 PM

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
LAND DEVELOPMENT REVIEW SUBCOMMITTEE MEETING
Naples, Florida
May 20th, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee Land Development Review Subcommittee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at Growth Management Community Development Department Building, Conference Room #609/610 2800 N. Horseshoe Dr., Naples, Florida, 34102 with the following members present:

Chairman:	Clay Brooker (Chairman)
	Blair Foley – EXCUSED
	Jeffrey Curl
	Mark McLean
	Robert Mulhere

The following County Staff were in attendance:
Eric Johnson, LDC Planning Manager, GMCD
Richard Henderlong, Planner III, GMCD
Angela Galiano, Planner II, GMCD
Josephine Medina, Planner III, GMCD
Heather Cartwright-Yilmaz, Management Analyst / Staff Liaison, GMCD
Jaime Cook, Development Review Director, GMCD

Any person who decides to appeal a decision of This Board you will need a record of the proceedings pertaining thereto and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, Neither Collier County nor This Board shall be responsible for providing this record.

1. **CALL TO ORDER – Chairman**
   Chairman Clay Brooker
   Development Service Advisory Committee – Land Development Review Subcommittee, Tuesday, 20th May 2025 was called to order at 3:00 PM

2. **APPROVAL OF AGENDA**
   Clay Brooker
   Agenda approved.
   Motion passed

   Determined New order to discuss Agenda based on Speakers available 4a, 4d, 4b to 4C. See changes below.

3. **Old Business**
   None

4. **New Business**
   a. PL20250004659 – Home Based Business Updates LDCA

   Eric Johnson-Spoke in 4a introduced new amendments
   Eric Johnson- Determining language in local code vs State code.
   Mr. Brooker-Determining parking regulations- Differences between Local and State
   Eric Johnson-Updating future ordinances for parking/storage. Referenced definitions in the LDC
   Mr. Curl- Identify Problems with buffering requirements
   Mr. Brooker opened for Public comments

   Public speaker-Tim Maloney Golden Gate- Identifying Verbiage in Ordinance and impacts of ordinance in the county. Identifying exploration of home occupation statute. Encourages updating the ordinance in these areas

   A. Problem with estates using residential properties
   B. Can't generate additional traffic
   C. Uses of fleet vehicles in residential areas
   D. Types of vehicles (tonnage) and impact of these businesses

   Public Speaker- William Mars- Landscape company impact. Shared pictures of Landscape vehicles parked on vacant lot. Video of a truck backing up, Video of trucks parked together, Video of trucks backing up traffic. Examples or residential impact. Applicability and broadness or ordinance compared to another county.

Public speaker- Mark Teeters- Golden Gate master plan advertised "1000 small businesses in Golden Gate." Importance of getting verbiage correct. Rezoning the estates and impact construction companies in residential areas, campers/Trailers and their impact. Use/impact of Code enforcement. Using backyards as storage. The current impact of the estates zoning is hard to enforce.

Mr. Brooker- Closed public comments

Unknown- Adding to clarify on the statement "multiple business" Quite a few issues need more regulation pertaining to traffic impact. Need to clarify verbiage "use of estates parcels by right" Need to come back to this issue as there are too many issues.
Mr. Brooker- Determining a way forward based on existing precedence.
Mr. Mulhere- AG zoning vs estates zoning
Mr. Curl-Need to reference existing precedence. Rethink allowed businesses, screening businesses, required screenings buffers and heights
Mr. Brooker- Existing ordinance/statute in works might take care of it. Residential character.
Mr. Mulhere- Where do Landscapers go, AG use

Mr. Mulhere- Motion to continue discussion
Mr. Brooker- second. Motion passes

b. PL20240008632 – Solar Facilities and Electrical Substations LDCA

Uknown- Existing LDC doesn't address facilities. Proposing amendment to solar facilities, issues addressed by FPL and anticipated issues.
Tal Berman- Discussing solar development in Collier County on AG land. Remove citrus and place solar. Limit impacts on protected areas. Low impact. No concrete/impermeable. Low to the ground.
Jem Frantz- LDC amendment eliminates inconsistencies in statute amendment and addresses buffering requirements. New definitions, new sections on solar facilities and substations, updates list of essential services. Adds exemptions and additions.
Mr. Mulhere-Adding to AG use, essential use, solar, are they essential services?
Mr. Mclean- Are they storing on site, how?
Tal Berman- Size of shipping containers line up next to each other at substation. Changing, injecting renewables/solar.
Mr. Mclean-Defining storage
Jem Frantz- Would have to follow AG restrictions
Mr. Curl- References buffer language, "trees and shrubs"
Jem Frantz- From state statute language
Mr. Curl- AG transitions
Mr. Berman-Avoiding primary panther habitat.
Jaime- Not running into too many issues as using old farms.

Mr. Mulhere- Motion to recommend approval, subject to continue discussion after staff review, whether it is reasonable to establish, to look at the development standards to

make sure there are standards on the height. We talked about minor corrections (e.g., trees, shrubs, buffers). Confirm Height requirements.
Mr. Curl- Second

Further discussion ensues regarding existing standards in the Rural Agricultural Zoning District.

Mr. Brooker – There is consensus that existing height limitation of 35 feet is acceptable.

The motion was revised by a different member of the Subcommittee.

Mr. Mclean - Second
Mr. Brooker- Revised motion passes unanimously.

c. PL20250005043 – Group Housing Updates LDCA

Mr. Mulhere – Made a motion to approve and commended staff for being proactive in terms of seeing that the market is demanding most of the time, things in PUDs and floor area ratios are 0.60 anyway.
Mr. Brooker- He had a question regarding Page 3 lines 13 and 14- Increasing from 0.45, except nursing homes, ALFs, continuing care facilities can have a FAR of 0.60, provided that the Future Land Use Element of the Growth Management Plan allows for the greater ratio. Are there limitations?
Ms. Medina- Yes, there are certain ones that we did find have limitations, like the RFMUD, for example. Certain private amendments do as well. There were some that the PUD doesn't reference back to the LDC, so we wanted to make that clear, that if the Future Land Use designation says 0.45, the LDC can't allow (a greater FAR).
Mr. Johnson – They have to be consistent with each other.
Mr. Brooker- Where is it restricted to 0.45?
Ms. Medina- Receiving lands, neutral lands, within the rural village, within the conservation designation, Buckley property and that settlement agreement. They don't have a PUD yet
Mr. Mulhere – That is a subdistrict of the rural fringe?
Ms. Medina- Yes, and in the agricultural and rural mixed-use district, there is a floating subdistrict that has restrictions as well. Those were the ones we were able to find. All the other ones, we were able to find public ones, but the PUD restricted it, so when they come in to change their PUD, they would also have to change their corresponding (indiscernible)

Mr. Brooker- Thank you. We have a motion to recommend approval by Bob
Mr. Curl- Second
Mr. Brooker- Motion to approved amended passes unanimously.

d. PL20250005475 – Mailed Notice Rural Agricultural Zoned Land LDCA

Mr. Mulhere- We have 500 ft. in urban area and 1000 ft. in Rural area.

Mr. Mclean- What I don't understand on the160 acre parcel- it only notified property owners at 1000ft and 9 lots but where is the notification taken from, the center or perimeter of the parcel?
Mr. Henderlong- It's measured from the perimeter of the parcel. Some residents of Sable Palm Road did not get notified. He explained that the Board felt the current standard to the notification process was inadequate, and they requested other various distances for the mailed notice requirement be look at recommending it be one mile.
Mr. Mulhere- What is the one mile for, currently the Urban and Rural Golden Gate Estates area. What are the other areas? Define what areas get and what distance. The 1,000 ft. only applies to designated rural AG.
Discussion on notification distances to rural and urban areas in collier county.
Mr. Henderlong- For urban AG zoned land in Pine Ridge subdivision, a commissioner said a new property, the mailed distance was inadequate when compared to what other communities are doing. He described the Pine Ridge property's location. He said, the board direction was to take the one-mile suggestion back and publicly vets the mailed notice distance change. He presented other options to the mailed notice distances by reference to Exhibit C. To assist the decision of a distance change, on pages 6 and 7, mailed distances of other Florida communities were given for public consideration. He noted, on page 7, Seminole County had distances based on acreage sizes, 5, 10, and greater than 10 acres and a minimum number of parcels. Staff did not recommend this standard.
Mr. Mulhere- So this is limited to the proposal of one mile to rural AG zoned lands
Ms. ***Cook***- Provided a perspective on the new week Board agenda item at 341 Sabal Palm that all of the surrounding lands are conservation land and the notice sign sizes are too small to notify residents in Winding Cypress and Village Walk.
Mr. Booker and Mr. McClean-Noted the increase to one mile is costly with 5,680 notices at the Pine Ridge and Goodlette Rd. parcel

McClean- Motioned to suggest ½ mile
Mr. Mulhere- Seconded the motion
Mr. Brooker- Motion passed unanimously.

5. PUBLIC SPEAKERS
No additional public speakers. Noted in the section above.

6. UPCOMING DSAC-LDR SUBCOMMITTEE MEETING DATES DISCUSSION:

- **a.** Tuesday, June 17, 2025
- **b.** Tuesday, September 16, 2025
- **c.** Tuesday, November 18, 2025

Clay Brooker
Accepted motion to adjourn

7. MEETING ADJOURNED

There being no further business for the good of the County, the meeting was adjourned by the order of the chairman at 4:50 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
LAND DEVELOPMENT REVIEW SUBCOMMITTEE

Clay Brooker, Chairman

These minutes were approved by the Committee/Chairman on AUGUST 6, 2025, (check one) as submitted _____ or as amended X.

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE MEETING

Naples, Florida
June 4, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at the Collier County Growth Management Community Department Building, Conference Room #609/610, 2800 N. Horseshoe Dr., Naples, Florida, 34102 with the following members present:

Chairman:	William J. Varian
Vice Chairman:	Blair Foley
	Clay Booker (Excused)
	James Boughton (Excused)
	Jeffrey Curl (Excused)
	Laura Spurgeon DeJohn
	John English
	Marco Espinar (Excused)
	Norm Gentry (Excused)
	Nicholas Kouloheras
	Mark McLean
	Chris Mitchell
	Robert Mulhere
	Hannah Roberts–AHAC–Non-Voting
	Jeremy Sterk
	Mario Valle

The following County staff were in attendance
Mike Bosi – Director, Zoning Division
Christopher Mason – Director, Community Planning & Resiliency Division, GMCD
Jaime Cook – Director, Development Review Division, GMCD and Linda Blackledge
Michael Stark – Director, Operations & Regulatory Management Division, GMCD
John McCormick – Director, Building Review & Permitting Division, GMCD
Thomas Iandimarino – Director, Code Enforcement, GMCD
Claudia Vargas – Project Manager I, Engineering & Project Management, PUD
Cormac Giblin – Director, Housing Policy & Economic Development Division
Lorraine Lantz – Manager, Transportation Planning, Transportation Management Services
James French – Department Head, GMCD
Heather Cartwright-Yilmaz – Management Analyst-Staff Liaison, GMCD
Captain Bryan Horbal, North Collier Fire Review

Any person who decides to appeal a decision of This Board you will need a record of the proceedings pertaining thereto, and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, neither Collier County nor This Board shall be responsible for providing this record.

1. **CALL TO ORDER– Chairman**
   Chairman Varian
   Development Service Advisory Committee, Wednesday, 6th June 2025 was called to order at 3:00 PM

2. **APPROVAL OF AGENDA**
   Blair Foley motioned to amend the Agenda moving New Business item D to A
   Robert Mulhere seconded
   Motion passed unanimously

3. **APPROVAL OF MINUTES**
   Chris Mitchell motioned to approve the minutes
   Mario Valle seconded
   Minutes approved unanimously

4. **PUBLIC SPEAKERS**
   None

5. **STAFF ANNOUNCEMENTS**
   a. **Zoning Division – [Mike Bosi, Director]**
      - We have a couple petitions going to the Board on the 10th, two more on the 24th, and two more on the 8th.
      - Planning commission is canceled the entire month of June. We're only in one meeting in July, one meeting in August.
      - We have seven petitions that we're going to be dealing with.
      - Two to three requests per week related to pre-application meetings for entitlement.
      - The real estate market's a little bit more elongated than it was a couple years ago. I'm not sure if that's a bad thing for this market, but we're holding tight and going to concentrate on the projects that we do have in hand and providing you guys exceptional service to make sure you can get your performance bonuses.

   b. **Community Planning & Resiliency Division – [Christopher Mason, Director]**
      - We have FEMA's auditing firm ISO in the house tomorrow to go through our three year verification cycle visit for our CRS program. We submitted all of our data and information a month ahead of time. This should be a simple walkthrough and look around the County at some open space, some active projects to show what we're doing is above board and correct. And we're hoping to keep that over $9 million that we saved in the community.
      - We're gearing up for hurricane season and happy to be on our way out of the drought.

Chairman Varian
Could you have Heather send us out the link to the most current FEMA webmaps? The link on the website is broken.

Christopher Mason
We'll provide you with a link for the FEMA Map Service center and how you get to that particular set of maps.

c. Housing Policy & Economic Development – [Cormac Giblin, Director]

- We have the housing plan LDC adoption hearing for the LDC amendments. They lost last tranche of those changes. The comp plan was approved I think a couple years ago. This is implementing LDC regulations. Those are on the Board's agenda for Tuesday.

Mark McLean
There's a new Live Local sitting on the governor's desk. Are there changes we should be aware of.

Cormac Giblin
The major change in that is that it would allow Live Local to be used in commercial and industrial sections of PUD's where previously it was unclear and our Board had taken a position against it.
If the governor signs that, it would be allowed.

Mark McLean
Are we going to stay in Collier county with RMF 16 like our underlying zoning?

Cormac Giblin
The new law doesn't provide any additional direction on that. It would be a local decision on whether RMF 16 continues to be the appropriate, most similar land use category that we can go to.

Mark McLean
So that's something you'll visit or is it something the Board can visit.

Cormac Giblin
They already made the decision to go with RMF 16.

d. Development Review Division – [Jaime Cook, Director]

- Staffing updates. We're losing Kyle and our inspections team. His last day is next Friday. We have hired an engineer to replace Josh's old position, and he has started. Chairman Varian, to your question from last meeting. Lisa and I were looking at the engineering reviews that are loading on remodel permits. As I mentioned to you, to try to make sure if it was on a ground floor, there was no additional impervious being added. But we're going to look at why they're auto loading on everything and see if there's something we can do to.

We've reached out to Kirsten, and she's going to see if she can help us figure out why those are loading on just basic remodels and some of these multifamily condos.

e. Operations Support & Regulatory Management Division – [Michael Stark, Director]

- The Department received 4,696 permit applications with 52 related to Hurricane Ian and 17 related to Hurricane Milton.
- Zoning front desk team resolved 918 survey conditions, processed 42 short term vacation rentals and hosted 43 pre-application meetings, welcomed 1,015 customers to the business center and 192 customers at the satellite offices.
- Last month we talked about the number of phone calls that were coming in and dropped calls. We were able to lower that down now to 5653 phone calls with roughly about only about 570 drop calls here or there.
- Average turnaround time for intake staff, which includes verifying submittals and generating default reviews and inspections, remains less than one day.
- The department overall including Paradise Sports Complex, Domestic Animal Services and Parks, has 623.5 positions with 49 of those in various stages of the hiring pipeline. Many of these positions have opened due to promotional opportunities.
- Stephanie, our HR manager and Sandra Delgado, working with Emilio Vasquez from the CBIA hosted our first of many recruitment events. That was positive news.
- We are taking a look at lessons learned from that event and reaching out a little bit earlier, maybe taking a look at other locations throughout the County and timing as well. It was at 6pm and unfortunately didn't have anyone RSVP to the event. But we are looking at maybe making this a department wide recruiting event and taking a look at some other options with maybe combining forces with some other agencies. We also have our internship program.
- And last update would be for Mr. Jason Badge from our technology team, we're making progress on the fee study with the intent to roll out these changes next fiscal year as soon as we have a little bit more concrete results from that.
- We're in the information gathering process at this point and the City View software team has been working the weekends so that we don't interrupt any regular business during the week.

Chairman Varian
Are you looking into getting rid of the subcontractor paper submittal?

Michael Stark
That is correct.

Chairman Varian
Would you to consider allowing us to change it on the portal before any inspections are done, because we might have to make an adjustment right up to the last point.
I'm having that problem right now with subs not being able to meet our deadlines causing us to change that sub even though no inspections have happened yet.
Getting rid of the paper, you know.

Michael Stark
And that's our goal.

f. Building Review & Permitting Division – [John McCormick, Director]

- We're in the information gathering process at this point and the City View software team has been working the weekends so that we don't interrupt any regular business during the week.
- Our permit inspections are pretty steady right now and we are in the middle of a fee study. We got a consultant onboard to help us with how we charge for things and hopefully help our financial situation because we've lost money the last two years, and have dipped into the reserves.
- There's a lot of reasons for that. We're trying to work on our efficiency on the back end, but the fact of the matter is we're charging rates that we've had 10 years.
- I think we're close to hiring a plumbing chief who was an internal candidate but we still have a lot of openings.
- Structural we lost a couple other guys to retirement inspectors.
- We still have open reviewers. In the interim, I've asked Chris in Resiliency talking to Jamie about them helping us out with the floodplain reviews we traditionally did within our group. We transferred some of those individuals under their wing because they're the experts with when it comes to FEMA related issues and floodplain.

Chairman Varian
I got a correction letter on electrical, perfectly fine, submitted it back in and then they came back and said, oh, by the way, there's one more item. I'm surprised they didn't catch it because it was a simple little item. I'm starting to see a little bit of that come back now. So now that second review is a third review. I don't like it.

John McCormick
My design team doesn't either. But I apologize. Maybe, they are not paying enough paying attention. There's really no excuse for that. Call me directly if you have a problem.

Nicholas Kouloheras

- What's the timing of that?

John McCormick

- I'd like to get that in in August, so we can institute it for next year October 1st in front of the Board. We're looking ahead, saying, we're out of money halfway through the year.
- A lot of its inefficiency. I think I mentioned this last time, that we need to restructure.
- What some other Counties do that charge for things we normally don't charge for.
- You know, we have a lot of inefficiencies and things we haven't been charging for. So that might be part of this fee study.

g. Collier County Fire Review – [Michael Cruz, Captain]
No Report

h. North Collier Fire Review – [Bryan Horbel, Captain]

- I am proud to announce that we had 200 more plan reviews this month. So I'm glad we added those two extra Reviewers.
- We had a total of 820 permits in for review last month and the previous month. We weren't able to make it, but we had 818 the month prior. So two busy months for our team with still a two day turnaround for our permits. That's pretty impressive.
- Plan review numbers for Planning permits were 79 for the month of May and we had a total of 1400 new construction inspections.
- We have 9 total projects just in North Collier district that are currently on a TCO awaiting paperwork or whatever the issues, but waiting for COs.

Chairman Varian
How you doing on your inspection side as far as Same next day, next day,

Captain Horbel

- Next day. And we're getting ready to bring in 3 more people because we have some retirements coming up. We're trying to fill some positions before they become vacant.
- We are 100 up to date on our existing building inspections.

i. Code Enforcement Division – [Thomas Iandimarino, Director]

- Ford?? Association of Code Enforcement is our accrediting agency that supports Code Enforcement in and we are having a face fundamentals class here in Naples in July. It took some effort coordinating the State to come down and teach but we're going to be able to have 11 of our staff in that class. It is $650 per person and the amount of money we're saving on traveling per diem to not send them out is about 8 to $12,000, depending on which hotel they stay in.
- We're hosting it up at Heritage Bay with a total of 35 from other parts of the State including our 11.

j. Public Utilities Department – [Claudia Vargas]
No updates.

k. Transportation Management Services, Transportation Engineering – [Lorraine Lantz, Manager]

- Mike Sawyer was here a couple months ago about Access Management. We have that going forward to the Board of County Commissioners for the July 8 board meeting
- FDOT is having a public hearing for their I-75, their PD&E project on I-75 from Gold Gate Parkway to Corkscrew Road.
- The DDI (Divergent Diamond Interchange) at I-75 and Immokalee has a meeting August 14th at North Collier Regional Park. It's their PD&E public hearing and basically their kickoff as it moves to design and construction.
- We're having our public meeting for the Golden Gate Parkway corridor congestion study August 21st at the Golden Gate Community Center.
- The Tiger Complete Street grant project has been completed. The 20 miles of sidewalks, etc.

6. **NEW BUSINESS**

a. **Group Housing Updates LDCA**
Josephine Medina, Planner III, GMCD
Good afternoon, Josey Medina, with the LDC section. I want to make sure that it was reported that the LDR subcommittee did recommend approval without any changes. I don't think that was updated within your packet.

Chairman Varian motioned to approve the amendment
Blair Foley seconded
Motion passed unanimously

b. **Mailed Notice Rural Agricultural Zoned Land LDCA**
Richard Henderlong, Planner III, GMCD
This is a Board directed item that has been brought to the Subcommittee. We did an analysis of six different parcels on mailed notice distances and determined that on page 8 of Exhibit C the column of varying distances all the way from a quarter mile, half mile up to 3 quarters mile and a mile. The subcommittee made the recommendation that they'd like to see a half mile be the new standard for rural agricultural land that's being rezoned and conditional uses. He noted that the Board is maintaining a one-mile notification distance while the subcommittee voted to approve a one-half mile notification distance.

Robert Mulhere
He understood that only nine people were notified on a recent rezone off of Sabal Palm Road and people had showed up saying the notification was inadequate. He said the subcommittee saw that the difference between one-half mile and a mile notification was pretty significant in costs. He motioned to stay with the subcommittee's recommendation and approved the amendment to one-half mile.

Mark McLean seconded the motion.
Motion passed unanimously

c. **Solar Facilities and Electrical Substations LDCA**
Jem Frantz, RVI, Planning and Landscape Architecture
- This is a privately initiated LDC amendment. I have a Power Point presentation with some changes that occurred from between the DSAC LDR Subcommittee recommendation and today.
- The existing LDC does not address solar facilities, and chapter 163 was amended recently to allow solar facilities in all ag districts and ag land use categories
- It does include some limitations on the types of ordinances or the types of items that can be included in ordinances by Counties. We've tried to stay limited to what the Statute allows, but we did also incorporate a few changes that address typical or regular comments that we get during staff reviews.
- We've worked with staff to narrow these issues and provide language that both staff and the applicant agree on.

Tal Berman, Renewable Developer with FPL

- He discussed what a solar facility is, what FPL has been doing in the State of Florida, and what we're proposing here.
- FPL to date has 108 solar sites across the state of Florida. In Collier County, we have one operational solar site that's the Immokalee Solar Energy Center. It was operational in 2022. Currently we have two additional solar sites under construction about 1 mile west of Immokalee.
- Each of these sites is 74.5 megawatts. So, what that equates to is around 15,000 homes for each site.
- The intent of these images is to show that each one of these 74.5-megawatt site is developed on agriculturally zoned properties, typically around 450 to 500 acres, larger farmlands. These solar panels are put on previously farmed land. We're taking the crops that were there, removing them and putting in solar panels.
- The piles are driven down into the ground. Photovoltaic panels are placed on top of the piles. These are very low impact, low to the ground, when tilted at max height they are approximately seven feet high on previously farmed lands. What FPL has been doing is to avoid wetlands and native vegetative habitats and look for previous farmed crops for solar installations. The properties are primarily owned by FPL.

Jem Frantz

- The other portion of the amendment addresses electric substations. Similarly, the existing regulations are not consistent with state law. The changes have been in place for a couple of years. They are working through implementation with state law. It will allow for electric substations on a lot of the land uses throughout the county but with a few exceptions. There are specific standards for landscaping.

  An overview of the request to comments was summarized by adding new definitions, new sections, updating list of uses in Essential Services section and Agricultural District, and added exemptions and alternative standards from SDP requirements.

- Changes were made based on staff's recommendations received after a meeting and are outlined in the handout. He addressed the changes from staff regarding grammatical correctness and revision to standards for not producing glare for airport or vehicular traffic.

Laura Spurgeon DeJohn

- Electric substation is being defined to include accessory administration or maintenance buildings. An administration building is not an accessory to a substation but a primary use. Is an administration building for the operation of an electric substation subordinate or accessory to the equipment that is considered an essential service? Where it's listed as an essential service, the electric substations will now include accessories and related uses. Related uses are not subordinate. They could be an administration building. She asked for clarification.

Jem Frantz

- They started the language according to the state statue. They will double check it. It's not their intention to have an administration building where employees come and have offices but rather related to the operation of the substation. There needs to be some clarification.

Mr. McClean

- He noted the subcommittee talked about it. There is a storing of energy that can be sizeable batteries. The underlying zoning district has a two-story maximum building height and the underlying zoning restrictions would control where and how high to build a battery storage building.

Laura Spurgeon DeJohn

- She has been discussing use conflicts rather than dimensional criteria, where essential service infrastructure is needed and an administration building within a neighborhood is not needed.
- The statute identifies administration buildings as the State law allows. But we need to determine what the State is defining as an administration building, a primary or accessory use
- Her recommendation was to move it forward with language referencing administration buildings to be specific to accessories, not just related use and that administration buildings are unmanned.
- She moved it forward subject to adjustments to the language regarding administration buildings and to define the limitations on the administration buildings being referenced in the code.

Laura Spurgeon DeJohn motioned to approve with adjustments to the language and defining limitations on administration buildings
Mark McLean seconded
Motion passed unanimously

d. Culvert Alternate in County Right of Way (ROW)
Jaime Cook

- On the last page of your agenda packets, there is some information from Jeff Curl. What I believe he is looking for is for the ability to install a French drain system across the driveway portion of the right of way. Code only allows for asphalt, concrete and pavers. So this would be a change.
- We had been working through the DSAC subcommittee for the right of way manual updates and we can schedule a follow up meeting with them if this is something that you guys would like to explore as a Committee. Unless Lori has any serious recurring concerns, I'll reach out to those subcommittee members and see if we can schedule a meeting and have that discussion.

7. OLD BUSINESS
None

8. COMMITTEE MEMBER COMMENTS
None

9. ADJOURN

There being no further business for the good of the County, the meeting was adjourned at 3:47 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE



William Varian, Chairman

These minutes were approved by the Committee/Chairman on 9/6/25,
(check one) as submitted ✓ or as amended _____.

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
IMPACT FEE REVIEW SUBCOMMITTEE MEETING
Naples, Florida
June 19, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee Impact Fee Review Subcommittee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at Growth Management Community Development Department Room 609/610 2800 N. Horseshoe DR with the following members present.

Chairman: Mario Valle
Clay Brooker
Nick Kouloheras
Robert Mulhere
Bill Varian (Excused)

The following County Staff were in attendance:
Gino Santabarbara, Manager, Impact Fees – Corporate Financial & Management Services
Heather Cartwright -Yilmaz, Management Analyst / Staff Liaison, GMCD
Kevin Summers, Manager, Technical Systems Operations - GMCD - Zoom

Any person who decides to appeal a decision of This Board you will need a record of the proceedings pertaining thereto and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, Neither Collier County nor This Board shall be responsible for providing this record.

1. **CALL TO ORDER – CHAIRMAN**
   Chairman - Mario Valle
   Development Service Advisory Committee – Impact Fee Review Subcommittee, Thursday, 19th June 2025 was called to order at 3:00 PM

   a. Selection of Committee Chairman and Vice Chairman
      Mario Valle - Chairman
      Bill Varian - Vice Chairman

2. **APPROVAL OF AGENDA**
   Motion to Approve by Mario Valle
   Seconded by Clay Brooker

   Motion to move item B and E to be heard last or to a later date by Mario Valle
   Seconded by Clay Brooker
   Motion passed

3. **Old Business**
   None

4. **New Business**
   a. Collier School Impact Fee Studies Update – DRAFT Report

Gino Santabarbara
Slide presentation - Prepared by Benesch and presented to the school board on 6/10/25

Current HB337 (2021)
Any increase in impact fees to be phased in

- 25% requires 2-year phase in.
- 25%-50% Requires installments over 4 years to phase in.
- Cannot be increased more than 50% (without Exemption).
- Cannot be increased more than one every 4 years. (without exemption).
- Board must approve Exemption by 2/3 majority.
- Governing body is Board of County Commissioners.

SB1080 (2025)
If Signed, effective January 1st, 2026

- Only jurisdictions that increased their fees over the past 5 years are eligible for the exception clause.
- Requires a study within the past 12 months demonstrating extraordinary circumstances.
- Two public workshops to discuss extraordinary circumstances.

- Increased to be approved by unanimous vote of the governing body vs 2/3 requirement from HB337.
- Plan to have this to Board of county commissioners by the fall.

Extraordinary circumstances would be the following:
- High growth rate/permitting.
- Outdated or artificially low fees due to past policies.
- High-Cost increases.
- A list of unfunded projects that need additional funding.

Discussion on School impact fees
Impact fees are county wide, they do not differ by location or area.
74% of permitting is for single family homes, 23% multi family.
Majority of projected growth and future building will be east of 951. Land cost was based off current price of $75K per acre when the cost east of 951 is $23k-$25k per acre.
Board requests clarification from Benesch- for how they arrived at their land cost projections. Gino to clarify with consultant.
Board requests clarification from Benesch- on why cost for Charter schools is not in report. Gino to clarify with consultant.
Board suggests consultant meeting with them by Zoom or in person to go over report and answer questions at one of their next meetings. Gino will follow up with consultant for available dates and times.
Collier County is at 79% of impact fee allocated since 2015 for schools. 1 High school and 2 middle schools have been built using funds solely from impact fees.

Reviewed Projected revenue (2026-2030) - slide

School board decided not to go with the extraordinary circumstances. They are moving forward with State Statute CAP of 50%.

- Next steps- Recommendations to Board of County commissioners and Implementation process.
- Mr. Mulhare- Confirmed they will not be making any motions today. Just reviewing presentations, gathering information and will make a decision at a later date.

Reviewed remaining slides in 6/10/2025 Impact fee study presentation

b. Collier County Correctional Facilities Impact Fee Study – DRAFT Report 10-31-2024 – **Did not discuss at today's meeting.**
c. Collier County Emergency Medical Services Impact Fee Update Study – DRAFT Report 10-31-2024
   - Impact fees for fast food are $210,000.
   - Command center for Hurricanes included in impact fee projections when there are no plans to build a new one. Mr. Valle asked for clarification why. If removed the impact fee would drop by 28%. Page 6 table 1.
   - Projected growth would not require a new command center.
   - Mr. Valle requested clarification on land cost for the "Assumption that future purchases will be more heavy in residential areas." Referenced again that the majority of the growth will be east of 951 and cost of land will be significantly cheaper than stated in the study.

- Mr. Valle requested clarification on functional population. To understand how they arrived at their numbers.
- Mr. Kouloheras - asked for clarification on interoperating agreements between the Police and Fire Department for new stations that are being built to be collocated into one facility.
- Mr. Santabarbara- Advised he will send the approved AUIR report with locations and details of the plan to build over the next 5 years. It will show where EMS stations are proposed to be built.

d. Collier County General Government Buildings Impact Fee Update Study – DRAFT Report 10-31-2024
Did not discuss at today's meeting.

e. Collier County Law Enforcement Impact Fee Update Study – DRAFT Report 10-31-2024
Did not discuss at today's meeting.

f. Collier County Library Facilities Impact Fee Update Study – DRAFT Report 10-31-2024
Did not discuss at today's meeting.

g. Collier County Parks and Recreation Impact Fee Update Study – DRAFT Report 10-31-2024
- Discussed level of service- Park facilities not being built in a specific time.
- 2024 AUIR level of service 1.2 acres per 1000 persons.
- Based on 2024 AUIR no deficit until 2026-2027.
- If a new community park is not built prior we will not meet level of service.
- Regional parks level of service is 2.7acres per 1000 persons.
- No deficit anticipated in the next 5 years.
- Mr. Brooker asked for clarification on why beaches are not included in the impact study.

h. Collier County Road Impact Fee Update Study – DRAFT Report 10-31-2024
Did not discuss at today's meeting

Mr. Santabarbara- Requested board to send him any questions they have so he can work with Benesch and get all questions answered prior to next meeting.

5. PUBLIC SPEAKERS

None

6. REMINDERS OF UPCOMING DSAC-IFR SUBCOMMITTEE MEETING DATES DISCUSSION:

a. Wednesday, July 16, 2025
b. Wednesday, August 20, 2025 - Mr. Brooker confirmed he cannot make this meeting
c. Wednesday, September 17, 2025

Mario Valle - Chair
Made a motion to adjourn the meeting.

7. ADJOURN

There being no further business for the good of the County, the meeting was adjourned by the order of the chairman at 5:00 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
IMPACT FEE REVIEW SUBCOMMITTEE

Mario Valle, Chairman

These minutes were approved by the Committee/Chairman on 9/26/16,
(check one) as submitted ✓ or as amended _____.

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
RIGHT OF WAY SUBCOMMITTEE MEETING

Naples, Florida
July 23, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee Right of Way Subcommittee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at Growth Management Community Development Department, Room 609/610, 2800 N. Horseshoe Dr., Naples, FL 34104 with the following members present:

Chairman: Blair Foley
John English
Chris Mitchell

The following County Staff were in attendance:
Jaime Cook, Director – Development Review, GMCD
Tony Khawaja, Director – Traffic Operations & Transportation Management Services
Heather Cartwright-Yilmaz, Management Analyst / Staff Liaison, GMCD

Any person who decides to appeal a decision of This Board, you will need a record of the proceedings pertaining thereto and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Neither Collier County nor This Board shall be responsible for providing the record.

1. **CALL TO ORDER – CHAIRMAN**
   Chairman – Blair Foley
   Development Services Advisory Committee – Right of Way Subcommittee, Wednesday, 23rd June 2025 was called to order at 3:00 PM

   a. Selection of Committee Chairman
      Motion to continue Blair Foley as Chairman by John English
      Seconded by Chris Mitchell
      Motion approved unanimously

2. **APPROVAL OF AGENDA**
   Chairman Foley asked if there were any changes to the agenda – none were requested.

   Motion to approve the agenda was made by John English
   Seconded by Chris Mitchell
   Motion approved unanimously

3. **OLD BUSINESS**
   a. ROW Manual Updates
      Staff reported ongoing work on updating cross-sections and diagrams. Additional feedback from Road Maintenance and Transportation groups is being reviewed. A future meeting will be scheduled to incorporate and discuss recommendations.

4. **NEW BUSINESS**
   a. Culvert Alternate in County Right of Way (ROW)

   Discussion: Culvert Alternate in County Right of Way (ROW)
   - Discussion initiated on an alternate drainage solution presented by Jeffrey Curl at a prior DSAC meeting.
   - The alternate design includes trench drains with surface grates, offering a potential replacement for traditional culverts in residential driveways.
   - Tony Khawaja noted benefits observed in the City of Naples, such as ease of maintenance and avoidance of water pooling at driveways.

   The group discussed the following:
   i. Hydraulic and structural standards
   ii. Flexibility of installation
   iii. Homeowner maintenance responsibility
   iv. Compatibility with existing swale conditions

v. Staff will follow up with Road Maintenance (Marshall's team) for input and potential draft language.

A decision or motion was deferred until feedback is received and formal language is developed.

5. PUBLIC SPEAKERS
None

6. REMINDERS OF UPCOMING DSAC-ROW SUBCOMMITTEE MEETING DATES DISCUSSION:
a. Schedule as Needed

Blair Foley – Chair
Made a motion to adjourn the meeting.

7. ADJOURN

There being no further business for the good of the County, the meeting was adjourned by the order of the chairman at 3:55 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
RIGHT OF WAY SUBCOMMITTEE

Blair Foley, Chairman

These minutes were approved by the Committee/Chairman on 8/6/25, (check one) as submitted ✓ or as amended _____.

Collier County

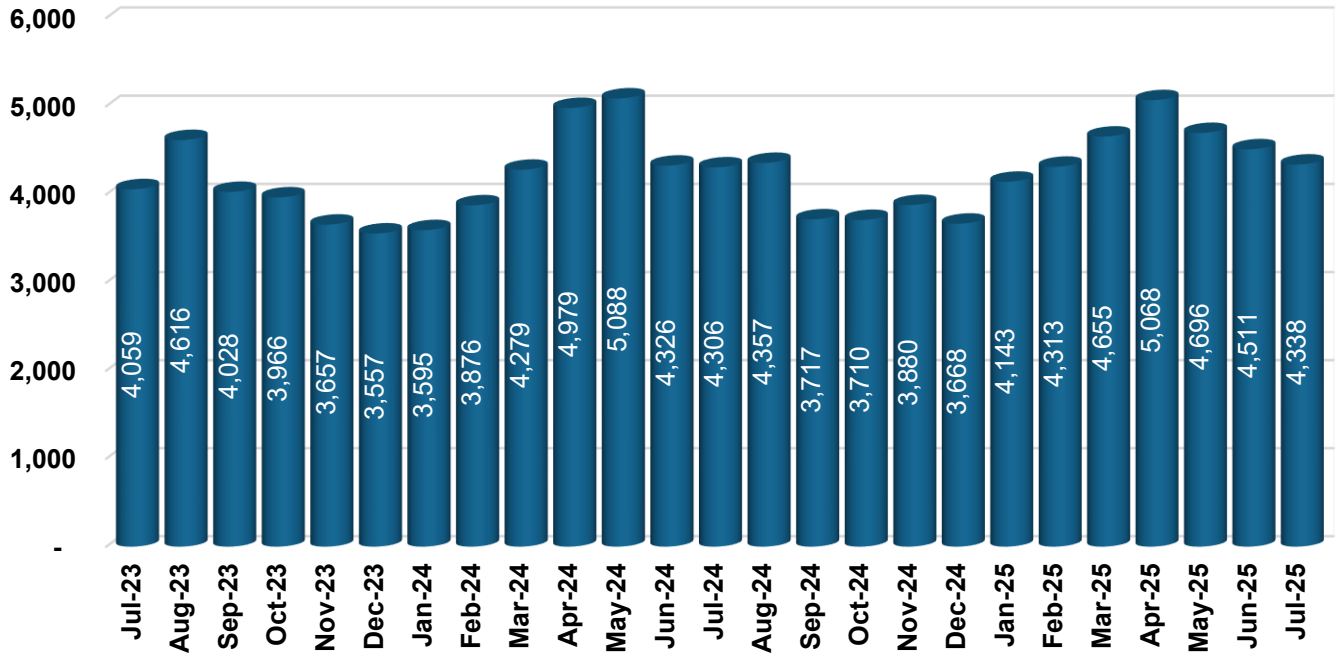
July 2025

Monthly Statistics

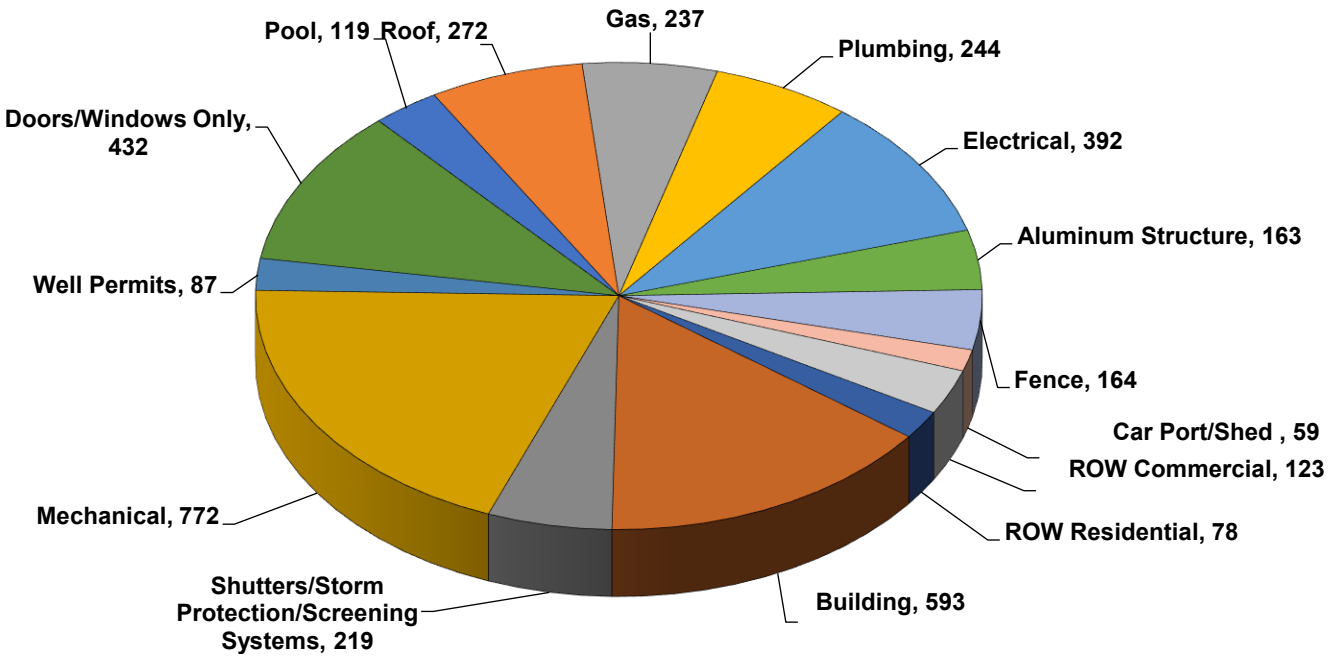


Building Plan Review Statistics

All Permits Applied by Month

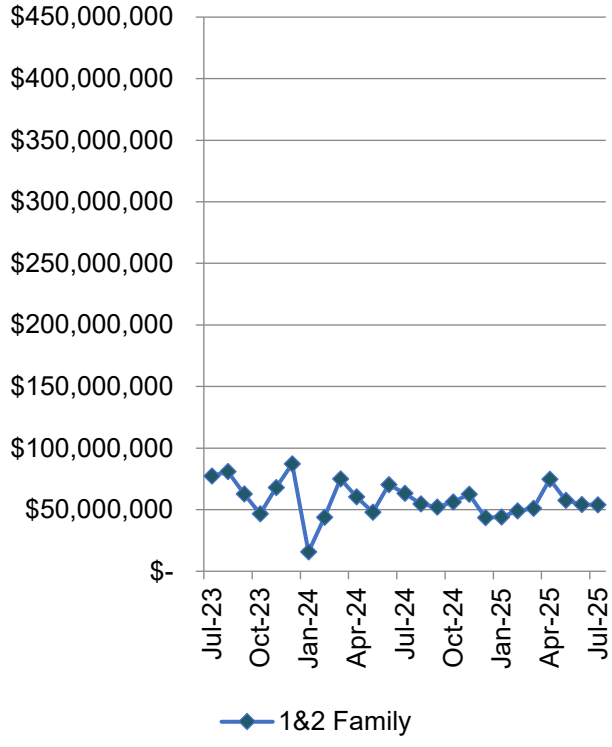


Top 15 of 35 Building Permit Types Applied

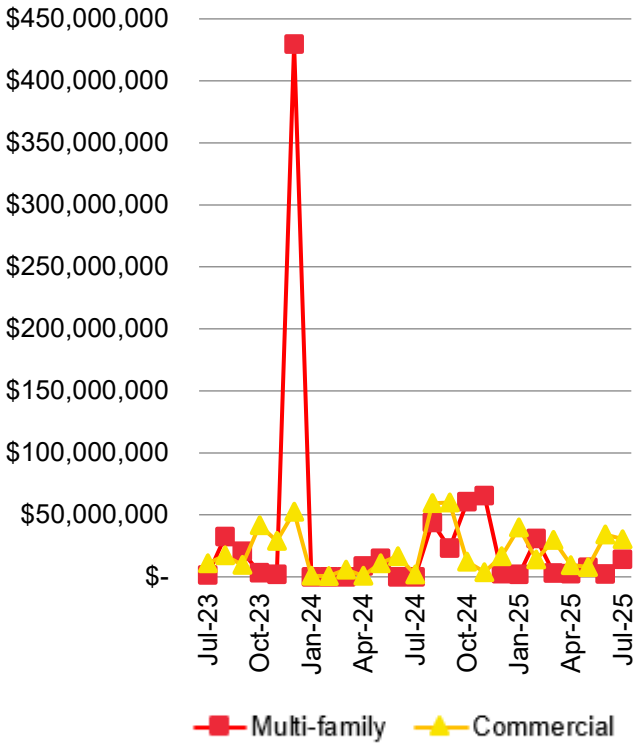


Building Plan Review Statistics

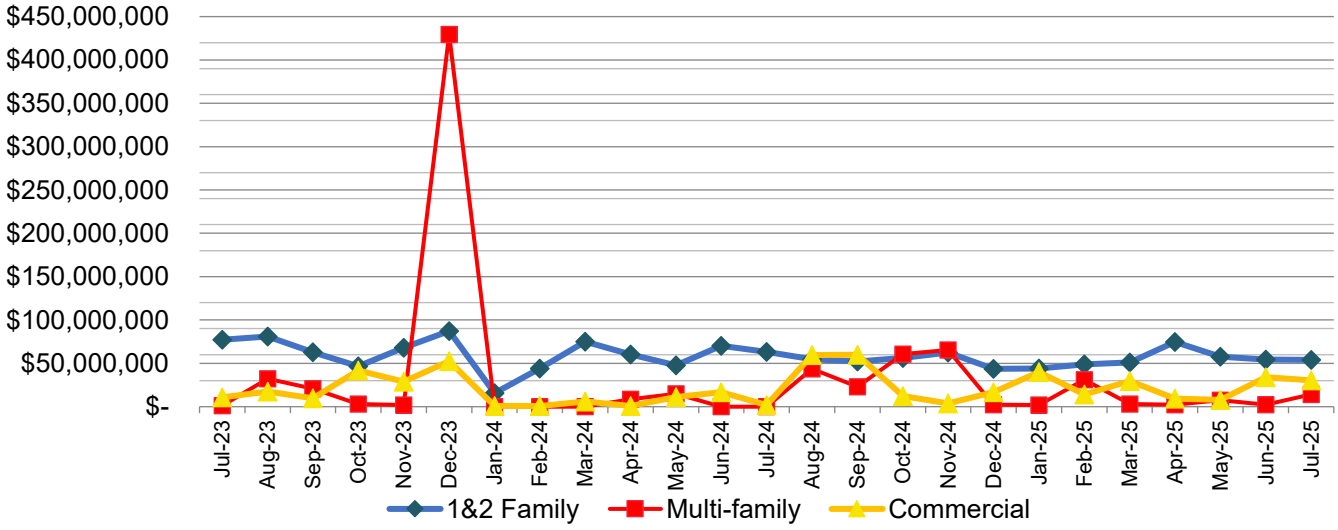
Monthly 1 & 2 Family Total Construction Value by Applied Date



Monthly Multi-family & Commercial Total Construction Value by Applied Date

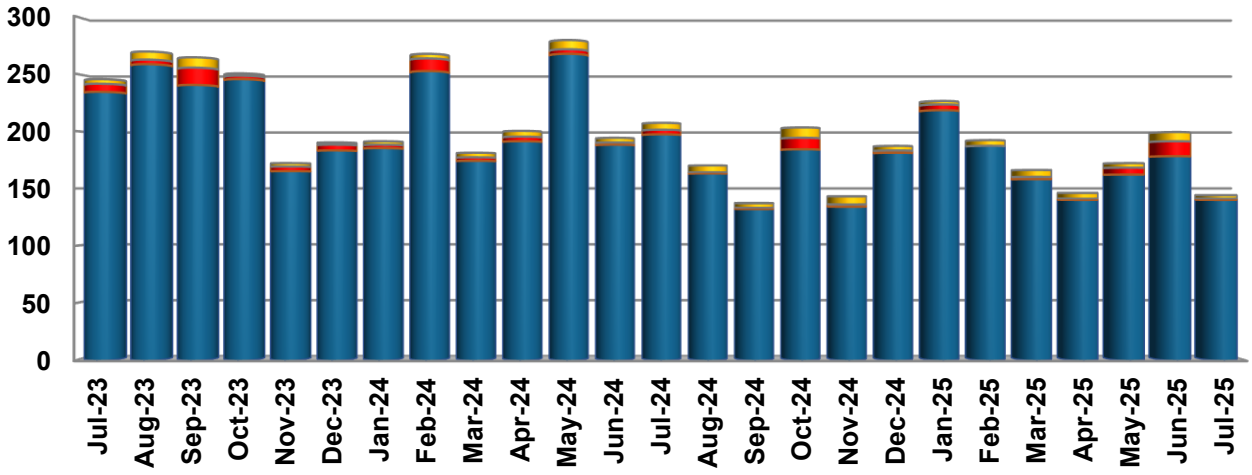


Monthly Total Construction Value by Applied Date



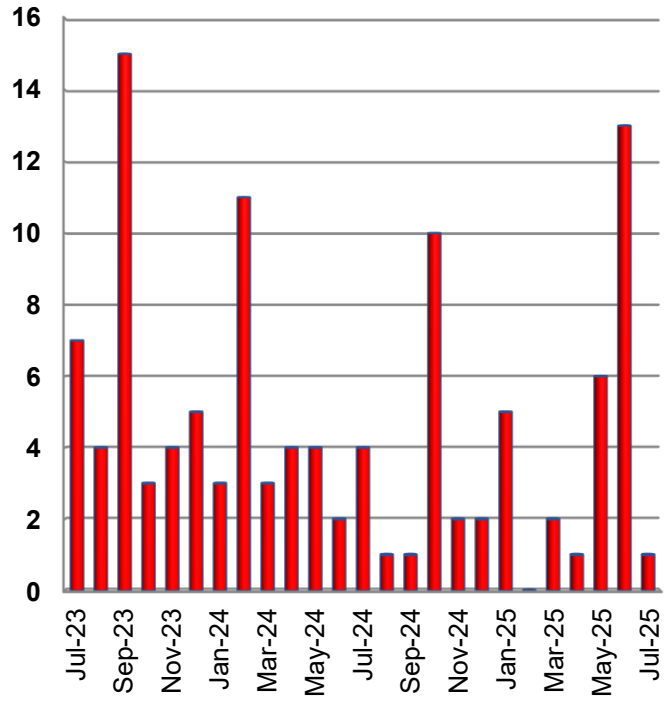
Building Plan Review Statistics

New Construction Building Permits Issued by Month

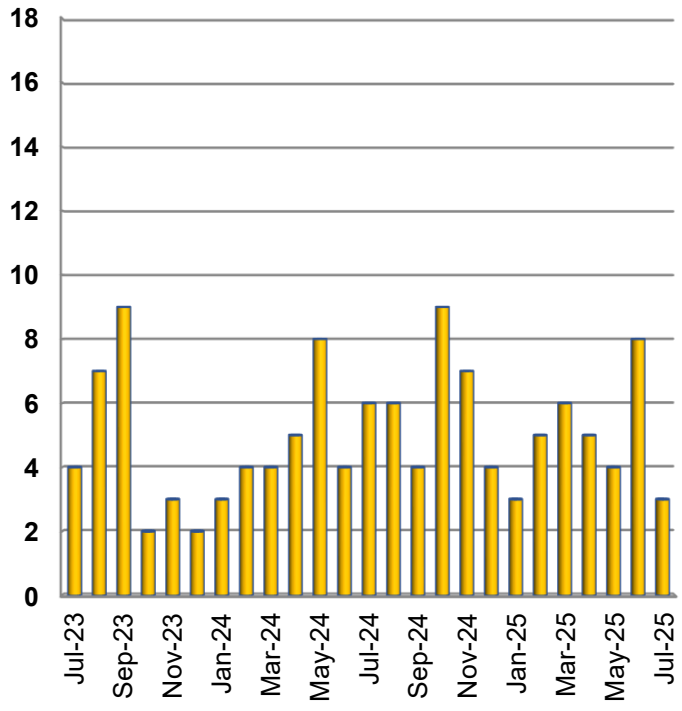


	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25
Commercial	4	7	9	2	3	2	3	4	4	5	8	4	6	6	4	9	7	4	3	5	6	5	4	8	3
Multi-family	7	4	15	3	4	5	3	11	3	4	4	2	4	1	1	10	2	2	5	0	2	1	6	13	1
1&2 Family	234	258	240	245	165	183	185	252	174	191	267	188	197	163	132	184	134	181	218	187	158	140	162	178	140

New Multi-family Building Permits Issued by Month

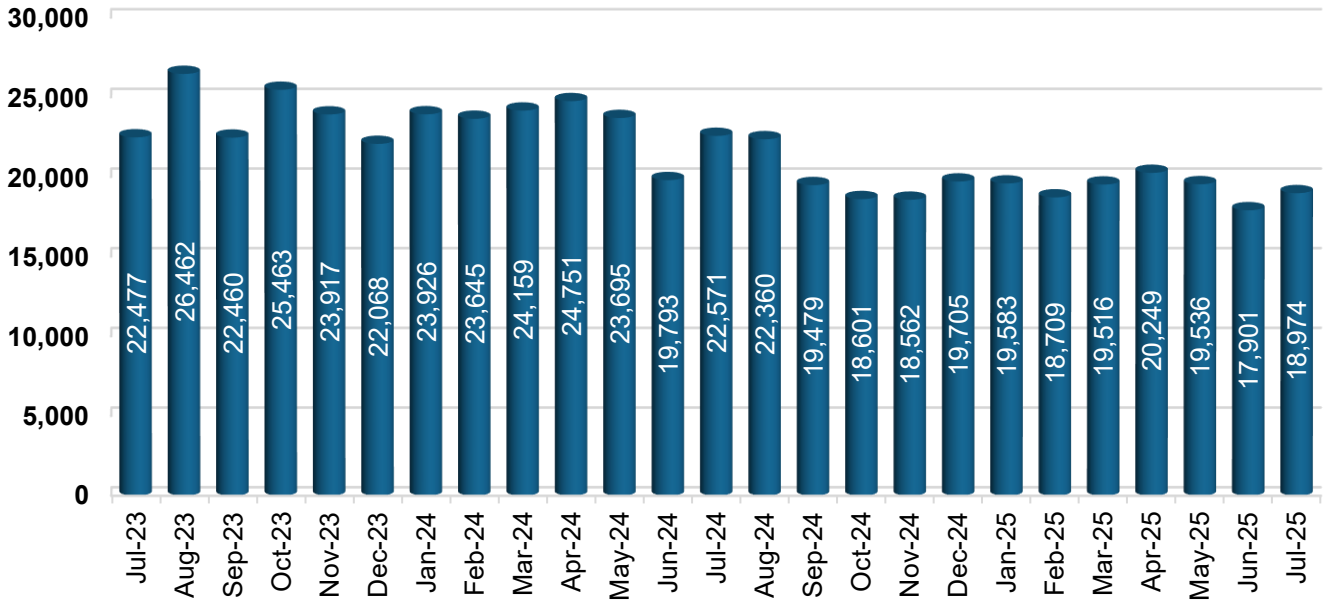


New Commercial Building Permits Issued by Month

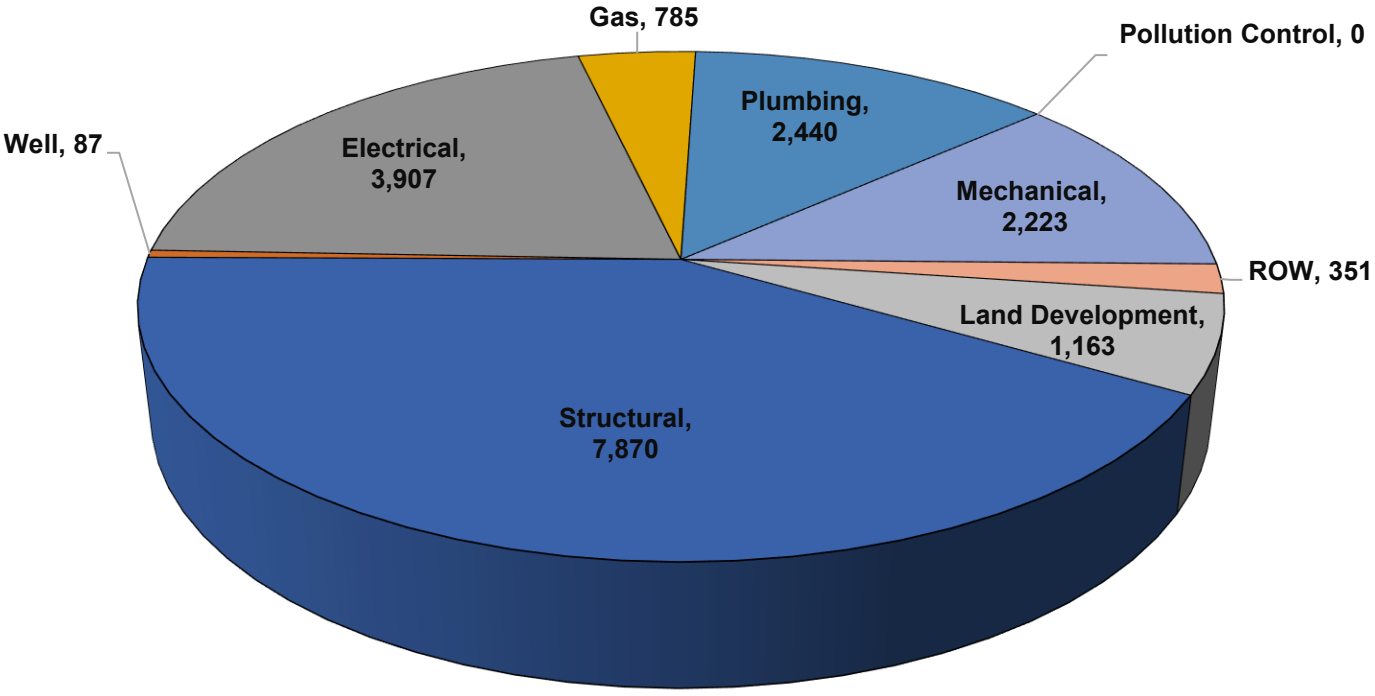


Building Inspections Statistics

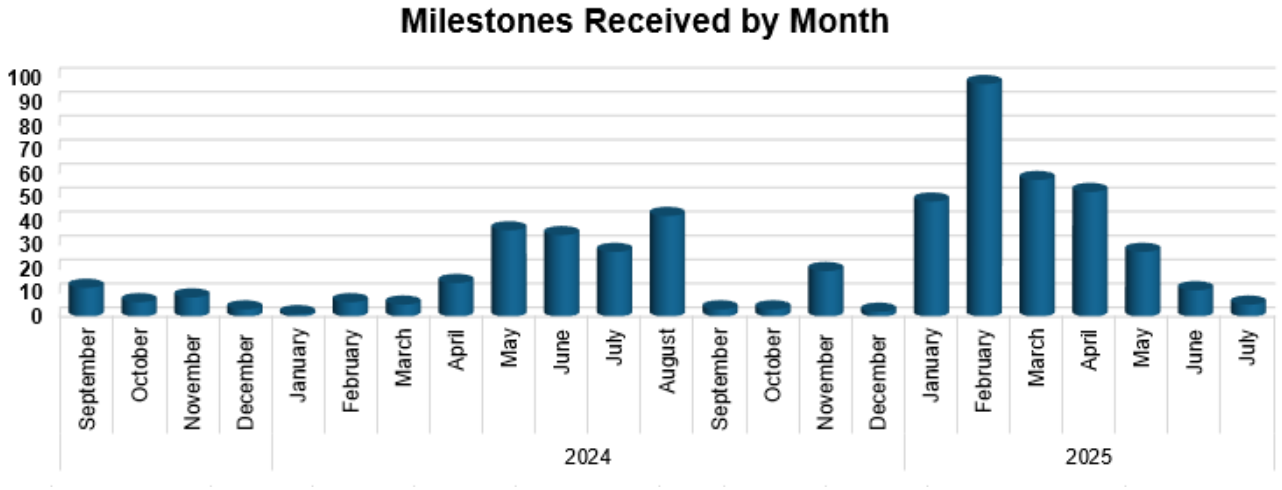
Building Inspections

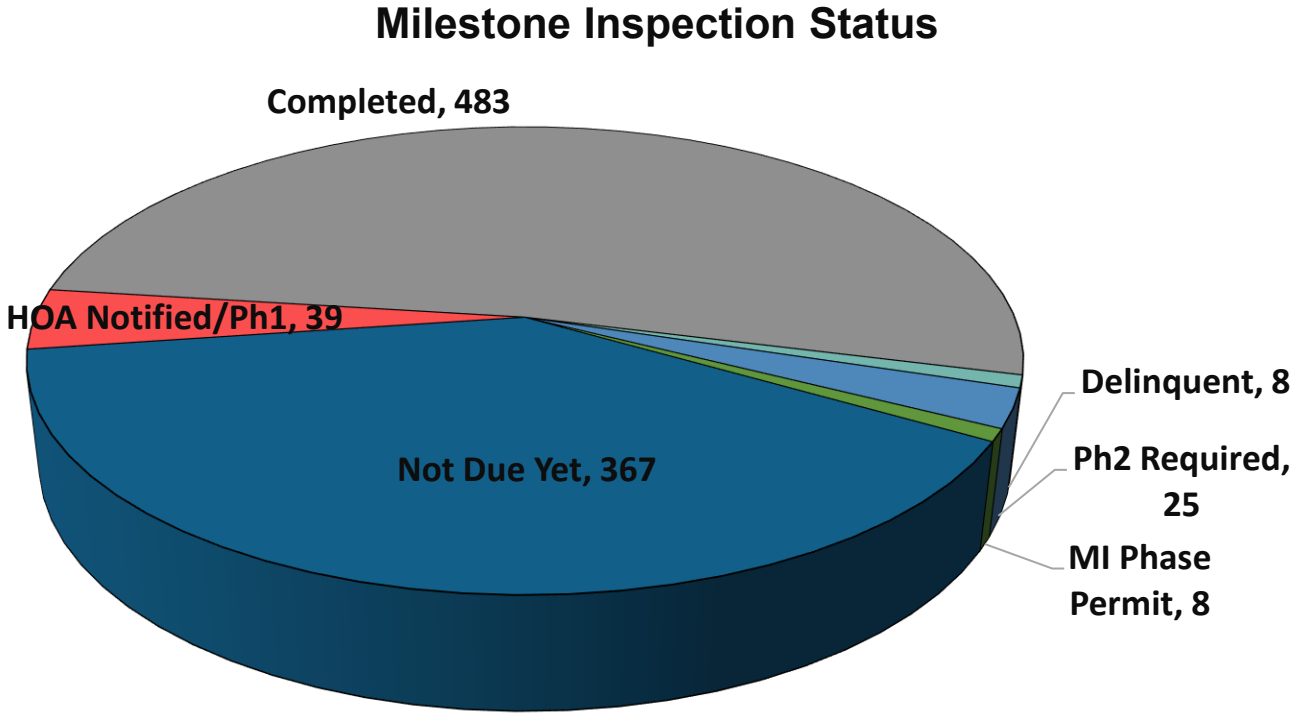


Types of Building Inspections

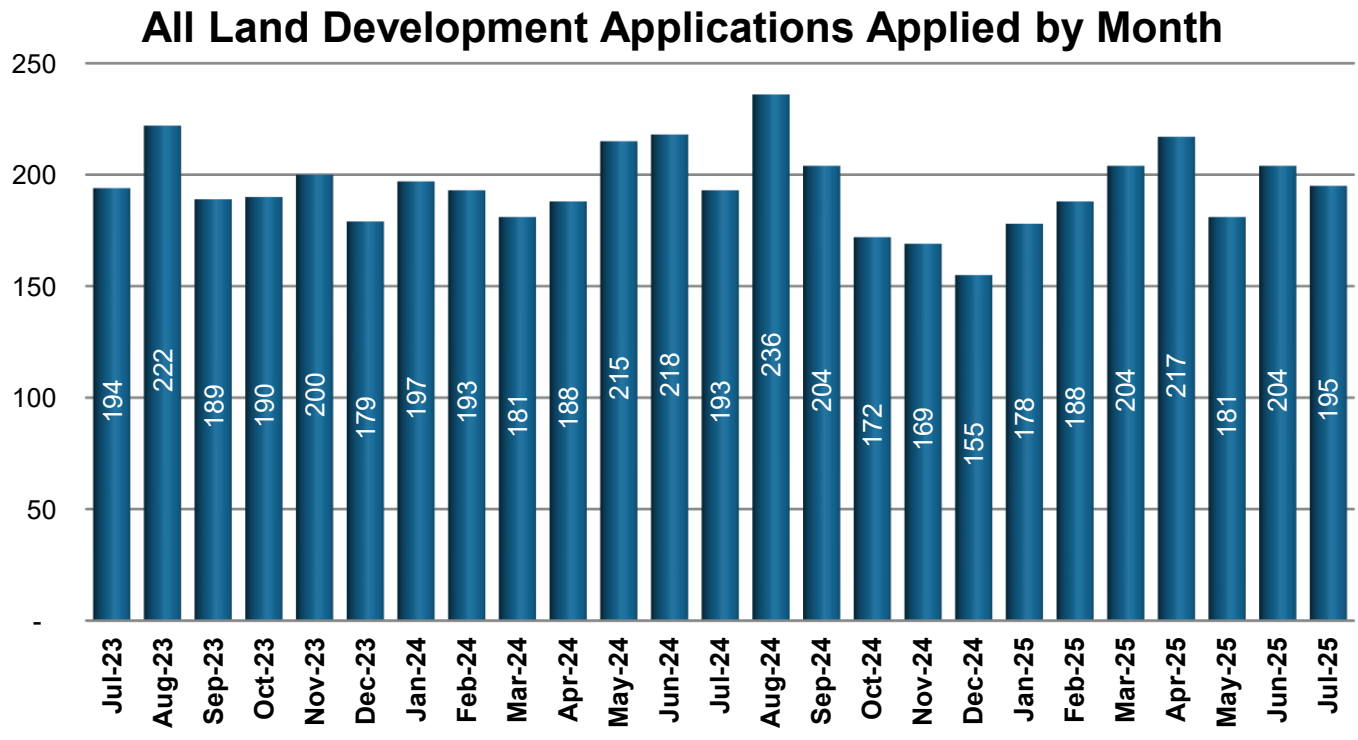


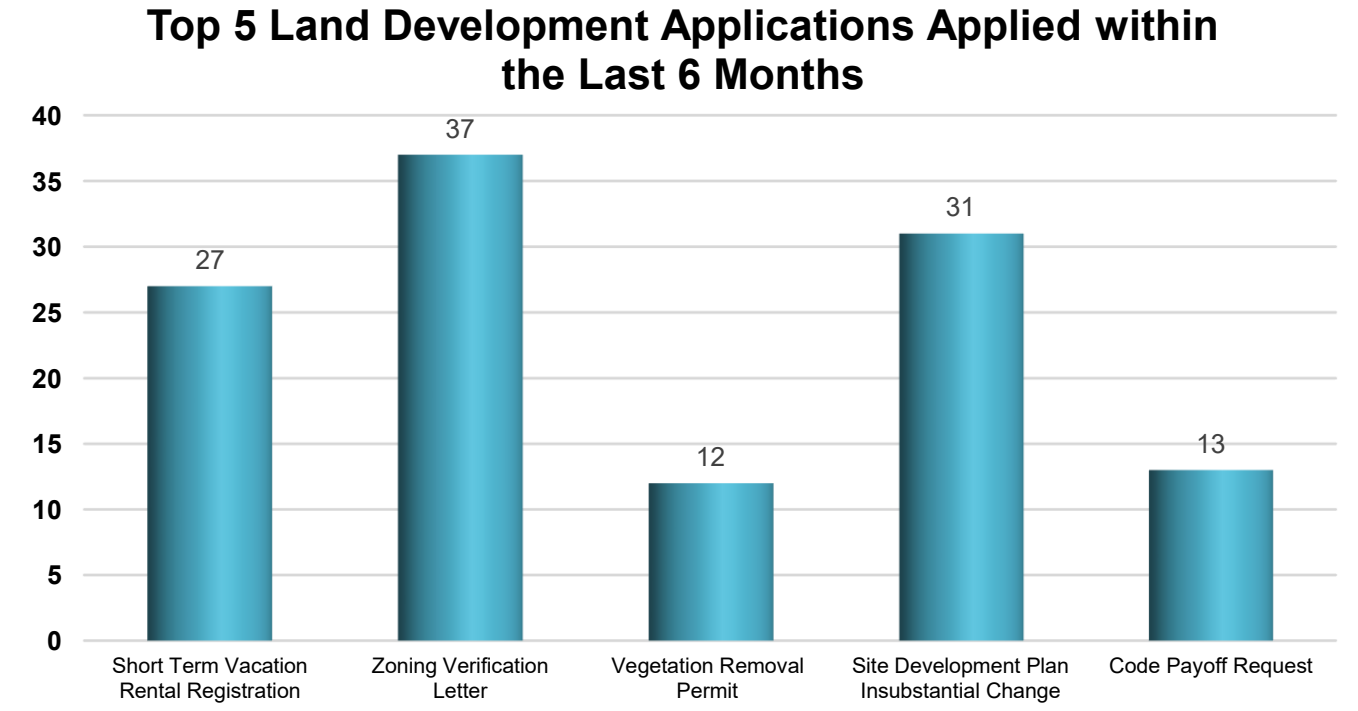
Building Inspections Statistics





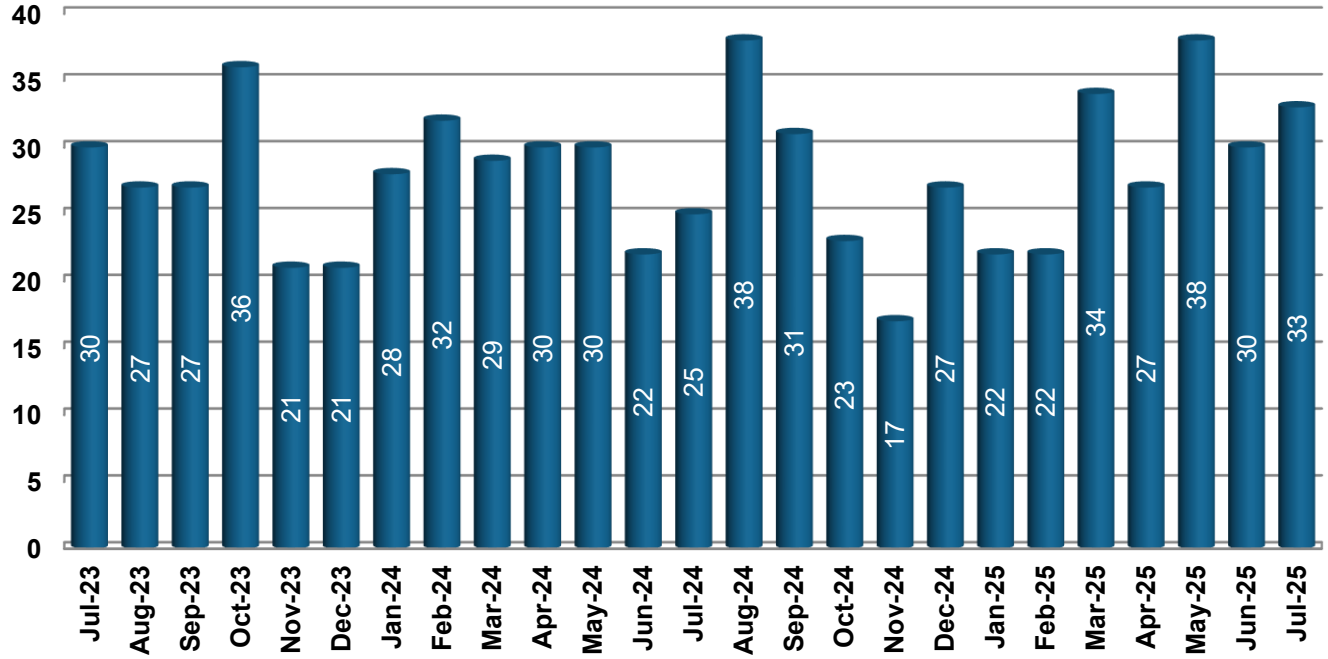
Land Development Services Statistics



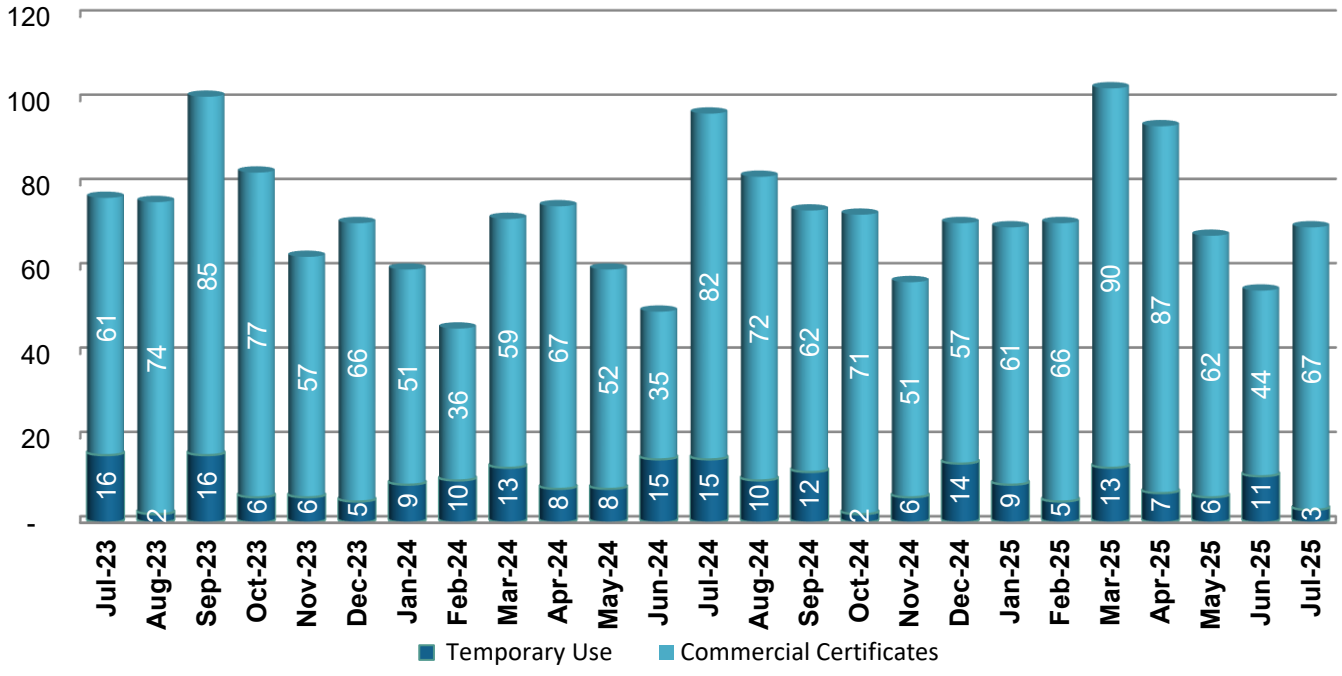


Land Development Services Statistics

Pre-application Meetings by Month

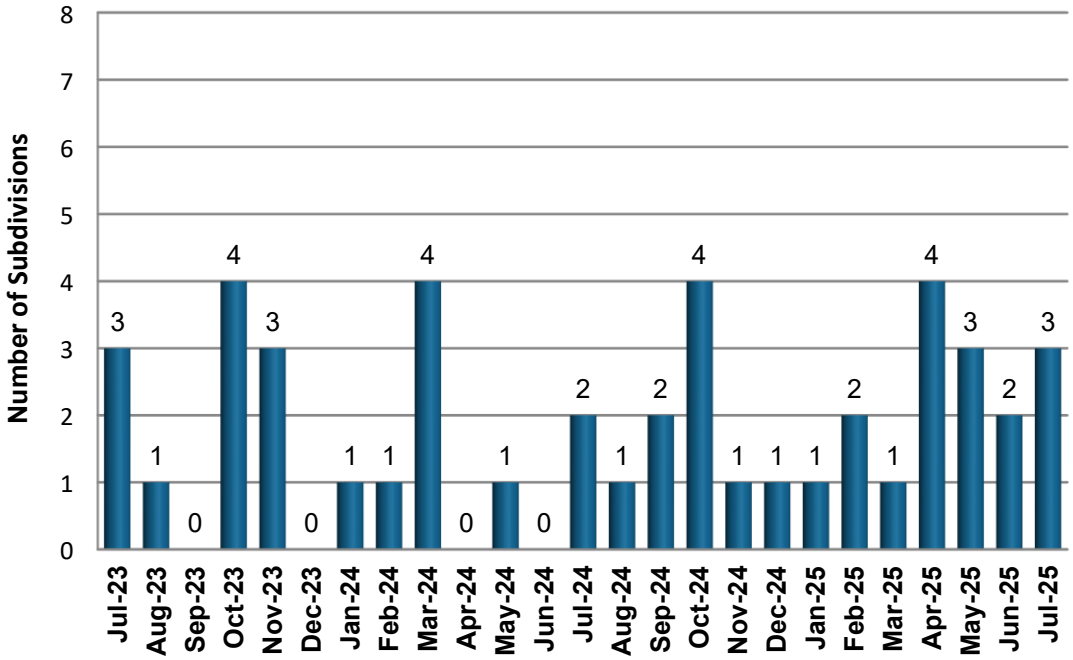


Front Zoning Counter Permits Applied by Month



Land Development Services Statistics

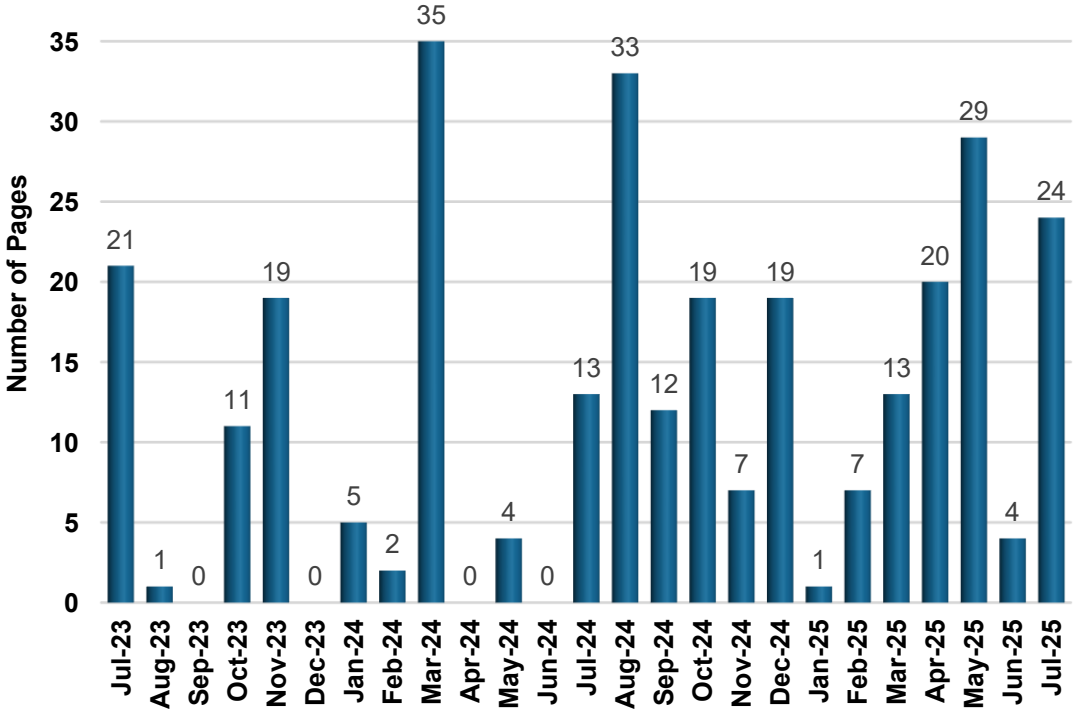
Number of New Subdivisions Recorded per Month



Yearly Totals Subdivisions
2020 – 25
2021 – 33
2022 – 29
2023 – 21
2024 – 18
2025 – 17

Yearly Totals Lots
2021 – 1353
2022 – 3100
2023 – 1212
2024 – 1559
2025 – 1424

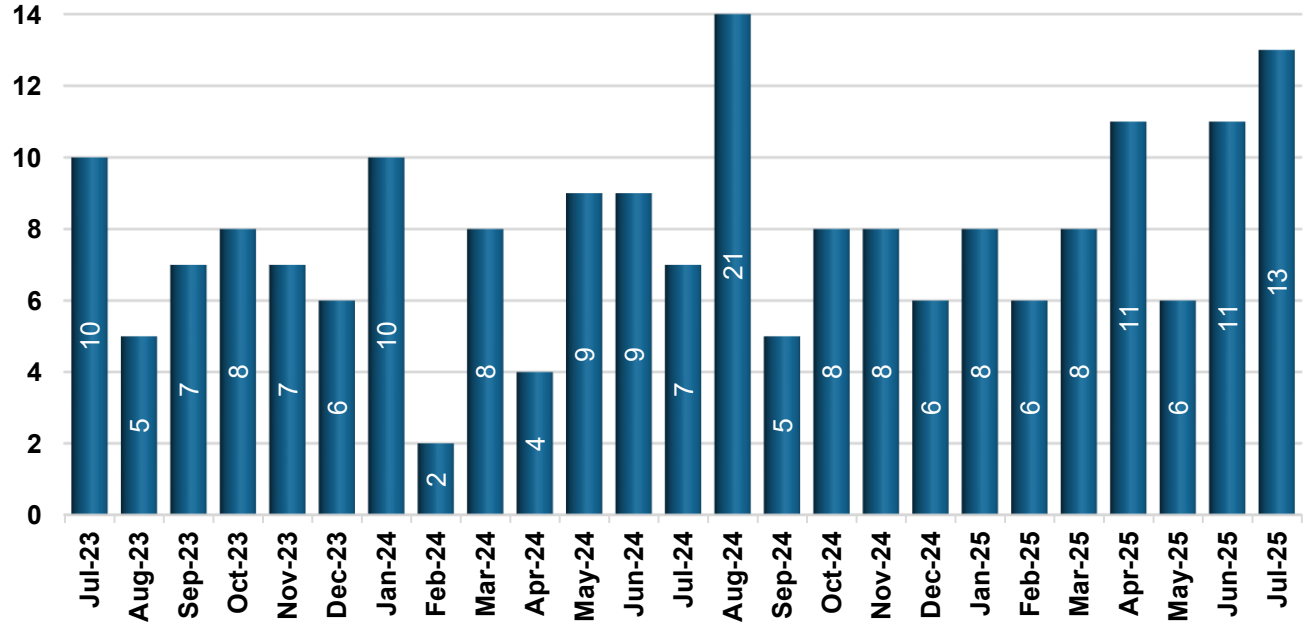
Plat Pages Recorded per Month



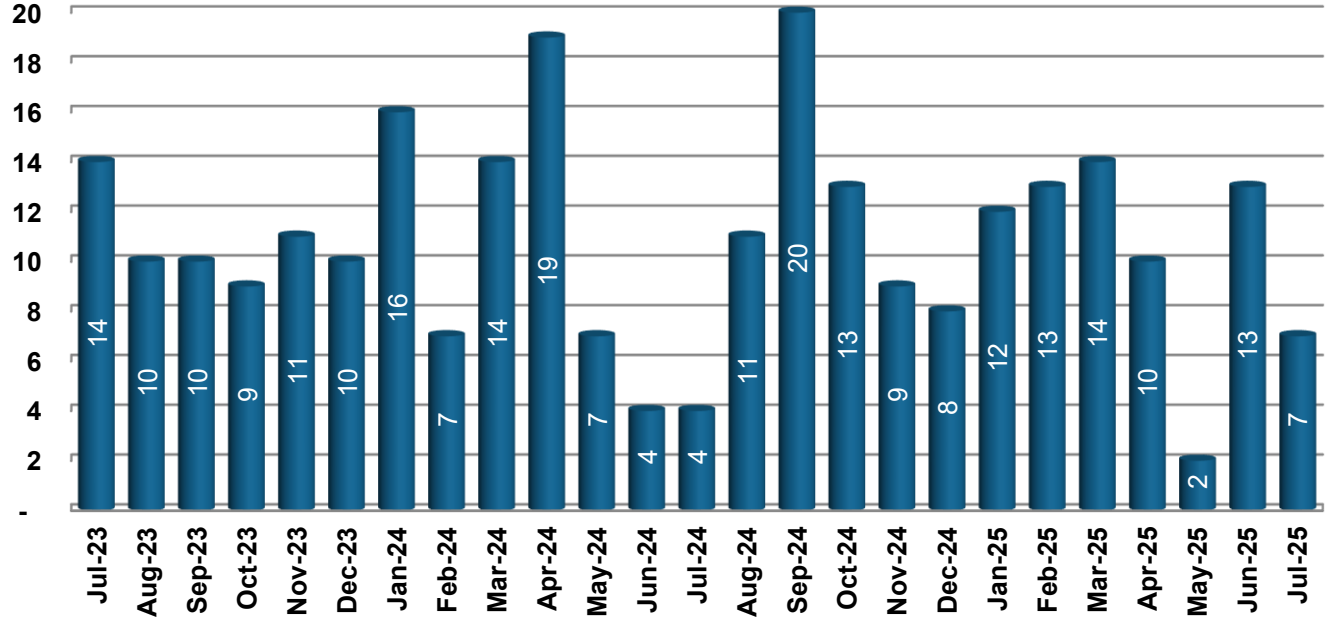
Yearly Totals Pages
2020 – 152
2021 – 188
2022 – 175
2023 – 100
2024 – 154
2025 – 104

Land Development Services Statistics

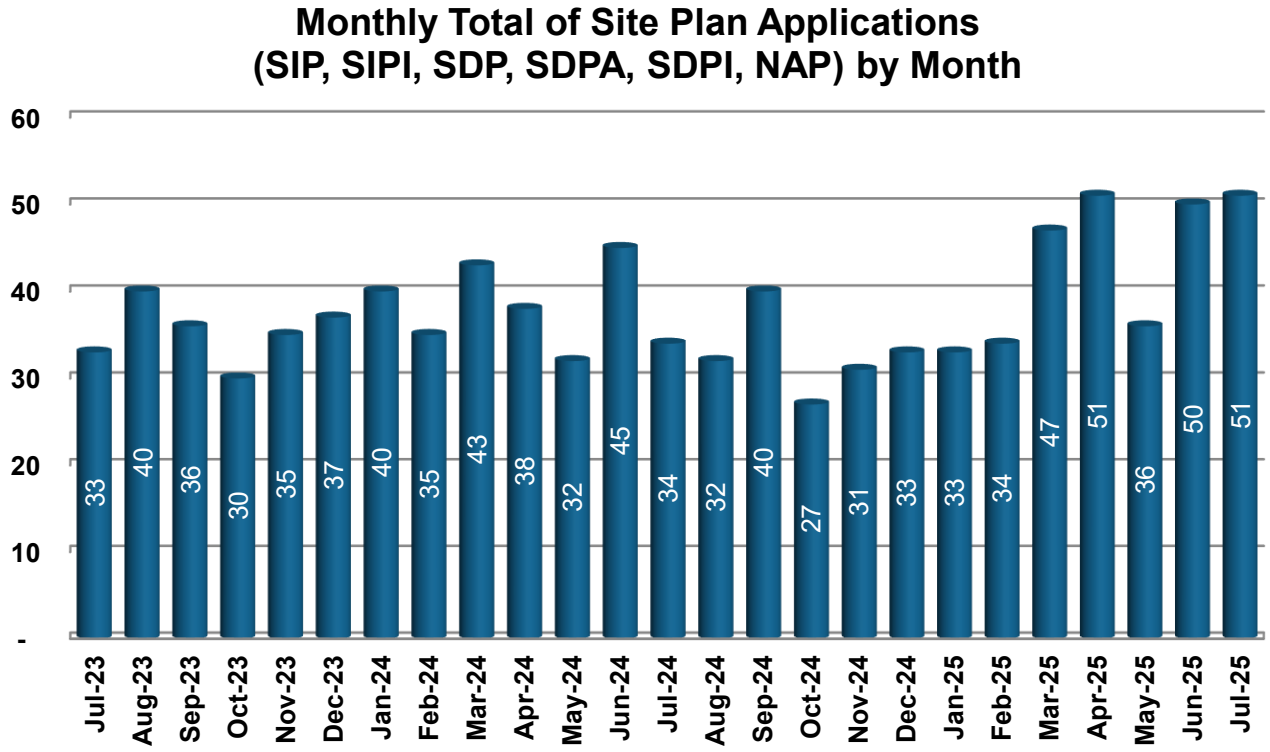
Monthly Total of Subdivision Applications (PSPA, PSP, PPL, PPLA, ICP, FP, CNST) by Month

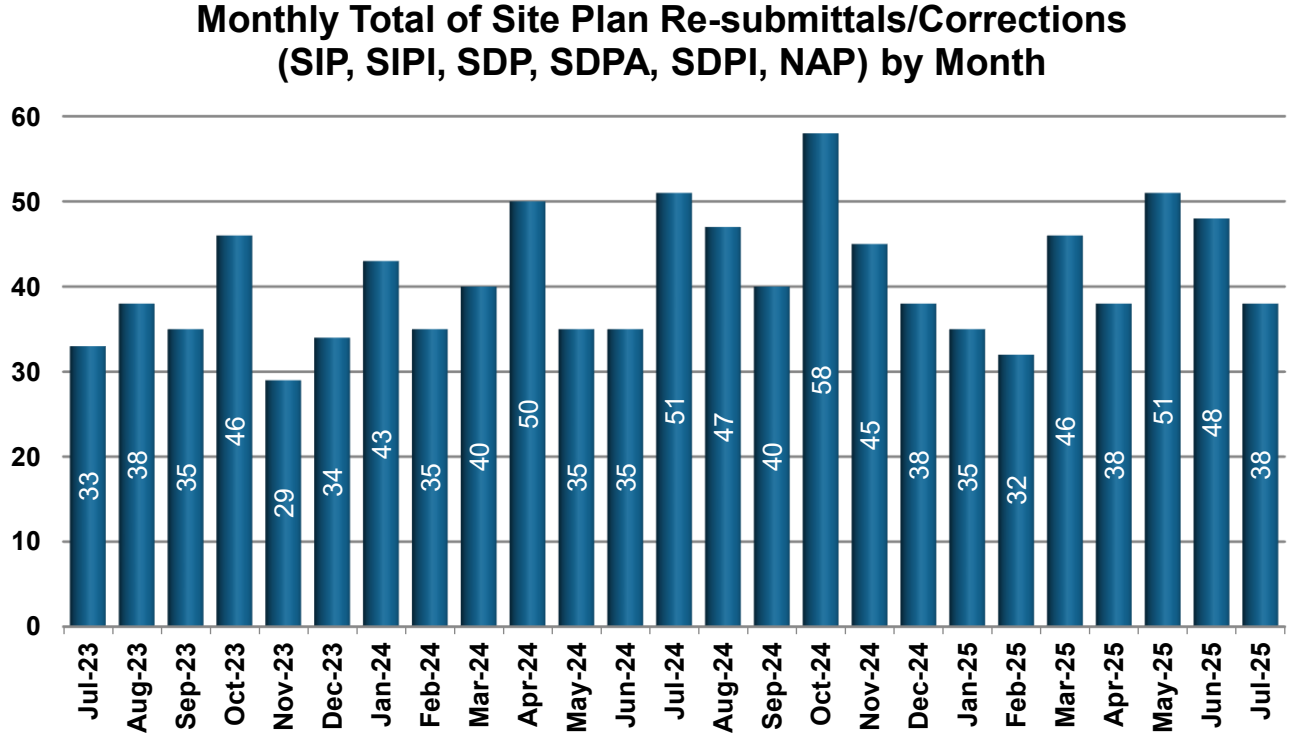


Monthly Total of Subdivision Re-submittals/Corrections (PSPA, PSP, PPL, PPLA, ICP, FP, CNST) by Month



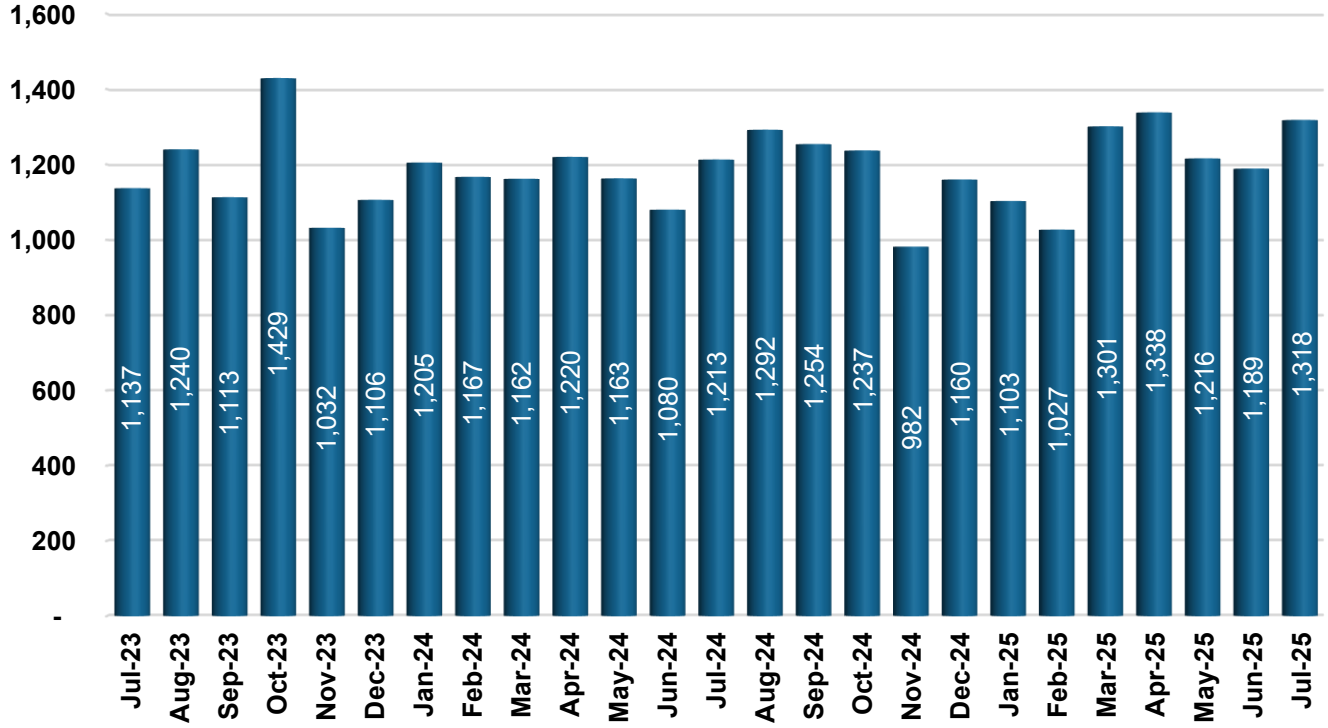
Land Development Services Statistics



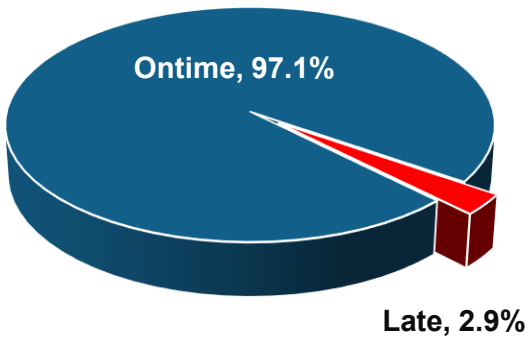


Reviews for Land Development Services

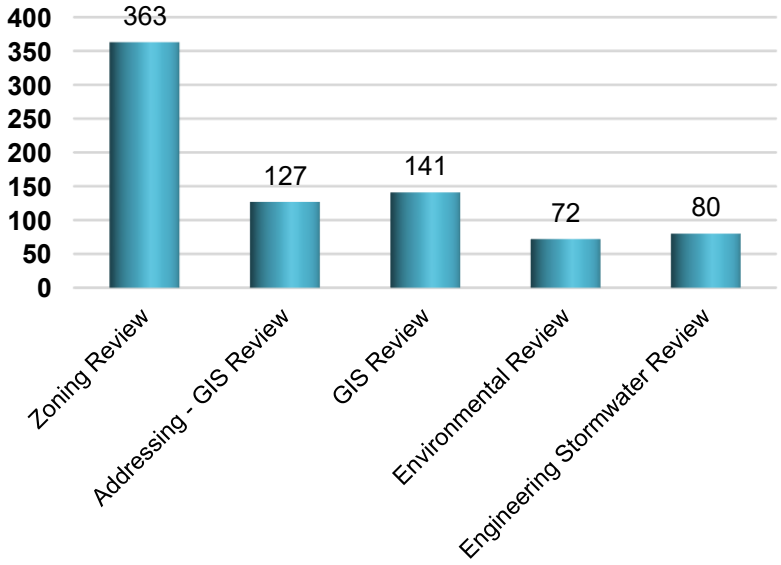
Number of Land Development Reviews



Percent Ontime for the Month

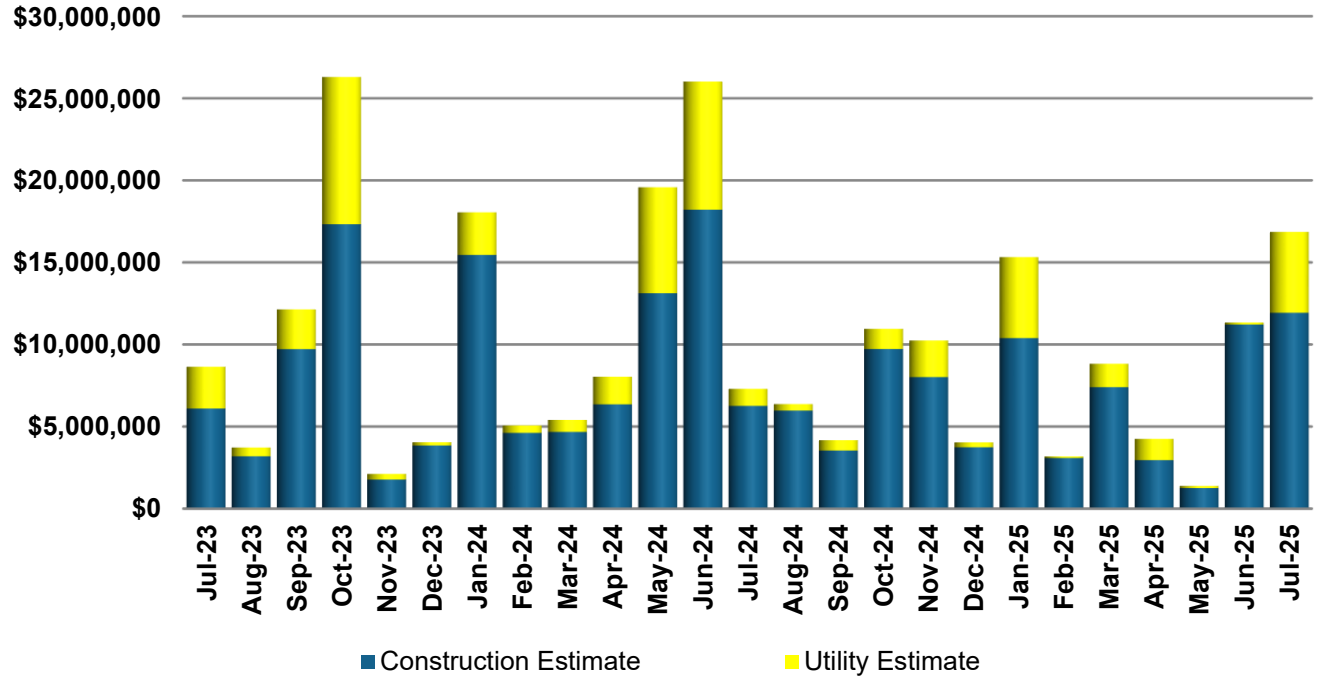


Top 5 Land Development Reviews

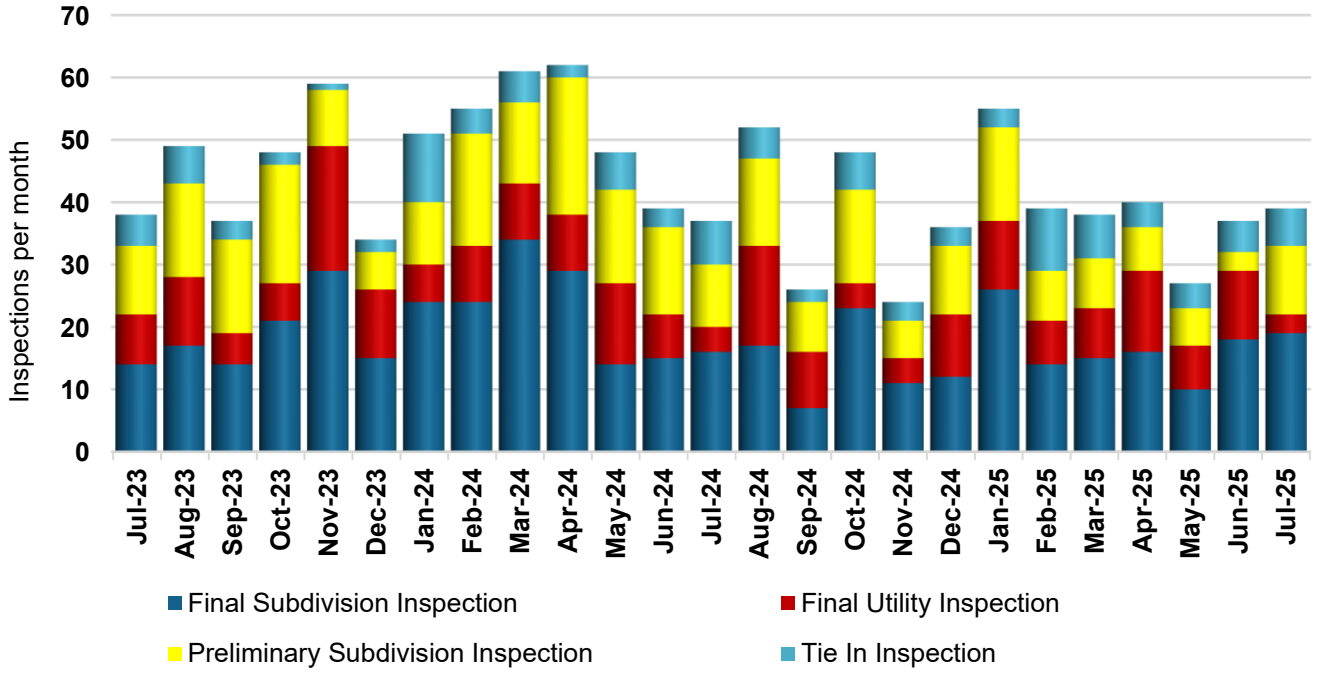


Land Development Services Statistics

Total Applied Construction Valuation Estimate

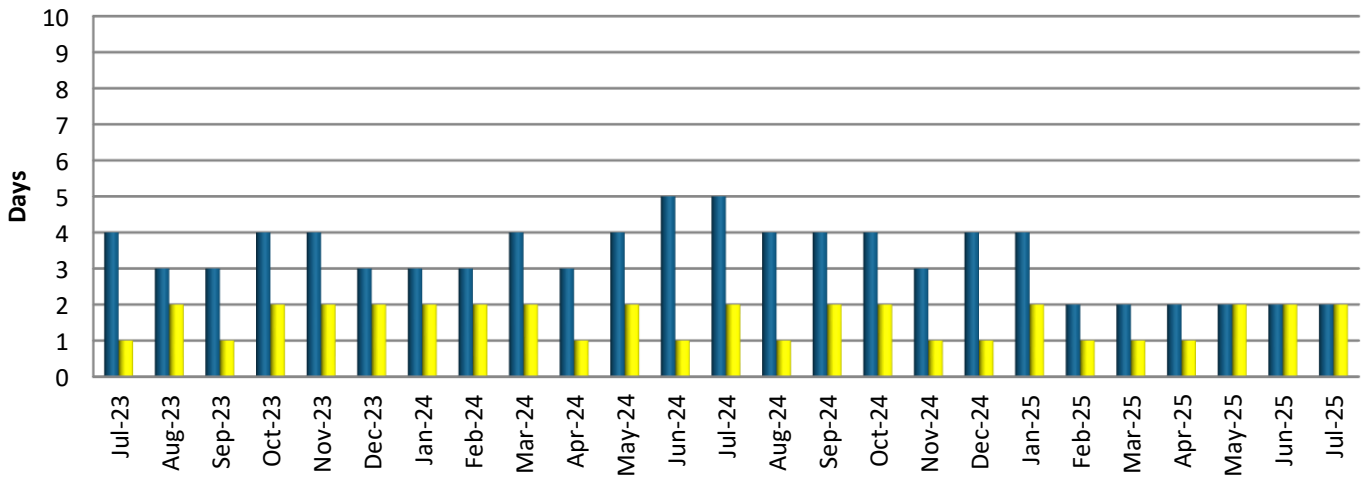


Site & Utility Inspections



Fire Review Statistics

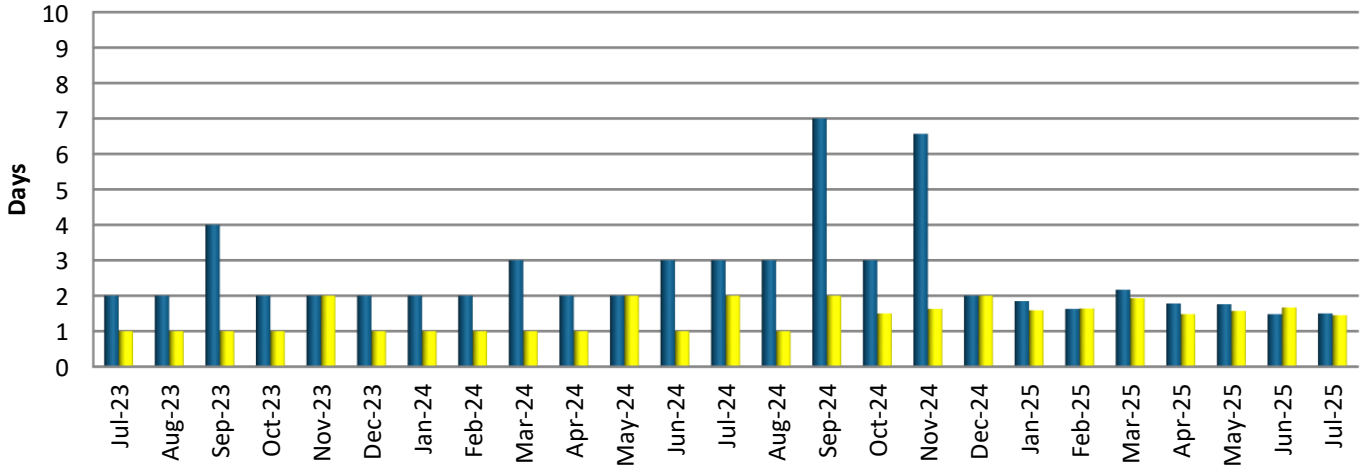
Building Fire Review Average Number of Days



Total Number of Building Fire Reviews by Month

Fire District	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25
North Collier	627	636	525	616	543	411	459	406	508	581	684	634	647	646	733	655	459	481	588	491	621	818	820	771	431
Collier County (Greater Naples)	447	391	428	397	442	395	403	382	429	425	552	517	511	482	407	464	447	390	432	459	436	484	622	537	547

Planning Fire Review Average Number of Days



Total Number of Planning Fire Reviews by Month

Fire District	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25
North Collier	54	50	37	52	48	57	60	57	37	44	40	43	51	51	62	63	47	46	55	65	47	49	79	48	60
Collier County(Greater Naples)	43	43	60	62	50	39	56	53	60	75	61	55	68	67	64	48	64	58	44	95	75	58	116	87	49

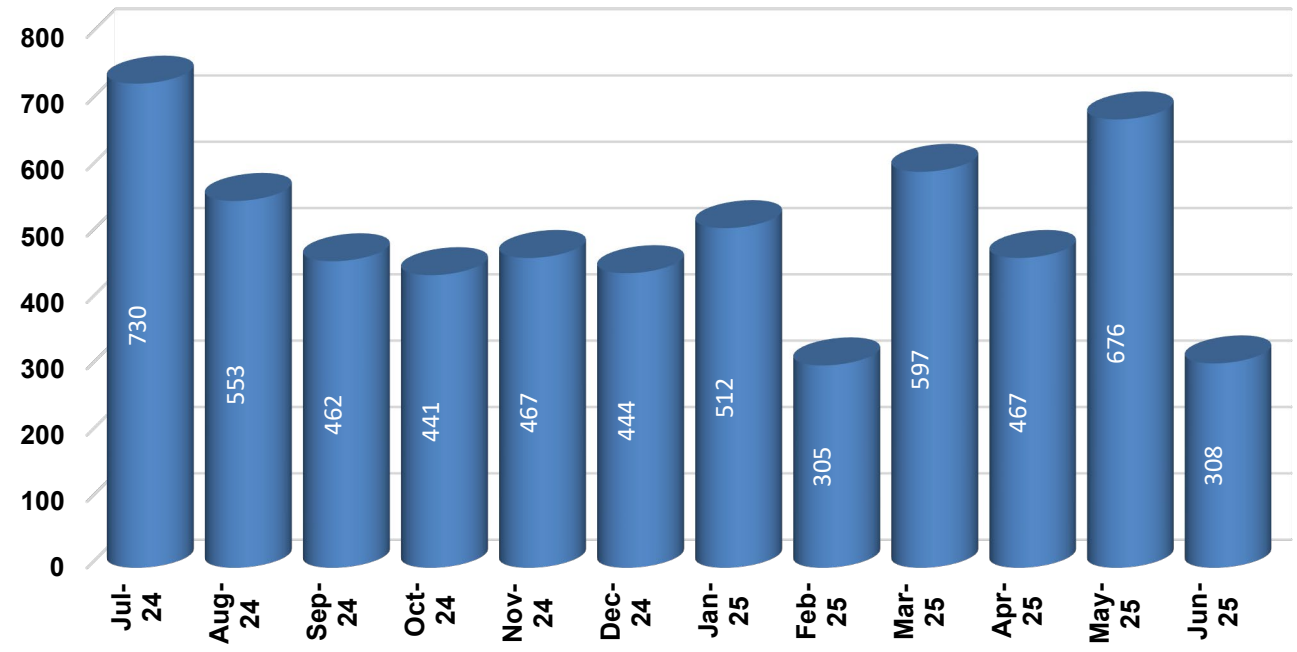
Collier County

July 2025 Code Enforcement Monthly Statistics

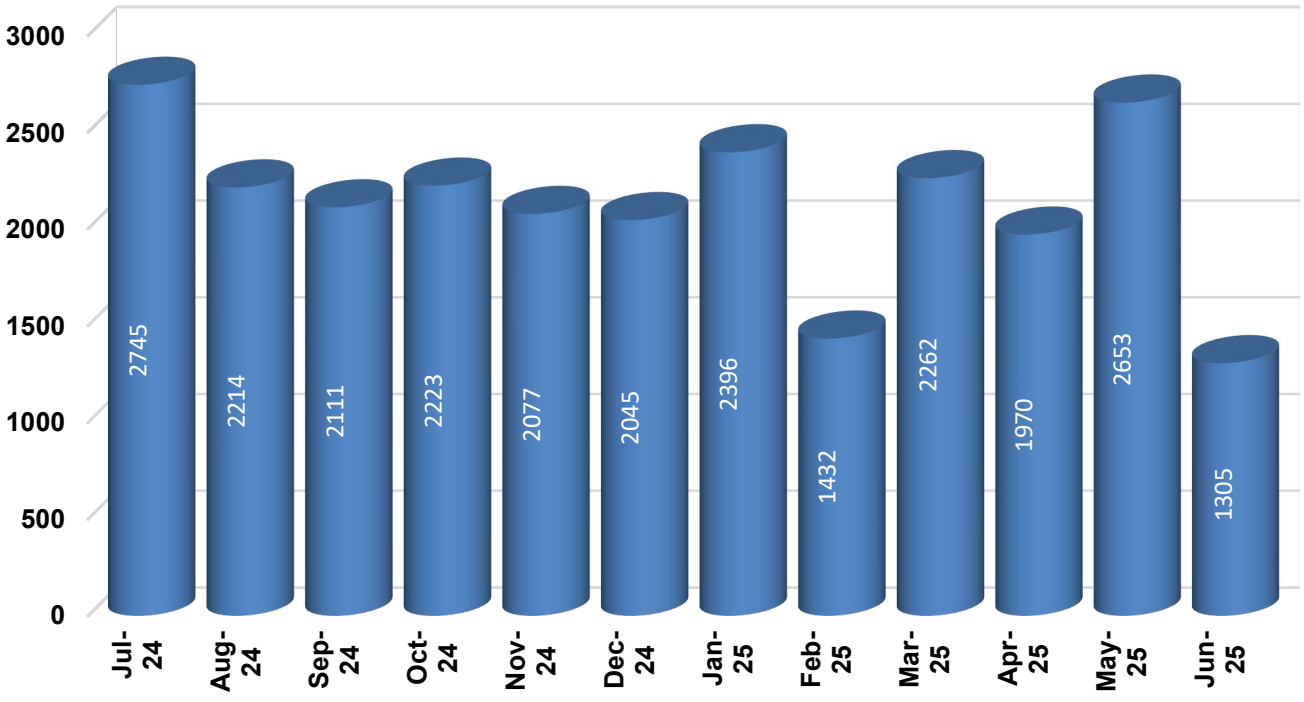


Code Enforcement Reports

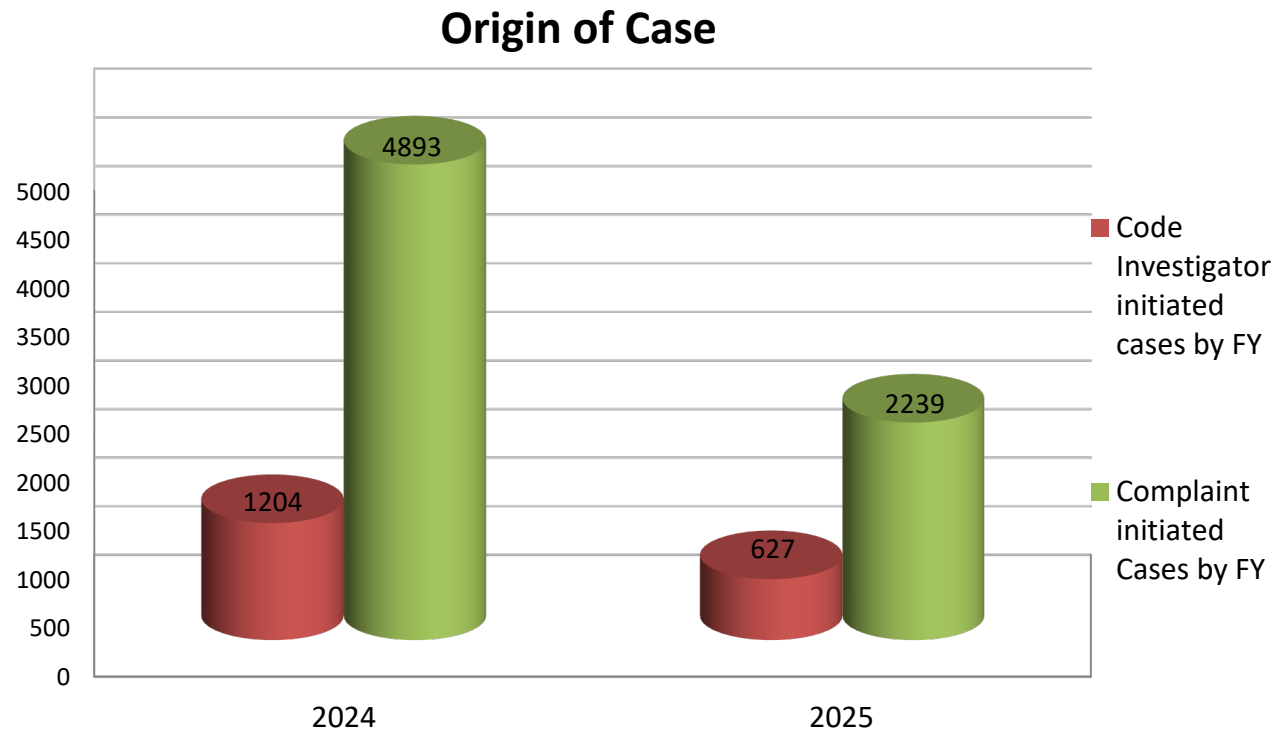
Cases Opened Per Month

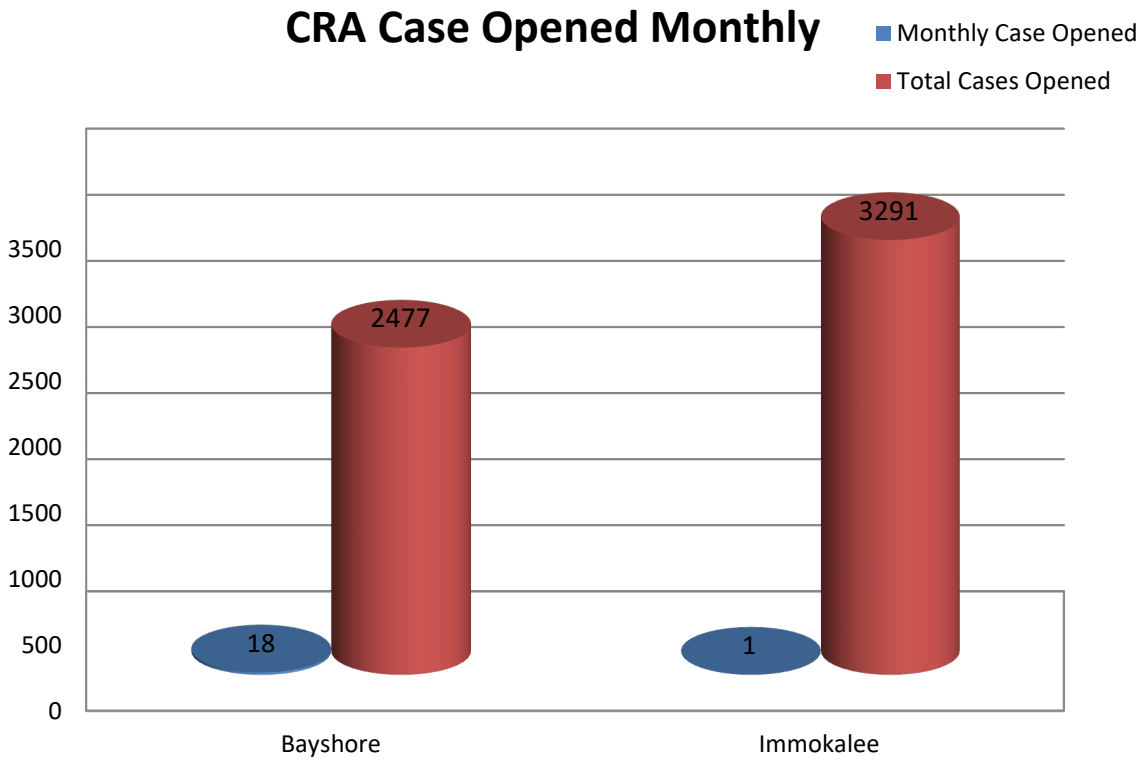


Code Inspections Per Month



Code Enforcement Reports



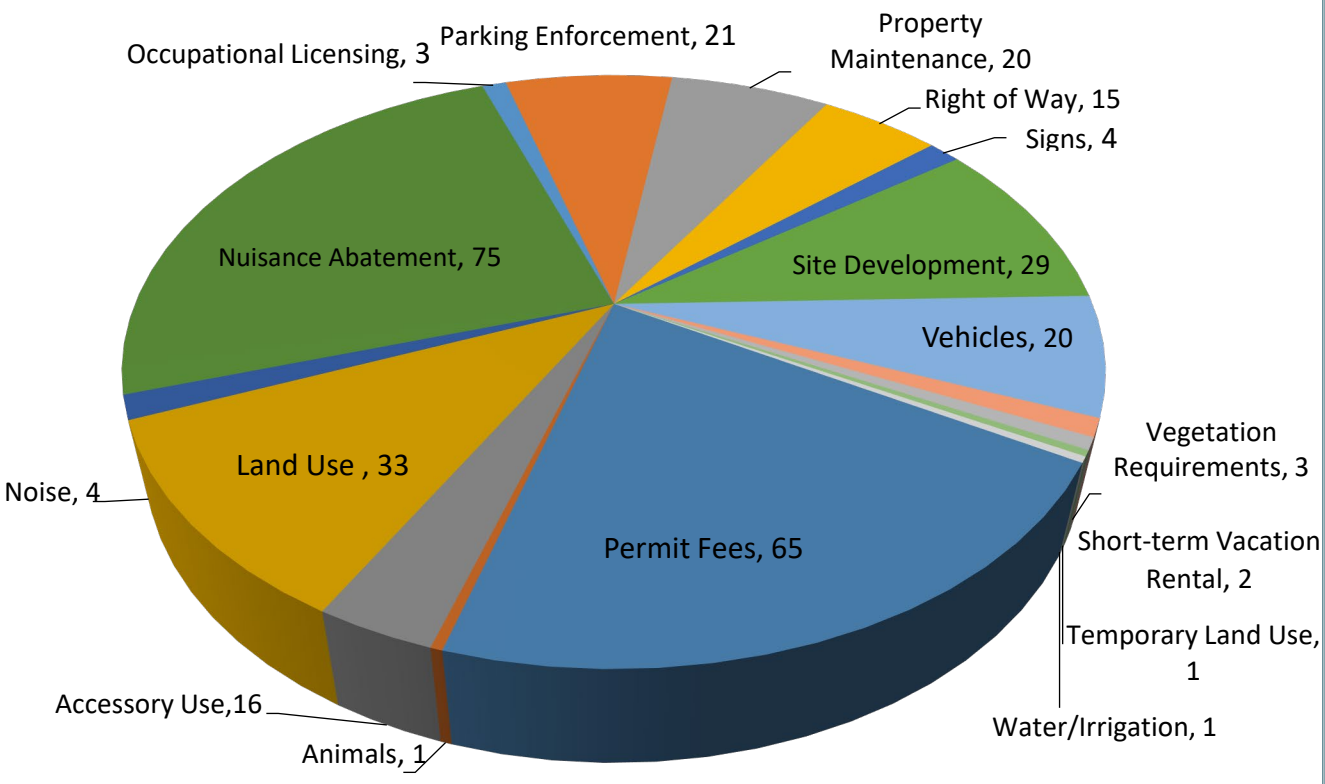


Code Enforcement Reports

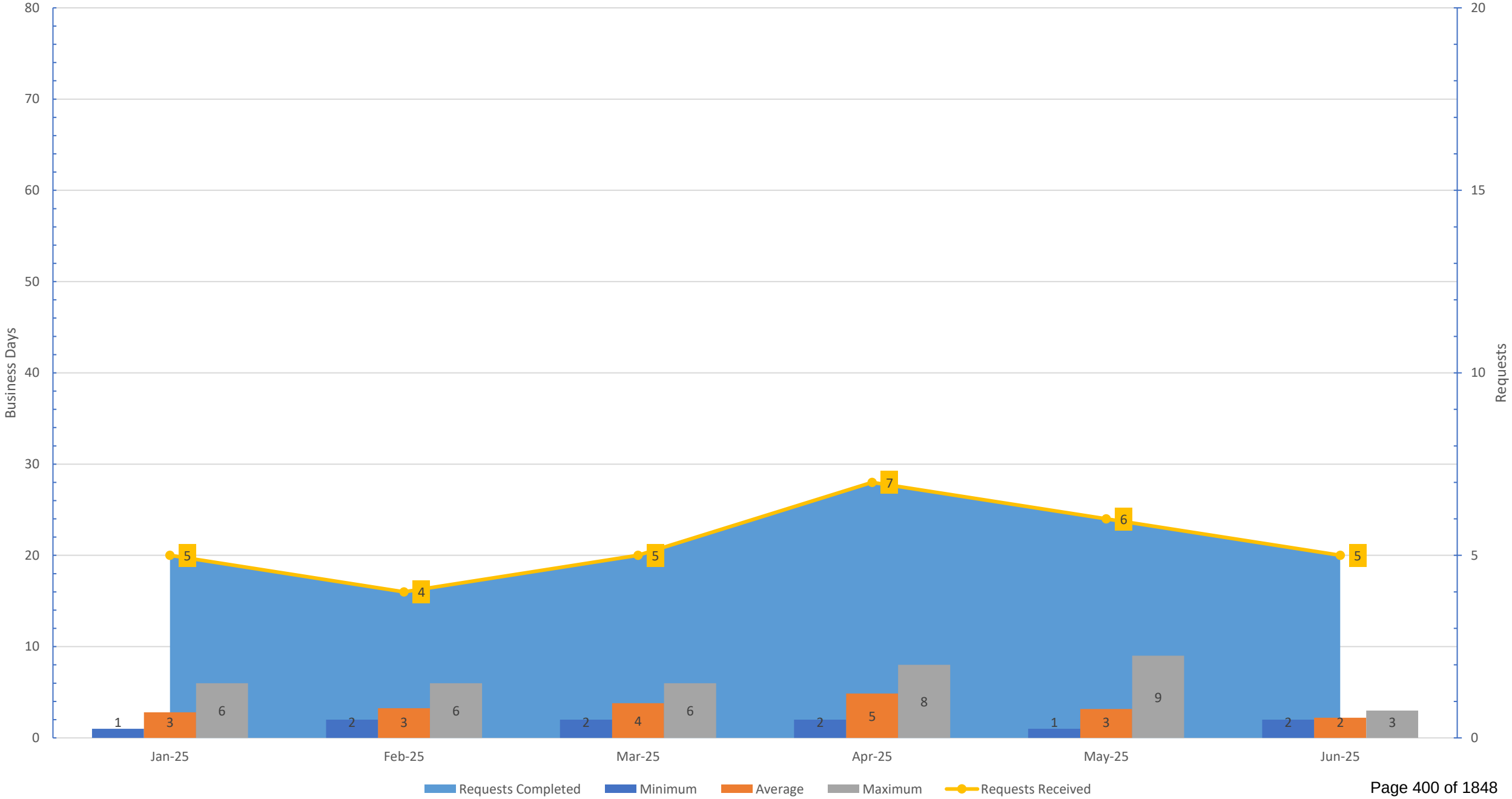
June 22, 2025 – July 8, 2025 Highlights

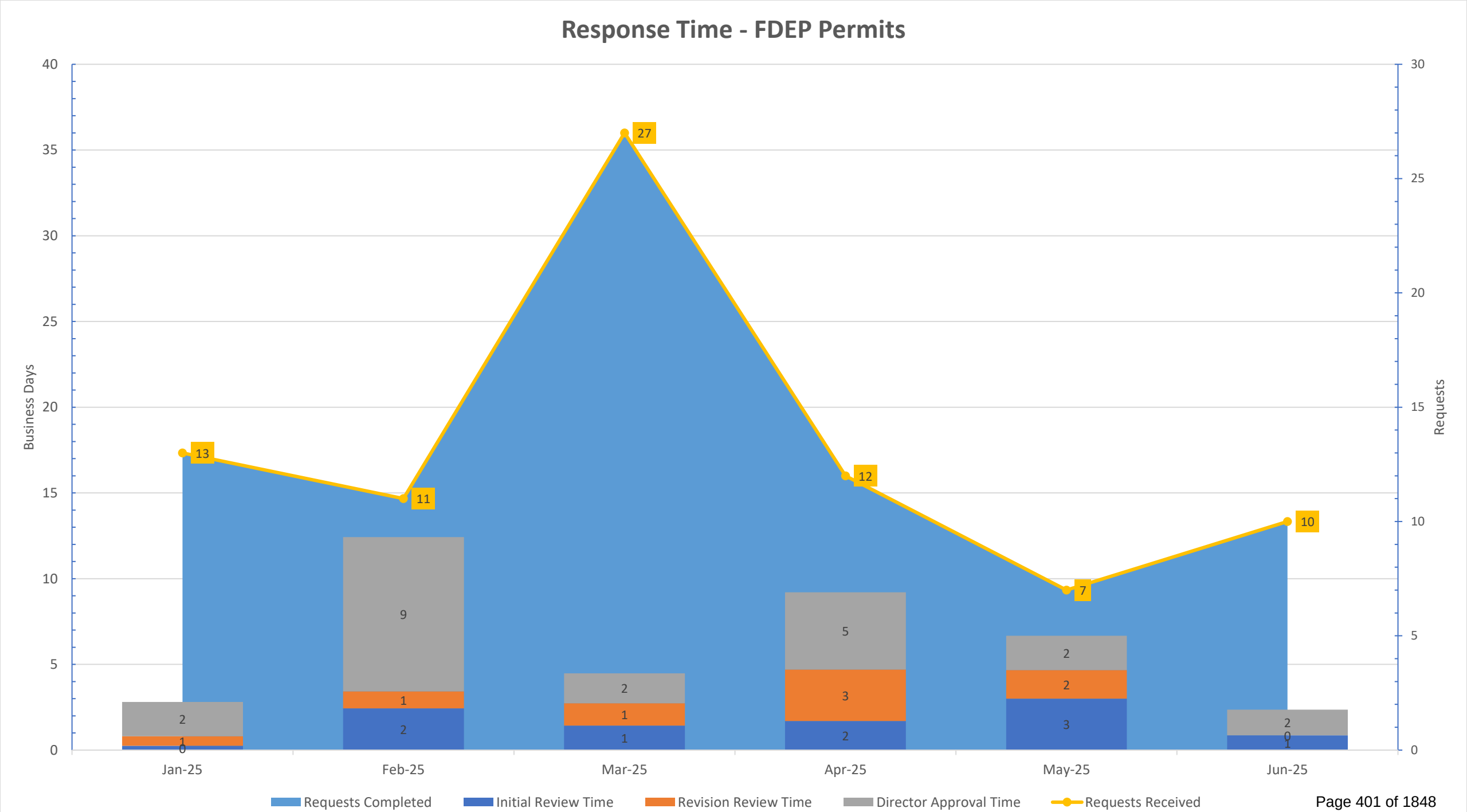
- Cases opened: 308
- Cases closed due to voluntary compliance: 154
- Property inspections: 1305
- Lien searches requested: 254

Top 15 Code Cases by Category



Response Time - Letters of Availability




Response Time - FDEP Permits
Business Days
Requests
40
35
30
25
20
15
10
5
0
30
25
20
15
10
5
0
Jan-25
Feb-25
Mar-25
Apr-25
May-25
Jun-25
13
11
27
12
7
10
2
1
0
9
1
2
2
1
1
5
3
2
2
2
3
2
0
1
Requests Completed
Initial Review Time
Revision Review Time
Director Approval Time
Requests Received

Attendance Roster – Date: August 06, 2025

Development Services Advisory Committee

Must have (8) members for a quorum

Committee Members	
James Boughton:	Norman Gentry:
Clay Brooker:	Mark McLean:
Jeffrey Curl:	Chris Mitchell:
Laura Spurgeon DeJohn:	Robert Mulhere:
Nicholas Kouloheras:	Jeremy Sterk:
John English:	Mario Valle:
Marco Espinar: Excused	William Varian:
Blair Foley:	Hannah Roberts:

Attendance Roster – Date: August 06, 2025

Development Services Advisory Committee

Staff Members

James French Department Head, GMCDD	Did not Attend
Michael Bosi Director, Planning & Zoning	Present
Christopher Mason Director, Community Planning & Resiliency	Did not Attend
Cormac Giblin Director, Housing Policy and Economic Development	Present
Jaime Cook Director, Development Review	Present
Michael Stark Director, Operation & Regulatory Support	Present
John McCormick Director, Building Review & Permitting	Present
Thomas Iandirmarino Director, Code Enforcement	Present
Matt McLean or designee Director, Public Utilities	Heather Cartwright
Jay Ahmad or designee Director, Transportation Engineering	
Diane Lynch, Management Analyst II Staff Liaison, Operations & Regulatory Management	Did not Attend
Heather Cartwright-Yilmaz, Management Analyst I Staff Liaison, Operations & Regulatory Management	Present

Other County Staff Presenting NOT listed above.

Name	Signature

Attendance Roster – Date: August 06, 2025

Development Services Advisory Committee

Public Sign-in Sheet

Please Print

NAME	REPRESENTING	PHONE NO.

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

July 03, 2025

FOR IMMEDIATE RELEASE

Notice of Public Meeting
Development Services Advisory Committee
Collier County, Florida

August 06, 2025
3:00 p.m.

Notice is hereby given that the **Collier County Development Services Advisory Committee** will meet on **Wednesday, August 06, 2025,** at **3:00 p.m.** in Conference Room 609/610 of the Growth Management Community Development Department building, 2800 N. Horseshoe Drive, Naples, Florida.

Individuals who would like to participate in person must complete and submit a speaker form prior to the beginning of the discussion about the item.

About the public meeting:
Two or more members of the Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future Board of County Commissioners meeting.

All interested parties are invited to attend and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations in order to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380 as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Heather Cartwright-Yilmaz at (239) 252-8389.

###

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
LAND DEVELOPMENT REVIEW SUBCOMMITTEE MEETING
Naples, Florida
May 20th, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee Land Development Review Subcommittee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at Growth Management Community Development Department Building, Conference Room #609/610 2800 N. Horseshoe Dr., Naples, Florida, 34102 with the following members present:

Chairman:	Clay Brooker (Chairman)
	Blair Foley – EXCUSED
	Jeffrey Curl
	Mark McLean
	Robert Mulhere

The following County Staff were in attendance:
Eric Johnson, LDC Planning Manager, GMCD
Richard Henderlong, Planner III, GMCD
Angela Galiano, Planner II, GMCD
Josephine Medina, Planner III, GMCD
Heather Cartwright-Yilmaz, Management Analyst / Staff Liaison, GMCD
Jaime Cook, Development Review Director, GMCD

Any person who decides to appeal a decision of This Board you will need a record of the proceedings pertaining thereto and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, Neither Collier County nor This Board shall be responsible for providing this record.

1. **CALL TO ORDER – Chairman**
   Chairman Clay Brooker
   Development Service Advisory Committee – Land Development Review Subcommittee, Tuesday, 20th May 2025 was called to order at 3:00 PM

2. **APPROVAL OF AGENDA**
   Clay Brooker
   Agenda approved.
   Motion passed

   Determined New order to discuss Agenda based on Speakers available 4a, 4d, 4b to 4C. See changes below.

3. **Old Business**
   None

4. **New Business**
   a. PL20250004659 – Home Based Business Updates LDCA

   Eric Johnson-Spoke in 4a introduced new amendments
   Eric Johnson- Determining language in local code vs State code.
   Mr. Brooker-Determining parking regulations- Differences between Local and State
   Eric Johnson-Updating future ordinances for parking/storage. Referenced definitions in the LDC
   Mr. Curl- Identify Problems with buffering requirements
   Mr. Brooker opened for Public comments

   Public speaker-Tim Maloney Golden Gate- Identifying Verbiage in Ordinance and impacts of ordinance in the county. Identifying exploration of home occupation statute. Encourages updating the ordinance in these areas

   A. Problem with estates using residential properties
   B. Can't generate additional traffic
   C. Uses of fleet vehicles in residential areas
   D. Types of vehicles (tonnage) and impact of these businesses

   Public Speaker- William Mars- Landscape company impact. Shared pictures of Landscape vehicles parked on vacant lot. Video of a truck backing up, Video of trucks parked together, Video of trucks backing up traffic. Examples or residential impact. Applicability and broadness or ordinance compared to another county.

Public speaker- Mark Teeters- Golden Gate master plan advertised "1000 small businesses in Golden Gate." Importance of getting verbiage correct. Rezoning the estates and impact construction companies in residential areas, campers/Trailers and their impact. Use/impact of Code enforcement. Using backyards as storage. The current impact of the estates zoning is hard to enforce.

Mr. Brooker- Closed public comments

Unknown- Adding to clarify on the statement "multiple business" Quite a few issues need more regulation pertaining to traffic impact. Need to clarify verbiage "use of estates parcels by right" Need to come back to this issue as there are too many issues.
Mr. Brooker- Determining a way forward based on existing precedence.
Mr. Mulhere- AG zoning vs estates zoning
Mr. Curl-Need to reference existing precedence. Rethink allowed businesses, screening businesses, required screenings buffers and heights
Mr. Brooker- Existing ordinance/statute in works might take care of it. Residential character.
Mr. Mulhere- Where do Landscapers go, AG use

Mr. Mulhere- Motion to continue discussion
Mr. Brooker- second. Motion passes

b. PL20240008632 – Solar Facilities and Electrical Substations LDCA

Uknown- Existing LDC doesn't address facilities. Proposing amendment to solar facilities, issues addressed by FPL and anticipated issues.
Tal Berman- Discussing solar development in Collier County on AG land. Remove citrus and place solar. Limit impacts on protected areas. Low impact. No concrete/impermeable. Low to the ground.
Jem Frantz- LDC amendment eliminates inconsistencies in statute amendment and addresses buffering requirements. New definitions, new sections on solar facilities and substations, updates list of essential services. Adds exemptions and additions.
Mr. Mulhere-Adding to AG use, essential use, solar, are they essential services?
Mr. Mclean- Are they storing on site, how?
Tal Berman- Size of shipping containers line up next to each other at substation. Changing, injecting renewables/solar.
Mr. Mclean-Defining storage
Jem Frantz- Would have to follow AG restrictions
Mr. Curl- References buffer language, "trees and shrubs"
Jem Frantz- From state statute language
Mr. Curl- AG transitions
Mr. Berman-Avoiding primary panther habitat.
Jaime- Not running into too many issues as using old farms.

Mr. Mulhere- Motion to recommend approval, subject to continue discussion after staff review, whether it is reasonable to establish, to look at the development standards to

make sure there are standards on the height. We talked about minor corrections (e.g., trees, shrubs, buffers). Confirm Height requirements.
Mr. Curl- Second

Further discussion ensues regarding existing standards in the Rural Agricultural Zoning District.

Mr. Brooker – There is consensus that existing height limitation of 35 feet is acceptable.

The motion was revised by a different member of the Subcommittee.

Mr. Mclean - Second
Mr. Brooker- Revised motion passes unanimously.

c. PL20250005043 – Group Housing Updates LDCA

Mr. Mulhere – Made a motion to approve and commended staff for being proactive in terms of seeing that the market is demanding most of the time, things in PUDs and floor area ratios are 0.60 anyway.
Mr. Brooker- He had a question regarding Page 3 lines 13 and 14- Increasing from 0.45, except nursing homes, ALFs, continuing care facilities can have a FAR of 0.60, provided that the Future Land Use Element of the Growth Management Plan allows for the greater ratio. Are there limitations?
Ms. Medina- Yes, there are certain ones that we did find have limitations, like the RFMUD, for example. Certain private amendments do as well. There were some that the PUD doesn't reference back to the LDC, so we wanted to make that clear, that if the Future Land Use designation says 0.45, the LDC can't allow (a greater FAR).
Mr. Johnson – They have to be consistent with each other.
Mr. Brooker- Where is it restricted to 0.45?
Ms. Medina- Receiving lands, neutral lands, within the rural village, within the conservation designation, Buckley property and that settlement agreement. They don't have a PUD yet
Mr. Mulhere – That is a subdistrict of the rural fringe?
Ms. Medina- Yes, and in the agricultural and rural mixed-use district, there is a floating subdistrict that has restrictions as well. Those were the ones we were able to find. All the other ones, we were able to find public ones, but the PUD restricted it, so when they come in to change their PUD, they would also have to change their corresponding (indiscernible)

Mr. Brooker- Thank you. We have a motion to recommend approval by Bob
Mr. Curl- Second
Mr. Brooker- Motion to approved amended passes unanimously.

d. PL20250005475 – Mailed Notice Rural Agricultural Zoned Land LDCA

Mr. Mulhere- We have 500 ft. in urban area and 1000 ft. in Rural area.

Mr. Mclean- What I don't understand on the160 acre parcel- it only notified property owners at 1000ft and 9 lots but where is the notification taken from, the center or perimeter of the parcel?
Mr. Henderlong- It's measured from the perimeter of the parcel. Some residents of Sable Palm Road did not get notified. He explained that the Board felt the current standard to the notification process was inadequate, and they requested other various distances for the mailed notice requirement be look at recommending it be one mile.
Mr. Mulhere- What is the one mile for, currently the Urban and Rural Golden Gate Estates area. What are the other areas? Define what areas get and what distance. The 1,000 ft. only applies to designated rural AG.
Discussion on notification distances to rural and urban areas in collier county.
Mr. Henderlong- For urban AG zoned land in Pine Ridge subdivision, a commissioner said a new property, the mailed distance was inadequate when compared to what other communities are doing. He described the Pine Ridge property's location. He said, the board direction was to take the one-mile suggestion back and publicly vets the mailed notice distance change. He presented other options to the mailed notice distances by reference to Exhibit C. To assist the decision of a distance change, on pages 6 and 7, mailed distances of other Florida communities were given for public consideration. He noted, on page 7, Seminole County had distances based on acreage sizes, 5, 10, and greater than 10 acres and a minimum number of parcels. Staff did not recommend this standard.
Mr. Mulhere- So this is limited to the proposal of one mile to rural AG zoned lands
Ms. ***Cook***- Provided a perspective on the new week Board agenda item at 341 Sabal Palm that all of the surrounding lands are conservation land and the notice sign sizes are too small to notify residents in Winding Cypress and Village Walk.
Mr. Brooker and Mr. Mclean-Noted the increase to one mile is costly with 5,680 notices at the Pine Ridge and Goodlette Rd. parcel

Mclean- Motioned to suggest ½ mile
Mr. Mulhere- Seconded the motion
Mr. Brooker- Motion passed unanimously.

5. PUBLIC SPEAKERS
No additional public speakers. Noted in the section above.

6. UPCOMING DSAC-LDR SUBCOMMITTEE MEETING DATES DISCUSSION:

- **a.** Tuesday, June 17, 2025
- **b.** Tuesday, September 16, 2025
- **c.** Tuesday, November 18, 2025

Clay Brooker
Accepted motion to adjourn

7. MEETING ADJOURNED

There being no further business for the good of the County, the meeting was adjourned by the order of the chairman at 4:50 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
LAND DEVELOPMENT REVIEW SUBCOMMITTEE

Clay Brooker, Chairman

These minutes were approved by the Committee/Chairman on AUGUST 6, 2025, (check one) as submitted _____ or as amended X.

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE MEETING

Naples, Florida
June 4, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at the Collier County Growth Management Community Department Building, Conference Room #609/610, 2800 N. Horseshoe Dr., Naples, Florida, 34102 with the following members present:

Chairman:	William J. Varian
Vice Chairman:	Blair Foley
	Clay Brooker (Excused)
	James Boughton (Excused)
	Jeffrey Curl (Excused)
	Laura Spurgeon DeJohn
	John English
	Marco Espinar (Excused)
	Norm Gentry (Excused)
	Nicholas Kouloheras
	Mark McLean
	Chris Mitchell
	Robert Mulhere
	Hannah Roberts–AHAC–Non-Voting
	Jeremy Sterk
	Mario Valle

The following County staff were in attendance
Mike Bosi – Director, Zoning Division
Christopher Mason – Director, Community Planning & Resiliency Division, GMCD
Jaime Cook – Director, Development Review Division, GMCD and Linda Blackledge
Michael Stark – Director, Operations & Regulatory Management Division, GMCD
John McCormick – Director, Building Review & Permitting Division, GMCD
Thomas Iandimarino – Director, Code Enforcement, GMCD
Claudia Vargas – Project Manager I, Engineering & Project Management, PUD
Cormac Giblin – Director, Housing Policy & Economic Development Division
Lorraine Lantz – Manager, Transportation Planning, Transportation Management Services
James French – Department Head, GMCD
Heather Cartwright-Yilmaz – Management Analyst-Staff Liaison, GMCD
Captain Bryan Horbal, North Collier Fire Review

Any person who decides to appeal a decision of This Board you will need a record of the proceedings pertaining thereto, and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, neither Collier County nor This Board shall be responsible for providing this record.

1. **CALL TO ORDER– Chairman**
   Chairman Varian
   Development Service Advisory Committee, Wednesday, 6th June 2025 was called to order at 3:00 PM

2. **APPROVAL OF AGENDA**
   Blair Foley motioned to amend the Agenda moving New Business item D to A
   Robert Mulhere seconded
   Motion passed unanimously

3. **APPROVAL OF MINUTES**
   Chris Mitchell motioned to approve the minutes
   Mario Valle seconded
   Minutes approved unanimously

4. **PUBLIC SPEAKERS**
   None

5. **STAFF ANNOUNCEMENTS**
   a. **Zoning Division – [Mike Bosi, Director]**
      - We have a couple petitions going to the Board on the 10th, two more on the 24th, and two more on the 8th.
      - Planning commission is canceled the entire month of June. We're only in one meeting in July, one meeting in August.
      - We have seven petitions that we're going to be dealing with.
      - Two to three requests per week related to pre-application meetings for entitlement.
      - The real estate market's a little bit more elongated than it was a couple years ago. I'm not sure if that's a bad thing for this market, but we're holding tight and going to concentrate on the projects that we do have in hand and providing you guys exceptional service to make sure you can get your performance bonuses.

   b. **Community Planning & Resiliency Division – [Christopher Mason, Director]**
      - We have FEMA's auditing firm ISO in the house tomorrow to go through our three year verification cycle visit for our CRS program. We submitted all of our data and information a month ahead of time. This should be a simple walkthrough and look around the County at some open space, some active projects to show what we're doing is above board and correct. And we're hoping to keep that over $9 million that we saved in the community.
      - We're gearing up for hurricane season and happy to be on our way out of the drought.

Chairman Varian
Could you have Heather send us out the link to the most current FEMA webmaps? The link on the website is broken.

Christopher Mason
We'll provide you with a link for the FEMA Map Service center and how you get to that particular set of maps.

c. Housing Policy & Economic Development – [Cormac Giblin, Director]

- We have the housing plan LDC adoption hearing for the LDC amendments. They lost last tranche of those changes. The comp plan was approved I think a couple years ago. This is implementing LDC regulations. Those are on the Board's agenda for Tuesday.

Mark McLean
There's a new Live Local sitting on the governor's desk. Are there changes we should be aware of.

Cormac Giblin
The major change in that is that it would allow Live Local to be used in commercial and industrial sections of PUD's where previously it was unclear and our Board had taken a position against it.
If the governor signs that, it would be allowed.

Mark McLean
Are we going to stay in Collier county with RMF 16 like our underlying zoning?

Cormac Giblin
The new law doesn't provide any additional direction on that. It would be a local decision on whether RMF 16 continues to be the appropriate, most similar land use category that we can go to.

Mark McLean
So that's something you'll visit or is it something the Board can visit.

Cormac Giblin
They already made the decision to go with RMF 16.

d. Development Review Division – [Jaime Cook, Director]

- Staffing updates. We're losing Kyle and our inspections team. His last day is next Friday. We have hired an engineer to replace Josh's old position, and he has started. Chairman Varian, to your question from last meeting. Lisa and I were looking at the engineering reviews that are loading on remodel permits. As I mentioned to you, to try to make sure if it was on a ground floor, there was no additional impervious being added. But we're going to look at why they're auto loading on everything and see if there's something we can do to.

We've reached out to Kirsten, and she's going to see if she can help us figure out why those are loading on just basic remodels and some of these multifamily condos.

e. Operations Support & Regulatory Management Division – [Michael Stark, Director]

- The Department received 4,696 permit applications with 52 related to Hurricane Ian and 17 related to Hurricane Milton.
- Zoning front desk team resolved 918 survey conditions, processed 42 short term vacation rentals and hosted 43 pre-application meetings, welcomed 1,015 customers to the business center and 192 customers at the satellite offices.
- Last month we talked about the number of phone calls that were coming in and dropped calls. We were able to lower that down now to 5653 phone calls with roughly about only about 570 drop calls here or there.
- Average turnaround time for intake staff, which includes verifying submittals and generating default reviews and inspections, remains less than one day.
- The department overall including Paradise Sports Complex, Domestic Animal Services and Parks, has 623.5 positions with 49 of those in various stages of the hiring pipeline. Many of these positions have opened due to promotional opportunities.
- Stephanie, our HR manager and Sandra Delgado, working with Emilio Vasquez from the CBIA hosted our first of many recruitment events. That was positive news.
- We are taking a look at lessons learned from that event and reaching out a little bit earlier, maybe taking a look at other locations throughout the County and timing as well. It was at 6pm and unfortunately didn't have anyone RSVP to the event. But we are looking at maybe making this a department wide recruiting event and taking a look at some other options with maybe combining forces with some other agencies. We also have our internship program.
- And last update would be for Mr. Jason Badge from our technology team, we're making progress on the fee study with the intent to roll out these changes next fiscal year as soon as we have a little bit more concrete results from that.
- We're in the information gathering process at this point and the City View software team has been working the weekends so that we don't interrupt any regular business during the week.

Chairman Varian
Are you looking into getting rid of the subcontractor paper submittal?

Michael Stark
That is correct.

Chairman Varian
Would you to consider allowing us to change it on the portal before any inspections are done, because we might have to make an adjustment right up to the last point.
I'm having that problem right now with subs not being able to meet our deadlines causing us to change that sub even though no inspections have happened yet.
Getting rid of the paper, you know.

Michael Stark
And that's our goal.

f. Building Review & Permitting Division – [John McCormick, Director]

- We're in the information gathering process at this point and the City View software team has been working the weekends so that we don't interrupt any regular business during the week.
- Our permit inspections are pretty steady right now and we are in the middle of a fee study. We got a consultant onboard to help us with how we charge for things and hopefully help our financial situation because we've lost money the last two years, and have dipped into the reserves.
- There's a lot of reasons for that. We're trying to work on our efficiency on the back end, but the fact of the matter is we're charging rates that we've had 10 years.
- I think we're close to hiring a plumbing chief who was an internal candidate but we still have a lot of openings.
- Structural we lost a couple other guys to retirement inspectors.
- We still have open reviewers. In the interim, I've asked Chris in Resiliency talking to Jamie about them helping us out with the floodplain reviews we traditionally did within our group. We transferred some of those individuals under their wing because they're the experts with when it comes to FEMA related issues and floodplain.

Chairman Varian
I got a correction letter on electrical, perfectly fine, submitted it back in and then they came back and said, oh, by the way, there's one more item. I'm surprised they didn't catch it because it was a simple little item. I'm starting to see a little bit of that come back now. So now that second review is a third review. I don't like it.

John McCormick
My design team doesn't either. But I apologize. Maybe, they are not paying enough paying attention. There's really no excuse for that. Call me directly if you have a problem.

Nicholas Kouloheras

- What's the timing of that?

John McCormick

- I'd like to get that in in August, so we can institute it for next year October 1st in front of the Board. We're looking ahead, saying, we're out of money halfway through the year.
- A lot of its inefficiency. I think I mentioned this last time, that we need to restructure.
- What some other Counties do that charge for things we normally don't charge for.
- You know, we have a lot of inefficiencies and things we haven't been charging for. So that might be part of this fee study.

g. Collier County Fire Review – [Michael Cruz, Captain]
No Report

h. North Collier Fire Review – [Bryan Horbel, Captain]

- I am proud to announce that we had 200 more plan reviews this month. So I'm glad we added those two extra Reviewers.
- We had a total of 820 permits in for review last month and the previous month. We weren't able to make it, but we had 818 the month prior. So two busy months for our team with still a two day turnaround for our permits. That's pretty impressive.
- Plan review numbers for Planning permits were 79 for the month of May and we had a total of 1400 new construction inspections.
- We have 9 total projects just in North Collier district that are currently on a TCO awaiting paperwork or whatever the issues, but waiting for COs.

Chairman Varian
How you doing on your inspection side as far as Same next day, next day,

Captain Horbel

- Next day. And we're getting ready to bring in 3 more people because we have some retirements coming up. We're trying to fill some positions before they become vacant.
- We are 100 up to date on our existing building inspections.

i. Code Enforcement Division – [Thomas Iandimarino, Director]

- Ford?? Association of Code Enforcement is our accrediting agency that supports Code Enforcement in and we are having a face fundamentals class here in Naples in July. It took some effort coordinating the State to come down and teach but we're going to be able to have 11 of our staff in that class. It is $650 per person and the amount of money we're saving on traveling per diem to not send them out is about 8 to $12,000, depending on which hotel they stay in.
- We're hosting it up at Heritage Bay with a total of 35 from other parts of the State including our 11.

j. Public Utilities Department – [Claudia Vargas]
No updates.

k. Transportation Management Services, Transportation Engineering – [Lorraine Lantz, Manager]

- Mike Sawyer was here a couple months ago about Access Management. We have that going forward to the Board of County Commissioners for the July 8 board meeting
- FDOT is having a public hearing for their I-75, their PD&E project on I-75 from Gold Gate Parkway to Corkscrew Road.
- The DDI (Divergent Diamond Interchange) at I-75 and Immokalee has a meeting August 14th at North Collier Regional Park. It's their PD&E public hearing and basically their kickoff as it moves to design and construction.
- We're having our public meeting for the Golden Gate Parkway corridor congestion study August 21st at the Golden Gate Community Center.
- The Tiger Complete Street grant project has been completed. The 20 miles of sidewalks, etc.

6. NEW BUSINESS

a. Group Housing Updates LDCA

Josephine Medina, Planner III, GMCD

Good afternoon, Josey Medina, with the LDC section. I want to make sure that it was reported that the LDR subcommittee did recommend approval without any changes. I don't think that was updated within your packet.

Chairman Varian motioned to approve the amendment
Blair Foley seconded
Motion passed unanimously

b. Mailed Notice Rural Agricultural Zoned Land LDCA

Richard Henderlong, Planner III, GMCD

This is a Board directed item that has been brought to the Subcommittee. We did an analysis of six different parcels on mailed notice distances and determined that on page 8 of Exhibit C the column of varying distances all the way from a quarter mile, half mile up to 3 quarters mile and a mile. The subcommittee made the recommendation that they'd like to see a half mile be the new standard for rural agricultural land that's being rezoned and conditional uses. He noted that the Board is maintaining a one-mile notification distance while the subcommittee voted to approve a one-half mile notification distance.

Robert Mulhere

He understood that only nine people were notified on a recent rezone off of Sabal Palm Road and people had showed up saying the notification was inadequate. He said the subcommittee saw that the difference between one-half mile and a mile notification was pretty significant in costs. He motioned to stay with the subcommittee's recommendation and approved the amendment to one-half mile.

Mark McLean seconded the motion.
Motion passed unanimously

c. Solar Facilities and Electrical Substations LDCA

Jem Frantz, RVI, Planning and Landscape Architecture

- This is a privately initiated LDC amendment. I have a Power Point presentation with some changes that occurred from between the DSAC LDR Subcommittee recommendation and today.
- The existing LDC does not address solar facilities, and chapter 163 was amended recently to allow solar facilities in all ag districts and ag land use categories
- It does include some limitations on the types of ordinances or the types of items that can be included in ordinances by Counties. We've tried to stay limited to what the Statute allows, but we did also incorporate a few changes that address typical or regular comments that we get during staff reviews.
- We've worked with staff to narrow these issues and provide language that both staff and the applicant agree on.

Tal Berman, Renewable Developer with FPL

- He discussed what a solar facility is, what FPL has been doing in the State of Florida, and what we're proposing here.
- FPL to date has 108 solar sites across the state of Florida. In Collier County, we have one operational solar site that's the Immokalee Solar Energy Center. It was operational in 2022. Currently we have two additional solar sites under construction about 1 mile west of Immokalee.
- Each of these sites is 74.5 megawatts. So, what that equates to is around 15,000 homes for each site.
- The intent of these images is to show that each one of these 74.5-megawatt site is developed on agriculturally zoned properties, typically around 450 to 500 acres, larger farmlands. These solar panels are put on previously farmed land. We're taking the crops that were there, removing them and putting in solar panels.
- The piles are driven down into the ground. Photovoltaic panels are placed on top of the piles. These are very low impact, low to the ground, when tilted at max height they are approximately seven feet high on previously farmed lands. What FPL has been doing is to avoid wetlands and native vegetative habitats and look for previous farmed crops for solar installations. The properties are primarily owned by FPL.

Jem Frantz

- The other portion of the amendment addresses electric substations. Similarly, the existing regulations are not consistent with state law. The changes have been in place for a couple of years. They are working through implementation with state law. It will allow for electric substations on a lot of the land uses throughout the county but with a few exceptions. There are specific standards for landscaping.

  An overview of the request to comments was summarized by adding new definitions, new sections, updating list of uses in Essential Services section and Agricultural District, and added exemptions and alternative standards from SDP requirements.

- Changes were made based on staff's recommendations received after a meeting and are outlined in the handout. He addressed the changes from staff regarding grammatical correctness and revision to standards for not producing glare for airport or vehicular traffic.

Laura Spurgeon DeJohn

- Electric substation is being defined to include accessory administration or maintenance buildings. An administration building is not an accessory to a substation but a primary use. Is an administration building for the operation of an electric substation subordinate or accessory to the equipment that is considered an essential service? Where it's listed as an essential service, the electric substations will now include accessories and related uses. Related uses are not subordinate. They could be an administration building. She asked for clarification.

Jem Frantz

- They started the language according to the state statue. They will double check it. It's not their intention to have an administration building where employees come and have offices but rather related to the operation of the substation. There needs to be some clarification.

Mr. McClean

- He noted the subcommittee talked about it. There is a storing of energy that can be sizeable batteries. The underlying zoning district has a two-story maximum building height and the underlying zoning restrictions would control where and how high to build a battery storage building.

Laura Spurgeon DeJohn

- She has been discussing use conflicts rather than dimensional criteria, where essential service infrastructure is needed and an administration building within a neighborhood is not needed.
- The statute identifies administration buildings as the State law allows. But we need to determine what the State is defining as an administration building, a primary or accessory use
- Her recommendation was to move it forward with language referencing administration buildings to be specific to accessories, not just related use and that administration buildings are unmanned.
- She moved it forward subject to adjustments to the language regarding administration buildings and to define the limitations on the administration buildings being referenced in the code.

Laura Spurgeon DeJohn motioned to approve with adjustments to the language and defining limitations on administration buildings
Mark McLean seconded
Motion passed unanimously

d. Culvert Alternate in County Right of Way (ROW)
Jaime Cook

- On the last page of your agenda packets, there is some information from Jeff Curl. What I believe he is looking for is for the ability to install a French drain system across the driveway portion of the right of way. Code only allows for asphalt, concrete and pavers. So this would be a change.
- We had been working through the DSAC subcommittee for the right of way manual updates and we can schedule a follow up meeting with them if this is something that you guys would like to explore as a Committee. Unless Lori has any serious recurring concerns, I'll reach out to those subcommittee members and see if we can schedule a meeting and have that discussion.

7. OLD BUSINESS
None

8. COMMITTEE MEMBER COMMENTS
None

9. ADJOURN

There being no further business for the good of the County, the meeting was adjourned at 3:47 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE



William Varian, Chairman

These minutes were approved by the Committee/Chairman on 9/6/25,
(check one) as submitted ✓ or as amended _____.

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
IMPACT FEE REVIEW SUBCOMMITTEE MEETING
Naples, Florida
June 19, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee Impact Fee Review Subcommittee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at Growth Management Community Development Department Room 609/610 2800 N. Horseshoe DR with the following members present.

Chairman: Mario Valle
Clay Brooker
Nick Kouloheras
Robert Mulhere
Bill Varian (Excused)

The following County Staff were in attendance:
Gino Santabarbara, Manager, Impact Fees – Corporate Financial & Management Services
Heather Cartwright -Yilmaz, Management Analyst / Staff Liaison, GMCD
Kevin Summers, Manager, Technical Systems Operations - GMCD - Zoom

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1. **CALL TO ORDER – CHAIRMAN**
   Chairman - Mario Valle
   Development Service Advisory Committee – Impact Fee Review Subcommittee, Thursday, 19th June 2025 was called to order at 3:00 PM

   a. Selection of Committee Chairman and Vice Chairman
      Mario Valle - Chairman
      Bill Varian - Vice Chairman

2. **APPROVAL OF AGENDA**
   Motion to Approve by Mario Valle
   Seconded by Clay Brooker

   Motion to move item B and E to be heard last or to a later date by Mario Valle
   Seconded by Clay Brooker
   Motion passed

3. **Old Business**
   None

4. **New Business**
   a. Collier School Impact Fee Studies Update – DRAFT Report

Gino Santabarbara
Slide presentation - Prepared by Benesch and presented to the school board on 6/10/25

Current HB337 (2021)
Any increase in impact fees to be phased in

- 25% requires 2-year phase in.
- 25%-50% Requires installments over 4 years to phase in.
- Cannot be increased more than 50% (without Exemption).
- Cannot be increased more than one every 4 years. (without exemption).
- Board must approve Exemption by 2/3 majority.
- Governing body is Board of County Commissioners.

SB1080 (2025)
If Signed, effective January 1st, 2026

- Only jurisdictions that increased their fees over the past 5 years are eligible for the exception clause.
- Requires a study within the past 12 months demonstrating extraordinary circumstances.
- Two public workshops to discuss extraordinary circumstances.

- Increased to be approved by unanimous vote of the governing body vs 2/3 requirement from HB337.
- Plan to have this to Board of county commissioners by the fall.

Extraordinary circumstances would be the following:
- High growth rate/permitting.
- Outdated or artificially low fees due to past policies.
- High-Cost increases.
- A list of unfunded projects that need additional funding.

Discussion on School impact fees
Impact fees are county wide, they do not differ by location or area.
74% of permitting is for single family homes, 23% multi family.
Majority of projected growth and future building will be east of 951. Land cost was based off current price of $75K per acre when the cost east of 951 is $23k-$25k per acre.
Board requests clarification from Benesch- for how they arrived at their land cost projections. Gino to clarify with consultant.
Board requests clarification from Benesch- on why cost for Charter schools is not in report. Gino to clarify with consultant.
Board suggests consultant meeting with them by Zoom or in person to go over report and answer questions at one of their next meetings. Gino will follow up with consultant for available dates and times.
Collier County is at 79% of impact fee allocated since 2015 for schools. 1 High school and 2 middle schools have been built using funds solely from impact fees.

Reviewed Projected revenue (2026-2030) - slide

School board decided not to go with the extraordinary circumstances. They are moving forward with State Statute CAP of 50%.

- Next steps- Recommendations to Board of County commissioners and Implementation process.
- Mr. Mulhare- Confirmed they will not be making any motions today. Just reviewing presentations, gathering information and will make a decision at a later date.

Reviewed remaining slides in 6/10/2025 Impact fee study presentation

b. Collier County Correctional Facilities Impact Fee Study – DRAFT Report 10-31-2024 – **Did not discuss at today's meeting.**
c. Collier County Emergency Medical Services Impact Fee Update Study – DRAFT Report 10-31-2024
   - Impact fees for fast food are $210,000.
   - Command center for Hurricanes included in impact fee projections when there are no plans to build a new one. Mr. Valle asked for clarification why. If removed the impact fee would drop by 28%. Page 6 table 1.
   - Projected growth would not require a new command center.
   - Mr. Valle requested clarification on land cost for the "Assumption that future purchases will be more heavy in residential areas." Referenced again that the majority of the growth will be east of 951 and cost of land will be significantly cheaper than stated in the study.

- Mr. Valle requested clarification on functional population. To understand how they arrived at their numbers.
- Mr. Kouloheras - asked for clarification on interoperating agreements between the Police and Fire Department for new stations that are being built to be collocated into one facility.
- Mr. Santabarbara- Advised he will send the approved AUIR report with locations and details of the plan to build over the next 5 years. It will show where EMS stations are proposed to be built.

d. Collier County General Government Buildings Impact Fee Update Study – DRAFT Report 10-31-2024
Did not discuss at today's meeting.

e. Collier County Law Enforcement Impact Fee Update Study – DRAFT Report 10-31-2024
Did not discuss at today's meeting.

f. Collier County Library Facilities Impact Fee Update Study – DRAFT Report 10-31-2024
Did not discuss at today's meeting.

g. Collier County Parks and Recreation Impact Fee Update Study – DRAFT Report 10-31-2024
- Discussed level of service- Park facilities not being built in a specific time.
- 2024 AUIR level of service 1.2 acres per 1000 persons.
- Based on 2024 AUIR no deficit until 2026-2027.
- If a new community park is not built prior we will not meet level of service.
- Regional parks level of service is 2.7acres per 1000 persons.
- No deficit anticipated in the next 5 years.
- Mr. Brooker asked for clarification on why beaches are not included in the impact study.

h. Collier County Road Impact Fee Update Study – DRAFT Report 10-31-2024
Did not discuss at today's meeting

Mr. Santabarbara- Requested board to send him any questions they have so he can work with Benesch and get all questions answered prior to next meeting.

5. PUBLIC SPEAKERS

None

6. REMINDERS OF UPCOMING DSAC-IFR SUBCOMMITTEE MEETING DATES DISCUSSION:

a. Wednesday, July 16, 2025
b. Wednesday, August 20, 2025 - Mr. Brooker confirmed he cannot make this meeting
c. Wednesday, September 17, 2025

Mario Valle - Chair

Made a motion to adjourn the meeting.

7. ADJOURN

There being no further business for the good of the County, the meeting was adjourned by the order of the chairman at 5:00 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
IMPACT FEE REVIEW SUBCOMMITTEE

Mario Valle, Chairman

These minutes were approved by the Committee/Chairman on 9/26/16,
(check one) as submitted ✓ or as amended _____.

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
RIGHT OF WAY SUBCOMMITTEE MEETING

Naples, Florida
July 23, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee Right of Way Subcommittee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at Growth Management Community Development Department, Room 609/610, 2800 N. Horseshoe Dr., Naples, FL 34104 with the following members present:

Chairman: Blair Foley
John English
Chris Mitchell

The following County Staff were in attendance:
Jaime Cook, Director – Development Review, GMCD
Tony Khawaja, Director – Traffic Operations & Transportation Management Services
Heather Cartwright-Yilmaz, Management Analyst / Staff Liaison, GMCD

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1. **CALL TO ORDER – CHAIRMAN**
   Chairman – Blair Foley
   Development Services Advisory Committee – Right of Way Subcommittee, Wednesday, 23rd June 2025 was called to order at 3:00 PM

   a. Selection of Committee Chairman
      Motion to continue Blair Foley as Chairman by John English
      Seconded by Chris Mitchell
      Motion approved unanimously

2. **APPROVAL OF AGENDA**
   Chairman Foley asked if there were any changes to the agenda – none were requested.

   Motion to approve the agenda was made by John English
   Seconded by Chris Mitchell
   Motion approved unanimously

3. **OLD BUSINESS**
   a. ROW Manual Updates
      Staff reported ongoing work on updating cross-sections and diagrams. Additional feedback from Road Maintenance and Transportation groups is being reviewed. A future meeting will be scheduled to incorporate and discuss recommendations.

4. **NEW BUSINESS**
   a. Culvert Alternate in County Right of Way (ROW)

   Discussion: Culvert Alternate in County Right of Way (ROW)
   - Discussion initiated on an alternate drainage solution presented by Jeffrey Curl at a prior DSAC meeting.
   - The alternate design includes trench drains with surface grates, offering a potential replacement for traditional culverts in residential driveways.
   - Tony Khawaja noted benefits observed in the City of Naples, such as ease of maintenance and avoidance of water pooling at driveways.

   The group discussed the following:
   i. Hydraulic and structural standards
   ii. Flexibility of installation
   iii. Homeowner maintenance responsibility
   iv. Compatibility with existing swale conditions

v. Staff will follow up with Road Maintenance (Marshall's team) for input and potential draft language.

A decision or motion was deferred until feedback is received and formal language is developed.

5. PUBLIC SPEAKERS
None

6. REMINDERS OF UPCOMING DSAC-ROW SUBCOMMITTEE MEETING DATES DISCUSSION:
a. Schedule as Needed

Blair Foley – Chair
Made a motion to adjourn the meeting.

7. ADJOURN

There being no further business for the good of the County, the meeting was adjourned by the order of the chairman at 3:55 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
RIGHT OF WAY SUBCOMMITTEE

Blair Foley, Chairman

These minutes were approved by the Committee/Chairman on 8/6/25, (check one) as submitted ✓ or as amended _____.

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE MEETING

Naples, Florida
August 6, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at the Collier County Growth Management Community Department Building, Conference Room #609/610, 2800 N. Horseshoe Dr., Naples, Florida, 34102 with the following members present:

Chairman:	William J. Varian
Vice Chairman:	Blair Foley
	James Boughton
	Clay Brooker
	Jeffrey Curl
	Laura Spurgeon DeJohn
	John English
	Marco Espinar
	Norm Gentry
	Nicholas Kouloheras
	Mark McLean
	Chris Mitchell
	Robert Mulhere
	Hannah Roberts–AHAC–Non-Voting
	Jeremy Sterk
	Mario Valle

The following County staff were in attendance:

Mike Bosi – Director, Zoning Division, GMCD
Christopher Mason – Director, Community Planning & Resiliency Division, GMCD (Not in Attendance)
Jaime Cook – Director, Development Review Division, GMCD
Michael Stark – Director, Operations & Regulatory Management Division, GMCD
John McCormick – Director, Building Review & Permitting Division, GMCD
Thomas Iandimarino – Director, Code Enforcement, GMCD
Claudia Vargas – Project Manager I, Engineering & Project Management, PUD
Cormac Giblin – Director, Housing Policy & Economic Development Division, GMCD
Jay Ahmed – Director, Transportation Management Services, Transportation Engineering Division
James French – Department Head, GMCD (Not in Attendance)
Heather Cartwright-Yilmaz – Management Analyst/Staff Liaison, GMCD
Captain Michael Cruz – Collier County Fire Review
Captain Bryan Horbal – North Collier Fire Review

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1. **CALL TO ORDER– Chairman**
   Chairman Varian
   Development Service Advisory Committee, Wednesday, August 6, 2025, was called to order at 3:00 PM.

2. **APPROVAL OF AGENDA**
   Blair Foley motioned to approve the agenda as presented.
   Mario Valle seconded.
   Motion passed unanimously.

3. **APPROVAL OF MINUTES**
   a. **DSAC-LDR Subcommittee Meeting: 05.20.2025**
      Clay Brooker motioned to approve the minutes with corrections (replace "Mr. Brooker" with correct names and "sees" with "wants" on page 5).
      Robert Mulhere seconded.
      Motion passed unanimously.
   b. **DSAC Meeting: 06.04.2025**
      Nicholas Kouloheras motioned to approve the minutes.
      Norm Gentry seconded.
      Motion passed unanimously.
   c. **DSAC-IFR Subcommittee Meeting: 06.19.2025**
      Mario Valle motioned to approve the minutes.
      Chris Mitchell seconded.
      Motion passed unanimously.
   d. **DSAC-ROW Subcommittee Meeting: 07.23.2025**
      Motion passed unanimously.

4. **PUBLIC SPEAKERS**
   None

5. **STAFF ANNOUNCEMENTS**
   a. **Zoning Division – [Mike Bosi, Director]**
      - **Staffing Shortages:** Down two staff members, with efforts to fill positions ongoing.
      - **Land Use Petitions:** 27 petitions scheduled for September and October Board of County Commissioners (BCC) meetings, including Costco ASW PDI (September 18 and October 14). Some petitions may be delayed due to agenda constraints.
      - **Planning Commission:** 25 petitions between August and October, following a summer hiatus. Fall meetings expected to be intensive.

- **Legislation:** County must adopt a certified recovery residents reasonable accommodation ordinance by January 1, 2026. A draft is being prepared for DSAC review in September, with a 60-day decision-making process for applications.

  Robert Mulhere: Clarified Costco ASW PDI dates (September 18 for market study, October 14 for full hearing).

b. Community Planning & Resiliency Division – [Christopher Mason, Director]

- No updates provided (Mason absent).

c. Housing Policy & Economic Development – [Cormac Giblin, Director]

- **Affordable Housing:** Board approved 640 units. LDC amendments for housing plan flexibility rescheduled to September 28 due to cancellation of September 12 BCC meeting.
- **Economic Development:** Contract executed with Phelan Family Brands for Texas Tony's at North Collier Regional Park. Invitations to negotiate for concessionaires at Barefoot Beach and Tigertail in progress.

d. Development Review Division – [Jaime Cook, Director]

- **Plat Approvals:** Effective July 1, 2025, subdivision plats can be administratively approved, signed by Cook, eliminating BCC review. Construction maintenance agreements and bonds still required for pre-recording permits.

e. Operations & Regulatory Management Division – [Michael Stark, Director]

- **Permit Applications:** July saw 4,338 applications (24 Hurricane Ian, 39 Hurricane Milton).
- **Zoning Front Desk:** Resolved 1,012 survey conditions, processed 28 short-term vacation rentals, hosted 33 pre-application meetings, and welcomed 1,035 customers at the business center and 128 at satellite offices.
- **Call Volume:** 7,791 calls answered, up significantly. IT team analyzing call drivers to improve website navigation and reduce volume.
- **Staffing:** 623.5 department-wide positions, 59 in hiring pipeline, many due to promotions. Recruitment event on May 28 targeted reviewers/inspectors, with plans for broader events.
- **Fee Study:** Progressing, with solutions to be presented at next DSAC meeting. Focus on aligning fees with operational costs.
- **HR Challenges:** Two dedicated HR staff (Stephanie Abreu, Sandra Delgado) addressing bottlenecks in application processing. Previously, only 8 of 52 code enforcement applications were forwarded due to cursory downtown HR reviews. Now receiving all applications.
- **Initiatives:** Exploring pay raises, incentives (e.g., $5,000–$10,000 for certifications), remote work, and internship programs. Partnerships with FGCU and Lorenzo Walker for recruitment, including paid internships.

Chairman Varian: Expressed concern over high call volume, suggesting website improvements. Criticized prolonged review times (e.g., structural reviews), staffing

shortages, and HR inefficiencies. Noted $500 early work authorizations as an additional taxpayer cost due to delays.
Blair Foley: Highlighted competitive labor market and HR structural issues, questioning reliance on downtown HR for specialized roles.
Robert Mulhere: Suggested a sit-down with HR to discuss incentives (e.g., sign-on bonuses) and enterprise fund considerations.
Mario Valle: Emphasized frustration with lack of progress on staffing and review delays, impacting business operations.

f. **Building Review & Permitting Division – [John McCormick, Director]**
- **Staffing Crisis:** Structural plan review team at 50% capacity after losing another reviewer. Overtime authorized, but shortages drive delays. No PEs or architects remain (previously had four PEs and one architect).
- **Fee Study:** Critical for funding competitive wages. Current rates unchanged for 10 years, leading to reserve depletion.
- **Review Process:** Batch review system causes delays as plans move between trades. Exploring continuous flow model and AI for intake checklists to improve efficiency.
- **Pay Disparity:** Regulatory staff earn 30% less than general fund staff (e.g., facilities PMs). Equity pay rules limit hiring at competitive rates.
- **Training:** Supports internship and mentoring programs but stresses need for competitive wages to attract/retain talent. Last reviewer left for a $20,000 higher salary elsewhere.

Chairman Varian: Criticized inconsistent reviews (e.g., missed items leading to additional submittals) and requested trade-specific review time data.
Mario Valle: Noted non-compliant competitors bypassing permits due to delays, harming compliant businesses.
Blair Foley: Suggested professionalizing staff through training and certifications, questioning current training scope.

g. **Collier County Fire Review – [Michael Cruz, Captain]**
No report.

h. **North Collier Fire Review – [Bryan Horbal, Captain]**
- **Plan Reviews:** 200 additional reviews this month, totaling 820 permits. Two-day turnaround maintained.
- **Inspections:** 1,400 new construction inspections in May. Nine projects on TCO awaiting CO paperwork.
- **Staffing:** Three new hires planned to address upcoming retirements. Existing building inspections up to date.

i. **Code Enforcement Division – [Thomas Iandimarino, Director]**
- Hosting FACE fundamentals class in July at Heritage Bay for 35 staff (11 from Collier), saving $8,000–$12,000 in travel costs.

j. **Public Utilities Department – [Claudia Vargas]**
No updates.

k. **Transportation Management Services – [Jay Ahmed, Director]**
   - **Access Management:** Presented to BCC on July 8.
   - **FDOT Projects:** Public hearing for I-75 PD&E (Golden Gate Parkway to Corkscrew Road) and DDI at I-75/Immokalee (August 14).
   - **Golden Gate Parkway:** Congestion study public meeting on August 21.
   - **Tiger Complete Street:** 20 miles of sidewalks completed.

6. **NEW BUSINESS**
   None

7. **OLD BUSINESS**
   None

8. **COMMITTEE MEMBER COMMENTS**
   - **Chairman Varian:** Urged faster permit processing to avoid economic impacts (e.g., delayed Publix, EMS stations). Criticized CAPTCHA on City View portal for signed-in users.
   - **Mario Valle:** Highlighted competitive disadvantage for compliant businesses due to permit delays.
   - **Blair Foley:** Suggested HR overhaul and targeted recruitment (e.g., headhunters) for specialized roles.

9. **ADJOURN**

There being no further business for the good of the County, the meeting was adjourned at 4:41 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE



William Varian, Chairman

These minutes were approved by the Committee/Chairman on 9/3/25,
(check one) as submitted ✓ or as amended ____.

Collier County

Growth Management Community Development

Development Services Advisory Committee

Impact Fee Review Subcommittee

Wednesday, July 16, 2025
3:00 pm

2800 N. Horseshoe Dr.
Naples, FL 34104
Growth Management Community Development Department
Conference Room 609/610

Please contact Heather Cartwright-Yilmaz at (239) 252-8389 if you have any questions or wish to meet with staff.

Collier County
GROWTH MANAGEMENT
COMMUNITY DEVELOPMENT

DSAC – Impact Fee Review Subcommittee

Agenda

Wednesday, July 16, 2025

3:00 pm

2800 N. Horseshoe Dr., Naples, FL 34104

Growth Management Community Development, Conference Rooms 609/610

NOTICE:

Persons wishing to speak on any Agenda item will receive up to three (3) minutes unless the Chairman adjusts the time. Speakers are required to fill out a "Speaker Registration Form", list the topic they wish to address, and hand it to the Staff member before the meeting begins. Please wait to be recognized by the Chairman and speak into a microphone. State your name and affiliation before commenting. During the discussion, Committee Members may direct questions to the speaker.

Please silence cell phones and digital devices. There may not be a break in this meeting. Please leave the room to conduct any personal business. All parties participating in the public meeting are to observe Roberts Rules of Order and wait to be recognized by the Chairman. Please speak one at a time and into the microphone so the Hearing Reporter can record all statements being made.

1. Call to Order – Chairman
2. Approval of Agenda
3. Old Business
    a. Collier School Impact Fee Update Study – DRAFT Report 04-25-2025
    b. Collier County Correctional Facilities Impact Fee Study – DRAFT Report 10-31-2024
    c. Collier County Emergency Medical Services Impact Fee Update Study – DRAFT Report 10-31-2024
    d. Collier County General Government Buildings Impact Fee Update Study – DRAFT Report 10-31-2024
    e. Collier County Law Enforcement Impact Fee Update Study – DRAFT Report 10-31-2024
    f. Collier County Library Facilities Impact Fee Update Study – DRAFT Report 10-31-2024
    g. Collier County Parks and Recreation Impact Fee Update Study – DRAFT Report 10-31-2024
    h. Collier County Road Impact Fee Update Study – DRAFT Report 10-31-2024
4. New Business
5. Public Speakers

For more information, please contact Heather Yilmaz at (239) 252-8389
or at Heather.Yilmaz@colliercountyfl.gov

6. Reminders of Upcoming DSAC-IFR Subcommittee Meeting Dates Discussion:
    a. Wednesday, August 20, 2025 | TBD
    b. Wednesday, September 17, 2025
    c. Wednesday, October 22, 2025

7. Adjourn



Collier County School Impact Fee Update Study

DRAFT Report

April 25, 2025

Prepared for:

Collier County Capital Projects Planning, Impact Fees and Program Management Division
2685 Horseshoe Drive South
Naples, Florida 34104
ph (239) 252-2925

Prepared by:

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Collier County
School Impact Fee Update Study

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Appendices:

Appendix A: School District Inventory

Appendix B: Supplemental Unit Cost Information

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Introduction

With a population of over 400,000, Collier County ranks as the 19th most populous county in Florida. The county is continuing to grow and is estimated to add approximately 110,000 new residents through 2050. In terms of residential permitting, Collier County ranks 19th out of Florida counties with an average of 5,300 new units per year over the past three years.

To address additional facilities needed due to growth, Collier County implemented a school impact fee, which was last updated in 2015. To comply with the technical study update requirements of the impact fee ordinance and given the recent changes in variables affecting the impact fee, Collier County retained Benesch to update the school impact fee schedule.

This report serves as the technical study to support the calculation of the updated school impact fee. Data presented in this report represents the most recent and localized data available at the time of this update study. All data and support material used in this analysis are incorporated by reference as set forth in this document.

The figures calculated in this study represent the technically defensible level of impact fee that the County could charge; however, the Board of County Commissioners may choose to discount the fee as a policy decision.

Methodology

The methodology used to update the school impact fee is a consumption-based impact fee methodology, which is also the County's adopted methodology and has been used to calculate several school impact fees throughout Florida, including, but not limited to fees in Broward, Miami-Dade, Orange, Osceola, Palm Beach, and Lake Counties. A consumption-based impact fee is intended to charge new growth the proportionate share of the cost of providing a new student station available for use by new growth, based upon the student generation rate (demand), or the number of students a dwelling unit is expected to generate over the life of the home.

A consumption-based methodology has been used for this study.

Legal Overview

In Florida, legal requirements related to impact fees have primarily been established through case law since the 1980's. Impact fees must comply with the "dual rational nexus" test, which requires that they:

- Be supported by a study demonstrating that the fees are proportionate in amount to the need created by new development paying the fee; and
- Be spent in a manner that directs a proportionate benefit to new development, typically accomplished through a list of capacity-adding projects included in the School District's Work Plan, Capital Improvement Plan, or another planning document/Master Plan.

In 2006, the Florida legislature passed the "Florida Impact Fee Act," which recognized impact fees as "an outgrowth of home rule power of a local government to provide certain services within its jurisdiction." § 163.31801(2), Fla. Stat. The statute – concerned with mostly procedural and methodological limitations – did not expressly allow or disallow any particular public facility type from being funded with impact fees. In fact, which it was initially adopted, the Act largely codified requirements and standards common to the practice already.

However, the Legislature has amended the Impact Fee Act numerous times since 2006, significantly affecting the impact fee practice in Florida. For this reason, a summary of the key legislative changes since 2006 is provided:

- **HB 227 in 2009:** The Florida legislation statutorily clarified that in any action challenging an impact fee, the government has the burden of proving by a preponderance of the evidence that the imposition or amount of the fee meets the requirements of state legal precedent or the Impact Fee Act and that the court may not use a deferential standard.
- **SB 360 in 2009:** Allowed fees to be decreased without the 90-day notice period required to increase the fees and purported to change the standard of legal review associated with impact fees. SB 360 also required the Florida Department of Community Affairs (now the Department of Commerce) and Florida Department of Transportation (FDOT) to conduct studies on "mobility fees," which were completed in 2010.
- **HB 7207 in 2011:** Required a dollar-for-dollar credit, for purposes of concurrency compliance, for impact fees paid and other concurrency mitigation required.
- **HB 319 in 2013:** Applied mostly to concurrency management authorities, but also encouraged local governments to adopt alternative mobility systems using a series of tools identified in section 163.3180(5)(f), Florida Statutes.

- **HB 207 in 2019:** Included the following changes to the Impact Fee Act along with additional clarifying language:
    - Impact fees cannot be collected prior to building permit issuance; and
    - Impact fee revenues cannot be used to pay debt service for previously approved projects unless the expenditure is reasonably connected to, or has a rational nexus with, the increased impact generated by the new residential and commercial construction.
- **HB 7103 in 2019:** Addressed multiple issues related to affordable housing/linkage fees, impact fees, and building services fees. In terms of impact fees, the bill required that when local governments increase their impact fees, the outstanding impact fee credits for developer contributions should also be increased. This requirement was to operate prospectively; however, HB 337 that was signed in 2021 deleted that clause and making all outstanding credits eligible for this adjustment. This bill also allowed local governments to waive/reduce impact fees for affordable housing projects without having to offset the associated revenue loss.
- **SB 1066 in 2020:** Added language allowing impact fee credits to be assignable and transferable at any time after establishment from one development or parcel to another that is within the same impact fee zone or impact fee district or that is within an adjoining impact fee zone or district within the same local government jurisdiction, and which receives benefit from the improvement or contribution that generated the credits. Added language indicating any new/increased impact fee not being applicable to current or pending permit applications submitted prior to the effective date of an ordinance or resolution imposing new/increased fees.
- **HB 1339 in 2020:** Required reporting of various impact fee related data items within the annual financial audit report submitted to the Department of Financial Services.
- **HB 337 in 2021:** Placed limits on the amount and frequency of fee increases, but also included a clause to exceed these restrictions if the local governments can demonstrate extraordinary circumstances, hold two public workshops discussing these circumstances and the increases are approved by two-thirds of the governing body.
- **HB 479 in:** Required interlocal agreements between counties and municipalities when both entities collect a transportation impact fee. Placed limits on timing of impact fee study completion and adoption and data used in the studies.

The following paragraphs provide further detail on the generally applicable legal standards.

Impact Fee Definition

- An impact fee is a one-time capital charge levied against new development.
- An impact fee is designed to cover the portion of the capital costs of infrastructure capacity consumed by new development.
- The principal purpose of an impact fee is to assist in funding the implementation of projects identified in the Five-Year Work Plan, District Educational Facilities Plan and other capital improvement programs for the respective facility/service categories.

Impact Fee vs. Tax

- An impact fee is generally regarded as a regulatory function established based upon the specific benefit to the user related to a given infrastructure type and is not established for the primary purpose of generating revenue for the general benefit of the community, as are taxes.
- Impact fee expenditures must convey a proportional benefit to the fee payer. This is accomplished through the establishment of benefit districts as needed, where fees collected in a benefit district are spent in the same benefit district.
- An impact fee must be tied to a proportional need for new infrastructure capacity created by new development.

This technical report has been prepared to support legal compliance with existing case law and statutory requirements and documents the methodology used for the school impact fee calculations, including an evaluation of the inventory, service area and enrollment, facility service delivery, cost, credit, and demand components. Information supporting this analysis was obtained from Collier County Public Schools ("the District") and other sources, as indicated.

Inventory

Collier County Public Schools provides public education facilities that are available to all school-age residents of Collier County. As such, this analysis considers all traditional elementary, middle, and high school level facilities and the students attending these facilities located throughout and living within Collier County.

Collier County Public Schools operates 51 traditional schools as well as other types of schools.

The District currently operates 51 traditional public schools that serve the students of Collier County and its municipalities, including 31 elementary schools, 10 middle schools, 9 high schools, and 1 multi-level school. The District also operates a number of other programs, including alternative learning programs, technical schools, and adult learning centers in the county. To ensure that the impact fee reflects only classroom space for traditional schools, adult, technical, and alternative learning schools are not included in the inventory and impact fee calculations. Examples of these include Immokalee Technical College and Leila B. Canant Professional Development Center.

The District's current school inventory that is included in the impact fee calculations is provided in Appendix A, Table A-1.

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Service Area and Enrollment

Collier County Public Schools provides public education facilities that are available to all pre-kindergarten through 12th grade (PK-12) students throughout the entire county. Attendance boundaries can be redrawn to balance school enrollment with available school capacity and therefore can serve different geographic areas over time. In addition, the Florida Department of Education (FDOE) has been increasing its support of Choice programs where students can attend schools outside of their designated boundaries. As such, the appropriate impact fee benefit district for public schools is countywide.

Table 1 presents the historical student enrollment since 2000-2001 for pre-kindergarten through 12th grade students, as well as projected enrollment through 2028-2029. Historical enrollment figures are based on the 5th Month Membership Counts and projections for future years are based on information provided by Collier County Public Schools.

In order to be consistent with the inventory used in the impact fee analysis, the enrollment figures presented in this table only include those students attending (or projected to attend) the schools listed in Appendix A, Table A-1. The annual percent change for the enrollment is presented, as well as a three-year average to account for random fluctuations.

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Table 1
Enrollment Summary

School Year	Enrollment[1]	Annual Percent Change[2]	Three-Year Average[3]
2000-01	34,157	N/A	N/A
2001-02	36,240	6.1%	N/A
2002-03	37,635	3.8%	N/A
2003-04	39,441	4.8%	4.9%
2004-05	40,942	3.8%	4.1%
2005-06	41,870	2.3%	3.6%
2006-07	41,612	-0.6%	1.8%
2007-08	41,056	-1.3%	0.1%
2008-09	41,178	0.3%	-0.5%
2009-10	41,672	1.2%	0.1%
2010-11	41,820	0.4%	0.6%
2011-12	42,020	0.5%	0.7%
2012-13	42,566	1.3%	0.7%
2013-14	42,934	0.9%	0.9%
2014-15	42,878	-0.1%	0.7%
2015-16	43,387	1.2%	0.7%
2016-17	43,891	1.2%	0.8%
2017-18	43,761	-0.3%	0.7%
2018-19	43,843	0.2%	0.4%
2019-20	43,981	0.3%	0.1%
2020-21	42,015	-4.5%	-1.3%
2021-22	42,196	0.4%	-1.3%
2022-23	42,787	1.4%	-0.9%
2023-24	**43,005**	**0.5%**	**0.8%**
2024-25	43,548	1.3%	1.1%
2025-26	43,418	-0.3%	0.5%
2026-27	43,607	0.4%	0.5%
2027-28	44,055	1.0%	0.4%
2028-29	44,250	0.4%	0.6%

1) Source: Collier County Public Schools, includes only the students attending traditional schools. Years 2000-2001 through 2023-2024 are based on 5th month count. Future years are based on information provided by Collier County Public Schools.
2) Percent change from one year to the next
3) Average percent change over the past three years

Facility Service Delivery

Schools that were recently constructed or planned to be constructed by the District over the next 20 years are similarly designed in terms of square footage and student stations. These "prototype" schools have been or will be constructed to different standards than the older existing schools and are used to measure service delivery levels.

The prototype facility service delivery in Collier County is 139.1 Florida Inventory of School Houses (FISH) net square feet per permanent student station for elementary schools, 144.9 FISH net square feet per permanent student station for middle schools, and 150.2 FISH net square feet per permanent student station for high schools.

The District's prototype facilities are used to measure the service delivery levels.

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Cost Component

The capital costs of providing school facilities includes several components, such as the school building and land cost, transportation cost, and ancillary facility costs. This section addresses each of these components.

The cost of a school includes various components, such as facility cost (buildings and land), transportation costs, and ancillary facility costs.

Facility Cost per Student Station

The first step in determining the cost of providing public schools to Collier County residents is to calculate the facility cost per student station. Several cost components must be considered when calculating the total cost of constructing a school, including architect/site improvement costs, construction costs, and the cost to purchase land. Each component of the school facility cost is described in more detail in the following subsections.

Architect/Site Improvement and Construction Costs

To determine the architectural/design, site improvement, and construction costs associated with building a new school in Collier County, the following information was evaluated:

- Construction cost associated with the recently built high school;
- Construction cost trends documented by the Engineering News Records since the last technical study;
- Insurance values of existing schools, which provide a conservative estimate since more permanent parts of the structures, such as the foundation, etc. are typically not insured;
- Information obtained from other jurisdictions regarding recently built schools;
- Discussions with architects/contractors that are active in school construction; and
- Discussions with the District.

Detailed information on cost estimates is included in Appendix B.

Table 2 presents the estimated cost per net square foot for facility planning, construction, and land cost components for each school type. For illustration purposes, Table 2 also presents the weighted average figure for each cost component, based on all schools that are planned to be built over the next 20 years.

Land Cost

For each school type, the land cost per square foot is based on a value of $75,000 per acre. This cost per acre accounts for future land purchases over the next few years are likely to be in the eastern parts of the county, where land cost is relatively low. Additional information on the land value analysis is included in Appendix B.

The land cost per square foot of building by school level was developed based on the acres per 1,000 permanent net building square feet for the existing schools. The resulting land value figures used for each school level are presented in Table 2.

Total Facilities Cost

Overall, the total school facility cost estimates range from $48,100 per permanent station for elementary schools to $62,800 per permanent station for high schools.

Table 2
Facility Cost per Student Station

Cost Component	Elementary School	Middle School	High School	Total / Weighted Average
Net Square Feet per Student Station (LOS)[1]	139.1	144.9	150.2	N/A
Additional Planned Stations for the Next 20 Years[2]	1,651	1,333	4,092	7,076
School Facility Cost Components:				
Facility Planning Cost per Net Square Foot[3]	$43.50	$48.00	$52.50	$49.67
Construction Cost per Net Square Foot[4]	$290.00	$320.00	$350.00	$331.13
Land Cost per Net Square Foot[5]	$12.53	$17.40	$15.75	$15.34
Total Facility Cost per Net Square Foot[6]	$346.03	$385.40	$418.25	$396.14
Facility Cost per Student Station[7]	**$48,133**	**$55,844**	**$62,821**	**$58,080**

1) Source: Based on the District's prototype schools which will be utilized for future construction of school facilities
2) Source: Collier County Public Schools 2023-2024 Work Plan
3) Estimated at 15% of construction cost based on estimates obtained from Collier County Public Schools and recent costs obtained from other Florida School Districts. See Appendix B for further detail.
4) Source: Appendix B
5) The land cost per square foot for each school type is based on the acreage per 1,000 permanent square feet for the existing schools at a cost of $75,000 per acre. Further information on land value estimate is included in Appendix B.
6) Sum of school facility cost per net square foot (Items 3 through 5)
7) The net square feet per permanent student station (Item 1) multiplied by the total school facility cost per net square foot (Item 6) for each respective school type. Weighted average is based on the number of stations that are plannned for each school type (Item 2).

Total Facility Cost per Student by School Type

The total facility impact cost per student by school level is based on the facility cost per student station figures derived in Table 2 and is typically calculated by dividing the cost per student station by the ratio of current student enrollment to available capacity. The adjustment of dividing the cost per student station by the ratio of current student enrollment to available capacity converts the cost per student station to a cost per student. In addition, this calculation accounts for the current availability or shortage in permanent capacity and adjusts the costs accordingly. If there is available capacity (e.g., currently more permanent student stations than enrolled students), then the total facility cost per student increases because the achieved level of service suggests more than one station per student to accommodate functional or program capacity needs. Similarly, if there are currently more students enrolled than available capacity, the cost per student is adjusted downward.

In the case of Collier County Public Schools, there is currently 20 percent permanent capacity available in elementary schools, 19 percent permanent capacity available in middle schools, and 13 percent permanent capacity available in high schools. Although there is available capacity, the District's adopted level of service standard calls for an enrollment-to-FISH capacity ratio of 95 percent for elementary and middle schools, and a ratio of 100 percent for high schools.

The weighted average cost per student is calculated under achieved LOS and adopted LOS standards, and the lower cost is used for impact fee calculation purposes. This is because while inventory availability represents the community's investment in public school facilities, adopted level of service standards represent the future LOS the School District intends to provide. As presented in **Table 3**, the resulting weighted average cost per student based on the adopted LOS standards is approximately $62,200 per student. Using the total facility impact cost per student based on achieved LOS (total available capacity), this figure would increase to approximately $68,700 per student.

Table 3

Total Facility Impact Cost per Student by School Type

Calculation Step	Elementary School	Middle School	High School	Weighted Average/Total
Facility Impact Cost per Student				
Facility Cost per Permanent Student Station[(1)]	$48,133	$55,844	$62,821	$58,080
Existing (2023/24) Student Enrollment[(2)]	19,368	9,471	14,166	43,005
Existing (2023/24) Permanent Capacity[(3)]	24,199	11,745	16,246	52,190
Ratio of Existing Enrollment to Permanent Capacity[(4)]	80%	81%	87%	82%
FISH Capacity Adjustment[(5)]	100%	90%	95%	N/A
Adopted LOS Standard[(6)]	95%	95%	100%	N/A
Additional Planned Capacity for the Next 20 Years[(7)]	1,651	1,200	3,887	6,738
Facility Impact Cost per Student - Achieved LOS[(8)]	$60,166	$68,943	$72,208	$68,676
Facility Impact Cost per Student - Adopted LOS Standard[(9)]	**$50,666**	**$65,315**	**$66,127**	**$62,194**

1) Source: Table 2
2) Source: Collier County Public Schools, based on 5th month count, excludes alternative schools
3) Source: Appendix A, Table A-1
4) Student enrollment (Item 2) divided by existing permanent capacity (Item 3)
5) Source: Florida Department of Education
6) Source: Collier County Public Schools
7) Source: Collier County Public Schools
8) Facility cost per student station (Item 1) divided by the ratio of existing enrollment to existing permanent capacity (Item 4)
9) Facility cost per student station (Item 1) divided by the FISH capacity adjustment (Item 5) and adopted level of service standard (Item 6)

Total Cost per Student

In addition to the facility cost per student calculated in Table 3, the total facility cost per student includes two additional components: the capital costs associated with providing transportation services and ancillary facilities. Both cost components are calculated on a per-student basis and are not dependent on school type. These additional cost components are discussed in further detail below.

Transportation Costs

The first additional capital cost component is the cost of providing transportation services to students. The District currently owns 378 buses used for student transportation at an average cost of approximately $148,400 per bus. In addition to its bus fleet, the District owns 291 support vehicles. The cost of the support vehicles varies depending on the type of vehicle, with an average cost of approximately $41,800 per vehicle. The result is a total value of approximately $68 million for transportation services. The total value of the transportation fleet is divided by

the District's enrollment for schools which results in a cost of $1,587 per student for transportation services, as presented in **Table 4**.

Ancillary Facility Costs

The other capital cost component is for the ancillary facilities that are necessary for the District to provide support services for students, schools, transportation services, and administrative personnel. The District currently has approximately 247,700 square feet of ancillary facilities for maintenance, warehouse, and administrative functions. Current values of each existing ancillary facility depend on the type of facility and were based on the insurance values, with the weighted average value equaling approximately $200 per square foot.

The cost of land for ancillary facilities is also included in the ancillary facility values. The land value for ancillary facilities is the same as that used for schools ($75,000 per acre). The ancillary facility cost per student is based on the existing inventory, which is valued at $57.2 million, including $49.5 million for buildings and $7.7 million for land. Based on the current enrollment, ancillary facility cost is estimated at $1,332 per student, as presented in Table 4.

Table 4
Transportation and Ancillary Facility Cost per Student

Description	Figure
Transportation Services Cost per Student	
Total Value of Transportation Services[(1)]	$68,252,000
Enrollment for 2023-24 School Year[(2)]	43,005
Total Transportation Services Cost per Student[(3)]	**$1,587**
Ancillary Cost per Student	
Building Value for Ancillary Facilities[(4)]	$49,545,000
Land Value for Ancillary Facilities[(5)]	$7,717,500
Total Ancillary Facility Value[(6)]	$57,262,500
Total Ancillary Facility Value per Student[(7)]	**$1,332**

1) Source: Collier County Public Schools
2) Source: Table 1
3) Total value of transportation services (Item 1) divided by the enrollment for the 2023-24 school year (Item 2)
4) Square footage obtained from Collier County Public Schools multiplied by $200 per square foot.
5) Acres obtained from Collier County Public Schools multiplied by $75,000 per acre
6) Sum of the building value and land value for ancillary facilities (Items 4 and 5)
7) Total ancillary facility value (Item 6) divided by the enrollment for the 2023-24 school year (Item 2)

Credit Component

To ensure that new development is not being overcharged for construction of future student stations, any non-impact fee revenue that will be generated by new development and that will be used towards the capital expansion of school facilities must be included as a credit to reduce the total cost per student. It is important to note that a credit for school impact fees is not given for revenue that is used for capital renovation of existing school facilities or for maintenance or operational costs.

Based on a review of the District's funding of capacity addition projects over the past five years and planned projects over the next five years, it has been determined that the District uses Capital Improvement Tax revenues for expansion projects paid with cash. In addition, capacity projects were funded with Certification of Participation (COPs), and therefore, a credit for remaining debt service payments is given.

Capital Expansion "Cash" Credit

The Collier County School Board has the authority to levy ad valorem tax to generate revenue for capital, up to 1.5 mills. Referred to as Capital Improvement Tax (CIT), this revenue is used for both capital renovation and expansion projects, as well as technology, vehicles, buses, and maintenance.

The capital improvement tax revenue credit per student is calculated by dividing the annual amount of capital revenue allocated to capacity projects between FY 2019 and FY 2028 by the average enrollment during the same period. As presented in **Table 5,** the resulting capital expansion "cash" credit is $205 per student per year.

Once the capital expansion "cash" credit per student is calculated, a credit adjustment is made to account for the fact that new homes tend to pay higher property taxes per dwelling unit. This adjustment factor was estimated based on a comparison of the average taxable value of recently built homes built to that of all homes. As shown in Table 5, this adjusted credit amounts to $257 per student per year.

Finally, the total credit over a 25-year period, which is considered to be the time frame when major repairs or replacement is needed for structures built, is estimated at $3,769 per student.

Table 5

Capital Expansion "Cash" Credit

Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
Capital Improvement Tax [1]											
Immokalee High School Addition/Renovations	-	$132,863	$1,507,168	$12,093,592	$2,567,865	-	-	-	-	-	**$16,301,488**
Bear Creek Elementary	-	-	-	-	-	-	$24,042,983	-	-	-	**$24,042,983**
Site Acquisition	-	-	$395,463	$38,322	$395,355	-	$840,000	-	-	-	**$1,669,140**
Site Development	-	-	$395,463	-	-	-	-	-	-	-	**$395,463**
Site Preparation	$1,400,526	$8,986	$11,269	-	-	$1,428,862	-	-	-	-	**$2,849,643**
Project Management	$107,931	$5,350	$19,819	$80	-	-	$21,000	$21,000	$22,050	$22,050	**$219,280**
Transportation Facilities	$97,428	$325,432	$769,895	$617,555	$617,910	$937,987	-	$2,000,000	$38,000,000	-	**$43,366,207**
Total Capital Expansion "Cash" Expenditures	**$1,605,885**	**$472,631**	**$3,099,077**	**$12,749,549**	**$3,581,130**	**$2,366,849**	**$24,903,983**	**$2,021,000**	**$38,022,050**	**$22,050**	**$88,844,204**
Average Annual Capital Expansion "Cash" Expenditures [2]											**$8,884,420**
Average Annual Student Enrollment (FY 2019-FY 2028) [3]											43,246
Annual Capital Expansion "Cash" Credit per Student [4]											**$205.44**
Credit Adjustment Factor [5]											1.25
Adjusted Annual Capital Expansion "Cash" Credit per Student [6]											**$256.80**
Capitalization Rate [7]											4.60%
Capitalization Period, Years [8]											25
Capital Expansion "Cash" Credit per Student [9]											**$3,769**

1) Source: Collier County Public Schools
2) Total capital expansion "cash" expenditures divided by 10 years
3) Source: Collier County Public Schools
4) Average annual capital expansion "cash" expenditures (Item 2) divided by the average student enrollment (Item 3) for the same period
5) Adjustment factor to reflect higher ad valorem taxes paid by new homes
6) Annual capital expansion "cash" credit per student (Item 4) multiplied by the credit adjustment factor (Item 5)
7) Source: Collier County Public Schools. Represents the interest rate the District is likely to pay for future bonds.
8) Time period after which major repairs are needed.
9) Present value of adjusted annual capital expansion "cash" credit per student (Item 6) at 4.6% interest rate (Item 7) over a 25-year capitalization period (Item 8)

Capital Expansion "Debt Service" Credit

Any bond/COPs issues with outstanding debt service payments related to the school capacity expansion projects will result in a credit to the impact fee. **Table 6** summarizes the outstanding debt service related to school capital expansion projects. The debt service payments are divided by the student enrollment during the same period to determine the debt service credit per student. As shown in Table 6, the resulting debt service credit is approximately $593 per student.

Similar to the capital expansion "cash" credit per student, because the debt service is being retired using ad valorem tax revenues, an adjustment of the credit per student is incorporated to account for higher level of property taxes paid by new homes. As shown, the adjusted debt service credit amounts to $741 per student.

Table 6

Capital Expansion "Debt Service" Credit

Description	Number of Years of Remaining Payments[1]	Payments Remaining (Capacity Expansion)[2]	Present Value of Payments Remaining (Capacity Expansion)[3]	Average Annual Enrollment During Remaining Bond Issue Period[4]	Debt Service Credit per Student[5]
Certificates of Participation					
2014A COPS Issue	1	$26,536,344	$25,750,940	43,418	$593
Total Debt Service Credit Per Student					**$593**
Credit Adjustment Factor[6]					1.25
Adjusted Debt Service Credit Per Student[7]					**$741**

1) Source: Collier County Public Schools
2) Source: Collier County Public Schools
3) Present value of the total remaining payments due, based on the interest rate of each payment and the number of years of remaining payments
4) Source: Collier County Public Schools, represents the estimated average annual enrollment over the life of remaining payments
5) Present value of total remaining payments (Item 3) divided by the average annual enrollment over the life of remaining payments (Item 4)
6) Adjustment factor to reflect higher ad valorem taxes paid by new homes
7) Total debt service credit per student (Item 5) multiplied by the credit adjustment factor (Item 6)

Net Impact Cost per Student

The net impact cost per student is the difference between the cost component and the credit component. **Table 7** summarizes the three-step process used to calculate the net impact cost per student for public schools in Collier County by residential land use.

First, the total impact cost per student is determined, which is the sum of the weighted average facility impact cost per student from Table 3 and the transportation and ancillary facility cost components per student from Table 4. As previously mentioned, the transportation and ancillary cost components are calculated on a per-student basis and do not differ by type of school or by type of residential land use. Total cost per student increased by 40 percent since the 2015 study.

Second, the total capital expansion credit per student is determined. This is the sum of the capital expansion "cash" credit per student and the capital expansion "debt service" credit per student presented in Tables 5 and 6. Total credit per student decreased by 59 percent compared to the last study since the School District has been paying off debt on COPs, which reduced the debt service credit.

Third, the net impact cost per student is determined, which is the difference between the total impact cost per student and total revenue credit per student and is calculated at $60,500 per student. Compared to the 2015 study, the net cost per student increased by 85 percent.

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Table 7

Net Impact Cost per Student

Variable	Per Student
Impact Cost	
Facility Cost[1]	$62,194
Transportation Cost[2]	$1,587
Ancillary Facility Cost[3]	$1,332
Total Impact Cost[4]	**$65,113**
Revenue Credit	
Capital Expansion "Cash" Credit[5]	$3,769
Capital Expansion "Debt Service" Credit[6]	$741
Total Capital Expansion Credit[7]	**$4,510**
Net Impact Cost	
Net Impact Cost per Student[8]	**$60,603**

1) Source: Table 3
2) Source: Table 4
3) Source: Table 4
4) Sum of facility, transportation, and ancillary facility cost per student (Items 1 through 3)
5) Source: Table 5
6) Source: Table 6
7) Sum of capital expansion "cash" credit per student (Item 5) and the capital expansion "debt service" credit per student (Item 6)
8) Total impact cost per student (Item 4) less the total capital expansion credit per student (Item 7)

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Student Generation Rates

The number of students living in a household typically varies depending on the type of residential housing. Therefore, school impact fees are typically assessed based on the specific student generation rates for different types of residential land uses.

This impact fee study employs a methodology using Collier County Property Appraiser (CCPA) information and Geographic Information Systems (GIS) to develop the student generation rate for Collier County. Specifically, an address lookup and GIS were used to link student addresses to parcels in the CCPA parcel database to generate the number of students per unit by school type and residential category based on the latest tax roll. This process is described in more detail in the following sections.

Determination of Total Housing Units by Type of Land Use

The CCPA database is used to identify the number of housing units for student generation rate calculations for the single family, multi-family, and mobile home units. For all land uses, the total number of units countywide through early 2023 year were extracted from the parcel database based on the appropriate use code.

Determination of Students by School Type and Land Use Code

The determination of the number of students per land use by type of school (e.g., elementary, middle, and high school) for traditional schools was completed using the following process.

First, Collier County Public Schools provided a GIS shapefile containing geocoded student addresses. Then, the student addresses were linked to their respective parcel in the Property Appraiser database using address point data.

The student generation rates used as the demand component for the impact fee only include those students for which the impact fee is based on, or students attending those schools listed in Appendix A, Table A-1. Therefore, the school code associated with each student record was used to exclude students attending charter schools or other facilities not included in the impact fee inventory.

As previously mentioned, once the GIS shapefile with the geocoded student addresses was provided, the second step in the analysis was to link each student address to data from the parcel database. This allows for determining the residential category that is assigned to a given parcel (or address) where a student lives. This was accomplished by spatially joining the student address to the respective parcel in the database using GIS.

Approximately 98 percent of the students were successfully linked to a residential parcel in Collier County. The remaining two percent were linked to parcels out of the county, a non-residential or vacant property, land uses that are not included in the impact fee schedule. The following assumptions were used to identify the appropriate land use for these records:

- Students at mobile home parks were added to the student counts for mobile homes
- Residential structures on agricultural land uses were added to the corresponding residential category
- Students located at parcels with a vacant residential classification were added to the single family residential category

This approach resulted in just over one percent of student addresses being linked to a non-residential land use (such as orphanage, offices, hotel/motel, etc.) or residing outside of the county. Students residing at non-residential land uses and those residing outside of Collier County are excluded from the calculations to provide a more conservative estimate.

The results of this analysis are presented in **Table 8**, which includes the student generation rates calculated for each residential category, based on the methodology described above. Table 8 also provides a comparison to the student generation rate estimates used in the 2015 study. As shown, student generation rates for single family and mobile home units decreased 24 percent to 25 percent, which reduces the impact fee amount.

Table 8

Student Generation Rates

Residential Category	Number of Students[1]	Number of Units[2]	Students per Unit - 2024[3]	Students per Unit - 2015[4]	Percent Difference[5]
Single Family	27,293	106,917	**0.26**	0.34	-24%
Multi Family	12,424	112,726	**0.11**	0.11	0%
Mobile Home	2,664	12,765	**0.21**	0.28	-25%
Total	**42,381**	**232,408**	**0.18**	**0.21**	**-14%**

1) Source: Collier County Public Schools (adjusted)
2) Source: Collier County Property Appraiser database
3) Number of students (Item 1) divided by the number of units (item 2)
4) Source: Collier County School Impact Fee Update Study Final Report, June 23, 2015
5) Percent change from students per unit – 2015 (Item 4) to students per unit -2024 (Item 3)

Calculated School Impact Fee Schedule

To determine the calculated school impact fee for each residential category, the net impact cost per student is multiplied by the student generation rate. The resulting net impact fees are presented in **Table 9**. The table also presents a comparison to the current adopted impact fee levels, which were adopted at reduced rate and phased. The current fee levels are at 79 percent of the calculated rates in the 2015 impact fee study. Lastly, the table presents the maximum allowable impact fees per Florida Statue 163.31801.

As mentioned previously, compared to the 2015 study, net impact cost per student increased by 85 percent. All other fluctuations compared to the calculated rates in the 2015 study are due to the changes in student generation rates by residential category and adoption of the fee at a reduced rate.

Table 9

Calculated School Impact Fee Schedule

Residential Category	Impact Unit	Net Impact Cost per Student[1]	Students per Unit[2]	Calculated Impact Fee[3]	Current Adopted Impact Fee[4]	Percent Change[5]	F.S. 163.31801 Maximum Impact Fee[6]	Percent Change[7]
Single Family Detached	du	$60,603	0.26	**$15,757**	$8,789.54	79%	$13,184	50%
Multi Family	du	$60,603	0.11	**$6,666**	$2,844.19	134%	$4,266	50%
Mobile Home/RV Park (Tied Down)	du	$60,603	0.21	**$12,727**	$7,238.45	76%	$10,857	50%

1) Source: Table 7
2) Source: Table 8
3) Net impact cost per student (Item 1) multiplied by the students per unit (Item 2)
4) Source: Collier County Capital Projects Planning, Impact Fees and Program Management Division
5) Percent change between the calculated impact fee (Item 3) and the current adopted impact fee (Item 4)
6) Maximum impact fee in compliance with the 50 percent increase per F.S. 163.31801. The fee increase is to be phased over four installments.
7) Percent change from the current adopted impact fee (Item 4) to the F.S. 163.31801 maximum impact fee (Item 6)

School Impact Fee Comparison

As part of the work effort in updating Collier County's school impact fee program, a comparison of the calculated single family school impact fees for Collier County to the school impact fees adopted by other counties throughout Florida has been prepared. **Table 10** presents this comparison. The impact fee study date, adoption percentage and the full rate are also shown.

Approximately 40 percent of Florida counties implemented a school impact fee.

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Table 10

School Impact Fee Schedule Comparison, Single Family (2,000 Square Feet)

County	Date of Last Update[1]	Adoption Percent[1]	Single Family (per du)	
			Adopted Fee[1]	Fee @ 100%[2]
Miami-Dade County	1995	100%	$2,448	$2,448
Citrus County	2021	50%	$2,059	$4,117
Indian River County	2020	28%	$1,310	$4,680
St. Johns County	2018	100%	$5,940	$4,725
Baker County	2005	52%	$2,592	$5,000
Nassau County	2017	100%	$5,431	$5,431
St. Lucie County	2005	100%	$6,786	$5,447
Lee County	2018	53%	$2,879	$5,484
Martin County	2007	100%	$5,567	$5,567
Sarasota County[3]	2022	Varies-SF @48%	$3,048	$6,306
Flagler County[4]	2021	Varies-SF @83%	$5,950	$7,175
Hillsborough County	2020	100%	$8,227	$8,227
Volusia County	2022	85%	$7,023	$8,262
Palm Beach County[5]	2022	Varies-SF 2,000 sf @95%	$7,906	$8,322
Hernando County[6]	2022	70%	$6,135	$8,764
Broward County[7]	2019	Varies-SF @97%	$8,809	$9,049
Manatee County[8]	2023	Varies-2,000 sf @96%	$9,190	$9,524
Orange County	2020	Varies-SF @100%	$9,513	$9,560
Brevard County	2015	50%	$5,097	$10,193
Marion County	2023	40%	$4,307	$10,768
Collier County -- Adopted[9]	**2015**	**79%**	**$8,790**	**$11,164**
Hendry County[10]	2023	40%	$4,531	$11,328
Lake County[11]	2023	100%	$12,021	$12,021
Seminole County	2017	73%	$9,000	$12,322
Clay County[12]	2022	Varies-SF @83%	$10,551	$12,680
Osceola County	2021	100%	$12,923	$12,923
Pasco County[13]	2024	Varies-SF @94%	$12,328	$13,163
Collier County -- Maximum Calculated[14]	**2024**	**N/A**	**N/A**	**$13,184**
Polk County[15]	2024	85%	$12,187	$14,338
Collier County -- Calculated[16]	**2024**	**N/A**	**N/A**	**$15,757**

Note: Counties adjacent to Collier County are highlighted.

1) Source: Published impact fee schedules and discussions with the jurisdictions
2) Represents the full calculated fee from each respective technical study
3) Fees shown effective January 1, 2026.
4) The impact fee shown shall be increased ($500 for single family, $125 for multi-family and $850 for mobile home) – on July 1, 2023, and annually on July 1 each year thereafter, each time the total number of students enrolled in Flagler County Public Schools, grades kindergarten through twelfth (excluding charter school students), increases by five hundred students as of the preceding year's October FTE reporting date.
5) Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown effective January 1, 2026.
6) Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801; fees shown reflect fully phased-in fees effective July 30, 2025.
7) School impact fee reflects single family homes with three or fewer bedrooms.

8) Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees effective September 9, 2027.
9) Source: Collier County Growth Management Division, Project Planning, Impact Fees, and Program Management Division
10) Fees shown effective February 10, 2025
11) Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. School impact fee shown effective October 1, 2026.
12) Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective June 1, 2026.
13) Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028.
14) Source: Table 9
15) Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully-phased impact fees. School impact fee shown effective January 1, 2027.
16) Source: Table 9

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Appendix A -
School District Inventory

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Appendix A - School District Inventory

Table A-1 provides an inventory of traditional schools included in the impact fee calculations. Non-traditional schools, such as charter schools, adult education schools, etc. are excluded.

Table A-1

Collier County Public Schools Existing School Inventory(1)

Count	School	Grade Level	Year Acquired	Acres	Net Square Feet	Permanent Stations	Permanent Capacity
Elementary Schools							
1	Avalon Elementary	PK 05	1966	15.0	85,795	481	481
2	Big Cypress Elementary	PK 05	1985	20.0	138,487	940	940
3	Calusa Park Elementary	PK 05	2000	24.6	153,988	900	900
4	Corkscrew Elementary	PK 05	1992	22.0	161,053	836	836
5	Eden Park Elementary	PK 05	2006	25.0	119,564	824	824
6	Estates Elementary	PK 05	2001	35.0	156,316	719	719
7	Golden Gate Elementary	PK 05	1973	16.0	103,898	802	802
8	Golden Terrace Elementary	PK 05	1987	15.0	95,943	735	735
9	Herbert Cambridge Elementary	PK 05	2003	4.0	70,309	389	389
10	Highlands Elementary	PK 05	1964	13.0	132,702	812	812
11	Lake Park Elementary	PK 05	1955	11.0	89,197	570	570
12	Lake Trafford Elementary	PK 05	1967	15.0	136,719	881	881
13	Laurel Oak Elementary	PK 05	1992	30.0	110,602	700	700
14	Lavern Gaynor Elementary	PK 05	2003	8.0	84,139	523	523
15	Lely Elementary	PK 05	1987	22.0	131,577	821	821
16	Manatee Elementary	PK 05	1972	46.0	110,049	706	706
17	Mike Davis Elementary	PK 05	2002	17.0	126,345	919	919
18	Naples Park Elementary	PK 05	1973	21.0	110,082	750	750
19	Osceola Elementary	PK 05	1970	16.0	152,129	784	784
20	Palmetto Elementary	PK 05	2002	39.0	123,954	971	971
21	Parkside Elementary	PK 05	2002	28.0	132,679	919	919
22	Pelican Marsh Elementary	PK 05	1994	20.0	162,968	854	854
23	Pinecrest Elementary	PK 05	1959	20.0	125,430	854	854
24	Poinciana Elementary	PK 05	1973	19.0	112,795	781	781
25	Sabal Palm Elementary	PK 05	2002	31.0	159,796	761	761
26	Sea Gate Elementary	PK 05	1963	15.0	125,263	854	854
27	Shadowlawn Elementary	PK 05	1958	12.0	92,527	660	660
28	Tommie Barfield Elementary	PK 05	1956	11.0	111,921	600	600
29	Veterans Memorial Elementary	PK 05	2004	30.0	169,076	929	929
30	Village Oaks Elementary	PK 05	1986	20.0	116,347	839	839
31	Vineyards Elementary	PK 05	1989	18.0	132,532	883	883
Subtotal - Elementary				**638.6**	**3,834,182**	**23,997**	**23,997**

Table A-1 (Continued)

Collier County Public Schools Existing School Inventory[1]

Count	School	Grade Level	Year Acquired	Acres	Net Square Feet	Permanent Stations	Permanent Capacity
Middle Schools							
1	Corkscrew Middle	06 08	1992	32.0	175,407	1,118	1,006
2	Cypress Palm Middle	06 08	2003	87.0	174,947	1,325	1,193
3	East Naples Middle	06 08	1966	19.8	146,274	1,139	1,025
4	Golden Gate Middle	06 08	1974	27.0	163,361	1,375	1,238
5	Gulfview Middle	06 08	1937	10.0	96,792	759	683
6	Immokalee Middle	06 08	1990	24.0	178,174	1,906	1,715
7	Manatee Middle	06 08	1972	46.0	160,939	1,451	1,306
8	North Naples Middle	06 08	1990	43.0	153,270	1,116	1,004
9	Oakridge Middle	06 08	1990	39.0	178,681	1,461	1,315
10	Pine Ridge Middle	06 08	1973	37.0	143,766	1,261	1,135
Subtotal - Middle				**364.8**	**1,571,611**	**12,911**	**11,620**
Multi-level Schools							
1	Everglades City School	PK 12	1954	4.0	96,761	537	483
Subtotal - Multi-level Schools				**4.0**	**96,761**	**537**	**483**
High Schools							
1	Aubrey Rogers High School	09 12	2001	60.0	298,797	1,908	1,813
2	Barron Collier High	09 12	1970	98.0	306,391	1,943	1,846
3	Golden Gate High	09 12	2002	65.9	334,049	2,086	1,982
4	Gulf Coast High	09 12	1992	42.0	345,609	1,891	1,796
5	Immokalee High	09 12	1973	43.0	295,243	2,338	2,221
6	Lely High	09 12	1973	50.0	264,930	2,103	1,998
7	Lorenzo Walker Technical[2]	09 12	1972	6.0	59,142	609	579
8	Naples High	09 12	1958	33.0	302,880	2,019	1,918
9	Palmetto Ridge High	09 12	2001	135.0	356,874	2,039	1,937
Subtotal - High				**532.9**	**2,563,915**	**16,936**	**16,090**
Grand Total				**1,540.3**	**8,066,469**	**54,381**	**52,190**

1) Source: Collier County Public Schools; Florida Inventory of School Houses (FISH) Report
2) Includes the Technical High portion of the school only. Acreage adjusted to reflect the portion of the square footage added.

Appendix B -
Building and Land Cost Estimates -
Supplemental Information

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Appendix B - Supplemental Unit Cost Information

This Appendix provides additional information on the data and methodology used to estimate building and land values for the school impact fee.

Building Costs

To determine the administration, architect/site improvement, and construction cost associated with building a new school in Collier County, the following information was evaluated:

- Recently built or planned/programmed schools in Collier County;
- Insurance values of the existing schools;
- School cost information from other Florida counties;
- Construction cost increases observed by industry sources; and
- Discussions with the District.

The following paragraphs provide further detail on this research and analysis.

Construction Cost

Collier County Public Schools recently completed the construction of a new high school. Construction cost for this school was approximately $346 per net square foot.

A review of construction cost index suggests that costs increased by 50 percent since 2015. Applying this percentage to the estimated unit costs during the previous study resulted in construction cost estimates of $270 per net square foot for elementary schools to $330 per net square foot for high schools.

The insurance values of the existing schools average approximately $180 per net square foot for buildings only and $210 per square foot for buildings and contents. It is important to note insurance values do not include the full cost of constructing a school since certain components of a building, such as the foundation, are excluded from these values. As such, insurance values are considered to be conservative estimates.

Table B-2 provides a summary of data obtained from the Florida Department of Education for schools built in 2015 through 2023. As shown, during 2020 through 2023, the construction costs ranged from $122 per net square foot to $437 per net square foot.

Finally, the discussions with industry architects suggested a range of $233 per square foot to $526 per square foot for construction costs. The low end of this range reflects prices in 2021/2022 while the high end reflects 2023 estimates.

Table B-1 provides a summary of this information. Given this data and information, average construction costs of $290 per net square foot for elementary schools, $320 per net square foot for middle schools, and $350 per net square foot for high schools are used in this study for impact fee calculation purposes and reflect the local cost factors of Collier County schools.

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Table B-1
Construction Cost Analysis - Collier County

Year Built	Facility Name	Construction Cost	Net Permanent Square Feet	Cost per Net Square Foot
New School Construction [1]				
2022-23	Aubrey Rogers High	$97,996,019	283,392	$346

School Level	ENR (2015-2024)[2]	2015 Estimates per Square Foot[3]	Indexed Values per Square Foot[4]
2015 Study Estimated Indexed			
- Elementary Schools	51.23%	$180	$272
- Middle Schools		$200	$302
- High Schools		$220	$333

School Level	Building Value per Square Foot	Building & Contents Value per Square Foot
Insurance Values of Existing School Buildings [5]		
- Elementary Schools	$175	$201
- Middle Schools	$177	$201
- High Schools	$193	$224
- Multi-Level Schools	$178	$203
- All Traditional Schools	**$181**	**$208**
Construction Cost Range Obtained From Other Florida Jurisdictions (2020-2023) [6]		$122 - $437

County	School Level	Year	Cost per Square Foot
Cost of Projects with Similar Construction Specifications [7]			
Dade County	Middle School	2021/2022	$233
Broward County	Middle School	2023	$450
Construction cost percent increase between the two projects			93%
Collier County	High School	2019	$298
Sarasota County	High School	2023	$526
Construction cost percent increase between the two projects			77%
Estimates Used in the Study:			
- Elementary Schools			**$290**
- Middle Schools			**$320**
- High Schools			**$350**

1) Source: Collier County Public Schools
2) Source: Engineering News Record (ENR), Building Cost Index
3) Source: *Collier County School Impact Fee Update, Draft Report, September 25, 2015*
4) Source: Estimates from the 2015 study (Item 3) indexed according to the Engineering News Record (Item 2)
5) Source: Collier County Public Schools, Statement of Property Values, April 21, 2023
6) Source: Table B-2
7) Source: Industry architects

Table B-2
Construction Cost Analysis – Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Construction Cost per NSF
Elementary Schools:				
2015	Orange	Elem	Eagle Creek Elementary	$116
2015	Orange	Elem	Independence Elementary	$116
2015	Orange	Elem	Ocoee ES (Replacement)	$112
2015	Orange	Elem	Clay Springs Elementary	$148
2015	Orange	Elem	Lake Weston Elementary	$117
2015	Orange	Elem	Lovell Elementary	$130
2015	Palm Beach	Elem	Glade View Elementary	$177
2015	Palm Beach	Elem	Rosenwald Elementary	$189
2015	Pasco	Elem	Sanders Memorial Elementary	$160
2016	Orange	Elem	Millennia Gardens Elementary	$126
2016	Orange	Elem	Tangelo Park ES	$139
2016	Pasco	Elem	Wiregrass Elementary School (Elem "W")	$167
2016	Washington	Elem	Kate Smith Elementary School	$140
2017	Orange	Elem	Bay Lake Elementary	$138
2017	Orange	Elem	Engelwood Elementary	$149
2017	Orange	Elem	Ivy Lane Elementary	$159
2017	Orange	Elem	Laureate Park Elementary	$143
2017	Orange	Elem	Meadow Woods Elementary	$148
2017	Orange	Elem	Mollie Ray ES	$153
2017	Orange	Elem	Oak Hill ES	$156
2017	Orange	Elem	Rock Lake ES	$166
2017	Orange	Elem	Ventura ES	$147
2017	Orange	Elem	Westpointe ES	$224
2017	St Johns	Elem	Picolata Crossing Elementary	$176
2017	Pasco	Elem	Bexley Elementary	$164
2017	Nassau	Elem	Wildlight Elementary School	$156
2017	Broward	Elem	Riverglades Elementary	$154
2017	Hamilton	Elem	Hamilton County Elementary School	$119
2018	Escambia	Elem	Kingsfield Elementary School	$226
2018	Hillsborough	Elem	Dawson Elementary School	$172
2018	Orange	Elem	William Frangus Elementary	$167
2018	Orange	Elem	Hidden Oaks Elementary	$164
2018	Orange	Elem	Hungerford Elementary School	$190

Table B-2 (Continued)
Construction Cost Analysis – Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Construction Cost per NSF
Elementary Schools:				
2018	Orange	Elem	Maxey Elementary School	$158
2018	Orange	Elem	Pine Hills Elementary School	$159
2018	Volusia	Elem	Pierson Elementary School	$185
2018	Clay	Elem	Discovery Oaks Elementary School	$178
2019	Manatee	Elem	Barbara Harvey Elementary School	$149
2019	Monroe	Elem	Gerald Adams Elementary School	$290
2019	Orange	Elem	Deerwood Elementary School	$191
2019	Orange	Elem	Water Spring Elementary School	$175
2019	Orange	Elem	Castleview Elementary School	$159
2019	Taylor	Elem	Taylor County Primary School	$146
2019	Volusia	Elem	Chisholm Elementary School	$260
2020	Monroe	Elem	Stanley Switlik Elementary School	$437
2020	Orange	Elem	Summerlake Elementary School	$176
2020	Orange	Elem	Sunshine Elementary School	$177
2020	Orange	Elem	Vista Pointe Elementary School	$196
2020	Pinellas	Elem	Melrose Elementary School	$154
2020	Seminole	Elem	Pine Crest School of Innovation	$130
2020	Walton	Elem	Dune Lakes Elementary School	$194
2021	Alachua	Elem	Metcalf Elementary	$172
2021	Alachua	Elem	New Myra Terwilliger Elementary	$194
2021	Brevard	Elem	Viera Elementary School	$151
2021	Dade	Elem	Andrea Castillo Preparatory	$232
2021	Hillsborough	Elem	Belmont Elementary	$163
2021	Hillsborough	Elem	Tampa Heights Elementary	$434
2021	Orange	Elem	Village Park Elementary	$202
2021	Osceola	Elem	Michigan Avenue Elementary	$122
2021	Palm Beach	Elem	Washington Elementary	$233
2021	Polk	Elem	Bella Citta Elementary	$218
2021	Polk	Elem	Willow Oak School	$240
2022	Bay	Elem	A. Gary Walsingham Academy	$243
2022	Orange	Elem	Hamlin ES	$190
2022	Orange	Elem	Panther Lake ES	$204
2022	Orange	Elem	Stonewyck ES	$198

Table B-2 (Continued)
Construction Cost Analysis – Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Construction Cost per NSF
Elementary Schools:				
2022	Palm Beach	Elem	Blue Lake ES 05-C	$210
2022	St Johns	Elem	Pine Island Academy ("MM")	$173
2022	Volusia	Elem	George Marks Elementary	$260
2023	Bradford	Elem	Bradford Elementary	$355
2023	Lake	Elem	Lake Pointe Academy	$207
2023	Baker	Elem	Legacy Elementary	$262
2023	Osceola	Elem	Celebration Elementary	$297
Total/Weighted Average -- Elementary Schools				**$188**
Total/Weighted Average -- Elementary Schools (2015 - 2023)				**$188**
Total/Weighted Average -- Elementary Schools (2020 - 2023)				**$213**
Middle Schools:				
2015	St Johns	Middle	Patriot Oaks Academy	$143
2015	St Johns	Middle	Valley Ridge Academy	$143
2016	Orange	Middle	Wedgefield K-8 School	$154
2016	Polk	Middle	Citrus Ridge: A Civics Academy	$164
2017	Orange	Middle	OCPS Academic Center for Excellence	$129
2017	Orange	Middle	Innovation	$135
2017	Orange	Middle	Timber Springs Middle	$134
2017	Orange	Middle	Carver Middle	$126
2017	Calhoun	Middle	Atha Public School	$155
2017	Hillsborough	Middle	Sulphur Springs K-8	$293
2017	Holmes	Middle	Bonifay PK-8	$155
2018	Escambia	Middle	Beulah Middle School	$168
2018	Orange	Middle	Audubon Park School K-8	$157
2018	Orange	Middle	Lake Como School K-8	$154
2018	Seminole	Middle	New Millenium Middle School	$191
2018	St Johns	Middle	Freedom Crossing Academy ("LL") K-8	$173
2018	St Johns	Middle	Palm Valley Academy ("KK") K-8	$185
2019	Manatee	Middle	Mona Jain Middle School	$161
2019	Orange	Middle	Horizon West Middle School	$138
2019	Orange	Middle	Pershing School K-8	$159
2019	Osceola	Middle	Harmony Middle School	$178
2020	Jackson	Middle	Marianna K-8 School	$165

Table B-2 (Continued)
Construction Cost Analysis – Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Construction Cost per NSF
Middle Schools:				
2020	Monroe	Middle	Plantation Key School	$363
2020	Palm Beach	Middle	Verde K-8 School	$200
2020	Pasco	Middle	Cypress Middle School "HH"	$184
2021	Alachua	Middle	Howard Bishop Middle School	$196
2021	Lee	Middle	MM Middle School	$207
2021	Osceola	Middle	St. Cloud Middle School	$151
2021	Palm Beach	Middle	Addison Mizner K-8	$192
2022	Orange	Middle	Hamlin MS	$165
2022	Orange	Middle	Kelly Park School	$164
2022	Pasco	Middle	Starkey Ranch K-8	$195
2022	Santa Rosa	Middle	East Bay K-8	$154
2023	Orange	Middle	Water Spring Middle	$196
Total/Weighted Average -- Middle Schools				**$168**
Total/Weighted Average -- Middle Schools (2015-2023)				**$168**
Total/Weighted Average -- Middle Schools (2020-2023)				**$189**
High Schools:				
2016	Charlotte	High	Lemon Bay High School	$154
2017	Dade	High	Miami Carol City Senior High	$182
2017	Levy	High	Williston Middle High School	$175
2017	Pasco	High	Cypress Creek High	$165
2017	Osceola	High	Poinciana High	$182
2017	Pinellas	High	Palm Harbor University High	$206
2017	St Johns	High	Nease High	$173
2017	Orange	High	Windermere HS	$155
2018	Dixie	High	Dixie County High School	$126
2018	Osceola	High	Tohopekaliga High School	$186
2018	Pinellas	High	Largo High School	$153
2019	Dade	High	Maritime & Science Technology Academy	$322
2019	Lee	High	Bonita Springs High School	$209
2019	Manatee	High	Parrish Community High School	$207
2019	Osceola	High	NeoCity Academy	$277
2020	Orange	High	Magnolia School	$259
2021	Lee	High	Gateway High School	$215

Table B-2 (Continued)

Construction Cost Analysis – Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Construction Cost per NSF
High Schools:				
2021	Orange	High	Horizon High School	$214
2021	Orange	High	Lake Buena Vista High School	$237
2021	Orange	High	Silver Pines Academy K-12 Learning Center	$190
2021	Polk	High	Davenport High	$235
2022	Hillsborough	High	Sumner High School	$269
2023	Levy	High	Chiefland Middle High School	$226
2023	Pasco	High	Kirkland Ranch Academy of Innovation	$271
Total/Weighted Average -- High Schools				**$199**
Total/Weighted Average -- High Schools (2015-2023)				**$199**
Total/Weighted Average -- High Schools (2020-2023)				**$235**
Total/Weighted Average -- All Schools				**$185**
Total/Weighted Average -- All Schools (2015-2023)				**$185**
Total/Weighted Average -- All Schools (2020-2023)				**$212**

Source: Florida Department of Education and information from Florida school districts, when available

Architectural, Design, and Site Preparation Costs

The architectural, design, and site preparation costs (including on-site improvement and traffic control costs) are calculated based on the ratio of these costs to the construction costs observed in Collier County and other jurisdictions. The estimated architectural/design cost for the planned new high school is 5 percent of the construction cost, consistent with the estimates used in prior studies. The estimate used in the previous study for site preparation (10 percent) is maintained. Tables B-4 and B-5 summarize the data obtained from other Florida jurisdictions, which is consistent with the study's estimates.

Table B-3

Non-Construction Cost Components - Collier County

Cost Component	Collier County 2015 Estimates[1]	Collier County 2024 Estimates	Other Florida School Districts (2020-2023)[2]
Architectural/Design	5%	**5%**	6%
Site Preparation	10%	**10%**	11%
Total	**15%**	**15%**	**17%**

1) Source: *Collier County School Impact Fee Update Study Final Report, June 23, 2015*
2) Source: Tables B-4 and B-5

Table B-4

Architectural/Civil Design Cost Analysis -Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Architect & Eng. Fees	Ratio of Architect & Eng. Fees to Construction Cost
2015	Hillsborough	Elem	Thompson Elementary	$1,117,623	8%
2015	Orange	Elem	Eagle Creek Elementary	$503,008	5%
2015	Orange	Elem	Independence Elementary	$454,954	5%
2015	Orange	Elem	Ocoee ES (Replacement)	$669,660	7%
2015	Orange	Middle	Clay Springs Elementary	$619,675	5%
2015	Orange	High	Lake Weston Elementary	$557,676	6%
2015	Orange	Elem	Lovell Elementary	$532,470	5%
2015	Palm Beach	Middle	Glade View Elementary	$1,142,611	8%
2015	Palm Beach	High	Rosenwald Elementary	$942,748	8%
2015	Pasco	Elem	Sanders Memorial Elementary	$1,442,401	8%
2015	St Johns	Middle	Patriot Oaks Academy	$1,492,491	7%
2015	St Johns	Middle	Valley Ridge Academy	$856,884	4%
2016	Charlotte	High	Lemon Bay High School	$6,486,215	13%
2016	Hillsborough	Elem	Lamb Elementary	$1,159,221	8%
2016	Orange	Elem	Bay Lake Elementary	$715,680	6%
2016	Orange	Elem	Tangelo Park Elementary	$766,295	7%
2016	Pasco	Elem	Wiregrass Elementary School (Elem "W")	$993,089	7%
2016	Polk	Middle	Citrus Ridge: A Civics Academy	$1,235,864	4%
2016	Washington	Elem	Kate Smith Elementary School	$1,799,321	9%
2017	Orange	Elem	Millenia Gardens Elementary	$660,780	6%
2017	Orange	K8	Wedgefield	$2,153,131	11%
2017	Orange	Elem	Laureate Park Elementary	$636,009	5%
2017	Orange	Elem	Engelwood ES	$659,183	5%
2017	Orange	Elem	Ivey Lane ES	$599,596	5%
2017	Orange	Elem	Meadow Woods ES	$782,369	6%
2017	Orange	Elem	Mollie Ray ES	$693,404	6%
2017	Orange	Elem	Oak Hill ES	$581,863	5%
2017	Orange	Elem	Rock Lake ES	$672,601	5%
2017	Orange	Elem	Ventura ES	$780,745	6%
2017	Orange	K8	OCPS Academic Center for Excellence	$2,342,381	8%
2017	Orange	Middle	Innovation Middle	$1,954,764	9%
2017	Orange	Middle	Timber Springs Middle	$2,460,335	10%
2017	Orange	Middle	Carver Middle	$1,519,638	7%
2017	St Johns	Elem	Picolata Crossing Elementary	$711,881	4%
2017	Pasco	Elem	Bexley Elementary	$1,176,816	7%
2017	Nassau	Elem	Wildlight Elementary School	$1,649,044	10%
2017	Broward	Elem	Riverglades Elementary	$303,332	6%
2017	Hamilton	Elem	Hamilton County Elementary School	$1,677,527	10%
2017	Calhoun	Middle	Atha Public School	$1,436,603	8%
2017	Hillsborough	Middle	Sulphur Springs K-8	$417,315	8%
2017	Holmes	Middle	Bonifay PK-8	$2,870,562	9%

Table B-4 (Continued)

Architectural/Civil Design Cost Analysis -Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Architect & Eng. Fees	Ratio of Architect & Eng. Fees to Construction Cost
2017	Dade	High	Miami Carol City Senior High	$5,273,339	8%
2017	Levy	High	Williston Middle High School	$1,849,055	6%
2017	Pasco	High	Cypress Creek High	$2,712,972	7%
2017	Dade	High	Maritime & Science Technology Academy	$1,052,669	8%
2017	Osceola	High	Poinciana High	$267,393	6%
2017	Pinellas	High	Palm Harbor University High	$1,034,481	10%
2017	St Johns	High	Nease High	$828,000	8%
2017	Orange	High	Windermere HS	$4,993,625	9%
2017	Orange	Elem	Westpointe Elementary	$860,457	9%
2018	Escambia	Elem	Kingsfield Elementary School	$2,421,087	8%
2018	Hillsborough	Elem	Dawson Elementary School	$712,947	4%
2018	Orange	Elem	William Frangus Elementary	$642,656	4%
2018	Orange	Elem	Hidden Oaks Elementary	$640,642	5%
2018	Orange	Elem	Hungerford Elementary School	$650,486	5%
2018	Orange	Elem	Maxey Elementary School	$626,928	5%
2018	Orange	Elem	Pine Hills Elementary School	$693,105	5%
2018	Volusia	Elem	Pierson Elementary School	$1,459,238	12%
2018	Clay	Elem	Discovery Oaks Elementary School	$869,100	4%
2018	Escambia	Middle	Beulah Middle School	$3,394,057	10%
2018	Orange	Middle	Audubon Park School K-8	$2,972,528	11%
2018	Orange	Middle	Lake Como School K-8	$2,050,230	8%
2018	Seminole	Middle	New Millenium Middle School	$2,892,045	7%
2018	St Johns	Middle	Freedom Crossing Academy ("LL") K-8	$1,247,321	4%
2018	St Johns	Middle	Palm Valley Academy ("KK") K-8	$1,342,410	4%
2018	Dixie	High	Dixie County High School	$2,055,000	8%
2018	Osceola	High	Tohopekaliga High School	$3,360,740	5%
2018	Pinellas	High	Largo High School	$3,606,122	9%
2019	Manatee	Elem	Barbara Harvey Elementary School	$1,104,274	7%
2019	Monroe	Elem	Gerald Adams Elementary School	$2,151,000	7%
2019	Orange	Elem	Deerwood Elementary School	$679,669	5%
2019	Orange	Elem	Water Spring Elementary School	$673,077	4%
2019	Orange	Elem	Castleview Elementary School	$781,914	5%
2019	Taylor	Elem	Taylor County Primary School	$1,216,820	8%
2019	Volusia	Elem	Chisholm Elementary School	$206,670	2%
2019	Manatee	Middle	Mona Jain Middle School	$1,580,528	6%
2019	Orange	Middle	Horizon West Middle School	$1,357,152	6%
2019	Orange	Middle	Pershing School K-8	$2,114,313	8%
2019	Osceola	Middle	Harmony Middle School	$1,552,230	5%
2019	Lee	High	Bonita Springs High School	$2,178,000	5%
2019	Manatee	High	Parrish Community High School	$2,436,800	4%
2019	Osceola	High	NeoCity Academy	$1,436,484	12%

Table B-4 (Continued)

Architectural/Civil Design Cost Analysis -Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Architect & Eng. Fees	Ratio of Architect & Eng. Fees to Construction Cost
2020	Jackson	Middle	Marianna K-8 School	$4,686,265	9%
2020	Monroe	Middle	Plantation Key School	$276,122	1%
2020	Monroe	Elem	Stanley Switlik Elementary School	$1,762,172	7%
2020	Orange	High	Magnolia School	$1,468,970	8%
2020	Orange	Elem	Summerlake Elementary School	$717,175	5%
2020	Orange	Elem	Sunshine Elementary School	$748,162	5%
2020	Orange	Elem	Vista Pointe Elementary School	$600,440	4%
2020	Palm Beach	Middle	Verde K-8 School	$2,411,658	9%
2020	Pasco	Middle	Cypress Middle School "HH"	$2,073,215	6%
2020	Pinellas	Elem	Melrose Elementary School	$1,129,923	10%
2020	Seminole	Elem	Pine Crest School of Innovation	$1,718,290	9%
2020	Walton	Elem	Dune Lakes Elementary School	$3,049,104	11%
2021	Alachua	Elem	Metcalf Elementary	$1,240,634	9%
2021	Alachua	Elem	New Myra Terwilliger Elementary	$1,334,132	7%
2021	Brevard	Elem	Viera Elementary School	$331,710	2%
2021	Dade	Elem	Andrea Castillo Preparatory	$599,726	6%
2021	Hillsborough	Elem	Belmont Elementary	$1,335,221	7%
2021	Hillsborough	Elem	Tampa Heights Elementary	$1,550,777	8%
2021	Orange	Elem	Village Park Elementary	$727,857	4%
2021	Osceola	Elem	Michigan Avenue Elementary	$2,068,487	13%
2021	Palm Beach	Elem	Washington Elementary	$765,589	8%
2021	Polk	Elem	Bella Citta Elementary	$1,266,728	5%
2021	Polk	Elem	Willow Oak Scchool	$1,397,894	5%
2021	Alachua	Middle	Howard Bishop Middle School	$2,212,315	9%
2021	Lee	Middle	MM Middle School	$2,300,000	7%
2021	Osceola	Middle	St. Cloud Middle School	$2,255,570	11%
2021	Palm Beach	Middle	Addison Mizner K-8	$1,619,786	7%
2021	Lee	High	Gateway High School	$2,035,500	4%
2021	Orange	High	Horizon High School	$3,140,805	5%
2021	Orange	High	Lake Buena Vista High School	$2,477,598	3%
2021	Orange	High	Silver Pines Academy K-12 Learning Center	$1,056,160	8%
2021	Polk	High	Davenport High	$3,755,737	5%
2022	Bay	Elem	A. Gary Walsingham Academy	$2,255,888	8%
2022	Orange	Elem	Hamlin ES	$861,339	5%
2022	Orange	Elem	Panther Lake ES	$956,540	5%
2022	Orange	Elem	Stonewyck ES	$1,046,001	6%
2022	Palm Beach	Elem	Blue Lake ES 05-C	$1,365,440	7%
2022	St Johns	Elem	Pine Island Academy ("MM")	$1,369,334	4%
2022	Volusia	Elem	George Marks Elementary	$1,907,025	7%
2022	Orange	Middle	Hamlin MS	$1,508,823	5%
2022	Orange	Middle	Kelly Park School	$1,458,184	6%

Table B-4 (Continued)

Architectural/Civil Design Cost Analysis -Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Architect & Eng. Fees	Ratio of Architect & Eng. Fees to Construction Cost
2022	Pasco	Middle	Starkey Ranch K-8	$2,067,542	6%
2022	Santa Rosa	Middle	East Bay K-8	$1,645,878	8%
2022	Hillsborough	High	Sumner High School	$4,017,926	7%
2023	Levy	High	Chiefland Middle High School	$2,467,200	9%
2023	Orange	Middle	Water Spring Midle	$1,479,836	4%
2023	Bradford	Elem	Bradford Elementary	$3,578,849	7%
2023	Pasco	High	Kirkland Ranch Academy of Innovation	$3,334,589	7%
2023	Lake	Elem	Lake Pointe Academy	$1,785,110	6%
2023	Baker	Elem	Leagacy Elementary	$2,611,286	9%
2023	Osceola	Elem	Celebration Elementary	$725,905	3%
Total/Weighted Average				**$210,761,746**	**7%**
Total/Weighted Average (2015-2023)				**$210,761,746**	**7%**
Total/Weighted Average (2020-2023)				**$90,556,417**	**6%**

Source: Florida Department of Education and information from Florida school districts, when available

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Table B-5
Site Development Cost Analysis - Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Site Development	Ratio of Site Development to Construction Cost
2015	Hillsborough	Elem	Thompson Elementary	$1,020,579	8%
2015	Orange	Elem	Clay Springs Elementary	$2,096,813	18%
2015	Orange	High	Lake Weston Elementary	$1,719,879	17%
2015	Orange	Elem	Lovell Elementary	$851,121	8%
2015	Orange	Elem	Eagle Creek Elementary	$1,934,060	21%
2015	Orange	Elem	Independence Elementary	$1,649,461	18%
2015	Orange	Elem	Ocoee ES (Replacement)	$1,470,388	16%
2015	Palm Beach	Middle	Glade View Elementary	$1,652,065	11%
2015	Palm Beach	High	Rosenwald Elementary	$1,853,846	16%
2015	Pasco	Elem	Sanders Memorial Elementary	$1,478,220	9%
2015	St Johns	Middle	Patriot Oaks Academy	$0	0%
2015	St Johns	Middle	Valley Ridge Academy	$0	0%
2016	Charlotte	High	Lemon Bay High School	$7,169,846	14%
2016	Hillsborough	Elem	Lamb Elementary	$3,980	0%
2016	Orange	Elem	Bay Lake Elementary	$2,371,208	19%
2016	Orange	Elem	Tangelo Park Elementary	$1,682,616	15%
2016	Pasco	Elem	Wiregrass Elementary School (Elem "W")	$1,213,282	8%
2016	Polk	Middle	Citrus Ridge: A Civics Academy	$0	0%
2016	Washington	High	Kate Smith Elementary School	$2,568,867	12%
2017	Orange	Elem	Millenia Gardens Elementary	$1,802,063	17%
2017	Orange	K8	Wedgefield School K-8	$3,151,392	16%
2017	Orange	Elem	Laureate Park Elementary	$1,229,287	10%
2017	Orange	Elem	Engelwood ES	$1,389,126	11%
2017	Orange	Elem	Ivey Lane ES	$1,526,111	13%
2017	Orange	Elem	Meadow Woods ES	$1,358,748	10%
2017	Orange	Elem	Mollie Ray ES	$1,525,138	13%
2017	Orange	Elem	Oak Hill ES	$1,629,450	13%
2017	Orange	Elem	Rock Lake ES	$2,685,941	20%
2017	Orange	Elem	Ventura ES	$2,458,354	18%
2017	Orange	K8	OCPS Academic Center for Excellence	$1,503,611	5%
2017	Orange	Middle	Innovation Middle	$1,856,965	8%
2017	Orange	Middle	Timber Springs Middle	$3,047,594	13%
2017	Orange	Middle	Carver Middle	$3,648,736	16%
2017	Orange	High	Windermere HS	$8,003,699	15%
2017	Pasco	Elem	Bexley Elementary	$1,481,772	9%
2017	Nassau	Elem	Wildlight Elementary School	$4,423,526	27%
2017	Broward	Elem	Riverglades Elementary	$671,049	14%
2017	Hamilton	Elem	Hamilton County Elementary School	$1,241,320	7%
2017	Calhoun	Middle	Atha Public School	$1,389,719	7%
2017	Hillsborough	Middle	Sulphur Springs K-8	$0	0%
2017	Holmes	Middle	Bonifay PK-8	$1,489	0%
2017	Dade	High	Miami Carol City Senior High	$7,753,194	12%
2017	Levy	High	Williston Middle High School	$1,773,603	5%
2017	Pasco	High	Cypress Creek High	$8,217,342	20%
2017	Dade	High	Maritime & Science Technology Academy	$335,946	2%
2017	Osceola	High	Poinciana High	$414,907	9%

Table B-5 (Continued)

Site Development Cost Analysis - Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Site Development	Ratio of Site Development to Construction Cost
2017	Pinellas	High	Palm Harbor University High	$2,306,147	23%
2017	St Johns	High	Nease High	$0	0%
2017	Orange	Elem	Westpointe Elementary	$1,422,408	15%
2018	Hillsborough	Elem	Hope Dawson Elementary	$0	0%
2018	Escambia	Elem	Kingsfield Elementary School	$1,835,262	6%
2018	Orange	Elem	William Frangus Elementary	$2,529,474	17%
2018	Orange	Elem	Hidden Oaks Elementary	$1,686,521	14%
2018	Orange	Elem	Hungerford Elementary School	$1,490,730	12%
2018	Orange	Elem	Maxey Elementary School	$1,103,308	9%
2018	Orange	Elem	Pine Hills Elementary School	$1,026,205	7%
2018	Volusia	Elem	Pierson Elementary School	$2,081,652	18%
2018	Clay	Elem	Discovery Oaks Elementary School	$1,668,705	8%
2018	Escambia	Middle	Beulah Middle School	$7,401,440	23%
2018	Orange	Middle	Audubon Park School K-8	$1,787,707	7%
2018	Orange	Middle	Lake Como School K-8	$1,747,202	7%
2018	Seminole	Middle	New Millenium Middle School	$1,714,394	4%
2018	St Johns	Middle	Freedom Crossing Academy ("LL") K-8	$0	0%
2018	St Johns	Middle	Palm Valley Academy ("KK") K-8	$0	0%
2018	Dixie	High	Dixie County High School	$1,500,000	6%
2018	Osceola	High	Tohopekaliga High School	$9,186,709	14%
2018	Pinellas	High	Largo High School	$10,741,728	27%
2019	Manatee	Elem	Barbara Harvey Elementary School	$1,055,565	7%
2019	Monroe	Elem	Gerald Adams Elementary School	$0	0%
2019	Orange	Elem	Deerwood Elementary School	$2,253,796	15%
2019	Orange	Elem	Water Spring Elementary School	$1,844,486	12%
2019	Orange	Elem	Castleview Elementary School	$1,587,126	10%
2019	Taylor	Elem	Taylor County Primary School	$2,266,867	15%
2019	Volusia	Elem	Chisholm Elementary School	$0	0%
2019	Manatee	Middle	Mona Jain Middle School	$3,674,825	15%
2019	Orange	Middle	Horizon West Middle School	$2,924,349	12%
2019	Orange	Middle	Pershing School K-8	$1,866,230	7%
2019	Osceola	Middle	Harmony Middle School	$4,005,510	13%
2019	Lee	High	Bonita Springs High School	$11,339,000	26%
2019	Manatee	High	Parrish Community High School	$8,097,183	15%
2019	Osceola	High	NeoCity Academy	$2,227,396	19%
2020	Jackson	Middle	Marianna K-8 School	$0	0%
2020	Monroe	Middle	Plantation Key School	$208,401	1%
2020	Monroe	Elem	Stanley Switlik Elementary School	$0	0%
2020	Orange	High	Magnolia School	$2,328,178	12%
2020	Orange	Elem	Summerlake Elementary School	$1,713,260	11%
2020	Orange	Elem	Sunshine Elementary School	$3,074,502	20%
2020	Orange	Elem	Vista Pointe Elementary School	$4,458,820	27%
2020	Palm Beach	Middle	Verde K-8 School	$3,336,287	12%
2020	Pasco	Middle	Cypress Middle School "HH"	$6,161,935	18%
2020	Pinellas	Elem	Melrose Elementary School	$1,108,393	10%
2020	Seminole	Elem	Pine Crest School of Innovation	$1,770,059	9%

Table B-5 (Continued)

Site Development Cost Analysis - Other Florida Jurisdictions

Year Opened	District	Type	Facility Name	Site Development	Ratio of Site Development to Construction Cost
2020	Walton	Elem	Dune Lakes Elementary School	$1,914,262	7%
2021	Alachua	Elem	Metcalf Elementary	$917,445	7%
2021	Alachua	Elem	New Myra Terwilliger Elementary	$1,834,051	10%
2021	Brevard	Elem	Viera Elementary School	$2,415,000	13%
2021	Dade	Elem	Andrea Castillo Preparatory	$1,584,975	15%
2021	Hillsborough	Elem	Belmont Elementary	$2,948,482	16%
2021	Hillsborough	Elem	Tampa Heights Elementary	$1,346,184	7%
2021	Orange	Elem	Village Park Elementary	$2,404,612	14%
2021	Osceola	Elem	Michigan Avenue Elementary	$3,610,703	23%
2021	Palm Beach	Elem	Washington Elementary	$2,957,816	29%
2021	Polk	Elem	Bella Citta Elementary	$0	0%
2021	Polk	Elem	Willow Oak Scchool	$0	0%
2021	Alachua	Middle	Howard Bishop Middle School	$1,218,000	5%
2021	Lee	Middle	MM Middle School	$2,208,756	7%
2021	Osceola	Middle	St. Cloud Middle School	$3,661,064	19%
2021	Palm Beach	Middle	Addison Mizner K-8	$4,964,092	22%
2021	Lee	High	Gateway High School	$13,116,809	23%
2021	Orange	High	Horizon High School	$12,948,899	19%
2021	Orange	High	Lake Buena Vista High School	$12,970,995	17%
2021	Orange	High	Silver Pines Academy K-12 Learning Center	$1,760,883	13%
2021	Polk	High	Davenport High	$0	0%
2022	Bay	Elem	A. Gary Walsingham Academy	$2,690,591	9%
2022	Orange	Elem	Hamlin ES	$1,403,033	8%
2022	Orange	Elem	Panther Lake ES	$2,678,792	15%
2022	Orange	Elem	Stonewyck ES	$2,333,282	13%
2022	Palm Beach	Elem	Blue Lake ES 05-C	$3,078,264	17%
2022	St Johns	Elem	Pine Island Academy ("MM")	$2,379,053	8%
2022	Volusia	Elem	George Marks Elementary	$0	0%
2022	Orange	Middle	Hamlin MS	$2,869,169	10%
2022	Orange	Middle	Kelly Park School	$1,622,658	7%
2022	Pasco	Middle	Starkey Ranch K-8	$3,881,006	11%
2022	Santa Rosa	Middle	East Bay K-8	$4,376,460	20%
2022	Hillsborough	High	Sumner High School	$15,765,935	28%
2023	Levy	High	Chiefland Middle High School	$3,405,923	13%
2023	Orange	Middle	Water Spring Midle	$3,083,326	9%
2023	Bradford	Elem	Bradford Elementary	$258,453	0%
2023	Pasco	High	Kirkland Ranch Academy of Innovation	$6,299,962	13%
2023	Lake	Elem	Lake Pointe Academy	$158,060	1%
2023	Baker	Elem	Leagacy Elementary	$2,092,000	8%
2023	Osceola	Elem	Celebration Elementary	$3,415,862	13%
Total/Weighted Average				**$350,362,930**	**11%**
Total/Weighted Average (2015-2023)				**$350,362,930**	**11%**
Total/Weighted Average (2020-2023)				**$160,734,692**	**11%**

Source: Florida Department of Education and information from Florida school districts, when available

Land Value Analysis

To estimate the current land value the following analysis is conducted:

- Recent land purchases;
- Land value increases since the previous study as reported by the Florida Department of Revenue (FDOR), Florida Property Valuations and Tax Databook;
- A review of current market value of land from the Property Appraiser database where the existing schools are located;
- An analysis of vacant land sales in Collier County over the past five years for parcels of necessary size;
- An analysis of market value of all vacant land from the Property Appraiser database for parcels of necessary size and similar location; and
- Discussions with the District.

The District's recent land purchases were smaller parcels for support facilities and one had structures on it. These parcels did not necessarily reflect the cost of purchasing land for school facilities. The cost of the two most recent purchases ranged from $127,500 per acre to $1.5 million per acre.

The value of parcels where the existing schools are located, as estimated by the Property Appraiser, indicates an average land value of $154,000 per acre. Property Appraiser estimates for public entities are not regularly updated and tend to not represent the market value of land.

Vacant land values of similarly sized parcels (20 acres to 70 acres) averaged $123,000 per acre with a median value of $102,000 per acre for all vacant land use types.

Discussions with the District suggested that future land purchases are more likely to occur in the eastern parts of the county. Land values of parcels with 20 acres to 70 acres and located east of CR 951 averaged $115,000 per acre with a median cost of $75,000. Given that generally land values are lower in this area and the cost of agricultural land also being lower, a unit of cost of $75,000 per acre is considered a reasonable, and if not a conservative estimate for impact fee calculation purposes.



Collier County Correctional Facilities Impact Fee Study

DRAFT Report
October 31, 2024

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Collier County
Correctional Facilities Impact Fee Study

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Introduction

With a population of over 400,000, Collier County ranks as the 19th most populous county in Florida. The county is continuing to grow and is estimated to add approximately 110,000 new residents through 2050. In terms of residential permitting, Collier County ranks 19th out of Florida counties with an average of 5,300 new units per year over the past three years. To address additional infrastructure needs, Collier County implemented an impact fee program for correctional facilities, which was last updated in 2015. To reflect most recent data, the County retained Benesch to prepare an update study.

This report serves as the technical study to support the calculation of the updated correctional facility impact fee. Data presented in this report represents the most recent and localized data available at the time of this update study. All data and support material used in this analysis are incorporated by reference as set forth in this document.

The figures calculated in this study represent the technically defensible level of impact fee that the County could charge; however, the Board of County Commissioners may choose to discount the fee as a policy decision.

Methodology

In developing the County's correctional facilities impact fee, a consumption-based impact fee methodology is utilized, which is commonly used throughout Florida. A consumption-based impact fee charges new development based upon the burden placed on services from each land use (demand). The demand component is measured in terms of population per unit.

A consumption-based impact fee charges new growth the proportionate share of the cost of providing additional infrastructure for use by new growth. Unlike a "needs-based" approach, consumption-based approach ensures that the impact fee is set at a rate that generates revenues sufficient only for new capacity needs and does not generate revenues at a level to correct existing deficiencies. Given this, the County does not need to go through the process of estimating the portion of each capacity expansion project that may be related to existing deficiencies. In addition, per legal requirements, a credit is subtracted from the total cost to account for the value of future non-impact fee funding contributions of new development toward any capacity expansion projects. In other words, case law requires that the new development should not be charged twice for the same infrastructure.

Legal Overview

In Florida, legal requirements related to impact fees have primarily been established through case law since the 1980's. Impact fees must comply with the "dual rational nexus" test, which requires that they:

- Be supported by a study demonstrating that the fees are proportionate in amount to the need created by new development paying the fee; and
- Be spent in a manner that directs a proportionate benefit to new development, typically accomplished through establishment of benefit districts (if needed) and a list of capacity-adding projects included in the County's Capital Improvement Plan, Capital Improvement Element, or another planning document/Master Plan.

In 2006, the Florida legislature passed the "Florida Impact Fee Act," which recognized impact fees as "an outgrowth of home rule power of a local government to provide certain services within its jurisdiction." § 163.31801(2), Fla. Stat. The statute – concerned with mostly procedural and methodological limitations – did not expressly allow or disallow any particular public facility type from being funded with impact fees. In fact, which it was initially adopted, the Act largely codified requirements and standards common to the practice already.

However, the Legislature has amended the Impact Fee Act numerous times since 2006, significantly affecting the impact fee practice in Florida. For this reason, a summary of the key legislative changes since 2006 is provided:

- **HB 227 in 2009:** The Florida legislation statutorily clarified that in any action challenging an impact fee, the government has the burden of proving by a preponderance of the evidence that the imposition or amount of the fee meets the requirements of state legal precedent or the Impact Fee Act and that the court may not use a deferential standard.
- **SB 360 in 2009:** Allowed fees to be decreased without the 90-day notice period required to increase the fees and purported to change the standard of legal review associated with impact fees. SB 360 also required the Florida Department of Community Affairs (now the Department of Commerce) and Florida Department of Transportation (FDOT) to conduct studies on "mobility fees," which were completed in 2010.
- **HB 7207 in 2011:** Required a dollar-for-dollar credit, for purposes of concurrency compliance, for impact fees paid and other concurrency mitigation required.
- **HB 319 in 2013:** Applied mostly to concurrency management authorities, but also encouraged local governments to adopt alternative mobility systems using a series of tools identified in section 163.3180(5)(f), Florida Statutes.

- **HB 207 in 2019:** Included the following changes to the Impact Fee Act along with additional clarifying language:
    - Impact fees cannot be collected prior to building permit issuance; and
    - Impact fee revenues cannot be used to pay debt service for previously approved projects unless the expenditure is reasonably connected to, or has a rational nexus with, the increased impact generated by the new residential and commercial construction.
- **HB 7103 in 2019:** Addressed multiple issues related to affordable housing/linkage fees, impact fees, and building services fees. In terms of impact fees, the bill required that when local governments increase their impact fees, the outstanding impact fee credits for developer contributions should also be increased. This requirement was to operate prospectively; however, HB 337 that was signed in 2021 deleted that clause and making all outstanding credits eligible for this adjustment. This bill also allowed local governments to waive/reduce impact fees for affordable housing projects without having to offset the associated revenue loss.
- **SB 1066 in 2020:** Added language allowing impact fee credits to be assignable and transferable at any time after establishment from one development or parcel to another that is within the same impact fee zone or impact fee district or that is within an adjoining impact fee zone or district within the same local government jurisdiction, and which receives benefit from the improvement or contribution that generated the credits. Added language indicating any new/increased impact fee not being applicable to current or pending permit applications submitted prior to the effective date of an ordinance or resolution imposing new/increased fees.
- **HB 1339 in 2020:** Required reporting of various impact fee related data items within the annual financial audit report submitted to the Department of Financial Services.
- **HB 337 in 2021:** Placed limits on the amount and frequency of fee increases, but also included a clause to exceed these restrictions if the local governments can demonstrate extraordinary circumstances, hold two public workshops discussing these circumstances and the increases are approved by two-thirds of the governing body.
- **HB 479 in 2024 (Effective October 1, 2024):** Required interlocal agreements between counties and municipalities when both entities collect a transportation impact fee. Placed limits on timing of impact fee study completion and adoption and data used in the studies.

The following paragraphs provide further detail on the generally applicable legal standards.

Impact Fee Definition

- An impact fee is a one-time capital charge levied against new development.
- An impact fee is designed to cover the portion of the capital costs of infrastructure capacity consumed by new development.
- The principal purpose of an impact fee is to assist in funding the implementation of projects identified in the Capital Improvements Element (CIE) and other capital improvement programs for the respective facility/service categories.

Impact Fee vs. Tax

- An impact fee is generally regarded as a regulatory function established based upon the specific benefit to the user related to a given infrastructure type and is not established for the primary purpose of generating revenue for the general benefit of the community, as are taxes.
- Impact fee expenditures must convey a proportional benefit to the fee payer. This is accomplished through the establishment of benefit districts as needed, where fees collected in a benefit district are spent in the same benefit district.
- An impact fee must be tied to a proportional need for new infrastructure capacity created by new development.

This technical report has been prepared to support legal compliance with existing case law and statutory requirements and documents the methodology used for the correctional facilities impact fee calculations, including an evaluation of the inventory, service area and demand component, level of service (LOS), cost, credit, and demand components. Information supporting this analysis was obtained from the County and other sources, as indicated.

Inventory

The correctional facilities inventory includes the County's jails and other related facilities that are primarily for the provision of correctional services and does not include any of the buildings or portions thereof included in the calculation of other impact fees.

According to information provided by the County, Collier County has a total of 417,200 square feet of correctional facility-related space. This includes the square footage of the Naples Jail (original and new), the square footage of the accompanying parking garage associated with the Naples Jail, and the Immokalee Jail. **Table 1** presents a summary of the correctional facilities building and land inventory, including a total building value of approximately $140.3 million and a total land value of $510,400. As mentioned previously, these values do not include building space or land associated with other County departments.

The building value is estimated based on cost increases observed since 2016, the insurance values of the existing correctional facilities, and estimates provided by Collier County, resulting in $430 per square foot for correctional facilities and $150 per square foot for the parking garage. Appendix A provides further detail on the building cost estimates.

Because the County is likely to purchase future jail sites in the Immokalee/Big Corkscrew area, the land value is based on an analysis of vacant land values and parcels sold in this area over the past five years, resulting in an estimate of $40,000 per acre (see Appendix A).

In addition to building and land value, because correctional facilities typically require large scale investments, and therefore are funded with bond issues, an interest cost is added to the inventory value. Collier County funded both the Immokalee and Naples Jails with bond issues, which are being paid back with impact fee and General Fund revenues. To determine the appropriate cost factor, the interest cost for the expansion-portion of the Naples Jail debt schedule is brought back to present value and divided by the square footage of the jail expansion. This resulted in an interest cost of $106 per square foot. As presented in Table 1, this value is applied to the square footage of existing jail facilities.

Table 1

Building and Land Inventory Summary

Facility Description	Location	Year Acquired/ Built	Number of Beds[1]	Square Feet[2]	Total Square Feet on Site[3]	Total Acres[4]	Allocated Acres[5]	Building Value[6]	Land Value[7]	Total Building and Land Value[8]	Interest Cost[9]
Naples Jail Parking Garage[10]	3301 E. Tamiami Trail	2004	N/A	139,594	707,200	45.28	1.50	$20,939,100	$60,000	$20,999,100	n/a
Naples Jail (2006 Expansion)		2006	1,112	132,412			2.50	$56,937,160	$100,000	$57,037,160	$14,035,672
Building "J" Sheriff 1st Floor (Original Naples Jail)		1986		101,962			2.84	$43,843,660	$113,600	$43,957,260	$10,807,972
Immokalee Jail Center	302 Stockade Road	2003	192	43,237	60,941	41.81	5.92	$18,591,910	$236,800	$18,828,710	$4,583,122
Total			**1,304**	**417,205**			**12.76**	**$140,311,830**	**$510,400**	**$140,822,230**	**$29,426,766**
Building Value per Square Foot[11]								**$336**			
Land Value per Acre[12]									**$40,000**		

1) Source: Collier County
2) Source: Collier County
3) Source: Collier County. Square feet of all buildings on a given parcel.
4) Source: Collier County
5) Source: Allocated acreage for the Naples Jail (2.50 acres) and Immokalee Jail (5.92 acres) were provided by Collier County. The acreage for the Naples Jail parking garage and Building J represent for the portion serving correctional facilities.
6) Jail square feet (Item 2) multiplied by the building value per square foot, which is estimated at $430 per square foot for correctional facilities and $150 per square foot for the parking garage. Appendix A provides further detail.
7) Source: Allocated acres (Item 5) multiplied by the land value per acre (Item 12)
8) Source: Sum of building value (Item 6) and land value (Item 7)
9) Interest cost associated with debt service on the bond issued to fund new jail facilities in Collier County. The interest cost is calculated by multiplying the square footage of each facility (Item 2) by $106, estimated interest cost per square foot.
10) The total square footage of the parking garage (187,730 sf) is adjusted to account for the area used as evidence compound and the 46 out of 432 total parking spaces used by the Health Department, which are unrelated to the jail facilities.
11) Source: Total building value (Item 6) divided by jail square feet (Item 2)
12) Source: Appendix A

In addition to buildings, land, and interest costs, the correctional facility services also require the use of necessary vehicles and equipment. **Table 2** summarizes the vehicle and equipment inventory. Equipment included in this list follows the County's definition of capital assets, which includes items that have a minimum value of $5,000 and five years of useful life. As presented in Table 2, the total vehicle and equipment value is estimated at $3.35 million.

Table 2
Correctional Facilities Vehicle and Equipment Inventory

Description	Total Cost[1]	Units[2]	Cost per Unit[3]
Detection Intox / Breathalizer[4]	$55,080	9	$6,120
Jail Equipment	$56,271	6	$9,379
Maintenance Equipment	$17,119	2	$8,560
Major Computer Equipment	$206,815	3	$68,938
Medical Equipment	$46,835	6	$7,806
Minor Comm Equip	$26,021	2	$13,011
Minor Recording Equipment	$98,454	9	$10,939
Minor Shop Equipment	$22,847	1	$22,847
Misc Security Equipment	$108,828	11	$9,893
Mobile Radio After FY 2010	$10,365	2	$5,183
Other Detection Devices	$340,572	3	$113,524
Servers	$15,797	2	$7,899
Specialty Vehicles	$133,612	6	$22,269
TV With Network	$61,045	10	$6,105
Vehicles	$2,147,417	74	$29,019
Total Value	**$3,347,078**		

1) Source: Collier County
2) Source: Collier County
3) Total value (Item 1) divided by units (Item 2)
4) Total cost is calculated as the number of units (Item 2) multiplied by the cost per unit (Item 3) based on acquisition costs.

Service Area and Demand Component

Correctional facilities and related services are provided by Collier County in all areas of the county. Therefore, the proper benefit district for the correctional facilities impact fee is countywide.

The correctional facilities impact fee program requires the use of population data in calculating current levels of service and to be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process, this impact fee study considers not only the resident or permanent population of the County, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak season population is used in all population estimates and projections. Peak season population projections were provided by Collier County's Comprehensive Planning Division.

To measure effective population that benefits from correctional services, this study also developed functional population figures. Functional population, as used in the impact fee analysis, is a generally accepted methodology for several impact fee areas and is based on the assumption that demand for certain facilities is generally proportional to the presence of people at a land use, including residents, employees, and visitors. Appendix B provides additional details on population estimates.

Level of Service

Table 3 presents the calculation of the current LOS included in the inventory as well as Collier County's adopted LOS standards according to the most recent AUIR. As presented, Collier County's current level of service is 2.65 beds per 1,000 peak seasonal population.

While the current LOS for is 2.65 beds per 1,000 peak population, in order to calculate the correctional facilities impact fee, the LOS needs to be calculated in terms of beds per 1,000 functional residents. As shown in Table 3, the current achieved LOS is 2.75 beds per 1,000 functional residents.

Table 3 also presents the adopted LOS standard, which is 2.79 beds per 1,000 peak residents and 2.89 beds per 1,000 functional residents. While the achieved LOS indicates the investment made by the community, the adopted LOS standard provides the intended/goal LOS. For impact fee calculations, the lower of the two measures is used to ensure new development is not overcharged.

Table 3

Current Achieved & Adopted Level of Service Standard

Variable	Year 2024	
	Peak Seasonal Population	Functional Population
Population[1]	491,779	475,042
Number of Beds[2]	1,304	1,304
Population per Bed	377	364
Achieved LOS (beds per 1,000 residents)[3]	**2.65**	**2.75**
Adopted LOS Standard (beds per 1,000 residents)[4]	**2.79**	**2.89**

1) Source: Appendix B, Table B-1 and Table B-7
2) Source: Table 1
3) Number of beds (Item 2) divided by the population (Item 1), multiplied by 1,000
4) Source: Collier County 2023 Annual Update and Inventory Report. LOS standard per peak population is converted to LOS standard per functional resident using the ratio of peak to functional population.

Table 4 provides a LOS comparison between Collier County and counties that have implemented correctional facility impact fees throughout the State of Florida. The LOS is displayed in terms of permanent population for 2023 for all entities because functional population data analysis has not been completed for these jurisdictions. As presented, Collier County's LOS is within the range of these counties.

Table 4

Level of Service Comparison

Jurisdiction	Total Available Beds[1]	2023 Permanent Population[2]	LOS (Beds per 1,000 Residents)[3]
Palm Beach County	2,456	1,532,718	1.60
Osceola County	919	439,225	2.09
Lake County	893	414,749	2.15
Sarasota County	1,026	464,223	2.21
Lee County	2,009	800,989	2.51
Escambia County	840	333,452	2.52
Broward County	5,144	1,973,579	2.61
Brevard County	1,849	640,773	2.89
Collier County	**1,304**	**399,480**	**3.26**
St. Lucie County	1,370	368,628	3.72
Indian River County	668	167,781	3.98
Manatee County	1,780	439,566	4.05
Marion County	1,924	403,966	4.76
Highlands County	512	104,385	4.90
Charlotte County	1,074	204,126	5.26
Okeechobee County	232	39,591	5.86
Hendry County	266	40,895	6.50
Monroe County	704	84,511	8.33
Wakulla County	350	36,168	9.68

1) Source: Discussions with each county's Sheriff's/Corrections Office and/or county websites
2) Source: Bureau of Economic and Business Research (BEBR), April 1, 2023
3) Permanent population (Item 2) divided by the total available beds (Item 1)

Cost Component

Table 5 provides a summary of correctional facility related capital assets owned by the County. As shown, total capital asset value associated with correctional facilities amounts to $173.6 million. However, the County is still paying debt service on a portion of these assets. In addition, it is Collier County's policy to use impact fee revenues to pay debt service associated with capacity expansion projects. To ensure that new development is not being overcharged for these future payments, the portion of the remaining principal for the Naples Jail addition that is to be repaid with impact fee revenues is subtracted from the total asset value in Table 5. The resulting owned capital asset value is approximately $159.3 million or approximately $122,100 per bed.

Table 5 also presents the cost per functional resident for the impact fee analysis. This cost is calculated by multiplying the owned capital asset value per bed by the current LOS of 2.75 beds per 1,000 functional residents and then dividing by 1,000. As shown, these calculations result in $336 per functional resident for all correctional facilities assets considered in the impact fee calculations.

Table 5

Total Impact Cost per Functional Resident

Description	Figure	Percent of Total Cost[12]
Building Value[1]	$140,311,830	80.8%
Land Value[2]	$510,400	0.3%
Interest Cost[3]	$29,426,766	17.0%
Vehicle and Equipment Value[4]	$3,347,078	1.9%
Total Capital Asset Value[5]	**$173,596,074**	**100.0%**
Less: Portion Not Owned[6]	$14,320,697	
Owned Capital Asset Value[7]	**$159,275,377**	
Number of Beds[8]	1,304	
Owned Capital Asset Value per Bed[9]	**$122,144**	
LOS (beds per 1,000 residents)[10]	2.75	
Total Impact Cost per Functional Resident[11]	**$335.90**	

1) Source: Table 1
2) Source: Table 1
3) Source: Table 1
4) Source: Table 2
5) Sum of building value, land value, interest cost, and vehicle and equipment value (Items 1, 2, 3, 4)
6) Source: Collier County Office of Management and Budget
7) Total capital asset value (Item 5) less the portion not owned (Item 6)

8) Source: Table 1
9) Owned capital asset value (Item 7) divided by the number of beds (Item 8)
10) Source: Table 3
11) Owned capital asset value per bed (Item 9) multiplied by the LOS (Item 10) divided by 1,000
12) Distribution of total capital asset value

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Credit Component

To avoid overcharging new development for the correctional facility impact fee, a review of the capital financing program for correctional services was completed. The purpose of this review was to determine any potential revenue credits generated by new development that are being used for expansion of capital facilities, land, and equipment included in the inventory.

Based on a review of the County's funding of capacity addition projects over the past five years, it has been determined that the County uses impact fees and the one-percent local government infrastructure surtax for expansion projects paid with cash. The local government infrastructure surtax was repealed on December 31, 2023, and the County does not intend to renew this funding mechanism. Given this, the surtax is excluded from credit calculations.

Capital Expansion "Debt Service" Credit

Any outstanding bond issues related to the correctional facilities also will result in a credit to the impact fee. As mentioned previously, Collier County funded the Naples Jail replacement and expansion expenditures with a bond issue. The capital expansion portion of the improvements to the Immokalee Jail was paid in cash using impact fee revenue, while the remaining payments of debt service on the bond issued for the capital expansion of the Naples Jail are to be repaid using impact fee revenues. As previously presented in Table 5, this study excluded the portion of the remaining principal for the Naples Jail expansion and parking garage from the capital asset value not to overcharge new development.

Although the expansion portion of the debt service is being paid with impact fee revenues, the remaining portion is being paid with the General Fund revenues. Because the non-expansion portion of the Naples Jail included replacing the old structures entirely, as opposed to renovating existing structures as in the case of Immokalee Jail, a credit is calculated for debt service payments related to the replacement portion of the Naples Jail. As presented in **Table 6**, the resulting credit for the correctional facility-related debt is approximately $5 per functional resident.

Table 6

Capital Expansion "Debt Service" Credit

Description	Number of Remaining FY Payments[1]	Total Remaining Debt Service[2]	Present Value of Payments Remaining[3]	Average Annual Functional Population[4]	Debt Service Credit per Functional Resident[5]
New Jail					
2022A Special Obligation Refunding Revenue Bond	5	$964,514	$928,448	496,103	$1.87
2022B Special Obligation Refunding Revenue Bond	9	$1,928,903	$1,692,657	508,524	$3.33
Total Captial Expansion "Debt Service" Credit per Functional Resident					**$5.20**

1) Source: Collier County Office of Management and Budget
2) Total remaining debt service for the replacement portion of the Naples Jail
3) Total value of remaining payments in 2024 dollars
4) Source: Appendix B, Table B-7. Represents the average annual functional population over the remaining issue period.
5) Present value of payment remaining (Item 3) divided by the average annual functional population over the remaining issue period (Item 4)

Net Correctional Facilities Impact Cost

Table 7 summarizes the net impact cost per functional resident, which is the difference between the cost component and the credit component. The resulting net impact cost is $331 per functional resident.

Table 7

Net Impact Cost per Functional Resident

Variable	Per Functional Resident
Impact Cost	
Total Impact Cost[1]	$335.90
Impact Credit	
Capital Expansion "Debt Service" Credit [2]	$5.20
Net Impact Cost	
Net Impact Cost[3]	**$330.70**

1) Source: Table 5
2) Source: Table 6
3) Total impact cost per functional resident (Item 1) less capital expansion “debt service” credit per functional resident (Item 2)

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Calculated Correctional Facilities Impact Fee Schedule

Table 8 presents the calculated correctional facilities impact fee schedule for residential and non-residential land uses, based on the net impact fee cost per functional resident figures presented in Table 7. Net impact cost per functional resident increased by approximately 25 percent since the 2015 study due to changes to cost and credit components. The remaining differences reflect the changes in the demand component since 2015 as well as new land use categories or units.

Table 8 also shows the maximum allowable impact fees consistent with F.S. 163.3180 and the corresponding percent change from the current adopted impact fee.

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Table 8

Calculated Correctional Facilities Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]	FS 163.31801 Maximum Impact Fee[5]	Percent Change[6]
Residential:								
210	Single Family Detached							
	- Less than 4,000 sf	du	1.75	**$578.73**	$499.19	16%	$578.73	16%
	- 4,000 sf or greater	du	2.16	**$714.31**	$570.90	25%	$714.31	25%
230/232	Multi-Family	du	0.91	**$300.94**	$228.91	31%	$300.94	31%
240	Mobile Home	du	1.33	**$439.83**	$397.15	11%	$439.83	11%
251	Retirement Community - Detached (Single Family)	du	1.07	**$353.85**	$215.12	64%	$322.68	50%
252	Retirement Community - Attached (Multi-Family)	du	0.55	**$181.89**	$215.12	-15%	$181.89	-15%
Transient, Assisted, Group:								
310/311	Hotel/All Suites Hotel	room	1.23	**$406.76**	$220.63	84%	$330.94	50%
320	Motel	room	1.07	**$353.85**	$209.60	69%	$314.40	50%
254	Assisted Living Facility	du	0.89	**$294.32**	$231.67	27%	$294.32	27%
620	Nursing Home	1,000 sf	2.37	**$783.76**	$248.22/bed	N/A	N/A	N/A
Recreation:								
416	Campground/RV Park	site	0.46	**$152.12**	$137.90	10%	$152.12	10%
420	Marina	boat berth	0.12	**$39.68**	$52.41	-24%	$39.68	-24%
430	Golf Course	hole	0.80	**$264.56**	$297.86	-11%	$264.56	-11%
n/a	Bundled Golf Course	hole	0.24	**$79.37**	$89.33	-11%	$79.37	-11%
445	Movie Theater	1,000 sf	3.33	**$1,101.23**	$1,649.27/screen	N/A	N/A	N/A
n/a	Dance Studio/Gymnastics	1,000 sf	1.72	**$568.80**	$612.28	-7%	$568.80	-7%
Institutions:								
520	Elementary School (Private)	student	0.10	**$33.07**	$16.55	100%	$24.82	50%
522	Middle/Junior High School (Private)	student	0.09	**$29.76**	$19.31	54%	$28.96	50%
525	High School (Private)	student	0.08	**$26.46**	$22.07	20%	$26.46	20%
540/550	University/Junior College (7,500 or fewer students) (Private)	student	0.10	**$33.07**	$27.58	20%	$33.07	20%
	University/Junior College (more than 7,500 students) (Private)	student	0.08	**$26.46**	$19.31	37%	$26.46	37%
560	Church	1,000 sf	0.47	**$155.43**	$8.27/seat	N/A	N/A	N/A
565	Day Care Center	1,000 sf	0.85	**$281.10**	$13.79/student	N/A	N/A	N/A
Medical:								
610	Hospital	1,000 sf	1.28	**$423.30**	$377.84	12%	$423.30	12%
Office:								
710	General Office	1,000 sf	0.95	**$314.17**	$212.36	48%	$314.17	48%

Table 8 (Continued)

Calculated Correctional Facilities Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]	FS 163.31801 Maximum Impact Fee[5]	Percent Change[6]
Office:								
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	1.16	**$383.61**	$314.41	22%	$383.61	22%
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	1.67	**$552.27**	$457.83	21%	$552.27	21%
770	Business Park (Flex-Space)	1,000 sf	0.92	**$304.24**	$264.77	15%	$304.24	15%
Retail:								
822	Retail 6,000 sfgla or less	1,000 sfgla	1.97	**$651.48**	$675.71	-4%	$651.48	-4%
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	1.97	**$651.48**	$675.71	-4%	$651.48	-4%
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	2.74	**$906.12**	$620.55	46%	$906.12	46%
820	Retail greater than 150,000 sfglA	1,000 sfgla	1.88	**$621.72**	$576.42	8%	$621.72	8%
840/841	New/Used Auto Sales	1,000 sf	1.47	**$486.13**	$405.42	20%	$486.13	20%
849	Tire Superstore	1,000 sf	1.20	**$396.84**	$369.57/bay	N/A	N/A	N/A
850	Supermarket	1,000 sf	2.26	**$747.38**	$565.39	32%	$747.38	32%
851	Convenience Market (24 hour)	1,000 sf	5.80	**$1,918.06**	$1,508.62	27%	$1,918.06	27%
862	Home Improvement Superstore	1,000 sf	1.81	**$598.57**	$499.19	20%	$598.57	20%
880/881	Pharmacy with & without Drive-Thru	1,000 sf	1.69	**$558.88**	$540.56	3%	$558.88	3%
890	Furniture Store	1,000 sf	0.30	**$99.21**	$66.20	50%	$99.21	50%
Services:								
911	Bank/Savings w/out Drive-Thru	1,000 sf	1.10	**$363.77**	$615.04	-41%	$363.77	-41%
912	Bank/Savings w/Drive-Thru	1,000 sf	1.42	**$469.59**	$628.82	-25%	$469.59	-25%
930	Fast Casual Restaurant	1,000 sf	3.28	**$1,084.70**	$2,454.60	-56%	$1,084.70	-56%
931	Low-Turnover Restaurant	1,000 sf	5.73	**$1,894.91**	$60.68/seat	N/A	N/A	N/A
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	5.39	**$1,782.47**	$74.46/seat	N/A	N/A	N/A
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	9.66	**$3,194.56**	$2,454.60	30%	$3,194.56	30%
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	8.25	**$2,728.28**	$2,454.60	11%	$2,728.28	11%
941	Quick Lube	service bay	1.52	**$502.66**	$319.93	57%	$479.89	50%
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	1.32	**$436.52**	$714.32	-39%	$436.52	-39%
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	2.08	**$687.86**	$714.32	-4%	$687.86	-4%
	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	2.71	**$896.20**	$714.32	25%	$896.20	25%
947	Self-Service Car Wash	service bay	0.87	**$287.71**	$239.94	20%	$287.71	20%
948	Automated Car Wash	1,000 sf	1.76	**$582.03**	$485.40	20%	$582.03	20%
n/a	Luxury Auto Sales	1,000 sf	1.21	**$400.15**	$284.07	41%	$400.15	41%
Industrial:								
110	General Light Industrial	1,000 sf	0.45	**$148.82**	$190.30	-22%	$148.82	-22%
140	Manufacturing	1,000 sf	0.53	**$175.27**	$137.90	27%	$175.27	27%

Table 8 (Continued)

Calculated Correctional Facilities Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]	FS 163.31801 Maximum Impact Fee[5]	Percent Change[6]
Industrial:								
150	Warehousing	1,000 sf	0.10	**$33.07**	$77.22	-57%	$33.07	-57%
151	Mini-Warehouse	1,000 sf	0.03	**$9.92**	$16.55	-40%	$9.92	-40%

1) Source: Table B-8 for residential land uses and Table B-9 for non-residential land uses
2) Source: Net impact cost per functional resident from Table 7 is multiplied by the functional residents per unit (Item 1) for each land use
3) Source: Collier County Capital Project Planning, Impact Fees, and Program Management Division.
4) Percent change from the calculated fee (Item 2) to the current adopted impact fee (Item 3)
5) Maximum allowable impact fees in compliance with 50 percent increase cap per F.S. 163.31801
6) Percent change from the current adopted impact fee (Item 3) to the F.S. 163.31801 maximum allowable impact fee (Item 6)

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Impact Fee Schedule Comparison

As part of the work effort in updating Collier County's correctional facilities impact fee program, a comparison of correctional facilities impact fee schedules was completed for several other Florida counties. **Table 9** presents this comparison.

Table 9

Correctional Facilities Impact Fee Schedule Comparison

Land Use	Unit[2]	Collier County		Brevard County[5]	Charlotte County[6]	Polk County[7]	Sarasota County[8]
		Calculated[3]	Current Adopted[4]				
Date of Last Update		2024	2015	2000	2021	2024	2016
Adoption Percentage[1]		N/A	100%	100%	100%	100%	100%
Residential:							
Single Family (2,000 sf)	du	$579	$499	$72	$284	$662	$1,009
Non-Residential:							
Light Industrial	1,000 sf	$149	$190	N/A	$73	$205	$205
Office (50,000 sf)	1,000 sf	$314	$328	$34	$211	$367	$756
Retail (125,000 sf)	1,000 sf	$906	$621	$100	$442	$727	$1,319

1) Represents the portion of the maximum calculated fee for each respective county that is actually charged. Fees may have been lowered/raised through indexing or policy discounts. Does not account for moratoriums/suspensions
2) du = dwelling unit
3) Source: Table 8
4) Source: Collier County Capital Project Planning, Impact Fees, and Program Management Division
5) Source: Brevard County Planning & Development Department
6) Source: Charlotte County Community Development Department, Planning & Zoning Division
7) Source: Polk County Building & Construction Department. Fees shown effective January 1, 2027 following a three-year phasing.
8) Source: Sarasota County Planning & Development Services; fee shown is for "Justice Facilities"

Appendix A
Building and Land Value Analysis - Supplemental Information

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Appendix A - Building and Land Value Analysis

This appendix provides the additional data and information on building and land value estimates.

Building Values

In determining the appropriate unit value for buildings, the following analysis was conducted:

- Cost trends since the most recent technical study;
- Insurance value of the existing inventory; and
- Estimates provided by the County.

During the 2015 study, the value of jails was estimated at $300 per square foot. Applying Engineering News Records Building Cost Index for the cost changes between 2015 and 2024 resulted in a unit cost of approximately $450 per square foot.

The insured value of the Naples Jail is approximately $202 per square foot and the Immokalee Jail is approximately $264 per square foot. The insured value of the parking garage is approximately $78 per square foot. It is important to note insurance values are considered to provide conservative estimates and do not take into consideration certain building components, such as foundation, architectural/design cost, furniture/fixture/equipment, security features, etc.

Given this data and based on estimates provided by the County, building cost for jails was estimated at $430 per square foot. The value of support facilities was estimated at $150 per square foot.

Land Values

To estimate the current land value the following analysis is conducted:

- Land value trends in Collier County;
- Current value of land where the jail buildings are located;
- Analysis of vacant land sales and values of similarly sized parcels; and
- Discussions with the County.

Value of vacant land increased by 146 percent since the last update study based on estimates published by the Florida Department of Revenue. Applying this increase to the average cost of $25,000 per acre used in the previous study results in land value of approximately $61,500 per acre.

According to the Collier County Property Appraiser, the value of the land where the Naples Jail is located is approximately $871,000 per acre. The value of the land where the Immokalee Jail is located is much lower at $20,000 per acre.

Based on discussions with the County, future land purchases for correctional facilities are likely to be in the Immokalee and Big Corkscrew areas. Therefore, the land value analysis considered sales over the past five years in these areas. Vacant land sales in this area over the last five years suggested a weighted average of $57,600 per acre and a median value of $31,900 per acre for parcels greater than 0.5 acres and less than 5 acres. Vacant land values within this area indicated an average value of $35,700 per acre for parcels greater than 0.5 acres and less than 5 acres. Given these figures, an average land value of $40,000 per acre is considered to be a reasonable estimate for the impact fee calculations.

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Appendix B
Population Estimates - Supplemental Information

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Appendix B - Population Estimates

The correctional facilities impact fee program requires the use of population data in calculating current levels of service. To be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process, this impact fee study considers not only the resident or permanent population, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak seasonal population estimates provided by Collier County's Comprehensive Planning Department are used for all population estimates and projections.

Table B-1 presents the peak seasonal population trends for Collier County. The projections indicate that the current peak seasonal population of the county is approximately 491,800 and is expected to increase to 582,700 (increase of 90,900) by 2040. The estimated average growth rate is approximately 1 percent per year.

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Table B-1

Collier County Population Estimates (Countywide)

Year	Countywide	
	Peak Seasonal Population	Percent Change
2010	387,183	-
2011	392,180	1.3%
2012	398,107	1.5%
2013	402,268	1.0%
2014	408,351	1.5%
2015	416,402	2.0%
2016	424,603	2.0%
2017	433,359	2.1%
2018	442,240	2.0%
2019	451,303	2.0%
2020	455,059	0.8%
2021	464,155	2.0%
2022	474,235	2.2%
2023	483,487	2.0%
2024	**491,779**	**1.7%**
2025	499,426	1.6%
2026	506,406	1.4%
2027	513,483	1.4%
2028	520,660	1.4%
2029	527,936	1.4%
2030	534,305	1.2%
2031	539,741	1.0%
2032	545,233	1.0%
2033	550,781	1.0%
2034	556,384	1.0%
2035	561,339	0.9%
2036	565,633	0.8%
2037	569,960	0.8%
2038	574,320	0.8%
2039	578,714	0.8%
2040	582,721	0.7%

Source: Collier County Comprehensive Planning Department (population projections dated May, 2024)

Apportionment of Demand by Residential Unit Type and Size

The residential land uses to be used for the correctional facilities impact fee calculations include the following:

- Single Family (Detached)
- Multi-Family
- Mobile Home/ RV Park (tied down)
- Retirement Community (detached and attached)

Table B-2 presents the number of residents per housing unit for the residential categories identified above in Collier County. This analysis includes all housing units, both occupied and vacant.

To address fairness and equity issues between land uses, the single family land use is tiered based on two categories of square footage: less than 4,000 square feet and 4,000 square feet and greater. To accommodate the tiering of impact fee assessments for the single family residential land use category, an analysis was completed based on housing unit size and persons per housing unit, comparing nationwide averages to those of Collier County. This analysis utilized national data from the 2021 American Housing Survey (AHS) and data from the 2022 American Community Survey (ACS) to examine this relationship.

Table B-2
Residents per Housing Unit

Housing Type	Population[1]	Housing Units[2]	Ratio[3]	Residents / Housing Units[4]
Single Family Detached	289,564	112,378		2.58
- Less than 4,000 sf			98%	2.53
- 4,000 sf or greater			121%	3.12
Multi Family	139,405	106,016		1.31
Mobile Home/RV Park (Tied Down)	21,446	11,189		1.92
Retirement Community - Detached (Single Family)[5]	173,738	112,378		1.55
Retirement Community - Attached (Multi-Family)[6]	83,643	106,016		0.79

1) Source: 2022 ACS 5-Yr Estimates, Table B25033 (owner occupied and renter occupied), adjusted for peak seasonal population.
2) Source: 2022 ACS 5-Yr Estimates, Table DP04
3) Ratios developed based on national PPH data derived from the 2021 American Housing Survey.
4) Population (Item 1) divided by housing units (Item 2). For single family detached tiers, the residents per housing unit is determined by multiplying the weighted average value (2.58) by the ratio developed from the AHS data (Item 3)

5) Estimate for retirement community (detached) is based on people per household figures for single family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.
6) Estimate for retirement community (attached) is based on people per household figures for multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.

Functional Population

For correctional facilities, this study uses functional population as the demand component, which distributes the cost associated with the availability of correctional facilities among various land uses based on the density of people at each land use throughout the day. Functional population, as used in the impact fee analysis, is a generally accepted methodology and is based on the assumption that demand for certain facilities is generally proportional to the presence of people at a land use, including residents, employees, and visitors. It is not enough to simply add resident population to the number of employees, since the service-demand characteristics can vary considerably by type of industry.

Functional population is the equivalent number of people occupying space within a community on a 24-hour-day, 7-days-a-week basis. A person living and working in the community will have the functional population coefficient of 1.0. A person living in the community but working elsewhere may spend only 16 hours per day in the community on weekdays and 24 hours per day on weekends for a functional population coefficient of 0.76 (128-hour presence divided by 168 hours in one week). A person commuting into the county to work five days per week would have a functional population coefficient of 0.30 (50-hour presence divided by 168 hours in one week). Similarly, a person traveling into the community to shop at stores, perhaps averaging 8 hours per week, would have a functional population coefficient of 0.05.

Functional population thus tries to capture the presence of all people within the community, whether residents, workers, or visitors, to arrive at an estimate of effective population that needs to be served.

This form of adjusting population to help measure real facility needs replaces the population approach of merely weighting residents two-thirds and workers one-third (Nelson and Nicholas 1992). By estimating the functional and weighted population per unit of land use across all major land uses in a community, an estimate of the demand for certain facilities and services in the present and future year can be calculated. The following paragraphs explain how functional population is calculated for residential and non-residential land uses.

Residential Functional Population

Developing the residential component of functional population is simpler than developing the non-residential component. It is generally estimated that people spend one-half to three-fourths of their time at home and the rest of each 24-hour day away from their place of residence. In developing the residential component of Collier County functional population, an analysis of the County's population and employment characteristics was conducted. Based on this analysis, it was estimated that people, on average, spend 16.6 hours, or approximately 69 percent, of each 24-hour day at their place of residence and the other 31 percent away from home. This analysis is presented in **Tables B-3** and **B-4**.

Table B-3

Population & Employment Characteristics

Item/Calculation Step	Year 2021
Total workers living in Collier County[1]	150,529
Collier County Population[2]	372,797
Total workers as a percent of population[3]	**40.4%**
School age population (5-17 years)[4]	47,900
School age population as a percent of population[5]	**12.8%**
Population net of workers and school age population[6]	174,368
Other population as a percent of total population[7]	**46.8%**

1) Source: Census OnTheMap 2021
2) Source: ACS 2021 5-Yr Estimates, Table S0101
3) Total workers (Item 1) divided by countywide population (Item 2)
4) Source: ACS 2021 5-Yr Estimates, Table S0101
5) Total school age population (Item 4) divided by total population (Item 2)
6) Total population (Item 2) less total workers (Item 1) and school age population (Item 4)
7) Population net of workers and school age population (Item 6) divided by total population (Item 2)

Table B-4

Residential Coefficient for Functional Population

Pop. Group	Hours at Residence[1]	Percent of Population[2]	Effective Hours[3]
Workers	13	40.4%	5.3
Students	15	12.8%	1.9
Other	20	46.8%	9.4
Total Hours at Residence[4]			16.6
Residential Functional Population Coefficient[5]			**69.2%**

1) Estimated
2) Source: Table B-3
3) Hours at residence (Item 1) multiplied by percent of population (Item 2)
4) Sum of effective hours
5) Sum of effective hours (Item 4) divided by 24

The resulting percentage from Table B-4 is used in the calculation of the residential coefficient for the 24-hour functional population. These actual calculations are presented in **Table B-6**.

Non-Residential Functional Population

Given the varying characteristics of non-residential land uses, developing the estimates of functional residents for non-residential land uses is more complicated than developing estimated of functional residents for residential land uses. Nelson and Nicholas originally introduced a method for estimating functional resident population, now used widely[1]. This method uses trip generation data from the Institute of Transportation Engineers' (ITE) Trip Generation Manual and Benesch's Trip Characteristics Database, information on passengers per vehicle, workers per vehicle, length of time spent at the land use, and other variables. Specific calculations include:

- Total one-way trips per employee (ITE trips multiplied by 50 percent to avoid double counting entering and exiting trips as two trips).
- Visitors per impact unit based on occupants per vehicle (trips multiplied by occupants per vehicle less employees).
- Worker hours per week per impact unit (such as nine worker-hours per day multiplied by five days in a work week).
- Visitor hours per week per impact unit (visitors multiplied by number of hours per day times relevant days in a week, such as five for offices and seven for retail shopping).

[1] Arthur C. Nelson and James C. Nicholas, "Estimating Functional Population for Facility Planning," *Journal of Urban Planning and Development* 118(2): 45-58 (1992).

- Functional population coefficients per employee developed by estimating time spent by employees and visitors at each land use.

Table B-5 shows the functional population coefficients for residential and non-residential uses in Collier County. The functional population coefficients in Table B-5 were used to estimate the County's functional population in Table B-6.

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Table B-5

General Functional Population Coefficients

Population/ Employment Category	ITE LUC	Employee Hours In-Place[1]	Trips per Employee[2]	One-Way Trips per Employee[3]	Journey-to-Work Occupants per Trip[4]	Daily Occupants per Trip[5]	Visitors per Employee[6]	Visitor Hours per Trip[1]	Days per Week[7]	Functional Population Coefficient[8]
Population									7.00	**0.692**
Natural Resources	N/A	9.00	3.10	1.55	1.32	1.38	0.09	1.00	7.00	**0.379**
Construction	110	9.00	3.10	1.55	1.32	1.38	0.09	1.00	5.00	**0.271**
Manufacturing	140	9.00	2.51	1.26	1.32	1.38	0.08	1.00	5.00	**0.270**
Transportation, Communication, Utilities	110	9.00	3.10	1.55	1.32	1.38	0.09	1.00	5.00	**0.271**
Wholesale Trade	150	9.00	5.05	2.53	1.32	1.38	0.15	1.00	5.00	**0.272**
Retail Trade	820	9.00	57.30	28.65	1.24	1.73	14.04	1.50	7.00	**1.252**
Finance, Insurance, Real Estate	710	9.00	3.33	1.67	1.24	1.73	0.82	1.00	5.00	**0.292**
Services[9]	N/A	9.00	20.32	10.16	1.24	1.73	4.98	1.00	6.00	**0.499**
Government[10]	730	9.00	7.45	3.73	1.24	1.73	1.83	1.00	7.00	**0.451**

(1) Estimated

(2) Trips per employee represents all trips divided by the number of employees and is based on Trip Generation 11th Edition (Institute of Transportation Engineers 2021) as follows:

ITE Code 110 at 3.10 weekday trips per employee, Volume 2 - Industrial Land Uses, page 39

ITE Code 140 at 2.51 weekday trips per employee, Volume 2 - Industrial Land Uses, page 76

ITE Code 150 at 5.05 weekday trips per employee, Volume 2 - Industrial Land Uses, page 104

ITE Code 710 at 3.33 weekday trips per employee, Volume 2 Office Land Uses, page 716

ITE Code 730 at 7.45 weekday trips per employee, Volume 2 Office Land Uses, page 795

ITE Code 820 (page 186) based on blended average of trips by retail center size calculated below.

Retail Scale	*Trip Rate*	*Sq Ft per Employee*[11]	*Trips per Employee*	*Share*	*Weighted Trips*
Retail (Less than 40k sq. ft.)	54.45	890	48	50.0%	24.00
Retail (40k to 150k sq. ft.)	67.52	1,152	78	35.0%	27.30
Retail (greater than 150k sq. ft.	37.01	1,070	40	15.0%	6.00
Sum of Weighted Trips/1k sq.ft.					57.30

(3) Trip per employee (Item 2) multiplied by 0.5.

(4) Journey-to-Work Occupants per Trip from 2001 National Household Travel Survey (FHWA 2001) as follows:

1.32 occupants per Construction, Manufacturing, TCU, and Wholesale trip

1.24 occupants per Retail Trade, FIRE, and Services trip

(5) Daily Occupants per Trip from 2001 National Household Travel Survey (FHWA 2001) as follows:

1.38 occupants per Construction, Manufacturing, TCU, and Wholesale trip

1.73 occupants per Retail Trade, FIRE, and Services trip

(6) [Daily occupants per trip (Item 5) multiplied by one-way trips per employee (Item 3)] - [(Journey-to-Work occupants per trip (Item 4) multiplied by one-way trips per employee (Item 3)]

(7) Typical number of days per week that indicated industries provide services and relevant government services are available.

(8) Table A-7 for residential and the equation below to determine the Functional Population Coefficient per Employee for all land-use categories except residential includes the following:

$$\frac{(\text{Days per Week} \times \text{Employee Hours in Place}) + (\text{Visitors per Employee} \times \text{Visitor Hours per Trip} \times \text{Days per Week})}{(24 \text{ Hours per Day} \times 7 \text{ Days per Week})}$$

(9) Trips per employee for the services category is the average trips per employee for the following service related land use categories: quality restaurant, high-turnover restaurant, supermarket, hotel, motel, elementary school, middle school, high school, hospital, medical office, and church. Source for the trips per employee figure from ITE, 11th ed., when available.

(10) Includes Federal Civilian Government, Federal Military Government, and State and Local Government categories.

(11) Square feet per retail employee from the Energy Information Administration from Table B-1 of the Commercial Energy Building Survey, 2018

Table B-6

Functional Population (Countywide)

Population Category	Collier County Baseline Data[1]	Functional Resident Coefficient[2]	Functional Population[3]
2024 Peak Season Population	491,779	0.692	340,311
Employment Category			
Natural Resources	4,961	0.379	1,880
Construction	24,935	0.271	6,757
Manufacturing	6,231	0.270	1,682
Transportation, Communication, and Utilities	11,268	0.271	3,054
Wholesale Trade	6,495	0.272	1,767
Retail Trade	26,632	1.252	33,343
Finance, Insurance, and Real Estate	56,185	0.292	16,406
Services	127,033	0.499	63,389
Government Services	14,309	0.451	6,453
Total Employment by Category Population[4]			134,731
2024 Total Functional Population[5]			**475,042**

1) Source: Table B-1 for population and 2024 Woods & Poole for employment data
2) Source: Tables B-4 and B-5
3) The functional population is Collier baseline data (Item 1) multiplied by the functional resident coefficient (Item 2)
4) The total employment population by category is the sum of the employment figures from the nine employment categories (e.g., natural resources, construction, etc.)
5) The total functional population is the sum of the residential functional population and the employment functional population

Table B-7 presents the County's annual functional population figures from 2010 through 2040, based on the 2024 functional population figure from Table B-6 and the annual population growth rates from the population figures previously presented in Table B-1.

Table B-7

Countywide Functional Population (2010-2040)

Year	Functional Population
2010	374,006
2011	378,833
2012	384,558
2013	388,577
2014	394,453
2015	402,230
2016	410,152
2017	418,610
2018	427,189
2019	435,944
2020	439,572
2021	448,358
2022	458,095
2023	467,032
2024	**475,042**
2025	482,429
2026	489,171
2027	496,007
2028	502,940
2029	509,968
2030	516,120
2031	521,371
2032	526,676
2033	532,035
2034	537,447
2035	542,233
2036	546,381
2037	550,561
2038	554,773
2039	559,017
2040	562,888

Source: Table B-6 for the 2024 functional population figure and Table B-1 for annual growth rates

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Functional Residents by Land Use Category

When a wide range of land uses impact services, an estimate of that impact is needed for each land use. This section presents functional population estimates by residential and non-residential land uses.

Residential and Transient Land Uses

For residential and transient land uses, the functional population coefficients are displayed in **Table B-8**. The transient land uses include hotel/all suites hotel, motel, assisted living facility and nursing home. Secondary sources, such as Smith Travel Research (STR), Collier County Convention and Visitors Bureau, and the Florida Department of Elderly Affairs, are used to determine the occupancy rate for these land uses.

Non-Residential Land Uses

A similar approach is used to estimate functional residents for non-residential land uses. **Table B-9** reports basic assumptions and calculations, such as trips per unit, trips per employee, employees per impact unit, one-way trips per impact unit, worker hours, occupants per vehicle trip, visitors (patrons, etc.) per impact unit, visitor hours per trip, and days per week for non-residential land uses. The final column in the tables shows the estimated functional resident per unit by land use. These figures represent the demand component for the correctional facility impact fee program and are used in the calculation of the correctional facilities impact fee schedule.

Table B-8

Functional Residents for Residential and Transient Land Uses

Residential Land Use	Impact Unit	ITE LUC[(1)]	Residents/ Visitors Per Unit[(2)]	Occupancy Rate[(3)]	Adjusted Residents Per Unit[(4)]	Visitor Hours at Place[(5)]	Workers Per Unit[(6)]	Work Day Hours[(7)]	Days Per Week[(8)]	Functional Residents Per Unit[(9)]
Residential										
Single Family Detached										
- Less than 4,000 sf	du	210	2.53	-	-	-	-	-	-	**1.75**
- 4,000 sf or greater	du	210	3.12	-	-	-	-	-	-	**2.16**
Multi-Family	du	220-232	1.31	-	-	-	-	-	-	**0.91**
Mobile Home	du	240	1.92	-	-	-	-	-	-	**1.33**
Retirement Community - Detached (Single Family)	du	251	1.55	-	-	-	-	-	-	**1.07**
Retirement Community - Attached (Multi-Family)	du	252	0.79	-	-	-	-	-	-	**0.55**
Transient/Assisted, Group										
Hotel/All Suites Hotel	room	310/311	2.80	73%	2.04	12	0.56	9	7	**1.23**
Motel	room	320	2.80	73%	2.04	12	0.13	9	7	**1.07**
Assisted Living Facility	du	254	1.18	70%	0.82	20	0.56	9	7	**0.89**
Nursing Home	1,000 sf	620	2.76	70%	1.93	20	2.04	9	7	**2.37**

(1) Land use code from the Institute of Transportation Engineers (ITE) Trip Generation Handbook, 11th Edition

(2) Estimates for the residential land uses, retirement community (detached), retirement community (attached) from Table B-2; estimate for hotel/motel from Collier County Overnight Visitor Economic Impact Report 2021. Estimate for assisted living facility is based on people per household figures for single family and multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation. Estimate used for nursing home is based on 1 person per bed and an average square footage of 363 per bed in a nursing home, based on information provided in the ITE Trip Generation Handbook, 11th Edition.

(3) Source for hotel/motel occupancy: Collier County Convention and Visitors Bureau Annual Reports and Smith Travel Research (STR). Average occupancy rate for 2016 through 2021, excluding 2020. Source for nursing home/ALF occupancy rate is the Florida Department of Elderly Affairs Collier County Profile and the Agency for Health Care Administration. Average occupancy rate for 2021 through 2022.

(4) Residents/visitors per unit (Item 2) times occupancy rate (Item 3)

(5), (7), (8) Estimated

(6) Adapted from ITE Trip Generation Handbook, 11th Edition

(9) For residential land uses, calculated as residents per unit times the functional population coefficient (0.692 from Table B-5). For transient, assisted, and group land uses, calculated as

$$\frac{[(\text{Adjusted Residents per Unit} \times \text{Hours at Place} \times \text{Days per Week}) + (\text{Workers Per Unit} \times \text{Work Hours Per Day} \times \text{Days per Week})]}{(24 \text{ Hours per Day} \times 7 \text{ Days per Week})}$$

Table B-9

Functional Residents for Non-Residential Land Uses

ITE LUC[1]	Land Use	Impact Unit	Trips Per Unit[2]	Trips Per Employee[3]	Employees Per Unit[4]	One-Way Factor @ 50%[5]	Worker Hours[6]	Occupants Per Trip[7]	Visitors[8]	Visitor Hours Per Trip[9]	Days Per Week[10]	Functional Residents per Unit[11]
RECREATION:												
416	Campground/RV Park[12]	site	1.62	n/a	1.20	0.81	9	1.64	0.13	1.50	7	**0.46**
420	Marina	boat berth	2.41	20.52	0.12	1.21	9	1.64	1.86	1.00	7	**0.12**
430	Golf Course	hole	30.38	20.52	1.48	15.19	9	1.64	23.43	0.25	7	**0.80**
n/a	Bundled Golf Course[13]	hole	9.11	20.52	0.44	4.56	9	1.64	7.04	0.25	7	**0.24**
445	Movie Theater	1,000 sf	82.30	53.12	1.55	41.15	9	1.64	65.94	1.00	7	**3.33**
n/a	Dance Studio/Gymnastics	1,000 sf	21.33	n/a	2.00	10.67	9	1.64	15.50	1.50	7	**1.72**
INSTITUTIONS:												
520	Elementary School (Private)	student	2.27	22.50	0.10	1.14	9	1.11	1.17	2.00	5	**0.10**
522	Middle/Junior High School (Private)	student	2.10	23.41	0.09	1.05	9	1.11	1.08	2.00	5	**0.09**
525	High School (Private)	student	1.94	21.95	0.09	0.97	9	1.11	0.99	2.00	5	**0.08**
540/550	University/Junior College (7,500 or fewer students) (Private)	student	2.00	11.75	0.17	1.00	9	1.11	0.94	2.00	5	**0.10**
	University/Junior College (more than 7,500 students) (Privat	student	1.50	11.75	0.13	0.75	9	1.11	0.70	2.00	5	**0.08**
560	Church	1,000 sf	7.60	20.64	0.37	3.80	9	2.16	7.84	1.00	7	**0.47**
565	Day Care Center	1,000 sf	49.63	21.38	2.32	24.82	9	2.16	51.29	0.15	5	**0.85**
MEDICAL:												
610	Hospital	1,000 sf	10.77	3.77	2.86	5.39	9	1.44	4.90	1.00	7	**1.28**
OFFICE:												
710	General Office	1,000 sf	10.84	3.33	3.26	5.42	9	1.09	2.65	1.00	5	**0.95**
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	23.83	8.71	2.74	11.92	9	1.44	14.42	1.00	5	**1.16**
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	34.21	8.71	3.93	17.11	9	1.44	20.71	1.00	5	**1.67**
770	Business Park (Flex-Space)	1,000 sf	12.65	4.04	3.13	6.33	9	1.09	3.77	0.75	5	**0.92**
RETAIL:												
822	Retail 6,000 sfgla or less	1,000 sfgla	54.45	17.42	3.13	27.23	9	1.52	38.26	0.50	7	**1.97**
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	54.45	17.42	3.13	27.23	9	1.52	38.26	0.50	7	**1.97**
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	67.52	17.42	3.88	33.76	9	1.52	47.44	0.65	7	**2.74**
820	Retail greater than 150,000 sfgla	1,000 sfgla	37.01	17.42	2.12	18.51	9	1.52	26.02	1.00	7	**1.88**
840/841	New/Used Auto Sales	1,000 sf	24.58	11.84	2.08	12.29	9	1.52	16.60	1.00	7	**1.47**
849	Tire Superstore	1,000 sf	20.37	n/a	1.65	10.19	9	1.52	13.84	1.00	7	**1.20**
850	Supermarket	1,000 sf	94.48	43.86	2.15	47.24	9	1.52	69.65	0.50	7	**2.26**
851	Convenience Market (24 hour)	1,000 sf	739.50	243.38	3.04	369.75	9	1.52	558.98	0.20	7	**5.80**
862	Home Improvement Superstore	1,000 sf	30.74	n/a	2.50	15.37	9	1.52	20.86	1.00	7	**1.81**
880/881	Pharmacy with & without Drive-Thru	1,000 sf	103.86	69.17	1.50	51.93	9	1.52	77.43	0.35	7	**1.69**
890	Furniture Store	1,000 sf	6.26	10.93	0.57	3.13	9	1.52	4.19	0.50	7	**0.30**
SERVICES:												
911	Bank/Savings w/out Drive-Thru	1,000 sf	57.94	32.73	1.77	28.97	9	1.52	42.26	0.35	6	**1.10**
912	Bank/Savings w/Drive-Thru	1,000 sf	103.73	32.73	3.17	51.87	9	1.52	75.67	0.15	6	**1.42**
930	Fast Casual Restaurant	1,000 sf	97.14	21.26	4.57	48.57	9	2.30	107.14	0.35	7	**3.28**
931	Low-Turnover Restaurant	1,000 sf	86.03	17.90	4.81	43.02	9	2.30	94.14	1.00	7	**5.73**
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	103.46	21.26	4.87	51.73	9	2.30	114.11	0.75	7	**5.39**
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	479.17	44.52	10.76	239.59	9	2.30	540.30	0.25	7	**9.66**
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	409.25	44.52	9.19	204.63	9	2.30	461.46	0.25	7	**8.25**

Table B-9 (continued)

Functional Residents for Non-Residential Land Uses

ITE LUC[1]	Land Use	Impact Unit	Trips Per Unit[2]	Trips Per Employee[3]	Employees Per Unit[4]	One-Way Factor @ 50%[5]	Worker Hours[6]	Occupants Per Trip[7]	Visitors[8]	Visitor Hours Per Trip[9]	Days Per Week[10]	Functional Residents per Unit[11]
SERVICES:												
941	Quick Lube	service bay	40.00	16.00	2.50	20.00	9	1.52	27.90	0.50	7	**1.52**
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	172.01	275.78	0.62	86.01	9	1.52	130.12	0.20	7	**1.32**
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	264.38	241.21	1.10	132.19	9	1.52	199.83	0.20	7	**2.08**
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	345.75	241.21	1.43	172.88	9	1.52	261.35	0.20	7	**2.71**
947	Self-Service Car Wash	service bay	43.94	n/a	0.50	21.97	9	1.52	32.89	0.50	7	**0.87**
948	Automated Car Wash	1,000 sf	142.00	n/a	1.75	71.00	9	1.52	106.17	0.25	7	**1.76**
n/a	Luxury Auto Sales	1,000 sf	16.30	n/a	2.08	8.15	9	1.52	10.31	1.00	7	**1.21**
INDUSTRIAL:												
110	General Light Industrial	1,000 sf	4.87	3.10	1.57	2.44	9	1.08	1.07	1.00	5	**0.45**
140	Manufacturing	1,000 sf	4.75	2.51	1.89	2.38	9	1.08	0.68	1.00	5	**0.53**
150	Warehousing	1,000 sf	1.71	5.05	0.34	0.86	9	1.08	0.59	0.75	5	**0.10**
151	Mini-Warehouse	1,000 sf	1.46	61.90	0.02	0.73	9	1.08	0.77	0.75	7	**0.03**

Sources:
1) Land use code found in the Institute of Transportation Engineers (ITE) Trip Generation Handbook, 11th Edition
2) Land uses and trip generation rates consistent with those included in the 2024 Transportation Impact Fee Update Study
3) Trips per employee from ITE Trip Generation Handbook, 11th Edition, when available
4) Trips per unit (Item 2) divided by trips per person (usually employee). When trips per person are not available, the employees per unit is estimated
5) Trips per unit (Item 2) multiplied by 50 percent
6) Estimated
7) Source: 2022 National Household Travel Survey (FHWA 2022)
8) [(One-way Trips/Unit X Occupants/Trip) - Employees]
9) Estimated
10) Estimated
11) [(Workers X Hours/Day X Days/Week) + (Visitors X Hours/Visit X Days/Week)]/(24 Hours x 7 Days)
12) The ITE 11th Edition trip generation rate was adjusted to reflect the average occupancy rate of 60 percent based on data provided by the Florida Association of RV Parks and Campgrounds
13) The trip generation rate for "bundled golf course" is assessed at 30 percent of the trip generation rate for the "golf course" land use (LUC 430)



Collier County Emergency Medical Services Impact Fee Update Study

DRAFT Report
October 31, 2024

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Collier County
Emergency Medical Services Impact Fee Update Study

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Introduction

With a population of over 400,000, Collier County ranks as the 19th most populous county in Florida. The county is continuing to grow and is estimated to add approximately 110,000 new residents through 2050. In terms of residential permitting, Collier County ranks 19th out of Florida counties with an average of 5,300 new units per year over the past three years. To address additional infrastructure needs, Collier County implemented an impact fee program for emergency medical services (EMS), which was last updated in 2016. To reflect most recent data, the County retained Benesch to prepare an update study.

This report serves as the technical study to support the calculation of the updated EMS impact fee. Data presented in this report represents the most recent and localized data available at the time of this update study. All data and support materials used in this analysis are incorporated by reference as set forth in this document.

The figures calculated in this study represent the technically defensible level of impact fee that the County could charge; however, the Board of County Commissioners may choose to discount the fee as a policy decision.

Methodology

In developing the County's EMS impact fee, a consumption-based impact fee methodology is utilized, which is commonly used throughout Florida. A consumption-based impact fee charges new development based upon the burden placed on services from each land use (demand). The demand component is measured in terms of population per unit.

A consumption-based impact fee charges new growth the proportionate share of the cost of providing additional infrastructure for use by new growth. Unlike a "needs-based" approach, consumption-based approach ensures that the impact fee is set at a rate that generates revenues sufficient only for new capacity needs and does not generate revenues at a level to correct existing deficiencies. Given this, the County does not need to go through the process of estimating the portion of each capacity expansion project that may be related to existing deficiencies. In addition, per legal requirements, a credit is subtracted from the total cost to account for the value of future non-impact fee funding contributions of new development toward any capacity expansion projects. In other words, case law requires that the new development should not be charged twice for the same infrastructure.

Legal Overview

In Florida, legal requirements related to impact fees have primarily been established through case law since the 1980's. Impact fees must comply with the "dual rational nexus" test, which requires that they:

- Be supported by a study demonstrating that the fees are proportionate in amount to the need created by new development paying the fee; and
- Be spent in a manner that directs a proportionate benefit to new development, typically accomplished through establishment of benefit districts (if needed) and a list of capacity-adding projects included in the County's Capital Improvement Plan, Capital Improvement Element, or another planning document/Master Plan.

In 2006, the Florida legislature passed the "Florida Impact Fee Act," which recognized impact fees as "an outgrowth of home rule power of a local government to provide certain services within its jurisdiction." § 163.31801(2), Fla. Stat. The statute – concerned with mostly procedural and methodological limitations – did not expressly allow or disallow any particular public facility type from being funded with impact fees. In fact, which it was initially adopted, the Act largely codified requirements and standards common to the practice already.

However, the Legislature has amended the Impact Fee Act numerous times since 2006, significantly affecting the impact fee practice in Florida. For this reason, a summary of the key legislative changes since 2006 is provided:

- **HB 227 in 2009:** The Florida legislation statutorily clarified that in any action challenging an impact fee, the government has the burden of proving by a preponderance of the evidence that the imposition or amount of the fee meets the requirements of state legal precedent or the Impact Fee Act and that the court may not use a deferential standard.
- **SB 360 in 2009:** Allowed fees to be decreased without the 90-day notice period required to increase the fees and purported to change the standard of legal review associated with impact fees. SB 360 also required the Florida Department of Community Affairs (now the Department of Commerce) and Florida Department of Transportation (FDOT) to conduct studies on "mobility fees," which were completed in 2010.
- **HB 7207 in 2011:** Required a dollar-for-dollar credit, for purposes of concurrency compliance, for impact fees paid and other concurrency mitigation required.
- **HB 319 in 2013:** Applied mostly to concurrency management authorities, but also encouraged local governments to adopt alternative mobility systems using a series of tools identified in section 163.3180(5)(f), Florida Statutes.

- **HB 207 in 2019:** Included the following changes to the Impact Fee Act along with additional clarifying language:
    - Impact fees cannot be collected prior to building permit issuance; and
    - Impact fee revenues cannot be used to pay debt service for previously approved projects unless the expenditure is reasonably connected to, or has a rational nexus with, the increased impact generated by the new residential and commercial construction.
- **HB 7103 in 2019:** Addressed multiple issues related to affordable housing/linkage fees, impact fees, and building services fees. In terms of impact fees, the bill required that when local governments increase their impact fees, the outstanding impact fee credits for developer contributions should also be increased. This requirement was to operate prospectively; however, HB 337 that was signed in 2021 deleted that clause and making all outstanding credits eligible for this adjustment. This bill also allowed local governments to waive/reduce impact fees for affordable housing projects without having to offset the associated revenue loss.
- **SB 1066 in 2020:** Added language allowing impact fee credits to be assignable and transferable at any time after establishment from one development or parcel to another that is within the same impact fee zone or impact fee district or that is within an adjoining impact fee zone or district within the same local government jurisdiction, and which receives benefit from the improvement or contribution that generated the credits. Added language indicating any new/increased impact fee not being applicable to current or pending permit applications submitted prior to the effective date of an ordinance or resolution imposing new/increased fees.
- **HB 1339 in 2020:** Required reporting of various impact fee related data items within the annual financial audit report submitted to the Department of Financial Services.
- **HB 337 in 2021:** Placed limits on the amount and frequency of fee increases, but also included a clause to exceed these restrictions if the local governments can demonstrate extraordinary circumstances, hold two public workshops discussing these circumstances and the increases are approved by two-thirds of the governing body.
- **HB 479 in 2024 (Effective October 1, 2024):** Required interlocal agreements between counties and municipalities when both entities collect a transportation impact fee. Placed limits on timing of impact fee study completion and adoption and data used in the studies.

The following paragraphs provide further detail on the generally applicable legal standards.

Impact Fee Definition

- An impact fee is a one-time capital charge levied against new development.
- An impact fee is designed to cover the portion of the capital costs of infrastructure capacity consumed by new development.
- The principal purpose of an impact fee is to assist in funding the implementation of projects identified in the Capital Improvements Element (CIE) and other capital improvement programs for the respective facility/service categories.

Impact Fee vs. Tax

- An impact fee is generally regarded as a regulatory function established based upon the specific benefit to the user related to a given infrastructure type and is not established for the primary purpose of generating revenue for the general benefit of the community, as are taxes.
- Impact fee expenditures must convey a proportional benefit to the fee payer. This is accomplished through the establishment of benefit districts as needed, where fees collected in a benefit district are spent in the same benefit district.
- An impact fee must be tied to a proportional need for new infrastructure capacity created by new development.

This technical report has been prepared to support legal compliance with existing case law and statutory requirements and documents the methodology used for the EMS impact fee calculations, including an evaluation of the inventory, service area and demand component, level of service (LOS), cost, credit, and demand components. Information supporting this analysis was obtained from the County and other sources, as indicated.

Inventory

According to information provided by the Collier County Emergency Medical Services Division (CCEMS), the County owns 13 stations used to provide emergency medical services. In addition, the County operates 13 additional stations out of leased buildings. For impact fee calculation purposes, only the owned facilities are included in this study.

Table 1 shows a summary of the CCEMS building inventory included in the impact fee calculations. As presented, the inventory used to calculate impact fees includes a total of 82,600 square feet of building space and 30 acres of land dedicated to EMS related services. The total building and land value is approximately $43.4 million including $38.0 million for buildings and $5.4 million for land.

The building value per square foot is estimated based on recent construction costs, estimates for upcoming construction, insurance values of the existing EMS stations, and discussions with the County. The building value is estimated at $460 per square foot. Appendix A provides further detail on the building cost estimates.

The land value is estimated at $180,000 per acre based on an analysis of vacant land value trends since the last study, recent land purchases, and an analysis of vacant land sales and values based on information from the Collier County Property Appraiser.

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Table 1

Building and Land Inventory

Facility Description	Location	Year Acquired /Built[1]	Square Feet[2]	Total Square Feet on Site[3]	Total Acres[4]	Acres per 1,000 sf of Building Space[5]	Allocated Acres[6]	Building Value[7]	Land Value[8]	Total Building and Land Value[9]
Station 3/Helicopter Operations[10]	2375 Tower Drive	1994	4,962	N/A	617.44	N/A	2.00	$2,282,520	$360,000	$2,642,520
Station 44	776 Vanderbilt Beach Road	1994	3,260	16,477	3.63	0.220	0.72	$1,499,600	$129,600	$1,629,200
Station 70	4741 Golden Gate Parkway	1994	5,361	76,498	12.91	0.169	0.91	$2,466,060	$163,800	$2,629,860
Station 30	112 South 1st Street	1993	3,500	21,156	7.42	0.351	1.23	$1,610,000	$221,400	$1,831,400
Station 21[11]	11121 East Tamiami Trail	1991	1,195	11,490	1.07	0.093	0.09	$549,700	$16,200	$565,900
Station 42[12]	7010 Immokalee Road	1989	2,500	N/A	N/A	N/A	N/A	$1,150,000	N/A	$1,150,000
Station 10[13]	14756 Immokalee Road	1996	3,571	19,113	85.96	N/A	1.50	$1,642,660	$270,000	$1,912,660
Station 71	95 13th Street SW	2001	4,447	4,447	2.00	0.450	2.00	$2,045,620	$360,000	$2,405,620
Station 24[14]	2795 Airport Road North	2004	3,177	9,531	1.50	0.157	0.50	$1,461,420	$90,000	$1,551,420
Station 22[15]	4375 Bayshore Drive	2005	3,579	9,672	0.63	0.065	N/A	$1,646,340	N/A	$1,646,340
Station 25	3675 Hacienda Lakes Boulevard	2021	5,500	5,500	1.33	0.242	1.33	$2,530,000	$239,400	$2,769,400
Station 75	4590 Santa Barbara Boulevard	2006	4,985	4,985	1.89	0.379	1.89	$2,293,100	$340,200	$2,633,300
Station 76	790 Logan Boulevard	2016	5,321	5,321	2.41	0.453	2.41	$2,447,660	$433,800	$2,881,460
Emergency Services Complex[16]	8075 Lely Cultural Pkwy	2009	31,239	154,388	20.00	0.130	4.06	$14,369,940	$730,800	$15,100,740
Vacant Land for Station 49[17]	Heritage Bay Property	2003	N/A	N/A	7.73	N/A	1.50	N/A	$270,000	$270,000
Vacant Land for Station 410	16140/16144 Performance Way	2007	N/A	N/A	0.99	N/A	0.99	N/A	$178,200	$178,200
Vacant Land for Station 74	Desoto/Golden Gate Boulevard	2019	N/A	N/A	5.46	N/A	5.46	N/A	$982,800	$982,800
Vacant Land for future EMS Station	8156 Fiddlers Creek Parkway	2022	N/A	N/A	8.36	N/A	3.43	N/A	$617,400	$617,400
Total			**82,597**				**30.02**	**$37,994,620**	**$5,403,600**	**$43,398,220**
Building Value per Square Foot[18]								**$460**		
Land Value per Acre[19]									**$180,000**	

1) Source: Collier County
2) Source: Collier County. Square feet includes total area under the roof.
3) Source: Collier County. Square feet of buildings on a given parcel.
4) Acreage of the parcel where the facility is located. In some cases, this acreage includes other buildings.
5) Acres (Item 4) divided by the total square footage on site (Item 3) multiplied by 1,000.
6) Acres per 1,000 square feet of building space (Item 5) is multiplied by square feet of the facility (Item 2) divided by 1,000.
7) Square footage (Item 2) multiplied by building value per square foot (Item 18).
8) Source: Allocated acres (Item 6) multiplied by the land value per acre (Item 19)
9) Sum of building value (Item 7) and land value (Item 8).

10) Portion of acreage used for EMS facilities provided by Collier County.
11) Approximately 65% of this property is owned by Greater Naples Fire District. The portion owned by the County (35%) is used for EMS and law enforcement facilities.
12) The land is owned by the North Collier Fire District and is not included in the inventory. The County is leasing the building from the North Collier Fire District and paid for the structure. Given the lease term will continue until 2024 and the County is in the process of renewing the lease, the building value is included in the inventory.
13) Portion of acreage used for EMS facilities provided by Collier County
14) This station is a joint facility shared by the North Collier and Greater Naples Fire Districts and Collier County EMS. The square footage, acreage, and value shown reflect Collier County EMS' share (1/3)
15) Greater Naples Fire District owns 63% of the building and the entire acreage. The County owns 37% of the building
16) Joint facility shared by County EMS, law enforcement, and emergency management services.
17) Portion of acreage that will be used for EMS facilities provided by Collier County
18) Source: Appendix A
19) Source: Appendix A

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In addition to the facilities included in Table 1, the County also leases 26,100 square feet of building space for thirteen additional stations. These leased facilities, which are not included in the impact fee calculations but provide services to County residents, are presented in **Table 2.**

Table 2
Leased EMS Stations

Facility	Address	Total Square Feet[1]
Station 1	835 8th Ave. South, Naples 34102	2,200
Station 50[2]	1280 San Marco Rd., Marco Island 34145	1,200
Station 40	1441 Pine Ridge Rd., Naples 34109	2,500
Station 60	201 Buckner Ave., Everglades City 34139	2,700
Station 23	6055 Collier Blvd., Naples, 34114	2,500
Station 2	977 26th Ave. North, 34103	1,500
Station 43	16325 Vanderbilt Dr., 34110	2,500
Station 90	175 Capri Blvd., Naples 34113	2,500
Station 46	3410 Pine Ridge Rd., 34109	2,500
Station 32	5368 Useppa Drive, Ave Maria 34142	1,148
Station 48	16280 Livingston Road, Naples, Fl 34110	895
Station 20	4798 Davis Blvd, Naples, FL 34104	2,000
Station 31	502 East New Market Rd, Immokalee, Fl 34142	2,000
Total		**26,143**

1) Source: Collier County
2) Station 50 was demolished and was rebuilt by Marco Island Fire. County. In the interim, the County leased a temporary space at the hospital which was 1,200 square feet.

In addition to the land and buildings inventory, the CCEMS also has the necessary vehicles and equipment to perform its emergency medical services duties. **Table 3** summarizes the vehicle and equipment inventory. Equipment included in this list follows the County's definition of capital assets, which includes items that have a minimum value of $5,000 and five years of useful life. As shown, the total CCEMS vehicle and equipment inventory amounts to approximately $19.4 million.

Table 3

Vehicle and Equipment Inventory

Description	Units [1]	Unit Value[2]	Total Value[3]
Vehicles			
ALS Ambulance	42	$432,200	$18,152,400
Ford Explorer	12	$60,000	$720,000
Ford Escape	2	$24,000	$48,000
Econo Van	1	$30,000	$30,000
Hazmat Trailer	1	$29,500	$29,500
Chevrolet C4500	1	$63,500	$63,500
Ford F350	1	$44,200	$44,200
Haulmark	1	$5,500	$5,500
Subtotal -- Vehicles			**$19,093,100**
Equipment			
Mobile MHz Radios 1	2	$5,300	$10,600
Mobile MHz Radios 2	6	$5,100	$30,600
UHF/VHF/800 MHz Radio Ambulance	45	$5,400	$243,000
Subtotal -- Equipment			**$284,200**
Total			**$19,377,300**

1) Source: Collier County
2) Source: Collier County
3) Units (Item 1) multiplied by unit value (Item 2)

Service Area and Demand Component

Emergency medical services are provided by Collier County in all areas of the county. Therefore, the proper benefit district for the provision of emergency response services is countywide.

The EMS impact fee program requires the use of population data in calculating current levels of service and to be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process, this impact fee study considers not only the resident or permanent population of the County, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak season population is used in all population estimates and projections. Peak seasonal population projections were provided by Collier County's Comprehensive Planning Division.

To measure effective population that benefits from emergency medical services, this study also developed functional population figures. Functional population, as used in the impact fee analysis, is a generally accepted methodology for several impact fee areas and is based on the assumption that demand for certain facilities is generally proportional to the presence of people at a land use, including residents, employees, and visitors. Appendix B provides additional details on population estimates.

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Level of Service

For impact fee calculation purposes, the current level of service (LOS) is calculated based on stations per peak seasonal and functional resident, as presented in **Table 4**.

It should be noted that two different calculations of the current LOS were provided in the table. One of these calculations includes only the stations owned by the County and is used in the calculation of the impact fee. The other includes stations that are owned and leased, which better reflects the service County residents are receiving. However, because impact fees need to be based on capital investment made by the existing population, the LOS calculations exclude leased stations, which are considered operational expenses. The achieved LOS based on owned stations is 0.000027 per functional resident and is utilized in the calculation of the EMS impact fee.

Table 4

Current Achieved Level of Service

Variable	Year 2024	
	Peak Population	Functional Population
Population[(1)]	491,779	475,042
Number of Owned Stations[(2)]	13	13
Number of Owned and Leased Stations[(3)]	26	26
Population per Station[(4)]	18,915	18,271
Current LOS (All Stations per Resident)[(5)]	0.000053	0.000055
Current LOS (Owned Stations per Resident)[(6)]	**0.000026**	**0.000027**

1) Source: Appendix B, Table B-1 for peak population and Table B-7 for functional population
2) Table 1
3) Number of owned stations (Item 2) plus the 13 leased stations from Table 2 and Station 76
4) Population (Item 1) divided by number of owned stations and leased stations include Station 76 (Item 3)
5) Number of owned stations and leased stations including Station 76 (Item 3) divided by population (Item 1)
6) Number of owned stations (Item 2) divided by population (Item 1)

Cost Component

Table 5 provides a summary of EMS related capital assets owned by the County. As shown, the total capital asset value associated with EMS amounts to $62.8 million. However, the County is still paying debt service on a portion of these assets. In addition, it is Collier County's policy to use impact fee revenues to pay debt service associated with capacity expansion projects. To ensure that new development is not being overcharged for these future payments, the portion of the remaining principal of bonds used to fund EMS capacity expansion projects is subtracted from the total asset value in Table 5. The resulting owned capital asset value is approximately $58.6 million or $4.5 million per station.

Table 5 also presents the cost per functional resident for the impact fee analysis. This cost is calculated by multiplying the owned capital asset value per station by the current LOS of 0.00027 stations per functional resident. As shown, these calculations result in $122 per functional resident for all EMS assets considered in the impact fee calculations.

Table 5

Total Impact Cost per Functional Resident

Description	Figure	Percent of Total[11]
Total Building Value[1]	$37,994,620	60.5%
Total Land Value[2]	$5,403,600	8.6%
Total Vehicle and Equipment Value[3]	$19,377,300	30.9%
Total Capital Asset Value[4]	**$62,775,520**	**100.0%**
Less: Portion Not Owned[5]	$4,126,165	
Owned Capital Asset Value[6]	**$58,649,355**	
Number of Owned Stations[7]	13	
Owned Capital Asset Value per Station[8]	**$4,511,489**	
Current LOS (Owned Stations per Functional Resident)[9]	0.000027	
Total Impact Cost per Functional Resident[10]	**$121.81**	

1) Source: Table 1
2) Source: Table 1
3) Source: Table 3
4) Sum of building, land, vehicle and equipment values (Items 1, 2, and 3)
5) Source: Colier County Office of Management and Budget
6) Total capital asset value (Item 4) less the portion not owned (Item 5)
7) Source: Table 1
8) Owned capital asset value (Item 6) divided by the number of owned stations (Item 7)
9) Source: Table 4
10) Owned capital asset value per station (Item 8) multiplied by current LOS (Item 9)
11) Distribution of total capital asset value (Item 4)

Credit Component

To avoid overcharging new development for the EMS impact fee, a review of the capital financing program for EMS was completed. The purpose of this review was to determine any potential revenue credits that should be considered for revenues generated by new development that could be used for capital facility expansion, land purchase, or vehicle/equipment expansion for the EMS program.

Capital Expansion "Cash" Credit

To calculate the capital expansion credit per functional resident, funding sources used for the past five years and programmed for the next five years were reviewed. Between FY 2018 and FY 2027, the County has allocated an average non-impact fee funding of $250,500 per year towards EMS capital facilities utilizing grants and land sales proceeds.

The annual capital expansion "cash" expenditures were divided by the average annual functional residents for the same period to calculate the average annual capital expansion "cash" credit per functional resident. As presented in **Table 6**, the result is $0.54 per functional resident annually.

Collier County has also allocated revenues from the one-percent local government infrastructure surtax for capacity expansion projects. The infrastructure surtax was repealed on December 31, 2023, and the County does not intend to reimplement this funding mechanism. Therefore, this funding source is excluded from the credit calculations.

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Table 6

Capital Expansion "Cash" Credit

Description	FY 2018 to FY 2022[1]	FY 2023 to FY 2027[1]	Total
American Rescue Plan			
Ambulances & SUVs	-	$1,700,000	**$1,700,000**
Subtotal -- American Rescue Plan	**-**	**$1,700,000**	**$1,700,000**
GAC Land Sales Trust Fund			
EMS Station 74 - Golden Gate Estates	$105,000	-	**$105,000**
EMS Station 74 - Golden Gate Estates, Ambulance	-	$700,438	**$700,438**
Subtotal -- GAC Land Sales Trust Fund	**$105,000**	**$700,438**	**$805,438**
Total Capital Expansion "Cash" Expenditures			**$2,505,438**
Average Annual Capital Expansion "Cash" Expenditures[2]			$250,544
Average Annual Functional Population[3]			461,884
Annual Capital Expansion "Cash" Expenditures per Functional Resident[4]			**$0.54**

1) Source: Collier County
2) Total capital expansion "cash" expenditures divided by 10 to calculate the average annual expenditures
3) Source: Appendix B, Table B-7. Average functional population over the same time period.
4) Average annual capital expansion "cash" expenditures (Item 2) divided by the average annual functional population (Item 3)
   Note: Excludes projects funded with Infrastructure Sales Tax since this tax was repealed in December 2023.

Net EMS Impact Cost

Table 7 summarizes the calculation of the net EMS impact cost per functional resident which is the difference between the total impact cost and the capital expansion "cash" credit per functional resident. The resulting net impact cost is $113 per functional resident.

Table 7

Net Impact Cost per Functional Resident

Variable	Per Functional Resident
Impact Cost	
Total Impact Cost per Functional Resident[(1)]	$121.81
Impact Credit	
Average Annual Capital Expansion "Cash" Credit per Functional Resident[(2)]	$0.54
Capitalization Rate	3.70%
Capitalization Period (years)	25
Capital Expansion "Cash" Credit per Functional Resident[(3)]	$8.71
Net Impact Cost	
Net Impact Cost per Functional Resident[(4)]	**$113.10**

1) Source: Table 5
2) Source: Table 6
3) The present value of the average annual capital expansion "cash" credit per functional resident using an interest rate of 3.7 percent over a capitalization period of 25 years. The capitalization rate estimate was provided by Collier County.
4) Total impact cost per functional resident (Item 1) less capital expansion "cash" credit per functional resident (Item 3)

Calculated EMS Impact Fee Schedule

Table 8 presents the calculated EMS impact fee schedule for both residential and non-residential land uses, based on the net impact cost per functional resident figure presented in Table 7. Net impact cost per functional resident increased by approximately 45 percent since the 2015 study due to changes to cost and credit components. The remaining differences reflect the changes in the demand component since 2015 as well as new land use categories or units.

Table 8 also shows the maximum allowable impact fees consistent with F.S. 163.3180 and the percent change from the current adopted impact fee.

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Table 8

Calculated EMS Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]	F.S. 163.31801 Maximum Impact Fee[5]	Percent Change[6]
Residential:								
210	Single Family Detached							
	- Less than 4,000 sf	du	1.75	**$197.93**	$142.07	39%	$197.93	39%
	- 4,000 sf or greater	du	2.16	**$244.30**	$159.33	53%	$238.99	50%
220-232	Multi-Family	du	0.91	**$102.92**	$67.50	52%	$101.25	50%
240	Mobile Home	du	1.33	**$150.42**	$113.81	32%	$150.42	32%
251	Retirement Community - Detached (Single Family)	du	1.07	**$121.02**	$62.01	95%	$93.01	50%
252	Retirement Community - Attached (Multi-Family)	du	0.55	**$62.21**	$62.01	0%	$62.21	0%
Transient, Assisted, Group:								
310/311	Hotel/All Suites Hotel	room	1.23	**$139.11**	$63.58	119%	$95.37	50%
320	Motel	room	1.07	**$121.02**	$59.65	103%	$89.47	50%
254	Assisted Living Facility	du	0.89	**$100.66**	$79.27	27%	$100.66	27%
620	Nursing Home	1,000 sf	2.37	**$268.05**	$82.41/bed	N/A	N/A	N/A
Recreation:								
416	Campground/RV Park	site	0.46	**$52.03**	$39.25	33%	$52.03	33%
420	Marina	boat berth	0.12	**$13.57**	$14.91	-9%	$13.57	-9%
430	Golf Course	hole	0.80	**$90.48**	$84.77	7%	$90.48	7%
n/a	Bundled Golf Course	hole	0.24	**$27.14**	$25.42	7%	$27.14	7%
445	Movie Theater	1,000 sf	3.33	**$376.62**	$469.37/screen	N/A	N/A	N/A
n/a	Dance Studio/Gymnastics	1,000 sf	1.72	**$194.53**	$174.25	12%	$194.53	12%
Institutions:								
520	Elementary School (Private)	student	0.10	**$11.31**	$4.71	140%	$7.06	50%
522	Middle/Junior High School (Private)	student	0.09	**$10.18**	$5.49	85%	$8.23	50%
525	High School (Private)	student	0.08	**$9.05**	$6.28	44%	$9.05	44%
540/550	University/Junior College (7,500 or fewer students) (Private)	student	0.10	**$11.31**	$7.85	44%	$11.31	44%
	University/Junior College (more than 7,500 students) (Private)	student	0.08	**$9.05**	$5.49	65%	$8.23	50%
560	Church	1,000 sf	0.47	**$53.16**	$2.35/seat	N/A	N/A	N/A
565	Day Care Center	1,000 sf	0.85	**$96.14**	$3.92/student	N/A	N/A	N/A
Medical:								
610	Hospital	1,000 sf	1.28	**$144.77**	$107.53	35%	$144.77	35%

Table 8 (continued)

Calculated EMS Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]	F.S. 163.31801 Maximum Impact Fee[5]	Percent Change[6]
Office:								
710	General Office	1,000 sf	0.95	**$107.45**	$60.44	78%	$90.66	50%
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	1.16	**$131.20**	$89.48	47%	$131.20	47%
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	1.67	**$188.88**	$130.29	45%	$188.88	45%
770	Business Park (Flex-Space)	1,000 sf	0.92	**$104.05**	$75.35	38%	$104.05	38%
Retail:								
822	Retail 6,000 sfgla or less	1,000 sfgla	1.97	**$222.81**	$192.30	16%	$222.81	16%
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	1.97	**$222.81**	$192.30	16%	$222.81	16%
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	2.74	**$309.89**	$192.30	61%	$288.45	50%
820	Retail greater than 150,000 sfgla	1,000 sfgla	1.88	**$212.63**	$164.04	30%	$212.63	30%
840/841	New/Used Auto Sales	1,000 sf	1.47	**$166.26**	$115.38	44%	$166.26	44%
849	Tire Superstore	1,000 sf	1.20	**$135.72**	$105.18/bay	N/A	N/A	N/A
850	Supermarket	1,000 sf	2.26	**$255.61**	$160.90	59%	$241.35	50%
851	Convenience Market (24 hour)	1,000 sf	5.80	**$655.98**	$429.34	53%	$644.01	50%
862	Home Improvement Superstore	1,000 sf	1.81	**$204.71**	$142.07	44%	$204.71	44%
880/881	Pharmacy with & without Drive-Thru	1,000 sf	1.69	**$191.14**	$153.84	24%	$191.14	24%
890	Furniture Store	1,000 sf	0.30	**$33.93**	$18.84	80%	$28.26	50%
Services:								
911	Bank/Savings w/out Drive-Thru	1,000 sf	1.10	**$124.41**	$175.03	-29%	$124.41	-29%
912	Bank/Savings w/Drive-Thru	1,000 sf	1.42	**$160.60**	$178.96	-10%	$160.60	-10%
930	Fast Casual Restaurant	1,000 sf	3.28	**$370.97**	$698.56	-47%	$370.97	-47%
931	Low-Turnover Restaurant	1,000 sf	5.73	**$648.06**	$17.27/seat	N/A	N/A	N/A
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	5.39	**$609.61**	$21.19/seat	N/A	N/A	N/A
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	9.66	**$1,092.55**	$698.56	56%	$1,047.84	50%
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	8.25	**$933.08**	$698.56	34%	$933.08	34%
941	Quick Lube	service bay	1.52	**$171.91**	$91.05	89%	$136.57	50%
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	1.32	**$149.29**	$203.29	-27%	$149.29	-27%
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	2.08	**$235.25**	$203.29	16%	$235.25	16%
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	2.71	**$306.50**	$203.29	51%	$304.93	50%
947	Self-Service Car Wash	service bay	0.87	**$98.40**	$68.29	44%	$98.40	44%
948	Automated Car Wash	1,000 sf	1.76	**$199.06**	$138.14	44%	$199.06	44%
n/a	Luxury Auto Sales	1,000 sf	1.21	**$136.85**	$80.84	69%	$121.26	50%

Table 8 (continued)

Calculated EMS Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]	F.S. 163.31801 Maximum Impact Fee[5]	Percent Change[6]
Industrial:								
110	General Light Industrial	1,000 sf	0.45	**$50.90**	$54.16	-6%	$50.90	-6%
140	Manufacturing	1,000 sf	0.53	**$59.94**	$39.25	53%	$58.87	50%
150	Warehousing	1,000 sf	0.10	**$11.31**	$21.98	-49%	$11.31	-49%
151	Mini-Warehouse	1,000 sf	0.03	**$3.39**	$4.71	-28%	$3.39	-28%

1) Source: Table B-8 for residential land uses and Table B-9 for non-residential land uses
2) Source: Net impact cost per functional resident from Table 7 is multiplied by the functional residents per unit (Item 1) for each land use
3) Source: Collier County Capital Project Planning, Impact Fees and Program Management Division
4) Percent change from the calculated impact fee (Item 2) to the current adopted impact fee (Item 3)
5) Maximum allowable impact fees in compliance with 50 percent increase cap per F.S. 163.31801
6) Percent change from the current adopted impact fee (Item 3) to the F.S. 163.31801 maximum allowable impact fee (Item 5)

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Impact Fee Schedule Comparison

As part of the work effort in updating Collier County's EMS impact fee program, a comparison of EMS impact fee schedules was completed for several other Florida counties. **Table 9** presents this comparison.

Table 9

Emergency Medical Services IF Schedule Comparison

Land Use	Unit[2]	Collier County			Brevard County[6]	Charlotte County[7]	Sarasota County[8]	Lee County[9]	Manatee County[10]	Osceola County[11]	Polk County[12]	Pasco County[13]
		Calculated[3]	Maximum[4]	Current Adopted[5]								
Date of Last Update		2024	2024	2016	2000	2021	2016	2018	2024	2017	2019	2003
Assessed Portion of Calculated[1]		N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%
Residential:												
Single Family (2,000 sf)	du	$198	$198	$142	$39	$77	$171	$55	$327	$115	$76	$172
Non-Residential:												
Light Industrial	1,000 sf	$51	$51	$54	N/A	$19	$35	$10	$94	$5	$21	$224
Office (50,000 sq ft)	1,000 sf	$107	$107	$93	$18	$57	$129	$29	$181	$50	$49	$224
Retail (125,000 sq ft)	1,000 sf	$310	$288	$192	$54	$119	$224	$59	$201	$123	$78	$224

1) Represents the portion of the maximum calculated fee for each respective county that is actually charged. Fee may have been lowered/increased through annual indexing or policy discounts. Does not account for moratorium/suspensions.
2) du = dwelling unit
3) Source: Table 8
4) Maximum allowable impact fee in compliance with 50 percent increase per F.S. 163.31801
5) Source: Collier County Capital Project Planning, Impact Fees and Program Management Division
6) Source: Brevard County Planning & Development Department
7) Source: Charlotte County Community Development Department, Planning & Zoning. All fees include a 2.55% administrative fee
8) Source: Sarasota County Planning & Development Services Department.
9) Source: Lee County Community Development Department, Building & Permitting Services
10) Source: Manatee County, Development Services. Fees shown are the "public safety" impact fees. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028.
11) Source: Osceola County Impact and Mobility Fees Office. Fee shown is the EMS portion of the Fire/EMS fee.
12) Source: Polk County Building Division. Fees shown reflect fully phased-in fees effective January 1, 2025.
13) Source: Pasco County Central Permitting Department

Appendix A
Building and Land Value Analysis - Supplemental Information

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Appendix A – Building and Land Value Analysis

This appendix provides additional data and information on building and land value estimates.

Building Values

In determining the appropriate unit cost for building construction, the following analyses were conducted:

- A review of recently built or planned EMS stations in Collier County;
- Cost trends since the most recent technical study;
- Insurance value of the existing inventory; and
- Discussions with the County.

Collier County built EMS Station 76 in 2017 for a cost of $326 per square foot. EMS Station 25, built in 2021, had a building cost of $531 per square foot. The County is planning to build two new EMS stations and one new Fire/EMS station. The cost estimates for these planned stations range from $353 per square foot to $628 per square foot. The average cost of the recently constructed stations and planned stations is $460 per square foot.

During the 2016 impact fee study, the value of stations was estimated at $300 per square foot. Applying Engineering News Records Building Cost Index for the cost changes between 2016 and 2024 resulted in a unit cost of approximately $436 per square foot.

The average insurance value of EMS stations in Collier County is $302 per square foot. It should be noted that insurance values are considered to be a conservative estimate because the value of the foundation and other more permanent parts of the structure tends to be excluded since they would not have to be rebuilt if the structure was damaged or lost.

Given this information, an average building value of $460 per square foot is used for the current station value.

Table A-1

Building Cost Estimates

Description	2016 Cost Estimate[1]	2016 Cost Estimate Indexed[2]
2016 Study Cost Estimates Indexed		
Cost Estimate Used in 2016 Study	$300	$442
ENR Index (2016-2024)[3]		47.46%
Project	**Year**	**Construction Cost per SF**
Insurance Values[4]		
Average Building Value per Square Foot	2022	$302
Recent/Upcoming Construction[5]		
Station 76	2017	$326
Station 25 - Hacienda Lakes	2021	$531
Fire and EMS Station 74	2024	$628
Heritage Bay EMS Station	Upcoming	$353
Old US 41/North Naples EMS station	Upcoming	$460
Average		**$460**
Used in the Study	**2024**	**$460**

1) Source: *Collier County Emergency Medical Services Impact Fee Update Study, October 10, 2016*
2) Source: 2016 cost estimate (Item 1) indexed according to the Engineering News Record (ENR) (Item 3)
3) Source: Engineering News Record, Building Cost Index
4) Source: Collier County
5) Source: Collier County

Land Values

To determine land value for future EMS station land purchases, the following data/information was evaluated:

- Cost trends since the most recent technical study;
- Current value of land where EMS stations are located;
- Vacant land sales analysis;
- Vacant land values as reported by the Property Appraiser; and
- Discussions with the County.

The 2016 study estimated land value at $160,000 per acre. Since then, land values increased by approximately 118 percent, which results in an indexed value of approximately $349,000 per acre. The value of parcels where existing EMS stations are located ranges from $29,000 per acre to $1.3 million per acre with an average of $280,000 per acre.

Vacant land sales of parcels between 0.5 to 5 acres countywide between 2018 and 2022 averaged $80,000 per acre. This value was over $460,000 per acre when commercial vacant land was considered. Similarly, the value of all vacant land of 0.5-acre to 5-acre parcels as estimated by Collier County Property Appraiser averaged $56,000 per acre. This figure was $370,000 per acre for commercial vacant land.

It is likely that future EMS stations will be built in the eastern parts of the county. An evaluation of the vacant residential land sales between 2018 and 2022 and commercial land sales for 0.5 to 5-acre parcels in the area east of County Road 951 resulted in an average land value of $60,000 per acre for residential land uses, and $370,000 per acre for commercial land uses. Median values for these sales were $35,000 per acre for residential vacant land and $365,000 per acre for commercial vacant land. Finally, sales of agricultural parcels resulted in an average value of $37,000 per acre and a median value of $16,000 per acre.

Currently, approximately 20 percent of EMS stations are in rural/agricultural areas, 30 percent in residential areas while the remaining 50 percent are in commercial areas. As presented in Table A-2, using a conservative assumption that more of the future purchases will be in residential areas and applying these percentages to the estimated land values by land use results in a combined land value of approximately $180,000 per acre, which is considered to be a reasonable estimate for impact fee calculation purposes.

Table A-2

Weighted Land Value

Land Use	Distribution[1]	Land Value per Acre[2]	Weighted Land Value per Acre[3]
Rural/Agricultural	10%	$35,000	$3,500
Residential	50%	$60,000	$30,000
Commercial	40%	$370,000	$148,000
Total			**$181,500**
Land Value Used in the Study			**$180,000**

1) Based on the current distribution, with the assumption that future purchases will be more heavily in residential areas
2) Distribution (Item 1) multiplied by land value per acre (Item 2) for each land use
3) Based on the weighted land value per acre

Appendix B
Population Estimates – Supplemental Information

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Appendix B – Population Estimates

The EMS impact fee program requires the use of population data in calculating current levels of service and to be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process. This impact fee study considers not only the resident or permanent population of the County, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak seasonal population is used in all population estimates and projections. Peak seasonal population projections were provided by Collier County's Comprehensive Planning Division.

Table B-1 presents the seasonal population trends for Collier County. The projections indicate that the current peak seasonal population of the county is approximately 491,800 and is expected to increase to 582,700 (increase of 90,900) by 2040. The estimated average growth rate is approximately 1 percent per year

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Table B-1

Collier County Population Estimates (Countywide)

Year	Countywide	
	Peak Seasonal Population	Percent Change
2010	387,183	-
2011	392,180	1.3%
2012	398,107	1.5%
2013	402,268	1.0%
2014	408,351	1.5%
2015	416,402	2.0%
2016	424,603	2.0%
2017	433,359	2.1%
2018	442,240	2.0%
2019	451,303	2.0%
2020	455,059	0.8%
2021	464,155	2.0%
2022	474,235	2.2%
2023	483,487	2.0%
2024	**491,779**	**1.7%**
2025	499,426	1.6%
2026	506,406	1.4%
2027	513,483	1.4%
2028	520,660	1.4%
2029	527,936	1.4%
2030	534,305	1.2%
2031	539,741	1.0%
2032	545,233	1.0%
2033	550,781	1.0%
2034	556,384	1.0%
2035	561,339	0.9%
2036	565,633	0.8%
2037	569,960	0.8%
2038	574,320	0.8%
2039	578,714	0.8%
2040	582,721	0.7%

Source: Collier County Comprehensive Planning Section (population projections dated May 2024)

Apportionment of Demand by Residential Unit Type and Size

The residential land uses to be used for the EMS impact fee calculations include the following:

- Single Family (Detached)
- Multi-Family
- Mobile Home/ RV Park (tied down)
- Retirement Community (detached and attached)

Table B-2 presents the number of residents per housing unit for the residential categories identified above in Collier County. This analysis includes all housing units, both occupied and vacant.

To address fairness and equity issues between land uses, the single family land use is tiered based on two categories of square footage: less than 4,000 square feet and 4,000 square feet and greater. To accommodate the tiering of impact fee assessments for the single family residential land use category, an analysis was completed based on housing unit size and persons per housing unit, comparing nationwide averages to those of Collier County. This analysis utilized national data from the 2021 American Housing Survey (AHS) and data from the 2022 American Community Survey (ACS) to examine this relationship.

Table B-2

Residents per Housing Unit

Housing Type	Population[1]	Housing Units[2]	Ratio[3]	Residents / Housing Units[4]
Single Family Detached	289,564	112,378		2.58
- Less than 4,000 sf			98%	2.53
- 4,000 sf or greater			121%	3.12
Multi Family	139,405	106,016		1.31
Mobile Home/RV Park (Tied Down)	21,446	11,189		1.92
Retirement Community - Detached (Single Family)[5]	173,738	112,378		1.55
Retirement Community - Attached (Multi-Family)[6]	83,643	106,016		0.79

1) Source: 2022 ACS 5-Yr Estimates, Table B25033 (owner occupied and renter occupied), adjusted for peak seasonal population.
2) Source: 2022 ACS 5-Yr Estimates, Table DP04
3) Ratios developed based on national PPH data derived from the 2021 American Housing Survey.
4) Population (Item 1) divided by housing units (Item 2). For single family detached tiers, the residents per housing unit is determined by multiplying the weighted average value (2.58) by the ratio developed from the AHS data (Item 3).

5) Estimate for retirement community (detached) is based on people per household figures for single family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.
6) Estimate for retirement community (attached) is based on people per household figures for multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.

Functional Population

This study uses functional population as the demand component, which distributes the cost associated with the availability of EMS facilities among various land uses based on the density of people at each land use throughout the day. Functional population, as used in the impact fee analysis, is a generally accepted methodology and is based on the assumption that demand for certain facilities is generally proportional to the presence of people at a land use, including residents, employees, and visitors. It is not enough to simply add resident population to the number of employees, since the service-demand characteristics can vary considerably by type of industry.

Functional population is the equivalent number of people occupying space within a community on a 24-hour-day, 7-days-a-week basis. A person living and working in the community would have the functional population coefficient of 1.0. A person living in the community but working elsewhere may spend only 16 hours per day in the community on weekdays and 24 hours per day on weekends for a functional population coefficient of 0.76 (128-hour presence divided by 168 hours in one week). A person commuting into the county to work five days per week would have a functional population coefficient of 0.30 (50-hour presence divided by 168 hours in one week). Similarly, a person traveling into the community to shop at stores, perhaps averaging 8 hours per week, would have a functional population coefficient of 0.05.

Functional population thus tries to capture the presence of all people within the community, whether residents, workers, or visitors, to arrive at an estimate of effective population that needs to be served.

This form of adjusting population to help measure real facility needs replaces the population approach of merely weighting residents two-thirds and workers one-third (Nelson and Nicholas 1992). By estimating the functional and weighted population per unit of land use across all major land uses in a community, an estimate of the demand for certain facilities and services in the present and future year can be calculated. The following paragraphs explain how functional population is calculated for residential and non-residential land uses.

Residential Functional Population

Developing the residential component of functional population is simpler than developing the non-residential component. It is generally estimated that people spend one-half to three-fourths of their time at home and the rest of each 24-hour day away from their place of residence. In developing the residential component of Collier County functional population, an analysis of the County's population and employment characteristics was conducted. Based on this analysis, it was estimated that people, on average, spend 16.6 hours, or approximately 69 percent, of each 24-hour day at their place of residence and the other 31 percent away from home. This analysis is presented in **Tables B-3 and B-4**.

Table B-3

Population & Employment Characteristics

Item/Calculation Step	Year 2021
Total workers living in Collier County[(1)]	150,529
Collier County Population[(2)]	372,797
Total workers as a percent of population[(3)]	**40.4%**
School age population (5-17 years)[(4)]	47,900
School age population as a percent of population[(5)]	**12.8%**
Population net of workers and school age population[(6)]	174,368
Other population as a percent of total population[(7)]	**46.8%**

1) Source: Census OnTheMap 2021
2) Source: ACS 2021 5-Yr Estimates, Table S01001
3) Total workers (Item 1) divided by population (Item 2)
4) Source: ACS 2021 5-Yr Estimates, Table S01001
5) Total school age population (Item 4) divided by total population (Item 2)
6) Total population (Item 2) less total workers (Item 1) and school age population (Item 4)
7) Population net of workers and school age population (Item 6) divided by total population (Item 2)

Table B-4

Residential Coefficient for Functional Population

Pop. Group	Hours at Residence[(1)]	Percent of Population[(2)]	Effective Hours[(3)]
Workers	13	40.4%	5.3
Students	15	12.8%	1.9
Other	20	46.8%	9.4
Total Hours at Residence[(4)]			16.6
Residential Functional Population Coefficient[(5)]			**69.2%**

1) Estimated
2) Source: Table B-3
3) Hours at residence (Item 1) multiplied by percent of population (Item 2)
4) Sum of effective hours.
5) Sum of effective hours (Item 4) divided by 24.

The resulting percentage from Table B-4 is used in the calculation of the residential coefficient for the 24-hour functional population. These actual calculations are presented in **Table B-6**.

Non-Residential Functional Population

Given the varying characteristics of non-residential land uses, developing the estimates of functional residents for non-residential land uses is more complicated than developing the estimates of functional residents for residential land uses. Nelson and Nicholas originally introduced a method for estimating functional resident population, now used widely[1]. This method uses trip generation data from the Institute of Transportation Engineers' (ITE) Trip Generation Manual and Benesch's Trip Characteristics Database, information on passengers per vehicle, workers per vehicle, length of time spent at the land use, and other variables. Specific calculations include:

- Total one-way trips per employee (ITE trips multiplied by 50 percent to avoid double counting entering and exiting trips as two trips).
- Visitors per impact unit based on occupants per vehicle (trips multiplied by occupants per vehicle less employees).
- Worker hours per week per impact unit (such as nine worker-hours per day multiplied by five days in a work week).

1 Arthur C. Nelson and James C. Nicholas, "Estimating Functional Population for Facility Planning," Journal of Urban Planning and Development 118(2): 45-58 (1992).

- Visitor hours per week per impact unit (visitors multiplied by number of hours per day times relevant days in a week, such as five for offices and seven for retail shopping).
- Functional population coefficients per employee developed by estimating time spent by employees and visitors at each land use.

Table B-5 shows the functional population coefficients for residential and non-residential uses in Collier County. The functional population coefficients in Table B-5 were used to estimate the County's functional population in **Table B-6**.

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Table B-5

General Functional Population Coefficients

Population/ Employment Category	ITE LUC	Employee Hours In-Place[1]	Trips per Employee[2]	One-Way Trips per Employee[3]	Journey-to-Work Occupants per Trip[4]	Daily Occupants per Trip[5]	Visitors per Employee[6]	Visitor Hours per Trip[1]	Days per Week[7]	Functional Population Coefficient[8]
Population									7.00	**0.692**
Natural Resources	N/A	9.00	3.10	1.55	1.32	1.38	0.09	1.00	7.00	**0.379**
Construction	110	9.00	3.10	1.55	1.32	1.38	0.09	1.00	5.00	**0.271**
Manufacturing	140	9.00	2.51	1.26	1.32	1.38	0.08	1.00	5.00	**0.270**
Transportation, Communication, Utilities	110	9.00	3.10	1.55	1.32	1.38	0.09	1.00	5.00	**0.271**
Wholesale Trade	150	9.00	5.05	2.53	1.32	1.38	0.15	1.00	5.00	**0.272**
Retail Trade	820	9.00	57.30	28.65	1.24	1.73	14.04	1.50	7.00	**1.252**
Finance, Insurance, Real Estate	710	9.00	3.33	1.67	1.24	1.73	0.82	1.00	5.00	**0.292**
Services[9]	N/A	9.00	20.32	10.16	1.24	1.73	4.98	1.00	6.00	**0.499**
Government[10]	730	9.00	7.45	3.73	1.24	1.73	1.83	1.00	7.00	**0.451**

(1) Estimated

(2) Trips per employee represents all trips divided by the number of employees and is based on Trip Generation 11th Edition (Institute of Transportation Engineers 2021) as follows:

ITE Code 110 at 3.10 weekday trips per employee, Volume 2 - Industrial Land Uses, page 39
ITE Code 140 at 2.51 weekday trips per employee, Volume 2 - Industrial Land Uses, page 76
ITE Code 150 at 5.05 weekday trips per employee, Volume 2 - Industrial Land Uses, page 104
ITE Code 710 at 3.33 weekday trips per employee, Volume 2 Office Land Uses, page 716
ITE Code 730 at 7.45 weekday trips per employee, Volume 2 Office Land Uses, page 795
ITE Code 820 (page 186) based on blended average of trips by retail center size calculated below.

Retail Scale	*Trip Rate*	*Sq Ft per Employee*[11]	*Trips per Employee*	*Share*	*Weighted Trips*
Retail (Less than 40k sq. ft.)	54.45	890	48	50.0%	24.00
Retail (40k to 150k sq. ft.)	67.52	1,152	78	35.0%	27.30
Retail (greater than 150k sq. ft.	37.01	1,070	40	15.0%	6.00
Sum of Weighted Trips/1k sq.ft.					57.30

(3) Trip per employee (Item 2) multiplied by 0.5.

(4) Journey-to-Work Occupants per Trip from 2001 National Household Travel Survey (FHWA 2001) as follows:

1.32 occupants per Construction, Manufacturing, TCU, and Wholesale trip
1.24 occupants per Retail Trade, FIRE, and Services trip

(5) Daily Occupants per Trip from 2001 National Household Travel Survey (FHWA 2001) as follows:

1.38 occupants per Construction, Manufacturing, TCU, and Wholesale trip
1.73 occupants per Retail Trade, FIRE, and Services trip

(6) [Daily occupants per trip (Item 5) multiplied by one-way trips per employee (Item 3)] - [(Journey-to-Work occupants per trip (Item 4) multiplied by one-way trips per employee (Item 3)]

(7) Typical number of days per week that indicated industries provide services and relevant government services are available.

(8) Table A-7 for residential and the equation below to determine the Functional Population Coefficient per Employee for all land-use categories except residential includes the following:

$$\frac{(\text{Days per Week} \times \text{Employee Hours in Place}) + (\text{Visitors per Employee} \times \text{Visitor Hours per Trip} \times \text{Days per Week})}{(24 \text{ Hours per Day} \times 7 \text{ Days per Week})}$$

(9) Trips per employee for the services category is the average trips per employee for the following service related land use categories: quality restaurant, high-turnover restaurant, supermarket, hotel, motel, elementary school, middle school, high school, hospital, medical office, and church. Source for the trips per employee figure from ITE, 11th ed., when available.

(10) Includes Federal Civilian Government, Federal Military Government, and State and Local Government categories.

(11) Square feet per retail employee from the Energy Information Administration from Table B-1 of the Commercial Energy Building Survey, 2018

Table B-6

Functional Population (Countywide)

Population Category	Collier County Baseline Data[1]	Functional Resident Coefficient[2]	Functional Population[3]
2024 Peak Season Population	491,779	0.692	340,311
Employment Category			
Natural Resources	4,961	0.379	1,880
Construction	24,935	0.271	6,757
Manufacturing	6,231	0.270	1,682
Transportation, Communication, and Utilities	11,268	0.271	3,054
Wholesale Trade	6,495	0.272	1,767
Retail Trade	26,632	1.252	33,343
Finance, Insurance, and Real Estate	56,185	0.292	16,406
Services	127,033	0.499	63,389
Government Services	14,309	0.451	6,453
Total Employment by Category Population[4]			134,731
2024 Total Functional Population[5]			**475,042**

1) Source: Table B-1 for population and 2024 Woods & Poole for employment data
2) Source: Table B-4
3) The functional population is Collier baseline data (Item 1) multiplied by the functional resident coefficient (Item 2)
4) The total employment population by category is the sum of the employment figures from the nine employment categories (e.g., natural resources, construction, etc.)
5) The total functional population is the sum of the residential functional population and the employment functional population.

Table B-7 presents the County's annual functional population figures from 2010 through 2040, based on the 2024 functional population figure from Table B-6 and the annual population growth rates from the population figures previously presented in Table B-1.

Table B-7

Collier County Functional Population (2010-2040)

Year	Functional Population
2010	374,006
2011	378,833
2012	384,558
2013	388,577
2014	394,453
2015	402,230
2016	410,152
2017	418,610
2018	427,189
2019	435,944
2020	439,572
2021	448,358
2022	458,095
2023	467,032
2024	**475,042**
2025	482,429
2026	489,171
2027	496,007
2028	502,940
2029	509,968
2030	516,120
2031	521,371
2032	526,676
2033	532,035
2034	537,447
2035	542,233
2036	546,381
2037	550,561
2038	554,773
2039	559,017
2040	562,888

Source: Table B-6 for the 2024 functional population figure and Table B-1 for annual growth rates

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Functional Residents by Specific Land Use Category

When a wide range of land uses impact services, an estimate of that impact is needed for each land use. This section presents functional population estimates by residential and non-residential land uses.

Residential and Transient Land Uses

As mentioned previously, functional population estimates by land use need to be developed for each impact fee service area to be analyzed. For residential and transient land uses, these coefficients are displayed in **Table B-8**. The transient land uses include hotel/all suites hotel, motel, assisted living facility and nursing home. Secondary sources, such as Smith Travel Research (STR), Collier County Convention and Visitors Bureau, and the Florida Department of Elderly Affairs, are used to determine the occupancy rate for these land uses.

Non-Residential Land Uses

A similar approach is used to estimate functional residents for non-residential land uses. **Table B-9** reports basic assumptions and calculations, such as trips per unit, trips per employee, employees per impact unit, one-way trips per impact unit, worker hours, occupants per vehicle trip, visitors (patrons, etc.) per impact unit, visitor hours per trip, and days per week for non-residential land uses. The final column in the tables shows the estimated functional residents per unit by land use. These coefficients by land use serve as the demand component for the EMS impact fee program and are used in the calculation of the EMS impact fee schedule.

Table B-8

Functional Residents for Residential and Transient Land Uses

Residential Land Use	Impact Unit	ITE LUC[(1)]	Residents/ Visitors Per Unit[(2)]	Occupancy Rate[(3)]	Adjusted Residents Per Unit[(4)]	Visitor Hours at Place[(5)]	Workers Per Unit[(6)]	Work Day Hours[(7)]	Days Per Week[(8)]	Functional Residents Per Unit[(9)]
Residential										
Single Family Detached										
- Less than 4,000 sf	du	210	2.53	-	-	-	-	-	-	**1.75**
- 4,000 sf or greater	du	210	3.12	-	-	-	-	-	-	**2.16**
Multi-Family	du	220-232	1.31	-	-	-	-	-	-	**0.91**
Mobile Home	du	240	1.92	-	-	-	-	-	-	**1.33**
Retirement Community - Detached (Single Family)	du	251	1.55	-	-	-	-	-	-	**1.07**
Retirement Community - Attached (Multi-Family)	du	252	0.79	-	-	-	-	-	-	**0.55**
Transient/Assisted, Group										
Hotel/All Suites Hotel	room	310/311	2.80	73%	2.04	12	0.56	9	7	**1.23**
Motel	room	320	2.80	73%	2.04	12	0.13	9	7	**1.07**
Assisted Living Facility	du	254	1.18	70%	0.82	20	0.56	9	7	**0.89**
Nursing Home	1,000 sf	620	2.76	70%	1.93	20	2.04	9	7	**2.37**

(1) Land use code from the Institute of Transportation Engineers (ITE) Trip Generation Handbook, 11th Edition

(2) Estimates for the residential land uses, retirement community (detached), retirement community (attached) from Table B-2; estimate for hotel/motel from Collier County Overnight Visitor Economic Impact Report 2021. Estimate for assisted living facility is based on people per household figures for single family and multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation. Estimate used for nursing home is based on 1 person per bed and an average square footage of 363 per bed in a nursing home, based on information provided in the ITE Trip Generation Handbook, 11th Edition.

(3) Source for hotel/motel occupancy: Collier County Convention and Visitors Bureau Annual Reports and Smith Travel Research (STR). Average occupancy rate for 2016 through 2021, excluding 2020. Source for nursing home/ALF occupancy rate is the Florida Department of Elderly Affairs Collier County Profile and the Agency for Health Care Administration. Average occupancy rate for 2021 through 2022.

(4) Residents/Visitors per unit (Item 2) times occupancy rate (Item 3)

(5), (7), (8) Estimated

(6) Adapted from ITE Trip Generation Handbook, 11th Edition

(9) For residential land uses, calculated as residents per unit times the functional population coefficient (0.692 from Table B-5). For transient, assisted, and group land uses, calculated as

$$\frac{[(\text{Adjusted Residents per Unit} \times \text{Hours at Place} \times \text{Days per Week}) + (\text{Workers Per Unit} \times \text{Work Hours Per Day} \times \text{Days per Week})]}{(24 \text{ Hours per Day} \times 7 \text{ Days per Week})}$$

Table B-9

Functional Residents for Non-Residential Land Uses

ITE LUC[1]	Land Use	Impact Unit	Trips Per Unit[2]	Trips Per Employee[3]	Employees Per Unit[4]	One-Way Factor @ 50%[5]	Worker Hours[6]	Occupants Per Trip[7]	Visitors[8]	Visitor Hours Per Trip[9]	Days Per Week[10]	Functional Residents per Unit[11]
RECREATION:												
416	Campground/RV Park[12]	site	1.62	n/a	1.20	0.81	9	1.64	0.13	1.50	7	**0.46**
420	Marina	boat berth	2.41	20.52	0.12	1.21	9	1.64	1.86	1.00	7	**0.12**
430	Golf Course	hole	30.38	20.52	1.48	15.19	9	1.64	23.43	0.25	7	**0.80**
n/a	Bundled Golf Course[13]	hole	9.11	20.52	0.44	4.56	9	1.64	7.04	0.25	7	**0.24**
445	Movie Theater	1,000 sf	82.30	53.12	1.55	41.15	9	1.64	65.94	1.00	7	**3.33**
n/a	Dance Studio/Gymnastics	1,000 sf	21.33	n/a	2.00	10.67	9	1.64	15.50	1.50	7	**1.72**
INSTITUTIONS:												
520	Elementary School (Private)	student	2.27	22.50	0.10	1.14	9	1.11	1.17	2.00	5	**0.10**
522	Middle/Junior High School (Private)	student	2.10	23.41	0.09	1.05	9	1.11	1.08	2.00	5	**0.09**
525	High School (Private)	student	1.94	21.95	0.09	0.97	9	1.11	0.99	2.00	5	**0.08**
540/550	University/Junior College (7,500 or fewer students) (Private)	student	2.00	11.75	0.17	1.00	9	1.11	0.94	2.00	5	**0.10**
	University/Junior College (more than 7,500 students) (Private)	student	1.50	11.75	0.13	0.75	9	1.11	0.70	2.00	5	**0.08**
560	Church	1,000 sf	7.60	20.64	0.37	3.80	9	2.16	7.84	1.00	7	**0.47**
565	Day Care Center	1,000 sf	49.63	21.38	2.32	24.82	9	2.16	51.29	0.15	5	**0.85**
MEDICAL:												
610	Hospital	1,000 sf	10.77	3.77	2.86	5.39	9	1.44	4.90	1.00	7	**1.28**
OFFICE:												
710	General Office	1,000 sf	10.84	3.33	3.26	5.42	9	1.09	2.65	1.00	5	**0.95**
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	23.83	8.71	2.74	11.92	9	1.44	14.42	1.00	5	**1.16**
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	34.21	8.71	3.93	17.11	9	1.44	20.71	1.00	5	**1.67**
770	Business Park (Flex-Space)	1,000 sf	12.65	4.04	3.13	6.33	9	1.09	3.77	0.75	5	**0.92**
RETAIL:												
822	Retail 6,000 sfgla or less	1,000 sfgla	54.45	17.42	3.13	27.23	9	1.52	38.26	0.50	7	**1.97**
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	54.45	17.42	3.13	27.23	9	1.52	38.26	0.50	7	**1.97**
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	67.52	17.42	3.88	33.76	9	1.52	47.44	0.65	7	**2.74**
820	Retail greater than 150,000 sfglA	1,000 sfgla	37.01	17.42	2.12	18.51	9	1.52	26.02	1.00	7	**1.88**
840/841	New/Used Auto Sales	1,000 sf	24.58	11.84	2.08	12.29	9	1.52	16.60	1.00	7	**1.47**
849	Tire Superstore	1,000 sf	20.37	n/a	1.65	10.19	9	1.52	13.84	1.00	7	**1.20**
850	Supermarket	1,000 sf	94.48	43.86	2.15	47.24	9	1.52	69.65	0.50	7	**2.26**
851	Convenience Market (24 hour)	1,000 sf	739.50	243.38	3.04	369.75	9	1.52	558.98	0.20	7	**5.80**
862	Home Improvement Superstore	1,000 sf	30.74	n/a	2.50	15.37	9	1.52	20.86	1.00	7	**1.81**
880/881	Pharmacy with & without Drive-Thru	1,000 sf	103.86	69.17	1.50	51.93	9	1.52	77.43	0.35	7	**1.69**
890	Furniture Store	1,000 sf	6.26	10.93	0.57	3.13	9	1.52	4.19	0.50	7	**0.30**
SERVICES:												
911	Bank/Savings w/out Drive-Thru	1,000 sf	57.94	32.73	1.77	28.97	9	1.52	42.26	0.35	6	**1.10**
912	Bank/Savings w/Drive-Thru	1,000 sf	103.73	32.73	3.17	51.87	9	1.52	75.67	0.15	6	**1.42**
930	Fast Casual Restaurant	1,000 sf	97.14	21.26	4.57	48.57	9	2.30	107.14	0.35	7	**3.28**
931	Low-Turnover Restaurant	1,000 sf	86.03	17.90	4.81	43.02	9	2.30	94.14	1.00	7	**5.73**
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	103.46	21.26	4.87	51.73	9	2.30	114.11	0.75	7	**5.39**
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	479.17	44.52	10.76	239.59	9	2.30	540.30	0.25	7	**9.66**
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	409.25	44.52	9.19	204.63	9	2.30	461.46	0.25	7	**8.25**

Table B-9 (continued)

Functional Residents for Non-Residential Land Uses

ITE LUC[1]	Land Use	Impact Unit	Trips Per Unit[2]	Trips Per Employee[3]	Employees Per Unit[4]	One-Way Factor @ 50%[5]	Worker Hours[6]	Occupants Per Trip[7]	Visitors[8]	Visitor Hours Per Trip[9]	Days Per Week[10]	Functional Residents per Unit[11]
SERVICES:												
941	Quick Lube	service bay	40.00	16.00	2.50	20.00	9	1.52	27.90	0.50	7	**1.52**
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	172.01	275.78	0.62	86.01	9	1.52	130.12	0.20	7	**1.32**
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	264.38	241.21	1.10	132.19	9	1.52	199.83	0.20	7	**2.08**
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	345.75	241.21	1.43	172.88	9	1.52	261.35	0.20	7	**2.71**
947	Self-Service Car Wash	service bay	43.94	n/a	0.50	21.97	9	1.52	32.89	0.50	7	**0.87**
948	Automated Car Wash	1,000 sf	142.00	n/a	1.75	71.00	9	1.52	106.17	0.25	7	**1.76**
n/a	Luxury Auto Sales	1,000 sf	16.30	n/a	2.08	8.15	9	1.52	10.31	1.00	7	**1.21**
INDUSTRIAL:												
110	General Light Industrial	1,000 sf	4.87	3.10	1.57	2.44	9	1.08	1.07	1.00	5	**0.45**
140	Manufacturing	1,000 sf	4.75	2.51	1.89	2.38	9	1.08	0.68	1.00	5	**0.53**
150	Warehousing	1,000 sf	1.71	5.05	0.34	0.86	9	1.08	0.59	0.75	5	**0.10**
151	Mini-Warehouse	1,000 sf	1.46	61.90	0.02	0.73	9	1.08	0.77	0.75	7	**0.03**

Sources:
1) Land use code found in the Institute of Transportation Engineers (ITE) Trip Generation Handbook, 11th Edition
2) Land uses and trip generation rates consistent with those included in the 2024 Transportation Impact Fee Update Study
3) Trips per employee from ITE Trip Generation Handbook, 11th Edition, when available
4) Trips per unit (Item 2) divided by trips per person (usually employee). When trips per person are not available, the employees per unit is estimated
5) Trips per unit (Item 2) multiplied by 50 percent
6) Estimated
7) Source: 2022 National Household Travel Survey (FHWA 2022)
8) [(One-way Trips/Unit X Occupants/Trip) - Employees]
9) Estimated
10) Estimated
11) [(Workers X Hours/Day X Days/Week) + (Visitors X Hours/Visit X Days/Week)]/(24 Hours x 7 Days)
12) The ITE 11th Edition trip generation rate was adjusted to reflect the average occupancy rate of 60 percent based on data provided by the Florida Association of RV Parks and Campgrounds
13) The trip generation rate for "bundled golf course" is assessed at 30 percent of the trip generation rate for the "golf course" land use (LUC 430)



Collier County General Government Buildings Impact Fee Update Study

DRAFT Report
October 31, 2024

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Collier County
Government Buildings Impact Fee Update Study
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Introduction

With a population of over 400,000, Collier County ranks as the 19th most populous county in Florida. The county is continuing to grow and is estimated to add approximately 110,000 new residents through 2050. In terms of residential permitting, Collier County ranks 19th out of Florida counties with an average of 5,300 new units per year over the past three years. To address additional infrastructure needs, Collier County implemented an impact fee program for government buildings, which was last updated in 2016. To reflect most recent data, the County retained Benesch to prepare an update study.

This report serves as the technical study to support the calculation of the updated government buildings impact fee. The data presented in this report represents the most recent and localized data available at the time of this update study. All data and support material used in this analysis are incorporated by reference as set forth in this document.

The figures calculated in this study represent the technically defensible level of impact fee that the County could charge; however, the Board of County Commissioners may choose to discount the fees as a policy decision.

Methodology

In developing the County's government buildings impact fee, a consumption-based impact fee methodology is utilized, which is commonly used throughout Florida. A consumption-based impact fee charges new development based upon the burden placed on services from each land use (demand). The demand component is measured in terms of population per unit.

A consumption-based impact fee charges new growth the proportionate share of the cost of providing additional infrastructure for use by new growth. Unlike a "needs-based" approach, consumption-based approach ensures that the impact fee is set at a rate that generates revenues sufficient only for new capacity needs and does not generate revenues at a level to correct existing deficiencies. Given this, the County does not need to go through the process of estimating the portion of each capacity expansion project that may be related to existing deficiencies. In addition, per legal requirements, a credit is subtracted from the total cost to account for the value of future non-impact fee funding contributions of new development toward any capacity expansion projects. In other words, case law requires that the new development should not be charged twice for the same infrastructure.

Legal Overview

In Florida, legal requirements related to impact fees have primarily been established through case law since the 1980's. Impact fees must comply with the "dual rational nexus" test, which requires that they:

- Be supported by a study demonstrating that the fees are proportionate in amount to the need created by new development paying the fee; and
- Be spent in a manner that directs a proportionate benefit to new development, typically accomplished through establishment of benefit districts (if needed) and a list of capacity-adding projects included in the County's Capital Improvement Plan, Capital Improvement Element, or another planning document/Master Plan.

In 2006, the Florida legislature passed the "Florida Impact Fee Act," which recognized impact fees as "an outgrowth of home rule power of a local government to provide certain services within its jurisdiction." § 163.31801(2), Fla. Stat. The statute – concerned with mostly procedural and methodological limitations – did not expressly allow or disallow any particular public facility type from being funded with impact fees. In fact, which it was initially adopted, the Act largely codified requirements and standards common to the practice already.

However, the Legislature has amended the Impact Fee Act numerous times since 2006, significantly affecting the impact fee practice in Florida. For this reason, a summary of the key legislative changes since 2006 is provided:

- **HB 227 in 2009:** The Florida legislation statutorily clarified that in any action challenging an impact fee, the government has the burden of proving by a preponderance of the evidence that the imposition or amount of the fee meets the requirements of state legal precedent or the Impact Fee Act and that the court may not use a deferential standard.
- **SB 360 in 2009:** Allowed fees to be decreased without the 90-day notice period required to increase the fees and purported to change the standard of legal review associated with impact fees. SB 360 also required the Florida Department of Community Affairs (now the Department of Commerce) and Florida Department of Transportation (FDOT) to conduct studies on "mobility fees," which were completed in 2010.
- **HB 7207 in 2011:** Required a dollar-for-dollar credit, for purposes of concurrency compliance, for impact fees paid and other concurrency mitigation required.
- **HB 319 in 2013:** Applied mostly to concurrency management authorities, but also encouraged local governments to adopt alternative mobility systems using a series of tools identified in section 163.3180(5)(f), Florida Statutes.

- **HB 207 in 2019:** Included the following changes to the Impact Fee Act along with additional clarifying language:
    - Impact fees cannot be collected prior to building permit issuance; and
    - Impact fee revenues cannot be used to pay debt service for previously approved projects unless the expenditure is reasonably connected to, or has a rational nexus with, the increased impact generated by the new residential and commercial construction.
- **HB 7103 in 2019:** Addressed multiple issues related to affordable housing/linkage fees, impact fees, and building services fees. In terms of impact fees, the bill required that when local governments increase their impact fees, the outstanding impact fee credits for developer contributions should also be increased. This requirement was to operate prospectively; however, HB 337 that was signed in 2021 deleted that clause and making all outstanding credits eligible for this adjustment. This bill also allowed local governments to waive/reduce impact fees for affordable housing projects without having to offset the associated revenue loss.
- **SB 1066 in 2020:** Added language allowing impact fee credits to be assignable and transferable at any time after establishment from one development or parcel to another that is within the same impact fee zone or impact fee district or that is within an adjoining impact fee zone or district within the same local government jurisdiction, and which receives benefit from the improvement or contribution that generated the credits. Added language indicating any new/increased impact fee not being applicable to current or pending permit applications submitted prior to the effective date of an ordinance or resolution imposing new/increased fees.
- **HB 1339 in 2020:** Required reporting of various impact fee related data items within the annual financial audit report submitted to the Department of Financial Services.
- **HB 337 in 2021:** Placed limits on the amount and frequency of fee increases, but also included a clause to exceed these restrictions if the local governments can demonstrate extraordinary circumstances, hold two public workshops discussing these circumstances and the increases are approved by two-thirds of the governing body.
- **HB 479 in 2024 (Effective October 1, 2024):** Required interlocal agreements between counties and municipalities when both entities collect a transportation impact fee. Placed limits on timing of impact fee study completion and adoption and data used in the studies.

The following paragraphs provide further detail on the generally applicable legal standards.

Impact Fee Definition

- An impact fee is a one-time capital charge levied against new development.
- An impact fee is designed to cover the portion of the capital costs of infrastructure capacity consumed by new development.
- The principal purpose of an impact fee is to assist in funding the implementation of projects identified in the Capital Improvements Element (CIE) and other capital improvement programs for the respective facility/service categories.

Impact Fee vs. Tax

- An impact fee is generally regarded as a regulatory function established based upon the specific benefit to the user related to a given infrastructure type and is not established for the primary purpose of generating revenue for the general benefit of the community, as are taxes.
- Impact fee expenditures must convey a proportional benefit to the fee payer. This is accomplished through the establishment of benefit districts as needed, where fees collected in a benefit district are spent in the same benefit district.
- An impact fee must be tied to a proportional need for new infrastructure capacity created by new development.

This technical report has been prepared to support legal compliance with existing case law and statutory requirements and documents the methodology used for the government buildings impact fee calculations, including an evaluation of the inventory, service area and demand component, level of service (LOS), cost, credit, and demand components. Information supporting this analysis was obtained from the County and other sources, as indicated.

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Inventory

The government buildings inventory includes facilities that are primarily for the provision of essential court and county services and do not include any of the buildings included in the calculation of other impact fees or buildings that were funded with user fees.

According to information provided by the County, Collier County has 1.3 million square feet of general government building space. This includes the square footage of both primary and support buildings. Support facilities are defined as facilities without air conditioning, or facilities that are unlikely to be occupied by personnel. For the purposes of impact fee calculations, leased space is not included in the inventory and new development is not charged for it through the impact fee.

Table 1 shows a summary of the government buildings inventory and the current value of buildings and land. As presented, the inventory includes a total of 876,500 square feet of primary building space and 443,200 square feet of support space. A list of the County's general government buildings can be found in Appendix A, Table A-1.

Table 1
Building and Land Inventory

Building Type	Land	Square Feet[1]	Building Value per Square Foot[2]	Total Building & Land Value[3]
Primary Buildings		876,501	$450	$394,425,450
Support Buildings		443,152	$90	$39,883,680
Total		**1,319,653**	-	**$434,309,130**
Allocated Acreage[4]	95.44			
Land Value per Acre[5]	$180,000			$17,179,200
Total Building and Land Value[6]				**$451,488,330**

1) Source: Appendix A, Table A-1
2) Source: Appendix C
3) Square feet (Item 1) multiplied by the building value per square foot (Item 2) and allocated acreage (Item 4) multiplied by land value per acre (Item 5)
4) Source: Appendix A, Table A-2
5) Source: Appendix C
6) Sum of building and land value

An important part of the impact fee calculations involves estimating the current value of the capital assets. As shown in Table 1, primary buildings are estimated to cost $450 per square foot

while support buildings are estimated to cost $90 per square foot. The building value estimates are based on a review of recently built government buildings in Collier County, insurance values of the existing inventory, and discussions with the County. A more detailed explanation of building value estimates can be found in Appendix C.

To estimate the value of land component of government buildings, recent land purchases by the County, land values of the existing inventory, recent sales and the value of vacant land as reported by the Collier County Property Appraiser were evaluated. This analysis resulted in an average land value of $180,000 per acre, and is explained further in Appendix C.

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Service Area and Demand Component

Government buildings and services are provided by Collier County in all areas of the county. Therefore, the proper benefit district for government buildings is the entire county.

The government buildings impact fee program requires the use of population data in calculating current levels of service and performance standards. To accurately determine demand for government building facility services and to be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process, this impact fee study considers not only the resident or permanent population of the County, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak season population is used in all population estimates and projections, unless otherwise noted. Peak season population projections were provided by Collier County's Comprehensive Planning Division.

To measure effective population that benefits from the government buildings services, this study also developed functional population figures. Functional population, as used in the impact fee analysis, is a generally accepted methodology for several impact fee areas and is based on the assumption that demand for certain facilities is generally proportional to the presence of people at a land use, including residents, employees, and visitors. Appendix B provides additional details on population estimates.

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Level of Service

Table 2 presents the calculation of the existing LOS for government buildings within Collier County. It should be noted that the County is still paying off debt service on several recently constructed buildings. The existing LOS based on buildings that are paid for is approximately 1.58 square feet per peak seasonal resident, which is lower than the adopted LOS standard of 1.70 square feet shown in the County's 2023 Annual Update and Inventory Report (AUIR). The achieved LOS figure represents the existing community's investment into government buildings while the adopted LOS standard that is also shown in Table 2, represents the service level intended going forward. Given that the achieved LOS based on owned buildings is lower than the adopted LOS standard, the achieved LOS is used for impact fee calculation purposes, which results in a more conservative impact fee.

While the 2024 LOS for all buildings is 1.78 square feet per peak seasonal resident, in order to calculate the government buildings facilities impact fee, the LOS, or square feet per functional resident needs to be calculated. Table 2 also illustrates the calculation of the current LOS using the total functional residents within Collier County. The current LOS of primary government building space is 1.85 square feet per functional resident, which converts to 1.64 square feet per functional resident when only the paid facilities are considered.

Table 2
Current Achieved & Adopted Level of Service Standard

Variable	Year 2024	
	Peak Seasonal Population	Functional Population
Population[1]	491,779	475,042
Total Square Feet of Primary Buildings[2]	876,501	876,501
Achieved LOS (Square Feet per Resident)[3]	**1.78**	**1.85**
Owned Square Feet of Primary Buildings[4]	779,177	779,177
Achieved LOS (Owned Square Feet per Resident)[5]	**1.58**	**1.64**
Adopted LOS Standard (Square feet per Resident)[6]	1.70	1.76

1) Source: Appendix B, Tables B-1 and B-7
2) Source: Appendix A, Table A-1
3) Total square feet of primary buildings (Item 2) divided by population (Item 1)
4) Owned building square feet is calculated as the portion of the owned total asset value to the total asset value times the total square feet of all primary buildings.
5) Total square feet of owned primary buildings (Item 4) divided by population (Item 1)
6) Source: Collier County 2023 Annual Update of Inventory Report (AUIR)

Cost Component

Table 3 provides a summary of government buildings facility related capital assets owned by the County. As shown, total capital asset value associated with government buildings amounts to $451.5 million. However, the County is still paying debt service on a portion of these assets. In addition, it is Collier County's policy to use impact fee revenues to pay debt service associated with capacity expansion projects. To ensure that new development is not being overcharged for these future payments, the portion of the remaining principal for government buildings capacity projects that is to be repaid with impact fee revenues is subtracted from the total asset value in Table 3. The resulting owned capital asset value is approximately $401.4 million or approximately $458 per square foot.

Table 3 also presents the cost per functional resident for the impact fee analysis. This cost is calculated by multiplying the owned capital asset value per square foot by the achieved LOS of 1.85 square feet per functional resident. As shown, these calculations result in $847 per functional resident for all government buildings assets considered in the impact fee calculations.

Table 3
Total Impact Cost per Functional Resident

Item	Figure	Percent of Total[10]
Total Land Value[1]	$17,179,200	3.8%
Total Building Value[2]	$434,309,130	96.2%
Total Capital Asset Value[3]	**$451,488,330**	**100.0%**
Less: Portion Not Paid for[4]	$50,131,816	
Owned Building and Land Value[5]	**$401,356,514**	
Total Building Square Footage (Primary Buildings)[6]	876,501	
Owned Capital Asset Value per Square Foot[7]	**$457.91**	
Achieved LOS (Square Feet per Functional Resident)[8]	1.85	
Total Capital Asset Value per Functional Resident[9]	**$847.13**	

1) Source: Table 1
2) Source: Table 1
3) Sum of land and building values (Items 1 and 2)
4) Source: Collier County Office of Management and Budget
5) Total capital asset value (Item 3) less portion not paid for (Item 4)
6) Source: Table A-1
7) Owned buildings and land value (Item 5) divided by total building square footage (Item 6)
8) Source: Table 2
9) Owned capital asset value per square foot (Item 7) multiplied by the LOS (Item 8)
10) Distribution of land and building values (Items 1 and 2)

Credit Component

To avoid overcharging development for the government buildings impact fee, a review of the capital funding of government buildings was conducted. The purpose of this review was to determine any potential credits that should be considered for revenues generated by new development that could be used for capital facility expansion or land purchase for government buildings.

Based on a review of the County's funding of capacity addition projects over the past five years and planned projects over the next five years, it has been determined that the County uses ad valorem tax revenues for expansion projects paid with cash. In addition, capacity expansion projects were partially funded with bonds, and therefore, a credit for remaining debt service payments is incorporated.

Capital Expansion "Cash" Credit

To calculate the capital expansion credit per functional resident, funding sources used for the past five years as well as those programmed for the next five years are reviewed. Between FY 2018 and FY 2027, the County has allocated an average non-impact fee funding of $1.25 million per year toward government buildings capital facilities utilizing ad valorem revenues.

The annual capital expansion "cash" expenditures were divided by the average annual functional residents for the same period to calculate the average annual capital expansion "cash" credit per functional resident. As presented in **Table 4**, the result is $2.71 per functional resident per year.

Once the capital expansion "cash" credit per functional resident is calculated, a credit adjustment is made to account for the fact that new homes tend to pay higher property taxes per dwelling unit. This adjustment factor was estimated based on a comparison of the average taxable value of recently built homes built to that of all homes. As shown in Table 4, this adjusted credit amounts to $3.39 per functional resident per year.

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Table 4

Capital Expansion "Cash" Credit

Description[1]	FY 2018 to FY 2022	FY 2023 to FY 2027	Total
Ad Valorem			
Heritage Bay Government Center	$12,515,500	-	$12,515,500
Total Capital Expansion "Cash" Expenditures	**$12,515,500**	**-**	**$12,515,500**
Average Annual Capital Expansion "Cash" Expenditures[2]			$1,251,550
Average Annual Functional Population[3]			461,884
Annual Capital Expansion "Cash" Credit per Functional Resident[4]			**$2.71**
Credit Adjustment Factor[5]			1.25
Adjusted Annual Capital Expansion "Cash" Credit per Functional Resident[6]			**$3.39**

1) Source: Collier County
2) Total capital expansion expenditures divided by 10 to calculate the average annual expenditures
3) Source: Appendix A, Table B-7
4) Average annual capital expansion "cash" expenditures (Item 2) divided by the average annual functional population (Item 3)
5) Adjustment factor to reflect higher ad valorem taxes paid by new homes
6) Annual capital expansion "cash" expenditures per functional resident (Item 4) multiplied by the credit adjustment factor (Item 5)

Capital Expansion "Debt Service" Credit

Any bond issues with outstanding debt service payments related to government buildings capacity expansion projects will result in a credit to the impact fee. **Table 5** summarizes the outstanding debt service related to the transportation building. The debt service payments for the transportation building are being paid with funds from the Road and Bridge Operating Fund, which receives funds mostly from the General Fund (approximately 70 percent). As shown in Table 5, the resulting debt service credit is approximately $7 per functional resident.

Similar to the capital expansion "cash" credit per functional resident, because the debt service is being retired using ad valorem tax revenues, an adjustment of the credit per functional resident is incorporated to account for higher level of property taxes paid by new homes. As shown, the adjusted debt service credit amounts to approximately $8 per functional resident.

Table 5

Capital Expansion "Debt Service" Credit

Description	Number of Years of Remaining Payments[1]	Payments Remaining (Capacity Expansion)[2]	Present Value of Payments Remaining (Capacity Expansion)[3]	Average Annual Functional Population During Remaining Bond Issue Period)[4]	Debt Service Credit per Functional Resident[5]
Transportation Building (Series 2022A)	1	$213,167	$211,664	482,429	$0.44
Transportation Building (Series 2022B)	12	$3,720,601	$3,306,251	516,898	$6.40
Total Captial Expansion "Debt Service" Credit per Functional Resident					**$6.84**
- Portion Funded with Ad Valorem Tax Revenue[6]					$3.93
- Portion Funded with Other Sources[7]					$2.91
Credit Adjustment Factor[8]					1.25
Adjusted Capital Expansion "Debt Service" Credit per Functional Resident[9]					**$7.82**

1) Source: Collier County Office of Management and Budget
2) Source: Collier County Office of Management and Budget
3) Present value of the total remaining payments due, based on the interest rate of each payment and the number of years of remaining payments
4) Source: Appendix B, Table B-7
5) Present value of total remaining payments (Item 3) divided by the average annual functional population during remaining bond issue (Item 4)
6) Portion of the total debt service credit per functional resident funded with revenues from ad valorem. Road and Bridge Operating Fund receives 82 percent of its funding from the General Fund which is funded primarily (70 percent) through ad valorem revenue.
7) Portion of the total debt service credit per functional resident funded with revenues from other sources
8) Adjustment factor to reflect higher ad valorem taxes paid by new homes
9) Portion funded with ad valorem tax revenues (Item 6) multiplied by the credit adjustment factor (Item 8) plus the portion funded with other revenue sources (Item 7)

Net Government Buildings Impact Cost

Table 6 summarizes the net impact cost per functional resident, which is the difference between the cost component and the credit component. The resulting net impact cost is $785 per functional resident for residential land uses and $797 per functional resident for non-residential land uses.

Table 6

Net Impact Cost per Functional Resident

Variable	Per Functional Resident
Impact Cost	
Total Impact Cost per Functional Resident[(1)]	$847.13
Revenue Credit	
Annual Capital Expansion "Cash" Credit per Functional Resident[(2)]	
- Residential Land Uses	$3.39
- Non-Residential Land Uses	$2.71
Capitalization Rate	25
Capitalization Period (years)	3.70%
Capital Expansion "Cash" Credit per Functional Resident[(3)]	
- Residential Land Uses	$54.68
- Non-Residential Land Uses	$43.71
Capital Expansion "Debt Service" Credit per Functional Resident[(4)]:	
- Residential Land Uses	$7.82
- Non-Residential Land Uses	$6.84
Total Capital Expansion Credit[(5)]:	
- Residential Land Uses	$62.50
- Non-Residential Land Uses	$50.55
Net Impact Cost	
Net Impact Cost per Functional Resident[(6)]	
- Residential Land Uses	**$784.63**
- Non-residential Land Uses	**$796.58**

1) Source: Table 3
2) Source: Table 4
3) Source: Annual capital expansion expenditures per functional resident (Item 2) with a capitalization rate of 3.7% for 25 years. The capitalization rate estimate was provided by Collier County.
4) Source: Table 5
5) Sum of the capital expansion "cash" credit (Item 3) and the capital expansion "debt service" credit (Item 4)
6) Total impact cost per functional resident (Item 1) less total capital expansion credit per functional resident (Item 5)

Calculated Government Buildings Impact Fee Schedule

Table 7 presents the calculated government buildings impact fee schedule for Collier County for both residential and non-residential land uses, based on the net impact cost per functional resident previously presented in Table 6. The calculated fee is approximately 50 percent higher than the adopted fee due to the changes in the cost and credit variables. The remaining differences in fees are due to the changes in the demand component since 2016.

Table 7 also shows the maximum allowable impact fees consistent with F.S. 163.3180 and the corresponding percent change from the current adopted impact fee.

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Table 7

Calculated Government Buildings Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]	FS 163.31801 Maximum Impact Fee[5]	Percent Change[6]
Residential:								
210	Single Family Detached							
	- Less than 4,000 sf	du	1.75	**$1,373.10**	$934.34	47%	$1,373.10	47%
	- 4,000 sf or greater	du	2.16	**$1,694.80**	$1,047.91	62%	$1,571.86	50%
220-232	Multi-Family	du	0.91	**$714.01**	$443.94	61%	$665.91	50%
240	Mobile Home	du	1.33	**$1,043.56**	$748.50	39%	$1,043.56	39%
251	Retirement Community - Detached (Single Family)	du	1.07	**$839.55**	$407.81	106%	$611.71	50%
252	Retirement Community - Attached (Multi-Family)	du	0.55	**$431.55**	$407.81	6%	$431.55	6%
Transient, Assisted, Group:								
310/311	Hotel/All Suites Hotel	room	1.23	**$979.79**	$421.69	132%	$632.53	50%
320	Motel	room	1.07	**$852.34**	$395.66	115%	$593.49	50%
254	Assisted Living Facility	du	0.89	**$708.96**	$525.81	35%	$708.96	35%
620	Nursing Home	1,000 sf	2.37	**$1,887.89**	$546.63/bed	N/A	N/A	N/A
Recreation:								
416	Campground/RV Park	site	0.46	**$366.43**	$260.30	41%	$366.43	41%
420	Marina	boat berth	0.12	**$95.59**	$98.91	-3%	$95.59	-3%
430	Golf Course	hole	0.80	**$637.26**	$562.25	13%	$637.26	13%
n/a	Bundled Golf Course	hole	0.24	**$191.18**	$168.62	13%	$191.18	13%
445	Movie Theater	1,000 sf	3.33	**$2,652.61**	$3,113.19/screen	N/A	N/A	N/A
n/a	Dance Studio/Gymnastics	1,000 sf	1.72	**$1,370.12**	$1,155.73	19%	$1,370.12	19%
Institutions:								
520	Elementary School (Private)	student	0.10	**$79.66**	$31.24	155%	$46.86	50%
522	Middle/Junior High School (Private)	student	0.09	**$71.69**	$36.44	97%	$54.66	50%
525	High School (Private)	student	0.08	**$63.73**	$41.65	53%	$62.47	50%
540/550	University/Junior College (7,500 or fewer students) (Private)	student	0.10	**$79.66**	$52.06	53%	$78.09	50%
	University/Junior College (more than 7,500 students) (Private)	student	0.08	**$63.73**	$36.44	75%	$54.66	50%
560	Church	1,000 sf	0.47	**$374.39**	$15.62/seat	N/A	N/A	N/A
565	Day Care Center	1,000 sf	0.85	**$677.09**	$26.03/student	N/A	N/A	N/A
Medical:								
610	Hospital	1,000 sf	1.28	**$1,019.62**	$713.22	43%	$1,019.62	43%
Office:								
710	General Office	1,000 sf	0.95	**$756.75**	$400.86	89%	$601.29	50%
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	1.16	**$924.03**	$593.48	56%	$890.22	50%
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	1.67	**$1,330.29**	$864.20	54%	$1,296.30	50%
770	Business Park (Flex-Space)	1,000 sf	0.92	**$732.85**	$499.78	47%	$732.85	47%

Table 7 (continued)

Calculated Government Buildings Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]	FS 163.31801 Maximum Impact Fee[5]	Percent Change[6]
Retail:								
822	Retail 6,000 sfgla or less	1,000 sfgla	1.97	**$1,569.26**	$1,275.47	23%	$1,569.26	23%
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	1.97	**$1,569.26**	$1,275.47	23%	$1,569.26	23%
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	2.74	**$2,182.63**	$1,275.47	71%	$1,913.20	50%
820	Retail greater than 150,000 sfgla	1,000 sfgla	1.88	**$1,497.57**	$1,088.05	38%	$1,497.57	38%
840/841	New/Used Auto Sales	1,000 sf	1.47	**$1,170.97**	$765.28	53%	$1,147.92	50%
849	Tire Superstore	1,000 sf	1.20	**$955.90**	$697.60/bay	N/A	N/A	N/A
850	Supermarket	1,000 sf	2.26	**$1,800.27**	$1,067.23	69%	$1,600.84	50%
851	Convenience Market (24 hour)	1,000 sf	5.80	**$4,620.16**	$2,847.68	62%	$4,271.52	50%
862	Home Improvement Superstore	1,000 sf	1.81	**$1,441.81**	$942.29	53%	$1,413.43	50%
880/881	Pharmacy with & without Drive-Thru	1,000 sf	1.69	**$1,346.22**	$1,020.38	32%	$1,346.22	32%
890	Furniture Store	1,000 sf	0.30	**$238.97**	$124.94	91%	$187.41	50%
Services:								
911	Bank/Savings w/out Drive-Thru	1,000 sf	1.10	**$876.24**	$1,160.94	-25%	$876.24	-25%
912	Bank/Savings w/Drive-Thru	1,000 sf	1.42	**$1,131.14**	$1,186.97	-5%	$1,131.14	-5%
930	Fast Casual Restaurant	1,000 sf	3.28	**$2,612.78**	$4,633.34	-44%	$2,612.78	-44%
931	Low-Turnover Restaurant	1,000 sf	5.73	**$4,564.40**	$114.53/seat	N/A	N/A	N/A
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	5.39	**$4,293.57**	$140.56/seat	N/A	N/A	N/A
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	9.66	**$7,694.96**	$4,633.34	66%	$6,950.01	50%
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	8.25	**$6,571.79**	$4,633.34	42%	$6,571.79	42%
941	Quick Lube	service bay	1.52	**$1,210.80**	$603.90	100%	$905.85	50%
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	1.32	**$1,051.49**	$1,348.35	-22%	$1,051.49	-22%
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	2.08	**$1,656.89**	$1,348.35	23%	$1,656.89	23%
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	2.71	**$2,158.73**	$1,348.35	60%	$2,022.52	50%
947	Self-Service Car Wash	service bay	0.87	**$693.02**	$452.92	53%	$679.38	50%
948	Automated Car Wash	1,000 sf	1.76	**$1,401.98**	$916.26	53%	$1,374.39	50%
n/a	Luxury Auto Sales	1,000 sf	1.21	**$963.86**	$536.22	80%	$804.33	50%
Industrial:								
110	General Light Industrial	1,000 sf	0.45	**$358.46**	$359.21	0%	$358.46	0%
140	Manufacturing	1,000 sf	0.53	**$422.19**	$260.30	62%	$390.45	50%
150	Warehousing	1,000 sf	0.10	**$79.66**	$145.77	-45%	$79.66	-45%
151	Mini-Warehouse	1,000 sf	0.03	**$23.90**	$31.24	-23%	$23.90	-23%

1) Source: Table B-8 for residential land uses and Table B-9 for non-residential land uses
2) Source: Net impact cost per functional resident from Table 6 is multiplied by the functional residents per unit for each land use
3) Source: Collier County Capital Projects Planning, Impact Fees, and Program Management Division.

4) Percent change from the calculated fee (Item 2) to the adopted fee (Item 3)
5) Maximum allowable impact fee in compliance with 50 percent increase cap per F.S. 163.31801
6) Percent change from the adopted impact fee (Item 4) to the F.S. 163.31801 maximum allowable impact fee (Item 6)

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Impact Fee Schedule Comparison

As part of the work effort in developing Collier County impact fee schedule, the County's calculated impact fee schedule is compared to the current adopted fee schedules of other select Florida counties. **Table 8** presents this comparison.

Table 8

Government Buildings Impact Fee Schedule Comparison

Land Use	Unit[2]	Collier County			Charlotte County[6]	Indian River County[7]	Martin County[8]	Palm Beach County[9]	Sarasota County[10]	St. Lucie County[11]
		Calculated[3]	Maximum[4]	Current Adopted[5]						
Date of Last Update		2024	2024	2016	2021	2020	2023	2022	2016	2022
Assessed Portion of Calculated[1]		N/A	N/A	100%	25%	50%/26%	100%	Varies - SF @20%	100%	Varies - SF @26%
Residential:										
Single Family (2,000 sf)	du	$1,373	$1,373	$934	$268	$415	$547	$317	$623	$548
Non-Residential:										
Light Industrial	1,000 sf	$358	$358	$359	$69	$68	$175	$105	$126	$111
Office (50,000 sq ft)	1,000 sf	$757	$757	$620	$199	$121	$339	$186	$467	$485
Retail (125,000 sq ft)	1,000 sf	$2,183	$1,912	$1,275	$417	$205	$826	$466	$815	$821

1) Represents the portion of the maximum calculated fee for each respective county that is actually charged. Fee may have been lowered/increased through annual indexing or policy discounts. Does not account for moratorium/suspensions.
2) du = dwelling unit
3) Source: Table 8
4) Maximum allowable impact fee in compliance with 50 percent increase per F.S. 163.31801
5) Source: Collier County Growth Management Division, Project Planning, Impact Fees, and Program Management
6) Source: Charlotte County Community Development Department. All fees include a 2.55% administrative fee.
7) Source: Indian River County Community Development. Adopted the "affordable growth" scenario which discounted non-res to 26%. Additionally, staff recommended a 50% discount to all land uses
8) Source: Martin County Impact Fee Update Study Draft Report, February 28, 2023. Fees adopted in compliance with the 50% limit and phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028.
9) Source: Palm Beach County Planning, Zoning, and Building Department. Fees adopted in compliance with the 50% limit per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2026.
10) Source: Sarasota County Planning & Development Services Department
11) Source: St. Lucie County Planning & Development Services Department. Fees adopted in compliance with the 50% limit per F.S. 163.31801. Fees shown effective October 1, 2025.

Appendix A -
Government Buildings Inventory

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Table A-1
Government Buildings Inventory (Primary)

Name of Structure	Square Feet[(1)]
Primary Buildings	
Golden Gate Government Services Center	6,090
Immokalee Government Center	10,495
Immokalee Health Department (CHSI)	14,778
Immokalee Barn (Floors 1 & 2)	14,530
Immokalee Transportation Building	3,358
Medical Examiners Office	13,238
Building "B" Human Resources	7,160
Building "D" PWED	8,388
Tax Collector & Supervisor of Elections	30,753
Building "F" Administration (Floors 1-8)	89,966
Building "G" Purchasing	5,569
Building "H" Health (Floors 1-3)	54,160
Building "L" Courthouse (Floors 1-6,Mezz.)	148,533
Building "L-1" Courthouse Annex	137,984
Building "W" General Services (Floors 1-2)	31,054
Animal Control Administration	8,933
Animal Control Sally Port	6,727
Immokalee Animal Control Office	164
Marco Tax Collector	2,699
Transportation Headquarters	33,542
CAT Operations (ex-Monrande Dealership)	32,144
Immokalee Code Enforcement Building	1,994
BCC Fleet Management	41,316
North Collier County Government Services Center	14,000
Emergency Services Center	57,274
Agriculture Building	13,361
Supervisor of Elections	7,000
Property Appraiser/Elks Lodge	27,566
New Supervisor of Elections Building	30,980
Heritage Bay Government Services Center	22,745
Subtotal -- Primary Buildings	**876,501**

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Table A-1 (continued)

Government Buildings Inventory (Support)

Name of Structure	Square Feet[1]
Support Buildings	
800 MHz Generator Building	238
Animal Control Kennel 1-3	11,847
Animal Control Stable	3,159
Immokalee Animal Control Kennel	1,572
Immokalee Radio Tower Shed	16
Road & Bridge Shed	102
Road & Bridge Fuel Island	818
Building "K" Chiller Building	5,520
800 MGHZ Generator	368
Electric Substation "A"	824
Electric Substation "B"	1,088
Parking Garage #2 (Courthouse Annex)	410,302
Fuel Island/Canopy	3,600
Generator/Fuel Tank	127
Fuel Tanks and Slab	1,557
County Barn 800 MGHZ Repeater Building	64
BCC Fleet Wash Rack	1,950
Subtotal -- Support Buildings	**443,152**
Total -- All Buildings	**1,319,653**

1) Source: Collier County

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Table A-2
Government Buildings Inventory (Acreage)

Name of Structure	Address	Square Feet[1]	Total Square Footage on Site[2]	Total Acres[3]	Acres per 1,000 sf of Bldg Space[4]	Land (Allocated Acres)[5]
Golden Gate Government Services Center	4715 Golden Gate Parkway	6,090	76,498	12.91	0.169	1.029
Immokalee Government Center	106 S. 1st Street	10,495	23,042	7.42	0.322	3.379
Immokalee Health Department (CHSI)	419 N. 1st Street	14,778	29,513	10.00	0.339	5.010
Immokalee Barn (Floors 1 & 2)	425 Sgt. Joe Jones Road	14,530				8.791
Immokalee Transportation Building	550 Stockade Road	3,358				2.032
800 MGHZ Generator Bldg.	312 Stockade Road	238				0.144
Immokalee Animal Control Kennel	405 Sgt. Joe Jones Road	1,572	69,135	41.81	0.605	0.951
Immokalee Animal Control Office	405 Sgt. Joe Jones Road	164				0.099
Immokalee Radio Tower Shed	312 Stockade Road	16				0.010
Road & Bridge Shed	402 Stockade Road	102				0.062
Road & Bridge Fuel Island	402 Stockade Road	818				0.495
Medical Examiners Office	3838 Domestic Avenue	13,238	13,238	2.00	0.151	2.000
Building "B" Human Resources	3301 E. Tamiami Trail	7,160				0.215
Collector & Supervisor of Elections	3301 E. Tamiami Trail	30,753				0.923
Building "D" PWED	3301 E. Tamiami Trail	8,388				0.252
Building "F" Administration (Floors 1-8)	3301 E. Tamiami Trail	89,966				2.699
Building "G" Purchasing	3301 E. Tamiami Trail	5,569				0.167
Building "H" Health (Floors 1-3)	3301 E. Tamiami Trail	54,160				1.625
Building "L" Courthouse (Floors 1-6,Mezz.)	3301 E. Tamiami Trail	148,533	1,491,521	45.28	0.030	4.456
Building "W" General Services (Floors 1-2)	3301 E. Tamiami Trail	31,054				0.932
Building "K" Chiller Building	3301 E. Tamiami Trail	5,520				0.166
Electric Substation "A"	3301 E. Tamiami Trail	824				0.025
Electric Substation "B"	3301 E. Tamiami Trail	1,088				0.033
Building "L-1" Courthouse Annex	3301 E. Tamiami Trail	137,984				4.140
Parking Garage #2 (Courthouse Annex)	3355 E. Tamiami Trail	410,302	410,302	9.51	0.023	9.510
Fuel Island/Canopy	2897 County Barn Road	3,600				0.418
Generator/Fuel Tank	2897 County Barn Road	127				0.015
Fuel Tanks and Slab	2897 County Barn Road	1,557				0.181
800 MGHZ Generator	2901 County Barn Road	368	82,847	9.63	0.116	0.043
BCC Fleet Management	2901 County Barn Road	41,316				4.793
County Barn 800 MGHZ Repeater Building	2901 County Barn Road	64				0.007
BCC Fleet Wash Rack	2901 County Barn Road	1,950				0.226
Animal Control Administration	7610 Davis Boulevard	8,933				2.617
Animal Control Sally Port	7610 Davis Boulevard	6,727	32,178	9.44	0.293	1.971
Animal Control Kennel 1-3	7610 Davis Boulevard	11,847				3.471
Animal Control Stable	7610 Davis Boulevard	3,159				0.926
Marco Tax Collector	1040 Winterberry	2,699	2,699	0.49	0.182	0.490
Transportation Headquarters	2885 Horseshoe Dr S	33,542	33,542	2.46	0.073	2.460
CAT Operations (ex-Monrande Dealership)	8300 Radio Road	32,144	32,144	10.04	0.312	10.040
Immokalee Code Enforcement Building	310 Alachua Street	1,994	1,994	0.20	0.100	0.200
North Collier County Government Services Center	2335 Orange Blossom Drive	14,000	56,401	7.63	0.135	1.890
Emergency Services Center	8075 Lely Cultural Pkwy	57,274	154,388	20.00	0.130	7.446
Agriculture Building	14700 Immokalee Road	13,361	N/A	N/A	N/A	N/A
Supervisor of Elections	3300 Santa Barbara Blvd.	7,000	N/A	N/A	N/A	N/A
Property Appraiser/Elks Lodge	3950 Radio Road	27,566	27,566	6.74	0.245	6.740
New Supervisor of Elections Building	3750 Enterprise Ave.	30,980	30,980	1.84	0.059	1.840
Heritage Bay Government Services Center	15450 Collier Blvd.	22,745	336,718	7.73	0.023	0.523
Total		**1,319,653**				**95.442**
Weighted Average Acreage per 1,000 Square Feet of Building						**0.072**

1) Source: Collier County. Square feet of the indicated facility.
2) Source: Collier County. Square feet of all buildings on the parcel.
3) Source: Collier County Property Appraiser
4) Acres (Item 3) divided by the total square footage on site (Item 2) multiplied by 1,000
5) Square feet (Item 1) divided by 1,000 and multiplied by acres per 1,000 sf of building space (Item 4)

Appendix B -
Population Estimates – Supplemental Information

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Appendix B – Population Estimates

The government buildings impact fee program requires the use of population data in calculating current levels of service. To be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process, this impact fee study considers not only the resident or permanent population, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak seasonal population estimates provided by Collier County's Comprehensive Planning Department are used for all population estimates and projections.

Table B-1 presents the peak seasonal population trends for Collier County. The projections indicate that the current peak seasonal population of the county is approximately 491,800 and is expected to increase to 582,700 (increase of 90,900) by 2040. The estimated average growth rate is approximately 1 percent per year.

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Table B-1

Collier County Population Estimates (Countywide)

Year	Countywide	
	Peak Seasonal Population	Percent Change
2010	387,183	-
2011	392,180	1.3%
2012	398,107	1.5%
2013	402,268	1.0%
2014	408,351	1.5%
2015	416,402	2.0%
2016	424,603	2.0%
2017	433,359	2.1%
2018	442,240	2.0%
2019	451,303	2.0%
2020	455,059	0.8%
2021	464,155	2.0%
2022	474,235	2.2%
2023	483,487	2.0%
2024	**491,779**	**1.7%**
2025	499,426	1.6%
2026	506,406	1.4%
2027	513,483	1.4%
2028	520,660	1.4%
2029	527,936	1.4%
2030	534,305	1.2%
2031	539,741	1.0%
2032	545,233	1.0%
2033	550,781	1.0%
2034	556,384	1.0%
2035	561,339	0.9%
2036	565,633	0.8%
2037	569,960	0.8%
2038	574,320	0.8%
2039	578,714	0.8%
2040	582,721	0.7%

Source: Collier County Comprehensive Planning Section (population projections dated May 2024)

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Apportionment of Demand by Residential Unit Type and Size

The residential land uses to be used for the government buildings impact fee calculations include the following:

- Single Family (Detached)
- Multi-Family
- Mobile Home/RV (Tied Down)
- Retirement Community (detached and attached)

Table B-2 presents the number of residents per housing unit for the residential categories identified above in Collier County. This analysis includes all housing units, both occupied and vacant.

To address fairness and equity issues between land uses, the single family land use is tiered based on two categories of square footage: less than 4,000 square feet and 4,000 square feet or greater. To accommodate the tiering of impact fee assessments for the single family residential land use category, an analysis was completed based on housing unit size and persons per housing unit, comparing nationwide averages to those of Collier County. This analysis utilized national data from the 2021 American Housing Survey (AHS) and data from the 2022 American Community Survey (ACS) to examine this relationship.

Table B-2

Residents per Housing Unit

Housing Type	Population[1]	Housing Units[2]	Ratio[3]	Residents / Housing Units[4]
Single Family Detached	289,564	112,378		2.58
- Less than 4,000 sf			98%	2.53
- 4,000 sf or greater			121%	3.12
Multi Family	139,405	106,016		1.31
Mobile Home/RV Park (Tied Down)	21,446	11,189		1.92
Retirement Community - Detached (Single Family)[5]	173,738	112,378		1.55
Retirement Community - Attached (Multi-Family)[6]	83,643	106,016		0.79

1) Source: 2022 ACS 5-Yr Estimates, Table B25033 (owner occupied and renter occupied), adjusted for peak seasonal population.
2) Source: 2022 ACS 5-Yr Estimates, Table DP04
3) Ratios developed based on national PPH data derived from the 2021 American Housing Survey.
4) Population (Item 1) divided by housing units (Item 2). For single family detached tiers, the residents per housing unit is determined by multiplying the weighted average value (2.58) by the ratio developed from the AHS data (Item 3).

5) Estimate for retirement community (detached) is based on people per household figures for single family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.
6) Estimate for retirement community (attached) is based on people per household figures for multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.

Functional Population

For government buildings, this study uses functional population as the demand component, which distributes the cost associated with the availability of government buildings among various land uses based on the density of people at each land use throughout the day. Functional population, as used in the impact fee analysis, is a generally accepted methodology and is based on the assumption that demand for certain facilities is generally proportional to the presence of people at a land use, including residents, employees, and visitors. It is not enough to simply add resident population to the number of employees, since the service-demand characteristics can vary considerably by type of industry.

Functional population is the equivalent number of people occupying space within a community on a 24-hour-day, 7-days-a-week basis. A person living and working in the community will have the functional population coefficient of 1.0. A person living in the community but working elsewhere may spend only 16 hours per day in the community on weekdays and 24 hours per day on weekends for a functional population coefficient of 0.76 (128-hour presence divided by 168 hours in one week). A person commuting into the county to work five days per week would have a functional population coefficient of 0.30 (50-hour presence divided by 168 hours in one week). Similarly, a person traveling into the community to shop at stores, perhaps averaging 8 hours per week, would have a functional population coefficient of 0.05.

Functional population thus tries to capture the presence of all people within the community, whether residents, workers, or visitors, to arrive at an estimate of effective population that needs to be served.

This form of adjusting population to help measure real facility needs replaces the population approach of merely weighting residents two-thirds and workers one-third (Nelson and Nicholas 1992). By estimating the functional and weighted population per unit of land use across all major land uses in a community, an estimate of the demand for certain facilities and services in the present and future years can be calculated. The following paragraphs explain how functional population is calculated for residential and non-residential land uses.

Residential Functional Population

Developing the residential component of functional population is simpler than developing the non-residential component. It is generally estimated that people spend one-half to three-fourths of their time at home and the rest of each 24-hour day away from their place of residence. In developing the residential component of Collier County functional population, an analysis of the County's population and employment characteristics was conducted. Based on this analysis, it was estimated that people, on average, spend 16.6 hours, or approximately 69 percent, of each 24-hour day at their place of residence and the other 31 percent away from home. This analysis is presented in Tables B-3 and B-4.

Table B-3

Population & Employment Characteristics

Item/Calculation Step	Year 2021
Total workers living in Collier County[1]	150,529
Collier County Population[2]	372,797
Total workers as a percent of population[3]	**40.4%**
School age population (5-17 years)[4]	47,900
School age population as a percent of population[5]	**12.8%**
Population net of workers and school age population[6]	174,368
Other population as a percent of total population[7]	**46.8%**

1) Source: Census OnTheMap 2021
2) Source: 2021 ACS 5-Yr Estimates, Table S0101
3) Total workers (Item 1) divided by total population (Item 2)
4) Source: 2021 ACS 5-Year Estimates, Table S0101
5) Total school age population (Item 4) divided by total population (Item 2)
6) Total population (Item 2) less total workers (Item 1) and school age population (Item 4)
7) Population net of workers and school age population (Item 6) divided by total population (Item 2)

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Table B-4

Residential Coefficient for Functional Population

Pop. Group	Hours at Residence[1]	Percent of Population[2]	Effective Hours[3]
Workers	13	40.4%	5.3
Students	15	12.8%	1.9
Other	20	46.8%	9.4
Total Hours at Residence[4]			16.6
Residential Functional Population Coefficient[5]			**69.2%**

1) Estimated
2) Source: Table B-3
3) Hours at residence (Item 1) multiplied by percent of population (Item 2)
4) Sum of effective hours.
5) Sum of effective hours (Item 4) divided by 24.

The resulting percentage from Table B-4 is used in the calculation of the residential coefficient for the 24-hour functional population. These actual calculations are presented in **Table B-6**.

Non-Residential Functional Population

Given the varying characteristics of non-residential land uses, developing the estimates of functional residents for non-residential land uses is more complicated than developing the estimates of functional residents for residential land uses. Nelson and Nicholas originally introduced a method for estimating functional resident population, now used widely[1]. This method uses trip generation data from the Institute of Transportation Engineers' (ITE) Trip Generation Manual and Benesch's Trip Characteristics Database, information on passengers per vehicle, workers per vehicle, length of time spent at the land use, and other variables. Specific calculations include:

- Total one-way trips per employee (ITE trips multiplied by 50 percent to avoid double counting entering and exiting trips as two trips).
- Visitors per impact unit based on occupants per vehicle (trips multiplied by occupants per vehicle less employees).
- Worker hours per week per impact unit (such as nine worker-hours per day multiplied by five days in a work week).

1 Arthur C. Nelson and James C. Nicholas, "Estimating Functional Population for Facility Planning," Journal of Urban Planning and Development 118(2): 45-58 (1992).

- Visitor hours per week per impact unit (visitors multiplied by number of hours per day times relevant days in a week, such as five for offices and seven for retail shopping).
- Functional population coefficients per employee developed by estimating time spent by employees and visitors at each land use.

Table B-5 shows the functional population coefficients for residential and non-residential land uses in Collier County, which are used to estimate the 2024 functional population in Table B-6.

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Table B-5

General Functional Population Coefficients

Population/ Employment Category	ITE LUC	Employee Hours In-Place[1]	Trips per Employee[2]	One-Way Trips per Employee[3]	Journey-to-Work Occupants per Trip[4]	Daily Occupants per Trip[5]	Visitors per Employee[6]	Visitor Hours per Trip[1]	Days per Week[7]	Functional Population Coefficient[8]
Population									7.00	**0.692**
Natural Resources	N/A	9.00	3.10	1.55	1.32	1.38	0.09	1.00	7.00	**0.379**
Construction	110	9.00	3.10	1.55	1.32	1.38	0.09	1.00	5.00	**0.271**
Manufacturing	140	9.00	2.51	1.26	1.32	1.38	0.08	1.00	5.00	**0.270**
Transportation, Communication, Utilities	110	9.00	3.10	1.55	1.32	1.38	0.09	1.00	5.00	**0.271**
Wholesale Trade	150	9.00	5.05	2.53	1.32	1.38	0.15	1.00	5.00	**0.272**
Retail Trade	820	9.00	57.30	28.65	1.24	1.73	14.04	1.50	7.00	**1.252**
Finance, Insurance, Real Estate	710	9.00	3.33	1.67	1.24	1.73	0.82	1.00	5.00	**0.292**
Services[9]	N/A	9.00	20.32	10.16	1.24	1.73	4.98	1.00	6.00	**0.499**
Government[10]	730	9.00	7.45	3.73	1.24	1.73	1.83	1.00	7.00	**0.451**

(1) Estimated

(2) Trips per employee represents all trips divided by the number of employees and is based on Trip Generation 11th Edition (Institute of Transportation Engineers 2021) as follows:

ITE Code 110 at 3.10 weekday trips per employee, Volume 2 - Industrial Land Uses, page 39

ITE Code 140 at 2.51 weekday trips per employee, Volume 2 - Industrial Land Uses, page 76

ITE Code 150 at 5.05 weekday trips per employee, Volume 2 - Industrial Land Uses, page 104

ITE Code 710 at 3.33 weekday trips per employee, Volume 2 Office Land Uses, page 716

ITE Code 730 at 7.45 weekday trips per employee, Volume 2 Office Land Uses, page 795

ITE Code 820 (page 186) based on blended average of trips by retail center size calculated below.

Retail Scale	*Trip Rate*	*Sq Ft per Employee*[11]	*Trips per Employee*	*Share*	*Weighted Trips*
Retail (Less than 40k sq. ft.)	54.45	890	48	50.0%	24.00
Retail (40k to 150k sq. ft.)	67.52	1,152	78	35.0%	27.30
Retail (greater than 150k sq. ft.	37.01	1,070	40	15.0%	6.00
Sum of Weighted Trips/1k sq.ft.					57.30

(3) Trip per employee (Item 2) multiplied by 0.5.

(4) Journey-to-Work Occupants per Trip from 2001 National Household Travel Survey (FHWA 2001) as follows:

1.32 occupants per Construction, Manufacturing, TCU, and Wholesale trip

1.24 occupants per Retail Trade, FIRE, and Services trip

(5) Daily Occupants per Trip from 2001 National Household Travel Survey (FHWA 2001) as follows:

1.38 occupants per Construction, Manufacturing, TCU, and Wholesale trip

1.73 occupants per Retail Trade, FIRE, and Services trip

(6) [Daily occupants per trip (Item 5) multiplied by one-way trips per employee (Item 3)] - [(Journey-to-Work occupants per trip (Item 4) multiplied by one-way trips per employee (Item 3)]

(7) Typical number of days per week that indicated industries provide services and relevant government services are available.

(8) Table A-7 for residential and the equation below to determine the Functional Population Coefficient per Employee for all land-use categories except residential includes the following:

$$\frac{(\text{Days per Week} \times \text{Employee Hours in Place}) + (\text{Visitors per Employee} \times \text{Visitor Hours per Trip} \times \text{Days per Week})}{(24 \text{ Hours per Day} \times 7 \text{ Days per Week})}$$

(9) Trips per employee for the services category is the average trips per employee for the following service related land use categories: quality restaurant, high-turnover restaurant, supermarket, hotel, motel, elementary school, middle school, high school, hospital, medical office, and church. Source for the trips per employee figure from ITE, 11th ed., when available.

(10) Includes Federal Civilian Government, Federal Military Government, and State and Local Government categories.

(11) Square feet per retail employee from the Energy Information Administration from Table B-1 of the Commercial Energy Building Survey, 2018

Table B-6

Functional Population (Countywide)

Population Category	Collier County Baseline Data[1]	Functional Resident Coefficient[2]	Functional Population[3]
2024 Peak Season Population	491,779	0.692	340,311
Employment Category			
Natural Resources	4,961	0.379	1,880
Construction	24,935	0.271	6,757
Manufacturing	6,231	0.270	1,682
Transportation, Communication, and Utilities	11,268	0.271	3,054
Wholesale Trade	6,495	0.272	1,767
Retail Trade	26,632	1.252	33,343
Finance, Insurance, and Real Estate	56,185	0.292	16,406
Services	127,033	0.499	63,389
Government Services	14,309	0.451	6,453
Total Employment by Category Population[4]			134,731
2024 Total Functional Population[5]			**475,042**

1) Source: Table B-1 for population and 2024 Woods & Poole for employment data
2) Source: Table B-4
3) The functional population is Collier baseline data (Item 1) multiplied by the functional resident coefficient (Item 2)
4) The total employment population by category is the sum of the employment figures from the nine employment categories (e.g., natural resources, construction, etc.)
5) The total functional population is the sum of the residential functional population and the employment functional population.

Table B-7 presents the County's annual functional population figures from 2010 through 2040, based on the 2024 functional population figure from Table B-6 and the annual population growth rates from the population figures previously presented in Table B-1.

Table B-7

Countywide Functional Population (2010-2040)

Year	Functional Population
2010	374,006
2011	378,833
2012	384,558
2013	388,577
2014	394,453
2015	402,230
2016	410,152
2017	418,610
2018	427,189
2019	435,944
2020	439,572
2021	448,358
2022	458,095
2023	467,032
2024	**475,042**
2025	482,429
2026	489,171
2027	496,007
2028	502,940
2029	509,968
2030	516,120
2031	521,371
2032	526,676
2033	532,035
2034	537,447
2035	542,233
2036	546,381
2037	550,561
2038	554,773
2039	559,017
2040	562,888

Source: Table B-6 for the 2024 functional population figure and Table B-1 for annual growth rates

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Functional Residents by Specific Land Use Category

When a wide range of land uses impact services, an estimate of that impact is needed for each land use. This section presents functional population estimates by residential and non-residential land uses.

Residential and Transient Land Uses

As mentioned previously, functional population estimates by land use need to be developed for each impact fee service area to be analyzed. For residential and transient land uses, these coefficients are displayed in **Table B-8**. The transient land uses include hotel/all suites hotel, motel, assisted living facility and nursing home. Secondary sources, such as Smith Travel Research (STR), Collier County Convention and Visitors Bureau, and the Florida Department of Elderly Affairs, are used to determine the occupancy rate for hotel/motel and nursing home.

Non-Residential Land Uses

A similar approach is used to estimate functional residents for non-residential land uses. **Table B-9** reports basic assumptions and calculations, such as trips per unit, trips per employee, employees per impact unit, one-way trips per impact unit, worker hours, occupants per vehicle trip, visitors (patrons, etc.) per impact unit, visitor hours per trip, and days per week for non-residential land uses. The final column in the tables shows the estimated functional resident coefficients by land use. These coefficients by land use create the demand component for the government buildings impact fee program and are used in the calculation of the cost per unit for each land use category in the government buildings impact fee schedule.

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Table B-8

Functional Residents for Residential and Transient Land Uses

Residential Land Use	Impact Unit	ITE LUC[(1)]	Residents/ Visitors Per Unit[(2)]	Occupancy Rate[(3)]	Adjusted Residents Per Unit[(4)]	Visitor Hours at Place[(5)]	Workers Per Unit[(6)]	Work Day Hours[(7)]	Days Per Week[(8)]	Functional Residents Per Unit[(9)]
Residential										
Single Family Detached										
- Less than 4,000 sf	du	210	2.53	-	-	-	-	-	-	**1.75**
- 4,000 sf or greater	du	210	3.12	-	-	-	-	-	-	**2.16**
Multi-Family	du	220-232	1.31	-	-	-	-	-	-	**0.91**
Mobile Home	du	240	1.92	-	-	-	-	-	-	**1.33**
Retirement Community - Detached (Single Family)	du	251	1.55	-	-	-	-	-	-	**1.07**
Retirement Community - Attached (Multi-Family)	du	252	0.79	-	-	-	-	-	-	**0.55**
Transient/Assisted, Group										
Hotel/All Suites Hotel	room	310/311	2.80	73%	2.04	12	0.56	9	7	**1.23**
Motel	room	320	2.80	73%	2.04	12	0.13	9	7	**1.07**
Assisted Living Facility	du	254	1.18	70%	0.82	20	0.56	9	7	**0.89**
Nursing Home	1,000 sf	620	2.76	70%	1.93	20	2.04	9	7	**2.37**

(1) Land use code from the Institute of Transportation Engineers (ITE) Trip Generation Handbook, 11th Edition

(2) Estimates for the residential land uses, retirement community (detached), retirement community (attached) from Table B-2; estimate for hotel/motel from Collier County Overnight Visitor Economic Impact Report 2021. Estimate for assisted living facility is based on people per household figures for single family and multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation. Estimate used for nursing home is based on 1 person per bed and an average square footage of 363 per bed in a nursing home, based on information provided in the ITE Trip Generation Handbook, 11th Edition.

(3) Source for hotel/motel occupancy: Collier County Convention and Visitors Bureau Annual Reports and Smith Travel Research (STR). Average occupancy rate for 2016 through 2021, excluding 2020. Source for nursing home/ALF occupancy rate is the Florida Department of Elderly Affairs Collier County Profile and the Agency for Health Care Administration. Average occupancy rate for 2021 through 2022.

(4) Residents/visitors per unit (Item 2) times occupancy rate (Item 3)

(5), (7), (8) Estimated

(6) Adapted from ITE Trip Generation Handbook, 11th Edition

(9) For residential land uses, calculated as residents per unit times the functional population coefficient (0.692 from Table B-5). For transient, assisted, and group land uses, calculated as

$$\frac{[(\text{Adjusted Residents per Unit} \times \text{Hours at Place} \times \text{Days per Week}) + (\text{Workers Per Unit} \times \text{Work Hours Per Day} \times \text{Days per Week})]}{(24 \text{ Hours per Day} \times 7 \text{ Days per Week})}$$

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Table B-9

Functional Residents for Non-Residential Land Uses

ITE LUC[1]	Land Use	Impact Unit	Trips Per Unit[2]	Trips Per Employee[3]	Employees Per Unit[4]	One-Way Factor @ 50%[5]	Worker Hours[6]	Occupants Per Trip[7]	Visitors[8]	Visitor Hours Per Trip[9]	Days Per Week[10]	Functional Residents per Unit[11]
RECREATION:												
416	Campground/RV Park[12]	site	1.62	n/a	1.20	0.81	9	1.64	0.13	1.50	7	**0.46**
420	Marina	boat berth	2.41	20.52	0.12	1.21	9	1.64	1.86	1.00	7	**0.12**
430	Golf Course	hole	30.38	20.52	1.48	15.19	9	1.64	23.43	0.25	7	**0.80**
n/a	Bundled Golf Course[13]	hole	9.11	20.52	0.44	4.56	9	1.64	7.04	0.25	7	**0.24**
445	Movie Theater	1,000 sf	82.30	53.12	1.55	41.15	9	1.64	65.94	1.00	7	**3.33**
n/a	Dance Studio/Gymnastics	1,000 sf	21.33	n/a	2.00	10.67	9	1.64	15.50	1.50	7	**1.72**
INSTITUTIONS:												
520	Elementary School (Private)	student	2.27	22.50	0.10	1.14	9	1.11	1.17	2.00	5	**0.10**
522	Middle/Junior High School (Private)	student	2.10	23.41	0.09	1.05	9	1.11	1.08	2.00	5	**0.09**
525	High School (Private)	student	1.94	21.95	0.09	0.97	9	1.11	0.99	2.00	5	**0.08**
540/550	University/Junior College (7,500 or fewer students) (Private)	student	2.00	11.75	0.17	1.00	9	1.11	0.94	2.00	5	**0.10**
	University/Junior College (more than 7,500 students) (Privat	student	1.50	11.75	0.13	0.75	9	1.11	0.70	2.00	5	**0.08**
560	Church	1,000 sf	7.60	20.64	0.37	3.80	9	2.16	7.84	1.00	7	**0.47**
565	Day Care Center	1,000 sf	49.63	21.38	2.32	24.82	9	2.16	51.29	0.15	5	**0.85**
MEDICAL:												
610	Hospital	1,000 sf	10.77	3.77	2.86	5.39	9	1.44	4.90	1.00	7	**1.28**
OFFICE:												
710	General Office	1,000 sf	10.84	3.33	3.26	5.42	9	1.09	2.65	1.00	5	**0.95**
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	23.83	8.71	2.74	11.92	9	1.44	14.42	1.00	5	**1.16**
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	34.21	8.71	3.93	17.11	9	1.44	20.71	1.00	5	**1.67**
770	Business Park (Flex-Space)	1,000 sf	12.65	4.04	3.13	6.33	9	1.09	3.77	0.75	5	**0.92**
RETAIL:												
822	Retail 6,000 sfgla or less	1,000 sfgla	54.45	17.42	3.13	27.23	9	1.52	38.26	0.50	7	**1.97**
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	54.45	17.42	3.13	27.23	9	1.52	38.26	0.50	7	**1.97**
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	67.52	17.42	3.88	33.76	9	1.52	47.44	0.65	7	**2.74**
820	Retail greater than 150,000 sfglA	1,000 sfgla	37.01	17.42	2.12	18.51	9	1.52	26.02	1.00	7	**1.88**
840/841	New/Used Auto Sales	1,000 sf	24.58	11.84	2.08	12.29	9	1.52	16.60	1.00	7	**1.47**
849	Tire Superstore	1,000 sf	20.37	n/a	1.65	10.19	9	1.52	13.84	1.00	7	**1.20**
850	Supermarket	1,000 sf	94.48	43.86	2.15	47.24	9	1.52	69.65	0.50	7	**2.26**
851	Convenience Market (24 hour)	1,000 sf	739.50	243.38	3.04	369.75	9	1.52	558.98	0.20	7	**5.80**
862	Home Improvement Superstore	1,000 sf	30.74	n/a	2.50	15.37	9	1.52	20.86	1.00	7	**1.81**
880/881	Pharmacy with & without Drive-Thru	1,000 sf	103.86	69.17	1.50	51.93	9	1.52	77.43	0.35	7	**1.69**
890	Furniture Store	1,000 sf	6.26	10.93	0.57	3.13	9	1.52	4.19	0.50	7	**0.30**
SERVICES:												
911	Bank/Savings w/out Drive-Thru	1,000 sf	57.94	32.73	1.77	28.97	9	1.52	42.26	0.35	6	**1.10**
912	Bank/Savings w/Drive-Thru	1,000 sf	103.73	32.73	3.17	51.87	9	1.52	75.67	0.15	6	**1.42**
930	Fast Casual Restaurant	1,000 sf	97.14	21.26	4.57	48.57	9	2.30	107.14	0.35	7	**3.28**
931	Low-Turnover Restaurant	1,000 sf	86.03	17.90	4.81	43.02	9	2.30	94.14	1.00	7	**5.73**
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	103.46	21.26	4.87	51.73	9	2.30	114.11	0.75	7	**5.39**
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	479.17	44.52	10.76	239.59	9	2.30	540.30	0.25	7	**9.66**
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	409.25	44.52	9.19	204.63	9	2.30	461.46	0.25	7	**8.25**

Table B-9 (continued)

Functional Residents for Non-Residential Land Uses

ITE LUC[1]	Land Use	Impact Unit	Trips Per Unit[2]	Trips Per Employee[3]	Employees Per Unit[4]	One-Way Factor @ 50%[5]	Worker Hours[6]	Occupants Per Trip[7]	Visitors[8]	Visitor Hours Per Trip[9]	Days Per Week[10]	Functional Residents per Unit[11]
SERVICES:												
941	Quick Lube	service bay	40.00	16.00	2.50	20.00	9	1.52	27.90	0.50	7	**1.52**
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	172.01	275.78	0.62	86.01	9	1.52	130.12	0.20	7	**1.32**
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	264.38	241.21	1.10	132.19	9	1.52	199.83	0.20	7	**2.08**
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	345.75	241.21	1.43	172.88	9	1.52	261.35	0.20	7	**2.71**
947	Self-Service Car Wash	service bay	43.94	n/a	0.50	21.97	9	1.52	32.89	0.50	7	**0.87**
948	Automated Car Wash	1,000 sf	142.00	n/a	1.75	71.00	9	1.52	106.17	0.25	7	**1.76**
n/a	Luxury Auto Sales	1,000 sf	16.30	n/a	2.08	8.15	9	1.52	10.31	1.00	7	**1.21**
INDUSTRIAL:												
110	General Light Industrial	1,000 sf	4.87	3.10	1.57	2.44	9	1.08	1.07	1.00	5	**0.45**
140	Manufacturing	1,000 sf	4.75	2.51	1.89	2.38	9	1.08	0.68	1.00	5	**0.53**
150	Warehousing	1,000 sf	1.71	5.05	0.34	0.86	9	1.08	0.59	0.75	5	**0.10**
151	Mini-Warehouse	1,000 sf	1.46	61.90	0.02	0.73	9	1.08	0.77	0.75	7	**0.03**

Sources:
1) Land use code found in the Institute of Transportation Engineers (ITE) Trip Generation Handbook, 11th Edition
2) Land uses and trip generation rates consistent with those included in the 2024 Transportation Impact Fee Update Study
3) Trips per employee from ITE Trip Generation Handbook, 11th Edition, when available
4) Trips per unit (Item 2) divided by trips per person (usually employee). When trips per person are not available, the employees per unit is estimated
5) Trips per unit (Item 2) multiplied by 50 percent
6) Estimated
7) Source: 2022 National Household Travel Survey (FHWA 2022)
8) [(One-way Trips/Unit X Occupants/Trip) - Employees]
9) Estimated
10) Estimated
11) [(Workers X Hours/Day X Days/Week) + (Visitors X Hours/Visit X Days/Week)]/(24 Hours x 7 Days)
12) The ITE 11th Edition trip generation rate was adjusted to reflect the average occupancy rate of 60 percent based on data provided by the Florida Association of RV Parks and Campgrounds
13) The trip generation rate for "bundled golf course" is assessed at 30 percent of the trip generation rate for the "golf course" land use (LUC 430)

Appendix C -
Building and Land Value Analysis -
Supplemental Information

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Appendix C – Building and Land Value Analysis

This appendix provides the additional data and information on building and land value estimates.

Building Values

In determining the appropriate unit value for buildings, the following analysis was conducted:

- A review of recently built or planned government buildings in Collier County;
- Insurance value of the existing inventory; and
- Discussions with architects.

Over the past five years, the County constructed a building for the Heritage Bay Government Center at a cost of $550 per square foot, including land and building value. The County's Annual Update and Inventory Report (AUIR) estimated the unit cost for government buildings at $470 per square foot in 2023.

During the 2016 study, the value of primary buildings was estimated at $300 per square foot. Applying Engineering News Records Building Cost Index for the cost changes between 2016 and 2024 resulted in a unit cost of approximately $406 per square foot.

The insurance values of existing primary buildings ranged from $252 per square foot for building only to $267 per square foot for buildings and contents. It is important to note that insurance values are considered to be a conservative estimate because the value of the foundation and other more permanent parts of the structure tends to be excluded since these would not have to be rebuilt if the structure is damaged or lost.

Given this data and information, building cost for primary buildings was estimated at $450 per square foot. The value of support facilities was estimated at $90 per square foot, based primarily on insurance values. These costs reflect all costs related to constructing buildings (such as design, construction, site preparation, etc.) with the exception of land purchase. This information is summarized in **Table C-1**.

Table C-1

Building Cost Estimates

Facility	Cost per Square Foot
Building Cost Estimates	
2016 Study Building Value Indexed[1]	$406
Recent Construction - Heritage Bay Government Center[2]	$550
County Estimate for Future Buildings[3]	$470
Average Insurance Value of Primary Buildings[4]	$252
Average Insurance Value of Support Buildings[5]	$45
Used in the Study:	
- Primary Buildings	**$450**
- Support Buildings	**$90**

1) Primary building cost estimate from Collier County Government Buildings Impact Fee Study, October 10, 2016, indexed according to Engineering News Record (2016-2024)
2) Source: Collier County
3) Source: Collier County Annual Update and Inventory Report 2023
4) Source: Collier County
5) Source: Collier County

Land Values

To estimate land value associated with government buildings, the following information was evaluated:

- Recent land purchases;
- Land value trends since the last study;
- Current value of land where government buildings are located;
- Vacant land sales analysis;
- Vacant land values as reported by the Property Appraiser; and
- Discussions with the County

Collier County purchases a 5-acre parcel in 2023 for Fleet Facility expansion for a cost of $120,000 per acre.

The 2016 study estimated land value at $160,000 per acre. Since then, land values increased by approximately 118 percent, which results in an indexed value of approximately $350,000 per acre.

The value of parcels where existing government buildings are located has an average value of $450,000 per acre.

Vacant land sales of parcels between one acre and 10 acres countywide averaged $72,000 per acre over the past five years. This value was almost $400,000 per acre when commercial vacant land was considered.

Similarly, the value of all vacant land of one to 10-acre parcels as estimated by Collier County Property Appraiser averaged $51,000 per acre. This figure was $316,000 per acre for commercial vacant land.

Given these figures, an average land value of $180,000 per acre is considered to be a reasonable estimate for the impact fee calculations.

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Collier County Law Enforcement Impact Fee Update Study

DRAFT Report
October 31, 2024

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Collier County
Law Enforcement Impact Fee Update Study
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Introduction

With a population of over 400,000, Collier County ranks as the 19th most populous county in Florida. The county is continuing to grow and is estimated to add approximately 110,000 new residents through 2050. In terms of residential permitting, Collier County ranks 19th out of Florida counties with an average of 5,300 new units per year over the past three years. To address additional infrastructure needs, Collier County implemented an impact fee program for law enforcement services, which was last updated in 2016. To reflect most recent data, the County retained Benesch to prepare an update study.

This report serves as the technical study to support the calculation of the updated law enforcement impact fee. The data presented in this report represents the most recent and localized data available at the time of this update study. All data and support materials used in this analysis are incorporated by reference as set forth in this document.

The figures calculated in this study represent the technically calculated level of impact fee that the County could charge; however, the Board of County Commissioners may choose to discount the fee as a policy decision.

Methodology

In developing the County's law enforcement impact fee, a consumption-based impact fee methodology is utilized, which is commonly used throughout Florida. A consumption-based impact fee charges new development based upon the burden placed on services from each land use (demand). The demand component is measured in terms of population per unit.

A consumption-based impact fee charges new growth the proportionate share of the cost of providing additional infrastructure for use by new growth. Unlike a "needs-based" approach, consumption-based approach ensures that the impact fee is set at a rate that generates revenues sufficient only for new capacity needs and does not generate revenues at a level to correct existing deficiencies. Given this, the County does not need to go through the process of estimating the portion of each capacity expansion project that may be related to existing deficiencies. In addition, per legal requirements, a credit is subtracted from the total cost to account for the value of future non-impact fee funding contributions of new development toward any capacity expansion projects. In other words, case law requires that the new development should not be charged twice for the same infrastructure.

Legal Overview

In Florida, legal requirements related to impact fees have primarily been established through case law since the 1980's. Impact fees must comply with the "dual rational nexus" test, which requires that they:

- Be supported by a study demonstrating that the fees are proportionate in amount to the need created by new development paying the fee; and
- Be spent in a manner that directs a proportionate benefit to new development, typically accomplished through establishment of benefit districts (if needed) and a list of capacity-adding projects included in the County's Capital Improvement Plan, Capital Improvement Element, or another planning document/Master Plan.

In 2006, the Florida legislature passed the "Florida Impact Fee Act," which recognized impact fees as "an outgrowth of home rule power of a local government to provide certain services within its jurisdiction." § 163.31801(2), Fla. Stat. The statute – concerned with mostly procedural and methodological limitations – did not expressly allow or disallow any particular public facility type from being funded with impact fees. In fact, which it was initially adopted, the Act largely codified requirements and standards common to the practice already.

However, the Legislature has amended the Impact Fee Act numerous times since 2006, significantly affecting the impact fee practice in Florida. For this reason, a summary of the key legislative changes since 2006 is provided:

- **HB 227 in 2009:** The Florida legislation statutorily clarified that in any action challenging an impact fee, the government has the burden of proving by a preponderance of the evidence that the imposition or amount of the fee meets the requirements of state legal precedent or the Impact Fee Act and that the court may not use a deferential standard.
- **SB 360 in 2009:** Allowed fees to be decreased without the 90-day notice period required to increase the fees and purported to change the standard of legal review associated with impact fees. SB 360 also required the Florida Department of Community Affairs (now the Department of Commerce) and Florida Department of Transportation (FDOT) to conduct studies on "mobility fees," which were completed in 2010.
- **HB 7207 in 2011:** Required a dollar-for-dollar credit, for purposes of concurrency compliance, for impact fees paid and other concurrency mitigation required.
- **HB 319 in 2013:** Applied mostly to concurrency management authorities, but also encouraged local governments to adopt alternative mobility systems using a series of tools identified in section 163.3180(5)(f), Florida Statutes.

- **HB 207 in 2019:** Included the following changes to the Impact Fee Act along with additional clarifying language:
    - Impact fees cannot be collected prior to building permit issuance; and
    - Impact fee revenues cannot be used to pay debt service for previously approved projects unless the expenditure is reasonably connected to, or has a rational nexus with, the increased impact generated by the new residential and commercial construction.
- **HB 7103 in 2019:** Addressed multiple issues related to affordable housing/linkage fees, impact fees, and building services fees. In terms of impact fees, the bill required that when local governments increase their impact fees, the outstanding impact fee credits for developer contributions should also be increased. This requirement was to operate prospectively; however, HB 337 that was signed in 2021 deleted that clause and making all outstanding credits eligible for this adjustment. This bill also allowed local governments to waive/reduce impact fees for affordable housing projects without having to offset the associated revenue loss.
- **SB 1066 in 2020:** Added language allowing impact fee credits to be assignable and transferable at any time after establishment from one development or parcel to another that is within the same impact fee zone or impact fee district or that is within an adjoining impact fee zone or district within the same local government jurisdiction, and which receives benefit from the improvement or contribution that generated the credits. Added language indicating any new/increased impact fee not being applicable to current or pending permit applications submitted prior to the effective date of an ordinance or resolution imposing new/increased fees.
- **HB 1339 in 2020:** Required reporting of various impact fee related data items within the annual financial audit report submitted to the Department of Financial Services.
- **HB 337 in 2021:** Placed limits on the amount and frequency of fee increases, but also included a clause to exceed these restrictions if the local governments can demonstrate extraordinary circumstances, hold two public workshops discussing these circumstances and the increases are approved by two-thirds of the governing body.
- **HB 479 in 2024 (Effective October 1, 2024):** Required interlocal agreements between counties and municipalities when both entities collect a transportation impact fee. Placed limits on timing of impact fee study completion and adoption and data used in the studies.

The following paragraphs provide further detail on the generally applicable legal standards.

Impact Fee Definition

- An impact fee is a one-time capital charge levied against new development.
- An impact fee is designed to cover the portion of the capital costs of infrastructure capacity consumed by new development.
- The principal purpose of an impact fee is to assist in funding the implementation of projects identified in the Capital Improvements Element (CIE) and other capital improvement programs for the respective facility/service categories.

Impact Fee vs. Tax

- An impact fee is generally regarded as a regulatory function established based upon the specific benefit to the user related to a given infrastructure type and is not established for the primary purpose of generating revenue for the general benefit of the community, as are taxes.
- Impact fee expenditures must convey a proportional benefit to the fee payer. This is accomplished through the establishment of benefit districts as needed, where fees collected in a benefit district are spent in the same benefit district.
- An impact fee must be tied to a proportional need for new infrastructure capacity created by new development.

This technical report has been prepared to support legal compliance with existing case law and statutory requirements and documents the methodology used for the law enforcement impact fee calculations, including an evaluation of the inventory, service area and demand component, level of service (LOS), cost, credit, and demand components. Information supporting this analysis was obtained from the County and other sources, as indicated.

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Inventory

According to information provided by the County, Collier County has approximately 265,000 square feet of building space used to provide law enforcement services. As presented in **Table 1**, this figure includes 263,000 square feet of primary buildings and approximately 2,000 square feet of support space. Support facilities are defined as facilities without air-conditioning or space that is unlikely to be occupied by personnel. Inventory details are presented in Appendix A, Table A-1.

An important part of the impact fee calculations involves estimating the value of the capital assets. As shown in Table 1, the value of primary buildings are estimated at $350 per square foot while support buildings are estimated to cost $90 per square foot. The building value estimates are based on a review of cost estimates for planned law enforcement buildings, cost trends since the last technical study, insurance values of existing facilities, and discussions with the County. A more detailed explanation of building value estimates is included in Appendix C.

In terms of estimating current land values, a review of the value of land where existing law enforcement facilities are located and land values in subareas of the county where future facilities are being planned was completed. Both vacant land sales and the current value of vacant parcels as reported by the Collier County Property Appraiser were evaluated for similar size parcels by land use and location. This analysis resulted in an average value of $180,000 per acre, and is explained further in Appendix C.

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Table 1

Building and Land Inventory

Building Type	Land	Square Feet[1]	Building Value per Square Foot[2]	Total Building & Land Value[3]
Primary Buildings		263,171	$350	$92,109,850
Support Buildings		1,994	$90	$179,460
Total		**265,165**	**-**	**$92,289,310**
Allocated Acreage[4]	27.39			
Land Value per Acre[5]	$180,000			$4,930,200
Total Building and Land Value[6]				**$97,219,510**

1) Source: Appendix A, Table A-1
2) Source: Appendix C
3) Building value per square foot (Item 2) multiplied by square feet (Item 1)
4) Source: Appendix A, Table A-1
5) Source: Appendix C
6) Sum of total building value and land value

In addition to the land and buildings inventory, the Collier County Sheriff's Office (CCSO) also has the vehicles and equipment to perform its law enforcement duties. **Table 2** summarizes the vehicle and equipment inventory. Equipment included in this list follows the County's definition of capital assets, which includes items that have a minimum value of $5,000 and five years of useful life. As presented in Table 2, the total vehicle and equipment inventory amounts to approximately $77 million.

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Table 2

Law Enforcement Vehicle and Equipment Inventory

Description	Total Value[1]	Units[2]	Unit Value[3]
Air Conditioning Unit	$5,790	1	$5,790
Aircraft	$9,589,675	5	$1,917,935
Aircraft Equipment	$4,222,518	64	$65,977
Alarm System	$7,575	1	$7,575
Auto Accessories	$470,787	165	$2,853
Boats	$1,099,461	13	$84,574
Breathalizer	$94,979	6	$15,830
ID Access System	$222,311	23	$9,666
In Car Video	$3,681,964	725	$5,079
Maintenance Equipment	$193,566	5	$38,713
Major Comm Equip	$1,260,155	73	$17,262
Major Computer Equipment	$4,129,875	131	$31,526
Minor Comm Equip	$3,802,357	165	$23,045
Minor Recording Equip	$135,069	10	$13,507
Minor Shop Equipment	$459,458	42	$10,939
Misc Security Equipment	$589,318	47	$12,539
Mobile Radio After 2010	$4,283,725	763	$5,614
Servers	$3,002,056	97	$30,949
Shop Machinery	$219,085	11	$19,917
Special Operations	$693,564	28	$24,770
Specialty Vehicles	$2,951,020	88	$33,534
Storage and Sheds	$114,949	10	$11,495
Trailers	$1,457,958	76	$19,184
Utilities	$60,000	2	$30,000
Vehicles	$34,230,511	1,037	$33,009
TOTAL VALUE	**$76,977,726**		

1) Source: Collier County Sheriff's Office
2) Source: Collier County Sheriff's Office
3) Total value (Item 1) divided by units (Item 2)

Service Area and Demand Component

Although the CCSO has countywide jurisdiction and provides services countywide, law enforcement services are provided primarily in unincorporated areas of the county and in Everglades City. Other municipalities within Collier County have separate law enforcement agencies that have the primary responsibility of providing law enforcement services in these areas. Therefore, for impact fee calculation purposes, the primary benefit district for law enforcement is the unincorporated county and Everglades City, and the population figures are calculated for this area.

The law enforcement impact fee program requires the use of population data in calculating current levels of service and performance standards. To accurately determine demand for law enforcement services and to be consistent with the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process, this impact fee study considers not only the resident or permanent population of the County, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak seasonal population is used in all population estimates and projections, unless otherwise noted. Peak seasonal population projections were provided by Collier County's Comprehensive Planning Division.

To measure effective population that benefits from the law enforcement services, this study also developed functional population figures. Functional population, as used in the impact fee analysis, is a generally accepted methodology for several impact fee areas and is based on the assumption that demand for certain facilities is generally proportional to the presence of people at a land use, including residents, employees, and visitors. Appendix B provides additional details on population estimates.

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Level of Service

Table 3 presents the calculation of the current LOS included in the inventory as well as Collier County's adopted LOS standards according to the most recent AUIR. As presented, Collier County's current level of service is 0.59 square feet per peak seasonal resident.

While the current LOS for is 0.59 square feet per peak seasonal resident, in order to calculate the law enforcement facilities impact fee, the LOS needs to be calculated in terms of square feet per functional resident. As shown in Table 3, the current achieved LOS is 0.64 square feet per functional resident.

Collier County's adopted LOS standard for law enforcement facilities is 0.91 square feet per peak population or 0.99 per functional resident. While the achieved LOS indicates the investment made by the community, the adopted LOS standard provides the intended/goal LOS. For impact fee calculation purposes, the lower of the two measures is utilized to not overcharge new development. Given this, the achieved LOS of 0.64 square feet per functional resident is utilized in the calculation of the law enforcement impact fee.

Table 3

Current Achieved & Adopted Level of Service Standard

Variable	Year 2024	
	Peak Seasonal Population	Functional Population
Population[1]	448,099	411,470
Total Square Feet of Primary Buildings[2]	263,171	263,171
Achieved LOS (Square Feet per Resident)[3]	**0.59**	**0.64**
Adopted LOS Standard (Square Feet per Resident)[4]	0.91	0.99

1) Source: Appendix B, Tables B-1 and B-7
2) Source: Table 1
3) Total square feet of primary buildings (Item 2) divided by population (Item 1)
4) Source: Collier County 2023 Annual Update and Inventory Report. LOS standard per peak population is converted to LOS standard per functional resident using the ratio of peak to functional population.

Cost Component

Table 4 provides a summary of law enforcement facility related capital assets owned by the County. As shown, total capital asset value associated with law enforcement facilities amounts to $174.2 million. However, the County is still paying debt service on a portion of these assets. In addition, it is Collier County's policy to use impact fee revenues to pay debt service associated with capacity expansion projects. To ensure that new development is not being overcharged for these future payments, the portion of the remaining principal for law enforcement capacity expansion projects that is to be repaid with impact fee revenues is subtracted from the total asset value in Table 4. The resulting owned capital asset value is approximately $157.8 million or $599 per square foot.

Table 4 also presents the cost per functional resident for the impact fee analysis. This cost is calculated by multiplying the owned capital asset value per bed by the achieved LOS of 0.64 square feet per functional resident. As shown, these calculations result in $384 per functional resident for all law enforcement facilities assets considered in the impact fee calculations.

Table 4
Total Impact Cost per Functional Resident

Description	Figure	Percent of Total[11]
Total Building Value[1]	$92,289,310	53.0%
Total Land Value[2]	$4,930,200	2.8%
Total Vehicle & Equipment Value[3]	$76,977,726	44.2%
Total Capital Asset Value[4]	**$174,197,236**	**100.0%**
Less: Portion Not Owned[5]	$16,435,751	
Owned Capital Asset Value[6]	**$157,761,485**	
Primary Buildings Square Feet[7]	263,171	
Owned Capital Asset Value per Square Foot[8]	**$599.46**	
LOS (Square Feet per Functional Resident)[9]	0.64	
Owned Capital Value per Functional Resident[10]	**$383.65**	

1) Source: Table 1
2) Source: Table 1
3) Source: Table 2
4) Sum of land, building, and equipment values (Items 1, 2, and 3)
5) Source: Collier County Office of Management and Budget
6) Total capital asset value (Item 4) less portion not owned by the County (Item 5)
7) Source: Table 1
8) Owned buildings, land and vehicle/equipment value (Item 6) divided by total square feet (Item 7)

9) Source: Table 3
10) Owned capital asset value (Item 6) multiplied by the LOS (Item 9)
11) Distribution of land, building, and vehicle/equipment asset values (Items 1,2, and 3)

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Credit Component

To avoid overcharging development for the law enforcement impact fee, a review of the capital funding program for law enforcement services was conducted. The purpose of this review was to determine any potential revenue credits that should be considered for revenues generated by new development that are likely to be used for capital facility expansion, land purchase, or vehicle/equipment expansion for the law enforcement program.

Based on a review of the County's funding of capacity addition projects over the past five years, it has been determined that the County uses ad valorem tax revenues and grants for expansion projects paid with cash.

Capital Expansion "Cash" Credit

To calculate the capital expansion credit per functional resident, funding sources used for the past five years were reviewed. Between FY 2018 and FY 2022, the County allocated an average non-impact fee funding of $3.44 million per year toward law enforcement capital facilities utilizing ad valorem revenues and grants.

The annual capital expansion "cash" expenditures were divided by the average annual functional residents for the same period to calculate the average annual capital expansion "cash" credit per functional resident. As presented in Table 5, the result is $9 per functional resident annually.

Once the capital expansion "cash" credit per functional resident is calculated, a credit adjustment is made to account for the fact that new homes tend to pay higher property taxes per dwelling unit. This adjustment factor was estimated based on a comparison of the average taxable value of recently built homes built to that of all homes. As shown in Table 5, this adjusted credit amounts to approximately $10 per functional resident per year.

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Table 5
Capital Expansion "Cash" Credit

Description[1]	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
General Fund						
Intangible Property	-	-	$923,827	-	-	**$923,827**
IT Equipment	-	$1,404,011	$3,189	-	-	**$1,407,200**
Special Operations & Equipment	-	-	-	$4,847,546	-	**$4,847,546**
Subtotal -- General Fund	**-**	**$1,404,011**	**$927,016**	**$4,847,546**	**-**	**$7,178,573**
Grants						
Auto Accessories	-	-	$205,627	-	-	**$205,627**
Camera & Camera Equipment	$16,018	$9,472	-	$5,000	-	**$30,490**
Communications Equipment	$56,296	$16,849	$306,355	$190,716	-	**$570,216**
Intangible Property	-	-	$923,827	-	-	**$923,827**
IT Equipment	$43,996	$1,473,853	$525,445	$43,263	-	**$2,086,557**
Office Furniture/Equipment	-	$8,522	$12,225	-	-	**$20,747**
Other Equipment	$69,620	$65,435	$235,563	$86,308	$35,596	**$492,522**
Protection Ballistics	$71,622	$35,427	-	-	$33,407	**$140,456**
Special Operations & Equipment	$36,783	$46,197	$154,273	$4,847,546	$16,334	**$5,101,133**
Specialty Vehicles	-	-	$202,894	-	-	**$202,894**
Trailers	-	-	$27,094	-	-	**$27,094**
Vehicles	-	-	$106,236	$103,523	-	**$209,759**
Subtotal -- Grants	**$294,335**	**$1,655,755**	**$2,699,539**	**$5,276,356**	**$85,337**	**$10,011,322**
Total Capital Expansion "Cash" Expenditures	**$294,335**	**$3,059,766**	**$3,626,555**	**$10,123,902**	**$85,337**	**$17,189,895**
Average Annual Capital Expansion "Cash" Expenditures[2]						$3,437,979
Average Annual Functional Population[3]						379,936
Annual Capital Expansion "Cash" Credit per Functional Resident[4]						**$9.05**
- Portion Funded with Ad Valorem Tax Revenue[5]						$2.62
- Portion Funded with Other Sources[6]						$6.43
Credit Adjustment Factor[7]						1.25
Adjusted Annual Capital Expansion "Cash" Credit per Functional Resident[8]						**$9.71**

1) Source: Collier County
2) Total capital expansion "cash" expenditures divided by five to calculate the average annual expenditures
3) Source: Appendix B, Table B-7
4) Average annual capital expansion "cash" expenditures (Item 2) divided by the average annual functional population (Item 3)
5) Capital expansion "cash" expenditures per functional resident (Item 4) multiplied by the ad valorem portion of total expenditures (29%)
6) Capital expansion "cash" expenditures per functional resident (Item 4) less the portion funded with ad valorem tax revenues (Item 5)
7) Adjustment factor to reflect higher ad valorem taxes paid by new homes
8) Portion funded with ad valorem revenue sources (Item 5) multiplied by the credit adjustment factor (Item 7) plus the portion funded with other revenue sources (Item 6)

Net Law Enforcement Impact Cost

Table 6 summarizes the net impact cost per functional resident, which is the difference between the cost component and the credit component. The resulting net impact cost is $227 per functional resident for residential land uses and $238 per functional resident for non-residential land uses.

Table 6

Net Impact Cost per Functional Resident

Variable	Per Functional Resident
Impact Cost	
Total Impact Cost per Functional Resident[1]	$383.65
Revenue Credit	
Annual Capital Expansion "Cash" Credit per Functional Resident[2]	
- Residential Land Uses	$9.71
- Non-residential Land Uses	$9.05
Capitalization Rate	3.70%
Capitalization Period (years)	25
Capital Expansion "Cash" Credit per Functional Resident[3]	
- Residential Land Uses	$156.62
- Non-residential Land Uses	$145.97
Net Impact Cost	
Net Impact Cost per Functional Resident[4]	
- Residential Land Uses	**$227.03**
- Non-residential Land Uses	**$237.68**

1) Source: Table 4
2) Source: Table 5
3) Annual capital expansion "cash" credit per functional resident (Item 2) with a capitalization rate of 3.7% for 25 years. The capitalization rate estimate was provided by Collier County.
4) Total impact cost per functional resident (Item 1) less capital expansion “cash” credit per functional resident (Item 5)

Calculated Law Enforcement Impact Fee Schedule

Table 7 presents the law enforcement facilities impact fee schedule for residential and non-residential land uses, based on the net impact fee per cost per functional resident figures presented in Table 6.

Net impact cost per functional resident decreased by approximately 25 percent since the 2015 study due to changes to cost and credit components. The remaining differences reflect the changes in the demand component since 2016 as well as new land use categories or units.

Table 7

Calculated Law Enforcement Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]
Residential:						
Single Family Detached						
210	- Less than 4,000 sf	du	1.83	**$415.46**	$586.95	-29%
210	- 4,000 sf or greater	du	2.26	**$513.09**	$661.09	-22%
220-232	Multi-Family	du	1.01	**$229.30**	$296.56	-23%
240	Mobile Home	du	1.35	**$306.49**	$457.20	-33%
251	Retirement Community - Detached (Single Family)	du	1.12	**$254.27**	$265.67	-4%
252	Retirement Community - Attached (Multi-Family)	du	0.61	**$138.49**	$265.67	-48%
Transient, Assisted, Group:						
310/311	Hotel/All Suites Hotel	room	1.23	**$292.35**	$252.91	16%
320	Motel	room	1.07	**$254.32**	$237.30	7%
254	Assisted Living Facility	du	0.95	**$225.80**	$340.34	-34%
620	Nursing Home	1,000 sf	2.37	**$563.30**	$327.85/bed	N/A
Recreation:						
416	Campground/RV Park	site	0.46	**$109.33**	$156.12	-30%
420	Marina	boat berth	0.12	**$28.52**	$59.33	-52%
430	Golf Course	hole	0.80	**$190.14**	$337.22	-44%
n/a	Bundled Golf Course	hole	0.24	**$57.04**	$101.13	-44%
445	Movie Theater	1,000 sf	3.33	**$791.47**	$1,867.20/screen	N/A
n/a	Dance Studio/Gymnastics	1,000 sf	1.72	**$408.81**	$693.17	-41%
Institutions:						
520	Elementary School (Private)	student	0.10	**$23.77**	$18.73	27%
522	Middle/Junior High School (Private)	student	0.09	**$21.39**	$21.86	-2%
525	High School (Private)	student	0.08	**$19.01**	$24.98	-24%
540/550	University/Junior College (7,500 or fewer students) (Private)	student	0.10	**$23.77**	$31.22	-24%
	University/Junior College (more than 7,500 students) (Private)	student	0.08	**$19.01**	$21.86	-13%
560	Church	1,000 sf	0.47	**$111.71**	$9.37/seat	N/A
565	Day Care Center	1,000 sf	0.85	**$202.03**	$15.61/student	N/A
Medical:						
610	Hospital	1,000 sf	1.28	**$304.23**	$427.77	-29%
Office:						
710	General Office	1,000 sf	0.95	**$225.80**	$240.42	-6%
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	1.16	**$275.71**	$355.95	-23%
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	1.67	**$396.93**	$518.32	-23%
770	Business Park (Flex-Space)	1,000 sf	0.92	**$218.67**	$299.75	-27%
Retail:						
822	Retail 6,000 sfgla or less	1,000 sfgla	1.97	**$468.23**	$764.99	-39%
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	1.97	**$468.23**	$764.99	-39%
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	2.74	**$651.24**	$764.99	-15%
820	Retail greater than 150,000 sfgla	1,000 sfgla	1.88	**$446.84**	$652.58	-32%
840/841	New/Used Auto Sales	1,000 sf	1.47	**$349.39**	$458.99	-24%

Table 7 (continued)

Calculated Law Enforcement Impact Fee Schedule

LUC	Land Use	Impact Unit	Functional Residents per Unit[1]	Calculated Impact Fee[2]	Current Adopted Impact Fee[3]	Percent Change[4]
Retail:						
849	Tire Superstore	1,000 sf	1.20	**$285.22**	$418.40/bay	N/A
850	Supermarket	1,000 sf	2.26	**$537.16**	$640.09	-16%
851	Convenience Market (24 hour)	1,000 sf	5.80	**$1,378.54**	$1,707.85	-19%
862	Home Improvement Superstore	1,000 sf	1.81	**$430.20**	$565.15	-24%
880/881	Pharmacy with & without Drive-Thru	1,000 sf	1.69	**$401.68**	$611.90	-34%
890	Furniture Store	1,000 sf	0.30	**$71.30**	$74.94	-5%
Services:						
911	Bank/Savings w/out Drive-Thru	1,000 sf	1.10	**$261.45**	$696.30	-62%
912	Bank/Savings w/Drive-Thru	1,000 sf	1.42	**$337.51**	$711.91	-53%
930	Fast Casual Restaurant	1,000 sf	3.28	**$779.59**	$2,778.94	-72%
931	Low-Turnover Restaurant	1,000 sf	5.73	**$1,361.91**	$68.69/seat	N/A
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	5.39	**$1,281.10**	$84.30/seat	N/A
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	9.66	**$2,295.99**	$2,778.94	-17%
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	8.25	**$1,960.86**	$2,778.94	-29%
941	Quick Lube	service bay	1.52	**$361.27**	$362.20	0%
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	1.32	**$313.74**	$808.70	-61%
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	2.08	**$494.37**	$808.70	-39%
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	2.71	**$644.11**	$808.70	-20%
947	Self-Service Car Wash	service bay	0.87	**$206.78**	$271.65	-24%
948	Automated Car Wash	1,000 sf	1.76	**$418.32**	$549.54	-24%
n/a	Luxury Auto Sales	1,000 sf	1.21	**$287.59**	$321.61	-11%
Industrial:						
110	General Light Industrial	1,000 sf	0.45	**$106.96**	$215.45	-50%
140	Manufacturing	1,000 sf	0.53	**$125.97**	$156.12	-19%
150	Warehousing	1,000 sf	0.10	**$23.77**	$87.43	-73%
151	Mini-Warehouse	1,000 sf	0.03	**$7.13**	$18.73	-62%

1) Source: Table B-8 for residential land uses and Table B-9 for non-residential land uses
2) Source: Net impact cost per functional resident from Table 6 is multiplied by the functional residents per unit (Item 1)
3) Source: Collier County Capital Project Planning, Impact Fees, and Program Management Division
4) Percent change from the calculated impact fee (Item 2) and the current adopted impact fee (Item 3)

Impact Fee Schedule Comparison

As part of the work effort in updating Collier County's law enforcement impact fee program, a comparison of law enforcement impact fee schedules was completed for other Florida counties. **Table 8** presents this comparison.

Table 8

Law Enforcement Impact Fee Schedule Comparison

Land Use	Unit[2]	Collier County		Charlotte County[5]	Indian River County[6]	Manatee County[7]	Martin County[8]	Miami-Dade County[9]	Palm Beach County[10]	Polk County[11]	Sarasota County[12]	St. Lucie County[13]
		Calculated[3]	Current Adopted[4]									
Date of Last Update		2024	2016	2021	2020	2024	2023	N/A	2022	2023	2016	2022
Assessed Portion of Calculated[1]		N/A	100%	100%	40%	100%	Varies - SF @ 100%	N/A	Varies - SF @92%	100%	100%	100%
Residential:												
Single Family (2,000 sf)	du	$415	$587	$289	$196	$803	$501	$636	$183	$578	$281	$369
Non-Residential:												
Light Industrial	1,000 sf	$107	$215	$74	$61	$196	$107	$441	$11	$182	$57	$81
Office (50,000 sq ft)	1,000 sf	$226	$371	$216	$108	$312	$169	$441	$15	$326	$211	$173
Retail (125,000 sq ft)	1,000 sf	$651	$765	$450	$184	$798	$364	$441	$82	$645	$368	$488

1) Represents the portion of the maximum calculated fee for each respective county that is actually charged. Fee may have been lowered/increased through annual indexing or policy discounts. Does not account for moratorium/suspensions.
2) du = dwelling unit
3) Source: Table 7
4) Source: Collier County Capital Project Planning, Impact Fees and Program Management Division
5) Source: Charlotte County Community Development Department. Fees shown are for the Law impact fee. All fees include a 2.55% administrative fee.
6) Source: Indian River County Community Development
7) Source: Manatee County, Development Services. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028.
8) Source: Martin County. Fee shown is for only law enforcement facilities, excludes the portion for correctional facilities. Fees adopted in compliance with the 50% limit and phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028. Fee shown excludes 1.5% administration fee.
9) Source: Miami-Dade County Zoning
10) Source: Palm Beach County Planning, Zoning and Building Department. Fee only includes law enforcement vehicles and equipment. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown effective January 1, 2026.
11) Source: Polk County Building & Construction Department. Fees shown effective January 1, 2026 following a two-year phasing.
12) Source: Sarasota County Planning & Development Services Department
13) Source: St. Lucie County Planning & Development Services Department. Fees are effective October 1, 2025 and adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801.

Appendix A -
Law Enforcement Facilities Inventory

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Table A-1

Law Enforcement Facilities Inventory

Name of Structure	Address	Square Feet[1]	Total Square Footage on Site[2]	Acres[3]	Acres per 1,000 sf of Bldg Space[4]	Allocated Land (Acres)[5]
Primary Buildings:						
Building "J" Addition - 1st floor	3301 E. Tamiami Trail, Naples	16,445				0.49
Building "J" Addition - 2nd floor	3301 E. Tamiami Trail, Naples	16,458	1,491,521	45.28	0.030	0.49
Building "J" Sheriff 2nd Floor (Old bldg)	3301 E. Tamiami Trail, Naples	29,159				0.87
Building "J" Sheriff 1st Floor (Old bldg)	3301 E. Tamiami Trail, Naples	8,592				0.26
GG Sheriff's Substation	4707 Golden Gate Parkway, Naples	5,067	76,498	12.91	0.169	0.86
Marco Sheriff's Substation	990 N Barfield Drive, Marco	3,647	3,647	0.88	0.241	0.88
SO Range Trailer	4441 70th Avenue NE	1,440	2,427	6.77	2.789	4.02
Immokalee SO Substation	112 S. 1st Street, Naples	8,249	23,042	7.42	0.322	2.66
Sheriff Control Investigation Division (CID) Building	2373 S. Horseshoe, Naples	35,050	35,050	3.89	0.111	3.89
N. Naples Substation	776 Vanderbilt Beach Road	3,326	53,650	3.63	0.068	0.23
Special Operations Building[6]	160 Aviation Drive	56,380	N/A	N/A	N/A	N/A
Emergency Services Complex	8075 Lely Cultural Blvd.	44,133	154,388	20.00	0.130	5.74
Fleet and Purchasing	2885 County Barn Road	33,865	82,847	9.63	0.116	3.93
Golden Gate Estates Temporary Substation[7]	1169 Oil Well Road	1,360	N/A	N/A	N/A	N/A
Subtotal -- Main Buildings		**263,171**				**24.32**
Support Buildings:						
SO Vo-Tech Trailer	4441 70th Avenue NE	777				2.17
SO Range Control Bldg. #1	4441 70th Avenue NE	105	2,427	6.77	2.789	0.29
SO Range Control Bldg. #2	4441 70th Avenue NE	105				0.29
Sheriff's Forensic Shed 1	112 S. 1st Street, Naples	285				0.09
Immokalee Sheriff's Fuel Island	112 S. 1st Street, Naples	305	23,042	7.42	0.322	0.10
Sheriff's Forensic Shed 2	112 S. 1st Street, Naples	417				0.13
Subtotal -- Support Buildings		**1,994**				**3.07**
Total -- All Buildings		**265,165**				**27.39**
Weighted Average Acreage per 1,000 Square Feet of Building						**0.10**

1) Source: Collier County
2) Source: Collier County
3) Source: Collier County
4) Acres (Item 3) divided by total square feet on site (Item 2) multiplied by 1,000.
5) Square feet (Item 1) divided by 1,000 and multiplied by acres per 1,000 square feet of building space (Item 4).
6) Land is not owned by the County and thus is excluded from the impact fee inventory.
7) Land is not owned by the County and thus is excluded from the impact fee inventory.

Appendix B -
Population Estimates -
Supplemental Information

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Appendix B - Population Estimates

The law enforcement impact fee program requires the use of population data in calculating current levels of service and to be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process. This impact fee study considers not only the resident or permanent population of the County, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak season population is used in all population estimates and projections. Peak season population projections were provided by Collier County's Comprehensive Planning Division.

As previously mentioned, the law enforcement service area consists of unincorporated county and the City of Everglades. **Table B-1** presents the population trends for the law enforcement service area. The projections indicate that the current peak seasonal population is 448,100 and is expected to increase to 526,000 (increase of 79,900) by 2040. The estimated average annual growth rate is approximately one percent.

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Table B-1

Population Estimates (Law Enforcement Service Area)

Year	Law Enforcement Service Area	
	Peak Seasonal Population	Percent Change
2010	344,077	-
2011	348,982	1.43%
2012	354,754	1.65%
2013	358,895	1.17%
2014	364,916	1.68%
2015	372,650	2.12%
2016	380,266	2.04%
2017	388,455	2.15%
2018	396,880	2.17%
2019	405,486	2.17%
2020	412,972	1.85%
2021	421,755	2.13%
2022	431,696	2.36%
2023	440,527	2.05%
2024	**448,099**	**1.72%**
2025	455,014	1.54%
2026	461,248	1.37%
2027	467,566	1.37%
2028	473,970	1.37%
2029	480,458	1.37%
2030	486,024	1.16%
2031	490,644	0.95%
2032	495,303	0.95%
2033	500,003	0.95%
2034	504,744	0.95%
2035	508,818	0.81%
2036	512,216	0.67%
2037	515,631	0.67%
2038	519,060	0.67%
2039	522,508	0.66%
2040	526,039	0.68%

Source: Collier County Comprehensive Planning Section (population projections dated May, 2024)

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Apportionment of Demand by Residential Unit Type and Size

The residential land uses to be used for the law enforcement impact fee calculations include the following:

- Single Family (Detached)
- Multi-Family
- Mobile Home/RV (Tied Down)
- Retirement Community (detached and attached)

Table B-2 presents the number of residents per housing unit for the residential categories identified above in the law enforcement service area. This analysis includes all housing units, both occupied and vacant.

To address fairness and equity issues between land uses, the single family land use is tiered based on two categories of square footage: less than 4,000 square feet and 4,000 square feet or greater. To accommodate the tiering of impact fee assessments for the single family residential land use category, an analysis was completed based on housing unit size and persons per housing unit, comparing nationwide averages to those of Collier County. This analysis utilized national data from the 2021 American Housing Survey (AHS) and data from the 2022 American Community Survey (ACS) to examine this relationship.

Table B-2
Residents per Housing Unit (Law Enforcement Service Area)

Housing Type	Population[1]	Housing Units[2]	Ratio[3]	Residents / Housing Units[4]
Single Family Detached	265,409	98,564		2.69
- Less than 4,000 sf			98%	2.64
- 4,000 sf or greater			121%	3.25
Multi Family	121,999	83,437		1.46
Mobile Home/RV Park (Tied Down)	21,240	10,946		1.94
Retirement Community - Detached (Single Family)[5]	159,245	98,564		1.62
Retirement Community - Attached (Multi-Family)[6]	73,199	83,437		0.88

1) Source: 2022 ACS 5-Yr Estimates, Table B25033 (owner occupied and renter occupied), adjusted for peak seasonal population.
2) Source: 2022 ACS 5-Yr Estimates, Table DP04
3) Ratios developed based on national PPH data derived from the 2021 American Housing Survey.
4) Population (Item 1) divided by housing units (Item 2). For single family detached tiers, the residents per housing unit is determined by multiplying the weighted average value (2.69) by the ratio developed from the AHS data (Item 3)

5) Estimate for retirement community (detached) is based on people per household figures for single family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.
6) Estimate for retirement community (attached) is based on people per household figures for multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.

Functional Population

This study uses functional population as the demand component, which distributes the cost associated with the availability of law enforcement among various land uses based on the density of people at each land use throughout the day. Functional population, as used in the impact fee analysis, is a generally accepted methodology and is based on the assumption that demand for certain facilities is generally proportional to the presence of people at a land use, including residents, employees, and visitors. It is not enough to simply add resident population to the number of employees, since the service-demand characteristics can vary considerably by type of industry.

Functional population is the equivalent number of people occupying space within a community on a 24-hour-day, 7-days-a-week basis. A person living and working in the community would have the functional population coefficient of 1.0. A person living in the community but working elsewhere may spend only 16 hours per day in the community on weekdays and 24 hours per day on weekends for a functional population coefficient of 0.76 (128-hour presence divided by 168 hours in one week). A person commuting into the county to work five days per week would have a functional population coefficient of 0.30 (50-hour presence divided by 168 hours in one week). Similarly, a person traveling into the community to shop at stores, perhaps averaging 8 hours per week, would have a functional population coefficient of 0.05.

Functional population thus tries to capture the presence of all people within the community, whether residents, workers, or visitors, to arrive at an estimate of effective population that needs to be served.

This form of adjusting population to help measure real facility needs replaces the population approach of merely weighting residents two-thirds and workers one-third (Nelson and Nicholas 1992). By estimating the functional and weighted population per unit of land use across all major land uses in a community, an estimate of the demand for certain facilities and services in the present and future years can be calculated. The following paragraphs explain how functional population is calculated for residential and non-residential land uses.

Residential Functional Population

Developing the residential component of functional population is simpler than developing the non-residential component. It is generally estimated that people spend one-half to three-fourths of their time at home and the rest of each 24-hour day away from their place of residence. In developing the residential component of Collier County's functional population, an analysis of the county's population and employment characteristics was conducted. Based on this analysis, it was estimated that people, on average, spend 16.6 hours, or approximately 69 percent, of each 24-hour day at their place of residence and the other 31 percent away from home. This analysis is presented in Tables B-3 and B-4.

It is important to note that these calculations were reviewed on a countywide basis as well as for the law enforcement service area. There was not a significant difference between the estimated residential functional population coefficient. Therefore, the countywide figure is also utilized for the law enforcement service area.

Table B-3
Collier County Population & Employment Characteristics

Item/Calculation Step	Year 2021
Total workers living in Collier County[1]	150,529
Collier County Population[2]	372,797
Total workers as a percent of population[3]	**40.4%**
School age population (5-17 years)[4]	47,900
School age population as a percent of population[5]	**12.8%**
Population net of workers and school age population[6]	174,368
Other population as a percent of total population[7]	**46.8%**

1) Source: Census OnTheMap 2021
2) Source: 2021 ACS 5-Year Estimates, Table S0101
3) Total workers (Item 1) divided by population (Item 2)
4) Source: 2021 ACS 5-Year Estimates, Table S0101
5) Total school age population (Item 4) divided by total population (Item 2)
6) Total population (Item 2) less total workers (Item 1) and school age population (Item 4)
7) Population net of workers and school age population (Item 6) divided by total population (Item 2)

Table B-4

Residential Coefficient for Functional Population

Pop. Group	Hours at Residence[1]	Percent of Population[2]	Effective Hours[3]
Workers	13	40.4%	5.3
Students	15	12.8%	1.9
Other	20	46.8%	9.4
Total Hours at Residence[4]			16.6
Residential Functional Population Coefficient[5]			**69.2%**

1) Estimated
2) Source: Table B-3
3) Hours at residence (Item 1) multiplied by percent of population (Item 2).
4) Sum of effective hours.
5) Sum of effective hours (Item 4) divided by 24.

The resulting percentage from Table B-4 is used in the calculation of the residential coefficient for the 24-hour functional population. These actual calculations are presented in **Table B-6**.

Non-Residential Functional Population

Given the varying characteristics of non-residential land uses, developing the estimates of functional residents for non-residential land uses is more complicated than developing the estimates of functional residents for residential land uses. Nelson and Nicholas originally introduced a method for estimating functional resident population, now used widely[1]. This method uses trip generation data from the Institute of Transportation Engineers' (ITE) Trip Generation Manual and Benesch's Trip Characteristics Database, information on passengers per vehicle, workers per vehicle, length of time spent at the land use, and other variables. Specific calculations include:

- Total one-way trips per employee (ITE trips multiplied by 50 percent to avoid double counting entering and exiting trips as two trips).
- Visitors per impact unit based on occupants per vehicle (trips multiplied by occupants per vehicle less employees).
- Worker hours per week per impact unit (such as nine worker-hours per day multiplied by five days in a work week).

[1] Arthur C. Nelson and James C. Nicholas, "Estimating Functional Population for Facility Planning," Journal of Urban Planning and Development 118(2): 45-58 (1992).

- Visitor hours per week per impact unit (visitors multiplied by number of hours per day times relevant days in a week, such as five for offices and seven for retail shopping).
- Functional population coefficients per employee developed by estimating time spent by employees and visitors at each land use.

Table B-5 shows the functional population coefficients for residential and non-residential land uses in Collier County, which are used to estimate the 2024 functional population in Table B-6.

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Table B-5

General Functional Population Coefficients

Population/ Employment Category	ITE LUC	Employee Hours In-Place[1]	Trips per Employee[2]	One-Way Trips per Employee[3]	Journey-to-Work Occupants per Trip[4]	Daily Occupants per Trip[5]	Visitors per Employee[6]	Visitor Hours per Trip[1]	Days per Week[7]	Functional Population Coefficient[8]
Population									7.00	**0.692**
Natural Resources	N/A	9.00	3.10	1.55	1.32	1.38	0.09	1.00	7.00	**0.379**
Construction	110	9.00	3.10	1.55	1.32	1.38	0.09	1.00	5.00	**0.271**
Manufacturing	140	9.00	2.51	1.26	1.32	1.38	0.08	1.00	5.00	**0.270**
Transportation, Communication, Utilities	110	9.00	3.10	1.55	1.32	1.38	0.09	1.00	5.00	**0.271**
Wholesale Trade	150	9.00	5.05	2.53	1.32	1.38	0.15	1.00	5.00	**0.272**
Retail Trade	820	9.00	57.30	28.65	1.24	1.73	14.04	1.50	7.00	**1.252**
Finance, Insurance, Real Estate	710	9.00	3.33	1.67	1.24	1.73	0.82	1.00	5.00	**0.292**
Services[9]	N/A	9.00	20.32	10.16	1.24	1.73	4.98	1.00	6.00	**0.499**
Government[10]	730	9.00	7.45	3.73	1.24	1.73	1.83	1.00	7.00	**0.451**

(1) Estimated

(2) Trips per employee represents all trips divided by the number of employees and is based on Trip Generation 11th Edition (Institute of Transportation Engineers 2021) as follows:

ITE Code 110 at 3.10 weekday trips per employee, Volume 2 - Industrial Land Uses, page 39
ITE Code 140 at 2.51 weekday trips per employee, Volume 2 - Industrial Land Uses, page 76
ITE Code 150 at 5.05 weekday trips per employee, Volume 2 - Industrial Land Uses, page 104
ITE Code 710 at 3.33 weekday trips per employee, Volume 2 Office Land Uses, page 716
ITE Code 730 at 7.45 weekday trips per employee, Volume 2 Office Land Uses, page 795
ITE Code 820 (page 186) based on blended average of trips by retail center size calculated below.

Retail Scale	*Trip Rate*	*Sq Ft per Employee [11]*	*Trips per Employee*	*Share*	*Weighted Trips*
Retail (Less than 40k sq. ft.)	54.45	890	48	50.0%	24.00
Retail (40k to 150k sq. ft.)	67.52	1,152	78	35.0%	27.30
Retail (greater than 150k sq. ft.	37.01	1,070	40	15.0%	6.00
Sum of Weighted Trips/1k sq.ft.					57.30

(3) Trip per employee (Item 2) multiplied by 0.5.

(4) Journey-to-Work Occupants per Trip from 2001 National Household Travel Survey (FHWA 2001) as follows:

1.32 occupants per Construction, Manufacturing, TCU, and Wholesale trip
1.24 occupants per Retail Trade, FIRE, and Services trip

(5) Daily Occupants per Trip from 2001 National Household Travel Survey (FHWA 2001) as follows:

1.38 occupants per Construction, Manufacturing, TCU, and Wholesale trip
1.73 occupants per Retail Trade, FIRE, and Services trip

(6) [Daily occupants per trip (Item 5) multiplied by one-way trips per employee (Item 3)] - [(Journey-to-Work occupants per trip (Item 4) multiplied by one-way trips per employee (Item 3)]

(7) Typical number of days per week that indicated industries provide services and relevant government services are available.

(8) Table A-7 for residential and the equation below to determine the Functional Population Coefficient per Employee for all land-use categories except residential includes the following:

$$\frac{\text{(Days per Week x Employee Hours in Place) + (Visitors per Employee x Visitor Hours per Trip x Days per Week)}}{\text{(24 Hours per Day x 7 Days per Week)}}$$

(9) Trips per employee for the services category is the average trips per employee for the following service related land use categories: quality restaurant, high-turnover restaurant, supermarket, hotel, motel, elementary school, middle school, high school, hospital, medical office, and church. Source for the trips per employee figure from ITE, 11th ed., when available.

(10) Includes Federal Civilian Government, Federal Military Government, and State and Local Government categories.

(11) Square feet per retail employee from the Energy Information Administration from Table B-1 of the Commercial Energy Building Survey, 2018

Table B-6

Functional Population (Law Enforcement Service Area)

Population Category	Collier County Baseline Data[1]	Functional Resident Coefficient[2]	Functional Population[3]
2024 Peak Season Population	448,099	0.692	310,085
Employment Category			
Natural Resources	4,921	0.379	1,865
Construction	22,292	0.271	6,041
Manufacturing	5,826	0.270	1,573
Transportation, Communication, and Utilities	7,674	0.271	2,080
Wholesale Trade	6,196	0.272	1,685
Retail Trade	20,720	1.252	25,941
Finance, Insurance, and Real Estate	37,194	0.292	10,861
Services	92,099	0.499	45,957
Government Services	11,934	0.451	5,382
Total Employment by Category Population[4]			101,385
2024 Total Functional Population[5]			**411,470**

1) Source: Table B-1 for population and 2024 Woods & Poole for employment data for countywide estimates adjusted by the industry distribution in the service area from Census OnTheMap 2021
2) Source: Table B-4
3) The functional population is Collier baseline data (Item 1) multiplied by the functional resident coefficient (Item 2)
4) The total employment population by category is the sum of the employment figures from the nine employment categories (e.g., natural resources, construction, etc.)
5) The total functional population is the sum of the residential functional population and the employment functional population

Table B-7 presents the law enforcement service area annual functional population figures from 2010 through 2040, based on the 2024 functional population figure from Table B-6 and the annual population growth rates from the population figures previously presented in Table B-1.

Table B-7

Functional Population (Law Enforcement Service Area)

Year	Functional Population
2010	315,951
2011	320,455
2012	325,755
2013	329,558
2014	335,087
2015	342,189
2016	349,182
2017	356,702
2018	364,438
2019	372,341
2020	379,215
2021	387,280
2022	396,408
2023	404,517
2024	**411,470**
2025	417,820
2026	423,544
2027	429,346
2028	435,227
2029	441,185
2030	446,296
2031	450,538
2032	454,816
2033	459,132
2034	463,485
2035	467,226
2036	470,346
2037	473,482
2038	476,631
2039	479,797
2040	483,039

Source: Table B-6 for the 2024 functional population figure and Table B-1 for annual growth rates

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Functional Residents by Specific Land Use Category

When a wide range of land uses impact services, an estimate of that impact is needed for each land use. This section presents functional population estimates by residential and non-residential land uses.

Residential and Transient Land Uses

As mentioned previously, functional population estimates by land use need to be developed for each impact fee service area to be analyzed. For residential and transient land uses, these coefficients are displayed in Table B-8. The transient land uses include hotel/all suites hotel, motel, assisted living facility and nursing home. Secondary sources, such as Smith Travel Research (STR), Collier County Convention and Visitors Bureau, and the Florida Department of Elderly Affairs, are used to determine the occupancy rate for these land uses.

Non-Residential Land Uses

A similar approach is used to estimate functional residents for non-residential land uses. **Table B-9** reports basic assumptions and calculations, such as trips per unit, trips per employee, employees per impact unit, one-way trips per impact unit, worker hours, occupants per vehicle trip, visitors (patrons, etc.) per impact unit, visitor hours per trip, and days per week for non-residential land uses. The final column in the tables shows the estimated functional residents per unit by land use. These figures represent the demand component for the law enforcement impact fee program and are used in the calculation of the cost per unit for each land use category in the law enforcement impact fee schedule.

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Table B-8

Functional Residents for Residential and Transient Land Uses (Law Enforcement Service Area)

Residential Land Use	Impact Unit	ITE LUC[1]	Residents/ Visitors Per Unit[2]	Occupancy Rate[3]	Adjusted Residents Per Unit[4]	Peak Visitor Hours at Place[5]	Workers Per Unit[6]	Work Day Hours[7]	Days Per Week[8]	Functional Residents Per Unit[9]
Residential										
Single Family Detached										
- Less than 4,000 sf	du	210	2.64	-	-	-	-	-	-	**1.83**
- 4,000 sf or greater	du	210	3.25	-	-	-	-	-	-	**2.25**
Multi-Family	du	220-232	1.46	-	-	-	-	-	-	**1.01**
Mobile Home	du	240	1.94	-	-	-	-	-	-	**1.34**
Retirement Community - Detached (Single Family)	du	251	1.62	-	-	-	-	-	-	**1.12**
Retirement Community - Attached (Multi-Family)	du	252	0.88	-	-	-	-	-	-	**0.61**
Transient/Assisted, Group										
Hotel/All Suites Hotel	room	310/311	2.80	73%	2.04	12	0.56	9	7	**1.23**
Motel	room	320	2.80	73%	2.04	12	0.13	9	7	**1.07**
Assisted Living Facility	du	254	1.28	70%	0.89	20	0.56	9	7	**0.95**
Nursing Home	1,000 sf	620	2.76	70%	1.93	20	2.04	9	7	**2.37**

(1) Land use code from the Institute of Transportation Engineers (ITE) Trip Generation Handbook, 11th Edition

(2) Estimates for the residential land uses, retirement community (detached), retirement community (attached) from Table B-2; estimate for hotel/motel from Collier County Overnight Visitor Economic Impact Report 2021. Estimate for assisted living facility is based on people per household figures for single family and multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation. Estimate used for nursing home is based on 1 person per bed and an average square footage of 363 per bed in a nursing home, based on information provided in the ITE Trip Generation Handbook, 11th Edition.

(3) Source for hotel/motel occupancy: Collier County Convention and Visitors Bureau Annual Reports and Smith Travel Research (STR). Average occupancy rate for 2016 through 2021, excluding 2020. Source for nursing home/ALF occupancy rate is the Florida Department of Elderly Affairs Collier County Profile and the Agency for Health Care Administration. Average occupancy rate for 2021 through 2022.

(4) Residents per unit times occupancy rate

(5), (7), (8) Estimated

(6) Adapted from ITE Trip Generation Handbook, 11th Edition

(9) For residential this is Residents Per Unit times 0.692. For Transient, Assisted, and Group it is:

$$\frac{[(\text{Adjusted Residents per Unit} \times \text{Hours at Place} \times \text{Days per Week}) + (\text{Workers Per Unit} \times \text{Work Hours Per Day} \times \text{Days per Week})]}{(24 \text{ Hours per Day} \times 7 \text{ Days per Week})}$$

Table B-9

Functional Residents for Non-Residential Land Uses

ITE LUC[1]	Land Use	Impact Unit	Trips Per Unit[2]	Trips Per Employee[3]	Employees Per Unit[4]	One-Way Factor @ 50%[5]	Worker Hours[6]	Occupants Per Trip[7]	Visitors[8]	Visitor Hours Per Trip[9]	Days Per Week[10]	Functional Residents per Unit[11]
RECREATION:												
416	Campground/RV Park[12]	site	1.62	n/a	1.20	0.81	9	1.64	0.13	1.50	7	**0.46**
420	Marina	boat berth	2.41	20.52	0.12	1.21	9	1.64	1.86	1.00	7	**0.12**
430	Golf Course	hole	30.38	20.52	1.48	15.19	9	1.64	23.43	0.25	7	**0.80**
n/a	Bundled Golf Course[13]	hole	9.11	20.52	0.44	4.56	9	1.64	7.04	0.25	7	**0.24**
445	Movie Theater	1,000 sf	82.30	53.12	1.55	41.15	9	1.64	65.94	1.00	7	**3.33**
n/a	Dance Studio/Gymnastics	1,000 sf	21.33	n/a	2.00	10.67	9	1.64	15.50	1.50	7	**1.72**
INSTITUTIONS:												
520	Elementary School (Private)	student	2.27	22.50	0.10	1.14	9	1.11	1.17	2.00	5	**0.10**
522	Middle/Junior High School (Private)	student	2.10	23.41	0.09	1.05	9	1.11	1.08	2.00	5	**0.09**
525	High School (Private)	student	1.94	21.95	0.09	0.97	9	1.11	0.99	2.00	5	**0.08**
540/550	University/Junior College (7,500 or fewer students) (Private)	student	2.00	11.75	0.17	1.00	9	1.11	0.94	2.00	5	**0.10**
	University/Junior College (more than 7,500 students) (Privat	student	1.50	11.75	0.13	0.75	9	1.11	0.70	2.00	5	**0.08**
560	Church	1,000 sf	7.60	20.64	0.37	3.80	9	2.16	7.84	1.00	7	**0.47**
565	Day Care Center	1,000 sf	49.63	21.38	2.32	24.82	9	2.16	51.29	0.15	5	**0.85**
MEDICAL:												
610	Hospital	1,000 sf	10.77	3.77	2.86	5.39	9	1.44	4.90	1.00	7	**1.28**
OFFICE:												
710	General Office	1,000 sf	10.84	3.33	3.26	5.42	9	1.09	2.65	1.00	5	**0.95**
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	23.83	8.71	2.74	11.92	9	1.44	14.42	1.00	5	**1.16**
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	34.21	8.71	3.93	17.11	9	1.44	20.71	1.00	5	**1.67**
770	Business Park (Flex-Space)	1,000 sf	12.65	4.04	3.13	6.33	9	1.09	3.77	0.75	5	**0.92**
RETAIL:												
822	Retail 6,000 sfgla or less	1,000 sfgla	54.45	17.42	3.13	27.23	9	1.52	38.26	0.50	7	**1.97**
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	54.45	17.42	3.13	27.23	9	1.52	38.26	0.50	7	**1.97**
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	67.52	17.42	3.88	33.76	9	1.52	47.44	0.65	7	**2.74**
820	Retail greater than 150,000 sfglA	1,000 sfgla	37.01	17.42	2.12	18.51	9	1.52	26.02	1.00	7	**1.88**
840/841	New/Used Auto Sales	1,000 sf	24.58	11.84	2.08	12.29	9	1.52	16.60	1.00	7	**1.47**
849	Tire Superstore	1,000 sf	20.37	n/a	1.65	10.19	9	1.52	13.84	1.00	7	**1.20**
850	Supermarket	1,000 sf	94.48	43.86	2.15	47.24	9	1.52	69.65	0.50	7	**2.26**
851	Convenience Market (24 hour)	1,000 sf	739.50	243.38	3.04	369.75	9	1.52	558.98	0.20	7	**5.80**
862	Home Improvement Superstore	1,000 sf	30.74	n/a	2.50	15.37	9	1.52	20.86	1.00	7	**1.81**
880/881	Pharmacy with & without Drive-Thru	1,000 sf	103.86	69.17	1.50	51.93	9	1.52	77.43	0.35	7	**1.69**
890	Furniture Store	1,000 sf	6.26	10.93	0.57	3.13	9	1.52	4.19	0.50	7	**0.30**
SERVICES:												
911	Bank/Savings w/out Drive-Thru	1,000 sf	57.94	32.73	1.77	28.97	9	1.52	42.26	0.35	6	**1.10**
912	Bank/Savings w/Drive-Thru	1,000 sf	103.73	32.73	3.17	51.87	9	1.52	75.67	0.15	6	**1.42**
930	Fast Casual Restaurant	1,000 sf	97.14	21.26	4.57	48.57	9	2.30	107.14	0.35	7	**3.28**
931	Low-Turnover Restaurant	1,000 sf	86.03	17.90	4.81	43.02	9	2.30	94.14	1.00	7	**5.73**
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	103.46	21.26	4.87	51.73	9	2.30	114.11	0.75	7	**5.39**
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	479.17	44.52	10.76	239.59	9	2.30	540.30	0.25	7	**9.66**
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	409.25	44.52	9.19	204.63	9	2.30	461.46	0.25	7	**8.25**

Table B-9 (continued)

Functional Residents for Non-Residential Land Uses

ITE LUC[1]	Land Use	Impact Unit	Trips Per Unit[2]	Trips Per Employee[3]	Employees Per Unit[4]	One-Way Factor @ 50%[5]	Worker Hours[6]	Occupants Per Trip[7]	Visitors[8]	Visitor Hours Per Trip[9]	Days Per Week[10]	Functional Residents per Unit[11]
SERVICES:												
941	Quick Lube	service bay	40.00	16.00	2.50	20.00	9	1.52	27.90	0.50	7	**1.52**
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	172.01	275.78	0.62	86.01	9	1.52	130.12	0.20	7	**1.32**
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	264.38	241.21	1.10	132.19	9	1.52	199.83	0.20	7	**2.08**
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	345.75	241.21	1.43	172.88	9	1.52	261.35	0.20	7	**2.71**
947	Self-Service Car Wash	service bay	43.94	n/a	0.50	21.97	9	1.52	32.89	0.50	7	**0.87**
948	Automated Car Wash	1,000 sf	142.00	n/a	1.75	71.00	9	1.52	106.17	0.25	7	**1.76**
n/a	Luxury Auto Sales	1,000 sf	16.30	n/a	2.08	8.15	9	1.52	10.31	1.00	7	**1.21**
INDUSTRIAL:												
110	General Light Industrial	1,000 sf	4.87	3.10	1.57	2.44	9	1.08	1.07	1.00	5	**0.45**
140	Manufacturing	1,000 sf	4.75	2.51	1.89	2.38	9	1.08	0.68	1.00	5	**0.53**
150	Warehousing	1,000 sf	1.71	5.05	0.34	0.86	9	1.08	0.59	0.75	5	**0.10**
151	Mini-Warehouse	1,000 sf	1.46	61.90	0.02	0.73	9	1.08	0.77	0.75	7	**0.03**

Sources:
1) Land use code found in the Institute of Transportation Engineers (ITE) Trip Generation Handbook, 11th Edition
2) Land uses and trip generation rates consistent with those included in the 2024 Transportation Impact Fee Update Study
3) Trips per employee from ITE Trip Generation Handbook, 11th Edition, when available
4) Trips per unit (Item 2) divided by trips per person (usually employee). When trips per person are not available, the employees per unit is estimated
5) Trips per unit (Item 2) multiplied by 50 percent
6) Estimated
7) Source: 2022 National Household Travel Survey (FHWA 2022)
8) [(One-way Trips/Unit X Occupants/Trip) - Employees]
9) Estimated
10) Estimated
11) [(Workers X Hours/Day X Days/Week) + (Visitors X Hours/Visit X Days/Week)]/(24 Hours x 7 Days)
12) The ITE 11th Edition trip generation rate was adjusted to reflect the average occupancy rate of 60 percent based on data provided by the Florida Association of RV Parks and Campgrounds
13) The trip generation rate for "bundled golf course" is assessed at 30 percent of the trip generation rate for the "golf course" land use (LUC 430)

Appendix C -
Building and Land Values Analysis
- Supplemental Information

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This appendix provides the additional data and information on building and land value estimates.

Building Value Estimates

In determining the appropriate unit value for buildings, the following analysis was conducted:

- Cost trends since the last study;
- Cost estimates for planned law enforcement buildings in Collier County;
- Insurance value of the existing inventory; and
- Discussions with the County.

The County plans to build a new Forensic Evidence building at a cost of $347 per square foot. This cost estimate excludes the portion of the project for the storage building.

During the 2016 impact fee study, the value of primary buildings was estimated at $300 per square foot. Applying Engineering News Records Building Cost Index for the cost changes between 2016 and 2024 resulted in a unit cost of $440 per square foot.

The insurance values of existing buildings averaged $223 per square foot for primary buildings and $77 per square foot for support buildings. It is important to note that insurance values represent conservative estimates due to certain parts of structures, such as the foundation, not being insured.

Given this data and information, the construction cost for primary buildings was estimated at $350 per square foot. The value of support facilities was estimated at $90 per square foot, based primarily on insurance values. These costs reflect all costs related to constructing buildings (such as design, construction, site preparation, permitting, etc.) with the exception of land purchase. This information is summarized in **Table C-1**.

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Table C-1
Law Enforcement Buildings
Total Building Value per Square Foot

Facility	Cost per Square Foot
Future Construction Estimates [1]	
Forensic/Evidence Building	$347
Cost Estimates from 2016 Study Indexed [2]	
2016 Study Cost Estimates	
- Primary Buildings	$300
- Support Buildings	$80
Cost Estimates Indexed	
- Primary Buildings	$443
- Support Buildings	$118
Engineering News Record (2016-2024)	47.5%
Insurance Values [3]	
Averaged Insured Values	
- Primary Buildings	$223
- Support Buildings	$77
Used in the Study:	
- Primary Buildings	**$350**
- Support Buildings	**$90**

1) Source: Collier County
2) Building cost estimates from Collier County Law Impact Fee Study, October 10, 2016, indexed according to Engineering News Record (2016-2024)
3) Source: Collier County

Land Values

To estimate land value associated with law enforcement, the following information was evaluated:

- Land value trends since the last study;
- Current value of land where law enforcement buildings are located;
- Vacant land sales analysis;
- Vacant land values as reported by the Property Appraiser; and
- Discussions with the County.

The 2016 study estimated land value at $160,000 per acre. Since then, land values increased by approximately 118 percent, which results in an indexed value of approximately $349,000 per acre.

The value of parcels where existing law enforcement buildings are located ranges from $29,000 per acre to $1.3 million per acre with an average of $570,000 per acre.

Vacant land sales of parcels between one acre and 10 acres countywide between 2018 and 2022 averaged $72,000 per acre over the past five years. This value was almost $400,000 per acre when commercial vacant land was considered. Similarly, the value of all vacant land of one to 10-acre parcels as estimated by Collier County Property Appraiser averaged $51,000 per acre. This figure was $316,000 per acre for commercial vacant land.

It is likely that future law enforcement facilities will be built in the eastern parts of the county. An evaluation of the vacant residential sales between 2018 and 2022 versus commercial land sales for 1- to 10-acre parcels in the area east of County Road 951 resulted in an average land value of $55,000 per acre for residential land uses, and $300,000 per acre for commercial land uses.

Currently, approximately 25 percent of law enforcement facilities are in residential areas while the remaining 75 percent are located in commercial areas. For the purposes of impact fee calculations, a more conservative ratio of 50 percent is used for commercial and residential locations. As presented in **Table C-2**, applying these percentages to the estimated land value in residential versus commercial areas results in a combined land value of approximately $180,000 which is considered to be a reasonable estimate for impact fee calculation purposes.

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Table C-2
Weighted Average Land Value

Land Use	Distribution[1]	Land Value per Acre[2]	Weighted Land Value per Acre[3]
Residential	50%	$55,000	$27,500
Commercial	50%	$300,000	$150,000
Land Value Used in the Study			**$180,000**

1) Reflects a conservative estimate of future land purchases by land use compared to the current distribution of 50% residential and 50% commercial.
2) Land value per acre estimates based on vacant land sales between 2018 to 2022
3) Distribution (Item 1) multiplied by land value per acre (Item 2) for each land use and added.

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Collier County Library Facilities Impact Fee Update Study

DRAFT Report
October 31, 2024

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Collier County
Library Facilities Impact Fee Update Study

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Appendices:

Appendix A: Building and Land Value Analysis - Supplemental Information

Appendix B: Population Estimates – Supplemental Information

Introduction

With a population of over 400,000, Collier County ranks as the 19th most populous county in Florida. The county is continuing to grow and is estimated to add approximately 110,000 new residents through 2050. In terms of residential permitting, Collier County ranks 19th out of Florida counties with an average of 5,300 new units per year over the past three years. To address additional infrastructure needs, Collier County implemented an impact fee program for library facilities, which was last updated in 2016. To reflect most recent data, the County retained Benesch to prepare an update study.

This report serves as the technical study to support the calculation of the updated library facilities impact fee. Data presented in this report represents the most recent and localized data available at the time of this update study. All data and support material used in this analysis are incorporated by reference as set forth in this document.

The figures calculated in this study represent the technically defensible level of impact fee that the County could charge; however, the Board of County Commissioners may choose to discount the fee as a policy decision.

Methodology

In developing the County's library facilities impact fee, a consumption-based impact fee methodology is utilized, which is commonly used throughout Florida. A consumption-based impact fee charges new development based upon the burden placed on services from each land use (demand). The demand component is measured in terms of population per unit.

A consumption-based impact fee charges new growth the proportionate share of the cost of providing additional infrastructure for use by new growth. Unlike a "needs-based" approach, consumption-based approach ensures that the impact fee is set at a rate that generates revenues sufficient only for new capacity needs and does not generate revenues at a level to correct existing deficiencies. Given this, the County does not need to go through the process of estimating the portion of each capacity expansion project that may be related to existing deficiencies. In addition, per legal requirements, a credit is subtracted from the total cost to account for the value of future non-impact fee funding contributions of new development toward any capacity expansion projects. In other words, case law requires that the new development should not be charged twice for the same infrastructure.

Legal Overview

In Florida, legal requirements related to impact fees have primarily been established through case law since the 1980's. Impact fees must comply with the "dual rational nexus" test, which requires that they:

- Be supported by a study demonstrating that the fees are proportionate in amount to the need created by new development paying the fee; and
- Be spent in a manner that directs a proportionate benefit to new development, typically accomplished through establishment of benefit districts (if needed) and a list of capacity-adding projects included in the County's Capital Improvement Plan, Capital Improvement Element, or another planning document/Master Plan.

In 2006, the Florida legislature passed the "Florida Impact Fee Act," which recognized impact fees as "an outgrowth of home rule power of a local government to provide certain services within its jurisdiction." § 163.31801(2), Fla. Stat. The statute – concerned with mostly procedural and methodological limitations – did not expressly allow or disallow any particular public facility type from being funded with impact fees. In fact, which it was initially adopted, the Act largely codified requirements and standards common to the practice already.

However, the Legislature has amended the Impact Fee Act numerous times since 2006, significantly affecting the impact fee practice in Florida. For this reason, a summary of the key legislative changes since 2006 is provided:

- **HB 227 in 2009:** The Florida legislation statutorily clarified that in any action challenging an impact fee, the government has the burden of proving by a preponderance of the evidence that the imposition or amount of the fee meets the requirements of state legal precedent or the Impact Fee Act and that the court may not use a deferential standard.
- **SB 360 in 2009:** Allowed fees to be decreased without the 90-day notice period required to increase the fees and purported to change the standard of legal review associated with impact fees. SB 360 also required the Florida Department of Community Affairs (now the Department of Commerce) and Florida Department of Transportation (FDOT) to conduct studies on "mobility fees," which were completed in 2010.
- **HB 7207 in 2011:** Required a dollar-for-dollar credit, for purposes of concurrency compliance, for impact fees paid and other concurrency mitigation required.
- **HB 319 in 2013:** Applied mostly to concurrency management authorities, but also encouraged local governments to adopt alternative mobility systems using a series of tools identified in section 163.3180(5)(f), Florida Statutes.

- **HB 207 in 2019:** Included the following changes to the Impact Fee Act along with additional clarifying language:
    - Impact fees cannot be collected prior to building permit issuance; and
    - Impact fee revenues cannot be used to pay debt service for previously approved projects unless the expenditure is reasonably connected to, or has a rational nexus with, the increased impact generated by the new residential and commercial construction.
- **HB 7103 in 2019:** Addressed multiple issues related to affordable housing/linkage fees, impact fees, and building services fees. In terms of impact fees, the bill required that when local governments increase their impact fees, the outstanding impact fee credits for developer contributions should also be increased. This requirement was to operate prospectively; however, HB 337 that was signed in 2021 deleted that clause and making all outstanding credits eligible for this adjustment. This bill also allowed local governments to waive/reduce impact fees for affordable housing projects without having to offset the associated revenue loss.
- **SB 1066 in 2020:** Added language allowing impact fee credits to be assignable and transferable at any time after establishment from one development or parcel to another that is within the same impact fee zone or impact fee district or that is within an adjoining impact fee zone or district within the same local government jurisdiction, and which receives benefit from the improvement or contribution that generated the credits. Added language indicating any new/increased impact fee not being applicable to current or pending permit applications submitted prior to the effective date of an ordinance or resolution imposing new/increased fees.
- **HB 1339 in 2020:** Required reporting of various impact fee related data items within the annual financial audit report submitted to the Department of Financial Services.
- **HB 337 in 2021:** Placed limits on the amount and frequency of fee increases, but also included a clause to exceed these restrictions if the local governments can demonstrate extraordinary circumstances, hold two public workshops discussing these circumstances and the increases are approved by two-thirds of the governing body.
- **HB 479 in 2024 (Effective October 1, 2024):** Required interlocal agreements between counties and municipalities when both entities collect a transportation impact fee. Placed limits on timing of impact fee study completion and adoption and data used in the studies.

The following paragraphs provide further detail on the generally applicable legal standards.

Impact Fee Definition

- An impact fee is a one-time capital charge levied against new development.
- An impact fee is designed to cover the portion of the capital costs of infrastructure capacity consumed by new development.
- The principal purpose of an impact fee is to assist in funding the implementation of projects identified in the Capital Improvements Element (CIE) and other capital improvement programs for the respective facility/service categories.

Impact Fee vs. Tax

- An impact fee is generally regarded as a regulatory function established based upon the specific benefit to the user related to a given infrastructure type and is not established for the primary purpose of generating revenue for the general benefit of the community, as are taxes.
- Impact fee expenditures must convey a proportional benefit to the fee payer. This is accomplished through the establishment of benefit districts as needed, where fees collected in a benefit district are spent in the same benefit district.
- An impact fee must be tied to a proportional need for new infrastructure capacity created by new development.

This technical report has been prepared to support legal compliance with existing case law and statutory requirements and documents the methodology used for the library facilities impact fee calculations, including an evaluation of the inventory, service area and demand component, level of service (LOS), cost, credit, and demand components. Information supporting this analysis was obtained from the County and other sources, as indicated.

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Inventory

Table 1 provides a summary of existing library facilities within Collier County. Currently, the County provides 173,000 square feet of library facilities located on approximately 27 acres of land dedicated to library facilities.

An important part of the impact fee calculations involves estimating the current value of the capital assets. A building cost of $350 per square foot is used based on cost trends since the most recent technical study, cost estimates from the 2023 Annual Update and Inventory Report, insurance values of existing libraries, and discussions with the County. Appendix A provides a more detailed explanation of building value estimates.

To estimate the value of land component of library buildings, recent land acquisitions by the County, land values of the existing inventory, recent vacant land sales and the value of vacant land as reported by the Collier County Property Appraiser were evaluated. This analysis resulted in an average land value of $180,000 per acre, and is explained further in Appendix A.

These cost estimates result in a total building and land value of $65.4 million, of which $60.6 million is for buildings and $4.8 million is for land.

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Table 1

Building and Land Inventory

Facility Description	Address	Year Built	Library Square Feet[1]	Total Square Feet on Site[2]	Total Acres[3]	Acres per 1,000 sf of Building Space[4]	Allocated Acres[5]	Building Value[6]	Land Value[7]	Total Building and Land Value[8]
Immokalee Branch	417 1st Street North	1978/2004	8,035	28,945	10.00	0.345	2.77	$2,812,250	$498,600	$3,310,850
Naples Branch	650 Central Avenue	1965/1992	35,011	35,011	2.66	0.076	2.66	$12,253,850	$478,800	$12,732,650
Golden Gate Branch[9]	2432 Lucerne Road	1978/2007	17,066	76,498	12.91	0.169	2.88	$5,973,100	$518,400	$6,491,500
East Naples Branch	8787 Tamiami Trail East	1989	7,168	7,168	0.87	0.121	0.87	$2,508,800	$156,600	$2,665,400
Estates Branch	1266 Golden Gate Blvd West	1994	11,000	11,000	2.08	0.189	2.08	$3,850,000	$374,400	$4,224,400
Marco Island Branch	210 South Heathwood Drive	1988/2009	15,381	15,381	1.51	0.098	1.51	$5,383,350	$271,800	$5,655,150
Headquarters Branch	2385 Orange Blossom Drive	2002	42,401	56,401	7.63	0.135	5.72	$14,840,350	$1,029,600	$15,869,950
Vanderbilt Branch	788 Vanderbilt Beach Road	1981	7,000	7,000	1.69	0.241	1.69	$2,450,000	$304,200	$2,754,200
South Regional Library	8065 Lely Cultural Parkway	2007	30,000	154,388	20.00	0.130	3.90	$10,500,000	$702,000	$11,202,000
Vacant Land for Future Library	Fiddlers Creek Lot CF 20	2022	N/A	N/A	2.72	N/A	2.72	N/A	$489,600	$489,600
Total			**173,062**				**26.80**	**$60,571,700**	**$4,824,000**	**$65,395,700**
Building Value per Square Foot[10]								**$350**		
Land Value per Acre[11]									**$180,000**	

1) Source: Collier County. Square feet of the library facility.
2) Source: Collier County. Total square feet of all buildings on a given parcel.
3) Source: Collier County
4) Total acres (Item 3) divided by total square feet on site (Item 2) multiplied by 1,000.
5) Library square feet (Item 1) divided by 1,000 and multiplied by acres per 1,000 square feet of building space (Item 4)
6) Library square feet (Item 1) multiplied by building value per square foot (Item 10)
7) Allocated acres (Item 5) multiplied by land value per acre (Item 11)
8) Sum of building value (Item 6) and land value (Item 7)
9) Excludes the square feet of the old Golden Gate Library, which was repurposed to a Senior Citizen.
10) Source: Appendix A
11) Source: Appendix A

Service Area and Demand Component

The Collier County Public Library System provides library services to the entire County, thus, the appropriate service area is countywide.

The library facilities impact fee program requires the use of population data in calculating current levels of service and impact fee levels. To be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process, this impact fee study considers not only the resident or permanent population of the County, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak seasonal population is used in all population estimates and projections. Peak seasonal population projections were provided by Collier County's Comprehensive Planning Division. Appendix B provides further detail on population estimates.

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Level of Service

Table 2 provides a summary of the current level of service (LOS) for library buildings, in Collier County. To calculate the level of service, the library buildings square feet is divided by the 2024 seasonal peak population. Because some of the library buildings were funded through bonds that are being paid back with impact fee revenues, an additional calculation of owned library square feet is provided.

As presented, the achieved level of service calculated based on owned Collier County library buildings is less than the adopted level of service standard. However, the better measure of library services provided to Collier County residents is including all library buildings. As presented, the achieved level of service for all library buildings is 0.35 square feet per resident compared to the adopted level of service standard of 0.33 square feet per resident.

The current achieved LOS figures represent the community's investment into library infrastructure while the adopted LOS standards represent the service level intended going forward. For impact fee calculation purposes, the lower of the two measures is utilized to not overcharge new development. The achieved LOS of owned buildings is lower than the adopted LOS. Since the portion not owned is excluded from the total capital asset value later in this report, the LOS of all library buildings is used in the impact fee calculations.

Table 2

Current Achieved Level of Service

Description	Year 2024				
	Square Feet[1]	Peak Seasonal Population[2]	Achieved Level of Service[3]	Adopted Level of Service Standard[4]	LOS Used in Study[5]
Library Buildings (all)	173,062	491,779	0.35	0.33	**0.35**
Library Buildings (owned)	159,217	491,779	0.32		

1) Source: Table 1
2) Source: Appendix B, Table B-1
3) Square feet (Item 1) divided by peak seasonal population (Item 2)
4) Source: Collier County 2023 Annual Update and Inventory Report (AUIR)
5) For impact fee calculation purposes, the lower of the adopted LOS standard vs the achieved LOS is used in the impact fee calculations. The achieved LOS of owned buildings is lower than the adopted LOS. Since the portion not owned is excluded from the total capital asset value later in this report, the LOS based on all buildings is used in the impact fee calculations.

A comparison of the current Collier County LOS, the LOS standard (LOSS), LOS of the other Florida counties, and the State Standards is presented in **Table 3**. The comparison includes counties with a population of 100,001 to 400,000 and is based on the information obtained from the Library Directory with Statistics, published by the Department of State, Division of Library and Information Services. It should be noted that the current LOS figures included in the table for Collier County represent figures provided by the Division of Library and Information Services and reflect 2022-2023 data with the use of permanent population.

Table 3

Level of Service Comparison

Category	Collier County		Other FL Counties[3]	FLA Public Library Standards[4]		
	Achieved LOS[1]	Adopted LOS Standard[2]		Essential	Enhanced	Exemplary
Library Buildings (all) -- sf per capita	0.44	0.33	0.40	0.60	0.70	1.00

1) Source: Department of State, Division of Library & Information Services, 2022-2023 Library Directory with Statistics
2) Source: Collier County 2023 Annual Update and Inventory Report (AUIR)
3) Source: Department of State, Division of Library & Information Services, 2022-2023 Library Directory with Statistics - includes counties with population of 100,001 to 400,000, excluding Collier County
4) Source: Florida Library Association Standards for Florida Public Libraries 2004, 2006 Revision. Standards show Standard 77 and Standard 90 for jurisdictions with a service area population of 100,001 - 750,000.

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Cost Component

Table 4 provides a summary of library facilities capital assets owned by the County. As shown, total capital asset value associated with library facilities amounts to $65.4 million. However, the County is still paying debt service on a portion of these assets. In addition, it is the Collier County's policy to use impact fee revenues to pay debt service associated with capacity expansion projects. To ensure that new development is not being overcharged for these future payments, the portion of the remaining principal for the expansion portion of South Regional Library and Golden Gate Library that is to be repaid with impact fee revenues is subtracted from the total asset value in Table 4. The resulting owned capital asset value is approximately $60.2 million or approximately $348 per square foot.

Table 4 also presents the cost per resident for the impact fee analysis. This cost is calculated by multiplying the owned capital asset value per square foot by the current LOS of 0.35 square feet per resident. As shown, these calculations result in $122 per resident for all library facilities assets considered in the impact fee calculations.

Table 4
Total Impact Cost per Resident

Description	Figure	Percent of Total[10]
Building Value[1]	$60,571,700	92.6%
Land Value[2]	$4,824,000	7.4%
Total Building and Land Value[3]	**$65,395,700**	**100.0%**
Less: Portion Not Owned[4]	$5,231,074	
Owned Building and Land Value[5]	**$60,164,626**	
Total Library Square Feet[6]	173,062	
Owned Building and Land Value per Square Foot[7]	$347.65	
LOS (Square Feet per Resident)[8]	0.35	
Total Impact Cost per Resident[9]	**$121.68**	

1) Source: Table 1
2) Source: Table 1
3) Sum of building and land value (Items 1 and 2)
4) Source: Collier County Office of Management and Budget
5) Total building and land value (Item 3) less portion not owned (Item 4)
6) Source: Table 1
7) Owned building and land value (Item 5) divided by total library square feet (Item 6)
8) Source: Table 2
9) Owned building and land value per square foot (Item 7) multiplied by the LOS (Item 8)
10) Distribution of building and land value

Credit Component & Net Impact Cost

The net library facilities impact cost per resident is the difference between the cost component and the credit component. The County has not allocated any non-impact fee funding for library capacity projects and intends to continue building library capacities with impact fee revenues. As previously presented in Table 4, future debt payments that will be made with impact fees are subtracted from the value of the inventory, which serves as the credit for impact fee calculations.

Given that there are no other revenue sources for capacity projects, the total impact cost is equivalent to the net impact cost. If, in the future, the County allocates non-impact fee revenue sources for capacity expansion projects, these calculations should be revised to reflect the new development's contribution from these funding sources.

Table 5

Net Impact Cost per Resident

Description	Per Resident
Total Impact Cost per Resident[(1)]	$121.68
Total Revenue Credit per Resident[(2)]	$0.00
Net Impact Cost per Resident[(3)]	**$121.68**

1) Source: Table 4
2) Collier County has been paying all capacity projects with impact fee revenues. Therefore, there is no revenue credit required.
3) Total impact cost per resident (Item 1) less the total revenue credit per resident

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Calculated Library Facilities Impact Fee Schedule

Table 6 presents the calculated library facilities impact fee schedule for residential and non-residential land uses, based on the net impact fee cost per resident figures presented in Table 5. Net impact cost per resident decreased by approximately five percent since the 2016 study due to the changes in inventory, cost, and credit components. The remaining differences reflect changes in the demand component since 2016.

Table 6

Calculated Library Impact Fee Schedule

Residential Land Use	Impact Unit	Residents per Unit[1]	Net Impact Cost per Resident[2]	Calculated Impact Fee[3]	Current Adopted Impact Fee[4]	Percent Change[5]
Single Family Detached						
- Less than 4,000 sf	du	2.53	$121.68	**$307.85**	$336.05	-8%
- 4,000 sf or greater	du	3.12	$121.68	**$379.64**	$376.63	1%
Multi-Family	du	1.31	$121.68	**$159.40**	$159.78	0%
Mobile Home	du	1.92	$121.68	**$233.63**	$270.11	-14%
Retirement Community - Detached (Single Family)	du	1.55	$121.68	**$188.60**	$145.83	29%
Retirement Community - Attached (Multi-Family)	du	0.79	$121.68	**$96.13**	$145.83	-34%

1) Source: Appendix B, Table B-2
2) Source: Table 5
3) Source: Residents per unit (Item 1) multiplied by the net impact cost per resident (Item 2)
4) Source: Collier County Capital Project Planning, Impact Fees and Program Management Division
5) Percent change between the calculated impact fee (Item 3) and the current adopted impact fee (Item 4)

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Impact Fee Schedule Comparison

As part of the work effort in updating Collier County's library facilities impact fee, a comparison of library facilities impact fee schedules was completed for other Florida counties. **Table 7** presents this comparison.

Table 7

Library Facilities Impact Fee Schedule Comparison

Land Use	Unit[2]	Collier County		Brevard County[5]	Lake County[6]	Manatee County[7]	Martin County[8]	Palm Beach County[9]	Pasco County[10]	Polk County[11]	Sarasota County[12]	St. Lucie County[13]
		Calculated[3]	Current Adopted[4]									
Date of Last Update		2024	2016	2000	2022	2024	2023	2022	2002	2024	2016	2022
Assessed Portion of Calculated[1]		N/A	100%	29%	Varies-SF @59%	100%	N/A	Varies-SF @95%	100%	100%	100%	Varies-SF @100%
Residential:												
Single Family (2,000 sf)	du	$308	$336	$64	$287	$363	$520	$295	$145	$188	$683	$396
Multi-Family (1,300 sf)	du	$159	$160	$38	$219	$207	$322	$237	$97	$141	$554	$296
Mobile Home	du	$234	$270	$46	$228	$160	$520	$237	$97	$129	$472	$254

1) Represents the portion of the maximum calculated fee for each respective county that is actually charged. Fee may have been lowered/increased through annual indexing or policy discounts. Does not account for moratorium/suspensions.
2) du = dwelling unit
3) Source: Table 6
4) Source: Collier County Capital Project Planning, Impact Fees and Program Management Division
5) Source: Brevard County Planning & Development Department
6) Lake County Planning and Zoning, Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 2, 2027.
7) Source: Manatee County, Development Services. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028.
8) Source: Martin County, Resources, Impact Fees. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028.
9) Source: Palm Beach County Planning, Zoning and Building Department. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2026.
10) Source: Pasco County Central Permitting Department
11) Source: Polk County Building & Construction Department. Fees shown effective January 1, 2025.
12) Source: Sarasota County Planning & Development Services
13) Source: St. Lucie County Planning & Development Services Department. Multi-family fee shown reflects fee for 3+ stories. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective October 1, 2025.

Appendix A -
Building and Land Value Analysis -
Supplemental Information

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Appendix A – Building and Land Value Analysis

This appendix provides the data and information on building and land value estimates.

Building Values

In determining the appropriate unit cost for building construction, the following analyses were conducted:

- Cost trends since the most recent technical study;
- Cost estimates from the 2023 Annual Update Inventory Report;
- Insurance values of existing libraries; and
- Discussions with the County.

During the 2016 impact fee study, the value of primary buildings was estimated at $300 per square foot. Applying Engineering News Records Building Cost Index for the cost changes between 2016 and 2024 resulted in a unit cost of $440 per square foot.

According to the Collier County 2023 Annual Update Inventory Report, the cost of library buildings is $263 per square foot. The current insurance values of the existing libraries is $228 per square foot for buildings only and $288 for buildings and contents. Insurance values are considered to be conservative estimates since not all components of a building need to be insured.

Since 2020, library construction costs observed in other jurisdictions ranged from $300 per square foot to $450 per square foot, with an average of $355 per square foot.

Given this data and information, building cost for libraries was estimated at $350 per square foot for impact fee calculation purposes.

Land Values

To estimate land value associated with library facilities, the following information was evaluated:

- Land value trends since the most recent technical study;

- Recent land acquisitions;
- Current value of land where libraries are located;
- Vacant land sales analysis;
- Vacant land values as reported by the Property Appraiser; and
- Discussions with the County.

The 2016 study estimated land value at $64,000 per acre. Since then, vacant residential land values increased by approximately 120 percent, which results in an indexed value of approximately $140,000 per acre.

In 2022, Collier County received a donation of a site on Fiddler Creek Parkway and the County allocated 2.72 acres of this site to be utilized for future libraries. According to the Collier County Property Appraiser, the land value of this site is approximately $125,000 per acre. The value of parcels where existing library buildings are located ranges from $50,000 per acre to $1.3 million per acre with an average of $341,000 per acre.

Vacant land sales of parcels between one acre and 10 acres countywide averaged $72,000 per acre over the past five years. This value was almost $400,000 per acre when commercial vacant land was considered.

Similarly, the value of all vacant land of one to 10-acre parcels as estimated by Collier County Property Appraiser averaged $51,000 per acre. This figure was $316,000 per acre for commercial vacant land.

Given these figures, an average land value of $180,000 per acre is considered to be a reasonable estimate for the impact fee calculations.

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Appendix B
Population Estimates – Supplemental Information

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Appendix B - Population Estimates

The library facilities impact fee program requires the use of population data in calculating current levels of service and for the demand component. To be consistent with the population utilized in the County's comprehensive planning and Annual Update and Inventory Report (AUIR) process, this impact fee study considers not only the resident or permanent population, but also the number of seasonal residents and visitors as well. Therefore, for purposes of this technical analysis, the peak seasonal population is used in all population estimates and projections. Peak seasonal population projections were provided by Collier County's Comprehensive Planning Division.

Table B-1 presents the peak seasonal population trends for Collier County. The projections indicate that the current peak seasonal population of the county is approximately 491,800 and is expected to increase to 582,700 (increase of 90,900) by 2040. The estimated average growth rate is approximately 1 percent per year.

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Table B-1

Collier County Population Estimates (Countywide)

Year	Countywide	
	Peak Seasonal Population	Percent Change
2010	387,183	-
2011	392,180	1.3%
2012	398,107	1.5%
2013	402,268	1.0%
2014	408,351	1.5%
2015	416,402	2.0%
2016	424,603	2.0%
2017	433,359	2.1%
2018	442,240	2.0%
2019	451,303	2.0%
2020	455,059	0.8%
2021	464,155	2.0%
2022	474,235	2.2%
2023	483,487	2.0%
2024	**491,779**	**1.7%**
2025	499,426	1.6%
2026	506,406	1.4%
2027	513,483	1.4%
2028	520,660	1.4%
2029	527,936	1.4%
2030	534,305	1.2%
2031	539,741	1.0%
2032	545,233	1.0%
2033	550,781	1.0%
2034	556,384	1.0%
2035	561,339	0.9%
2036	565,633	0.8%
2037	569,960	0.8%
2038	574,320	0.8%
2039	578,714	0.8%
2040	582,721	0.7%

Source: Collier County Comprehensive Planning Section (population projections dated May 2024)

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Apportionment of Demand by Residential Unit Type and Size

The residential land uses to be used in the library facilities impact fee calculations include the following:

- Single Family (Detached)
- Multi-Family
- Mobile Home/RV (Tied Down)
- Retirement Community (detached and attached)

Table B-2 presents the number of residents per housing unit for the residential categories identified above in Collier County. This analysis includes all housing units, both occupied and vacant.

To address fairness and equity issues between land uses, the single family land use is tiered based on two categories of square footage: less than 4,000 square feet and 4,000 square feet or greater. To accommodate the tiering of impact fee assessments for the single family residential land use category, an analysis was completed based on housing unit size and persons per housing unit. This analysis utilized national data from the 2021 American Housing Survey (AHS) and data from the 2022 American Community Survey (ACS) to examine this relationship.

Table B-2
Residents per Housing Unit

Housing Type	Population[1]	Housing Units[2]	Ratio[3]	Residents / Housing Units[4]
Single Family Detached	289,564	112,378		2.58
- Less than 4,000 sf			98%	2.53
- 4,000 sf or greater			121%	3.12
Multi Family	139,405	106,016		1.31
Mobile Home/RV Park (Tied Down)	21,446	11,189		1.92
Retirement Community - Detached (Single Family)[5]	173,738	112,378		1.55
Retirement Community - Attached (Multi-Family)[6]	83,643	106,016		0.79

1) Source: 2022 ACS 5-Yr Estimates, Table B25033 (owner occupied and renter occupied), adjusted for peak seasonal population.
2) Source: 2022 ACS 5-Yr Estimates, Table DP04
3) Ratios developed based on national PPH data derived from the 2021 American Housing Survey.
4) Population (Item 1) divided by housing units (Item 2). For single family detached tiers, the residents per housing unit is determined by multiplying the weighted average value (2.58) by the ratio developed from the AHS data (Item 3).
5) Estimate for senior adult housing - detached (single family) is based on people per household figures for single family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.

6) Estimate for senior adult housing - attached (multi-family) is based on people per household figures for multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.

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Collier County Parks and Recreation Impact Fee Update Study

DRAFT Report

October 31, 2024

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Collier County
Parks and Recreation Impact Fee Study

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Appendix B: Population Estimates -- Supplemental Information

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Introduction

With a population of over 400,000, Collier County ranks as the 19th most populous county in Florida. The county is continuing to grow and is estimated to add approximately 110,000 new residents through 2050. In terms of residential permitting, Collier County ranks 19th out of Florida counties with an average of 5,300 new units per year over the past three years. To address additional infrastructure needs, Collier County implemented an impact fee program for parks and recreational facilities, which was last updated in 2015. To reflect most recent data, the County retained Benesch to prepare an update study.

This report serves as the technical study to support the calculation of the updated parks and recreation impact fee. The data presented in this report represents the most recent and localized data available at the time of this update study. All data and support material used in this analysis are incorporated by reference as set forth in this document.

The figures calculated in this study represent the technically calculated level of impact fee that the County could charge; however, the Board of County Commissioners may choose to discount the fees as a policy decision.

Methodology

In developing the County's parks and recreation impact fee, a consumption-based impact fee methodology is utilized, which is commonly used throughout Florida. A consumption-based impact fee charges new development based upon the burden placed on services from each land use (demand). The demand component is measured in terms of population per unit.

A consumption-based impact fee charges new growth the proportionate share of the cost of providing additional infrastructure for use by new growth. Unlike a "needs-based" approach, consumption-based approach ensures that the impact fee is set at a rate that generates revenues sufficient only for new capacity needs and does not generate revenues at a level to correct existing deficiencies. Given this, the County does not need to go through the process of estimating the portion of each capacity expansion project that may be related to existing deficiencies. In addition, per legal requirements, a credit is subtracted from the total cost to account for the value of future non-impact fee funding contributions of new development toward any capacity expansion projects. In other words, case law requires that the new development should not be charged twice for the same infrastructure.

Legal Overview

In Florida, legal requirements related to impact fees have primarily been established through case law since the 1980's. Impact fees must comply with the "dual rational nexus" test, which requires that they:

- Be supported by a study demonstrating that the fees are proportionate in amount to the need created by new development paying the fee; and
- Be spent in a manner that directs a proportionate benefit to new development, typically accomplished through establishment of benefit districts (if needed) and a list of capacity-adding projects included in the County's Capital Improvement Plan, Capital Improvement Element, or another planning document/Master Plan.

In 2006, the Florida legislature passed the "Florida Impact Fee Act," which recognized impact fees as "an outgrowth of home rule power of a local government to provide certain services within its jurisdiction." § 163.31801(2), Fla. Stat. The statute – concerned with mostly procedural and methodological limitations – did not expressly allow or disallow any particular public facility type from being funded with impact fees. In fact, which it was initially adopted, the Act largely codified requirements and standards common to the practice already.

However, the Legislature has amended the Impact Fee Act numerous times since 2006, significantly affecting the impact fee practice in Florida. For this reason, a summary of the key legislative changes since 2006 is provided:

- **HB 227 in 2009:** The Florida legislation statutorily clarified that in any action challenging an impact fee, the government has the burden of proving by a preponderance of the evidence that the imposition or amount of the fee meets the requirements of state legal precedent or the Impact Fee Act and that the court may not use a deferential standard.
- **SB 360 in 2009:** Allowed fees to be decreased without the 90-day notice period required to increase the fees and purported to change the standard of legal review associated with impact fees. SB 360 also required the Florida Department of Community Affairs (now the Department of Commerce) and Florida Department of Transportation (FDOT) to conduct studies on "mobility fees," which were completed in 2010.
- **HB 7207 in 2011:** Required a dollar-for-dollar credit, for purposes of concurrency compliance, for impact fees paid and other concurrency mitigation required.
- **HB 319 in 2013:** Applied mostly to concurrency management authorities, but also encouraged local governments to adopt alternative mobility systems using a series of tools identified in section 163.3180(5)(f), Florida Statutes.

- **HB 207 in 2019:** Included the following changes to the Impact Fee Act along with additional clarifying language:
    - Impact fees cannot be collected prior to building permit issuance; and
    - Impact fee revenues cannot be used to pay debt service for previously approved projects unless the expenditure is reasonably connected to, or has a rational nexus with, the increased impact generated by the new residential and commercial construction.
- **HB 7103 in 2019:** Addressed multiple issues related to affordable housing/linkage fees, impact fees, and building services fees. In terms of impact fees, the bill required that when local governments increase their impact fees, the outstanding impact fee credits for developer contributions should also be increased. This requirement was to operate prospectively; however, HB 337 that was signed in 2021 deleted that clause and making all outstanding credits eligible for this adjustment. This bill also allowed local governments to waive/reduce impact fees for affordable housing projects without having to offset the associated revenue loss.
- **SB 1066 in 2020:** Added language allowing impact fee credits to be assignable and transferable at any time after establishment from one development or parcel to another that is within the same impact fee zone or impact fee district or that is within an adjoining impact fee zone or district within the same local government jurisdiction, and which receives benefit from the improvement or contribution that generated the credits. Added language indicating any new/increased impact fee not being applicable to current or pending permit applications submitted prior to the effective date of an ordinance or resolution imposing new/increased fees.
- **HB 1339 in 2020:** Required reporting of various impact fee related data items within the annual financial audit report submitted to the Department of Financial Services.
- **HB 337 in 2021:** Placed limits on the amount and frequency of fee increases, but also included a clause to exceed these restrictions if the local governments can demonstrate extraordinary circumstances, hold two public workshops discussing these circumstances and the increases are approved by two-thirds of the governing body.
- **HB 479 in 2024 (Effective October 1, 2024):** Required interlocal agreements between counties and municipalities when both entities collect a transportation impact fee. Placed limits on timing of impact fee study completion and adoption and data used in the studies.

The following paragraphs provide further detail on the generally applicable legal standards.

Impact Fee Definition

- An impact fee is a one-time capital charge levied against new development.
- An impact fee is designed to cover the portion of the capital costs of infrastructure capacity consumed by new development.
- The principal purpose of an impact fee is to assist in funding the implementation of projects identified in the Capital Improvements Element (CIE) and other capital improvement programs for the respective facility/service categories.

Impact Fee vs. Tax

- An impact fee is generally regarded as a regulatory function established based upon the specific benefit to the user related to a given infrastructure type and is not established for the primary purpose of generating revenue for the general benefit of the community, as are taxes.
- Impact fee expenditures must convey a proportional benefit to the fee payer. This is accomplished through the establishment of benefit districts as needed, where fees collected in a benefit district are spent in the same benefit district.
- An impact fee must be tied to a proportional need for new infrastructure capacity created by new development.

This technical report has been prepared to support legal compliance with existing case law and statutory requirements and documents the methodology used for the parks and recreation impact fee calculations, including an evaluation of the inventory, service area and demand component, level of service (LOS), cost, credit, and demand components. Information supporting this analysis was obtained from the County and other sources, as indicated.

Inventory

Collier County parks and recreation facilities are classified into three different types of parks: neighborhood, community, and regional parks, based on the information provided in the County's Annual Update & Inventory Report (AUIR) and Parks & Recreation Master Plan (PRMP). Of these, only the community and regional parks are included in the impact fee calculations. Neighborhood parks are excluded since they primarily serve only the immediate neighborhood and offer a limited number and type of facilities.

Table 1 provides an inventory of community and regional parks and recreation facilities along with the facilities that are available at each park location, based on information provided in the Collier County PRMP and AUIR as well as by the County staff. The parks and recreation inventory used for the impact fee analysis includes 54 parks (29 regional parks and 25 community parks) located throughout Collier County.

Of the County owned parks, Naples Zoo is not included in the inventory used for impact fee calculations. Although the County owns the land, the Zoo leases land from the County and charges a fee to the public to enter the facility. Given that this park is not open to the public without a fee and generates revenue for the County, it is appropriate to not charge new development for this park. In addition, in the case of parks that are located on properties owned by the School District, only the recreation facilities are included in the inventory.

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Table 1

Collier County Parks and Recreation Facilities Inventory [1]

Park/Facility Name	Park Class	Total Acreage	Ampi-theather	Baseball Field	Basketball Court	Basketball Pavilion	Bath House (sq ft)	Boardwalk	Boat Ramp Lane	Bocce/ Shuffle-board Court	Bocce Ball Cover	Cabana	Camp-grounds	Canoe/Kayak Launch	Concession Area/Stand/ Trailer/Bldgs	Dock-master	Fishing/Dock/Pier	Dog Park	Dog Park Shelter	Garden Cover	Gazebo	Gazebo/Pier	Handball Court	Horseshoes (pits)	Learning Center	Little League Field	Maintenance Building/ Shed (Sq Ft)
Marco																											
Caxambas Park	R	4.20							2							1	1										
Collier Boulevard Boating Park	R	0.50							2																		
Tigertail Beach Park	R	31.60					682								380												280
South Marco Beach Access	R	5.00																									
Goodland Boating Park	R	5.00							2						1,725		1										
Mar-Good Harbor Park	R	2.50								1				1										1			
Isles of Capri Paddlecraft Park	R	9.00								1				1													
North Naples																											
Conner Park	R	5.00																									
Cocohatchee River Park	R	7.56							4							1	1										
Barefoot Beach Access	R	5.00					686																		1		
Barefoot Beach Preserve	R	159.60												1													
Barefoot Beach State Land	R	186.00																									
Clam Pass Park	R	35.00					330	1						1	1,125												
North Gulfshore Beach Access	R	0.50																									
Vanderbilt Beach	R	5.00					269								81												
Vanderbilt Beach Access (7 locations)	R	0.45																									
North Collier Regional Park	R	207.70			2							3			12,758												6,044
Pelican Bay Community Park	C	15.00			1					3					816						4						315
Osceola Elementary School [2]	C	N/A																								2	
Naples Park Elementary/ Starcher Petty [2]	C	N/A													560											1	
Veterans Memorial Elementary [2]	C	N/A																									
Veterans Community Park	C	43.64		1	2					4	1				2,062			1	1								2,799
Vineyards Community Park	C	35.50			2					6					235								2				1,009
Golden Gate																											
Golden Gate Community Park	C	35.00		1	2				2	5					610			1								1	3,000
Golden Gate Community Center	C	21.00	1		3																						
Golden Gate Greenway	C	3.00																									
Paradise Coast Sports Park	R	195.98																									
Golden Gate Golf Course	R	112.00																									
East Naples																											
East Naples Community Park	C	47.00			4					6					292								2	1			2,016
Sugden Regional Park	R	120.00	1				1,451							1	170		1			1							2,506
Cindy Mysels Community Park	C	5.00																								2	
Bay Street Parcels	R	1.34																									
Bayview Park	R	6.27							3								1										
South Naples																											
Manatee Community Park	C	60.00																									
Port of the Islands	R	5.55							2						1,725												
Eagle Lakes Community Park	C	32.00		1	1										402												
Central Naples																											
Freedom Park	R	25.16																									602
Gordon River Greenway	R	79.00												1													
Immokalee																											
Immokalee High School [2]	C	N/A			1																						
Immokalee Community Park	C	23.00		1	3										178												2,742
Immokalee South Park	C	3.45			1																						
Airport Park	C	19.00																									
Ann Oleski Park (Lake Trafford)	R	2.30							1								1					1					
Immokalee Sports Complex	C	14.00			1																						
Eden Park Elementary [2]	C	N/A																									
Pepper Ranch	R	50.00											10														
Tony Rosbough Community Park	C	7.00																								3	
Urban Estates																											
Big Corkscrew Island Regional Park	R	152.00	1		2													1									
Vanderbilt Extension Community Park	C	125.10																									
Palmetto Elementary [2]	C	N/A																									
Rich King Greenway	R	37.50																									
Sabal Palm Elementary [2]	C	N/A			2																						
Corkscrew Elementary/Middle [2]	C	N/A		1	2																						
Max A. Hasse Community Park	C	20.00			1	1									1,953												878
Summary:																											
- Community Parks		**508.69**	**1**	**5**	**26**	**1**	**0**	**0**	**2**	**24**	**1**	**0**	**0**	**0**	**7,108**	**0**	**0**	**2**	**1**	**0**	**4**	**0**	**4**	**1**	**0**	**9**	**12,759**
- Regional Parks		**1,456.71**	**2**	**0**	**4**	**0**	**3,418**	**1**	**16**	**2**	**0**	**3**	**10**	**6**	**17,964**	**2**	**6**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**1**	**0**	**9,432**
- Total		**1,965.40**	**3**	**5**	**30**	**1**	**3,418**	**1**	**18**	**26**	**1**	**3**	**10**	**6**	**25,072**	**2**	**6**	**3**	**1**	**1**	**4**	**1**	**4**	**2**	**1**	**9**	**22,191**

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Table 1 – (continued)

Collier County Parks and Recreation Facilities Inventory [1]

Park/Facility Name	Park Class	Maintenance Building/ Shed (Sq Ft)	Multipurpose Facility	Multiuse Field (Football/ Soccer)	Nature/ Cultural/ Historical Centers	Parking Garage	Parking Space (Boat/Trailer)	Parking Space (Car)	Paved Multiuse Pathway/ Trail (mile)	Pickleball Courts	Picnic Cover	Picnic Pavilion	Picnic Shelter	Playground	Racquetball Court	Recreation Center (sq ft)	Restroom (sq ft)	Roller Hockey Rink	Skate Park	Softball Field	Sun n' Fun Lagoon	Splash Park	Swimming Pool	Tennis Court	Tennis / Pickleball Combo Courts	Track	Volleyball Court
Marco																											
Caxambas Park	R		1,098				31	16																			
Collier Boulevard Boating Park	R						74	10																			
Tigertail Beach Park	R	280						226						1													
South Marco Beach Access	R							67																			
Goodland Boating Park	R						76	15	0.5			1															
Mar-Good Harbor Park	R				3,038			20	0.4					1													
Isles of Capri Paddlecraft Park	R						4	57																			
North Naples																											
Conner Park	R			1				156	0.7																		
Cocohatchee River Park	R		2,040				55	88					3	1			672										
Barefoot Beach Access	R							96																			
Barefoot Beach Preserve	R				770			402																			
Barefoot Beach State Land	R																										
Clam Pass Park	R							198	1.0																		
North Gulfshore Beach Access	R							38																			
Vanderbilt Beach	R					1		361																			
Vanderbilt Beach Access (7 locations)	R																										
North Collier Regional Park	R	6,044	28,927	4	14,974			1,182	2.5			9	4	1						5	1						
Pelican Bay Community Park	C	315		1				60	1.0				1	1	4									8			1
Osceola Elementary School[2]	C																										
Naples Park Elementary/ Starcher Petty[2]	C							40																2			
Veterans Memorial Elementary[2]	C																										
Veterans Community Park	C	2,799		1				339	1.0	8		1	1	1	4	6,966	664	1		3				8	4		1
Vineyards Community Park	C	1,009		4				289	1.0			7		1	4	9,644	479			2		1		4			
Golden Gate																											
Golden Gate Community Park	C	3,000		1			10	408	2.0			3		1	4		340			2			1	3	7		
Golden Gate Community Center	C		7,813	1				282	1.0			1		1		27,295			1								
Golden Gate Greenway	C																										
Paradise Coast Sports Park	R																										
Golden Gate Golf Course	R																										
East Naples																											
East Naples Community Park	C	2,016		3				252	2.0	65		4		1	4	10,887	1,811			1					2		1
Sugden Regional Park	R	2,506	2,331	1				199	1.0			7		1			476										1
Cindy Mysels Community Park	C							42																			
Bay Street Parcels	R																										
Bayview Park	R						57	15				6		1			1,296										
South Naples																											
Manatee Community Park	C																										
Port of the Islands	R						71	24																			
Eagle Lakes Community Park	C			2				328	2.0			4		2			837			1			1	2			
Central Naples																											
Freedom Park	R	602			2,657			40	1.0			3					731										
Gordon River Greenway	R							49	1.0			2		1													
Immokalee																											
Immokalee High School[2]	C																							2			
Immokalee Community Park	C	2,742		2				150	1.0			1		1	2	6,966	997		1	1				2			1
Immokalee South Park	C			1										1		4,117											1
Airport Park	C			1					1.0			1		1													
Ann Oleski Park (Lake Trafford)	R						7	8			4	1															
Immokalee Sports Complex	C		16,543	3				528															1				
Eden Park Elementary[2]	C			1																							
Pepper Ranch	R								1.0																		
Tony Rosbough Community Park	C							69																			
Urban Estates																											
Big Corkscrew Island Regional Park	R			4						6		9		1						2				2			
Vanderbilt Extension Community Park	C																										
Palmetto Elementary[2]	C			1																							
Rich King Greenway	R																										
Sabal Palm Elementary[2]	C			2																2							
Corkscrew Elementary/Middle[2]	C			1											2					1				4		1	
Max A. Hasse Community Park	C	878						213				2		1		9,483	429			2				2			
Summary:																											
- Community Parks		**12,759**	**24,356**	**25**	**0**	**0**	**10**	**3,000**	**12.00**	**73**	**0**	**24**	**2**	**12**	**24**	**75,358**	**5,557**	**1**	**2**	**15**	**0**	**1**	**3**	**37**	**13**	**1**	**5**
- Regional Parks		**9,432**	**34,396**	**10**	**21,439**	**1**	**375**	**3,267**	**9.10**	**6**	**4**	**38**	**7**	**8**	**0**	**0**	**3,175**	**0**	**0**	**7**	**1**	**0**	**0**	**2**	**0**	**0**	**1**
- Total		**22,191**	**58,752**	**35**	**21,439**	**1**	**385**	**6,267**	**21.10**	**79**	**4**	**62**	**9**	**20**	**24**	**75,358**	**8,732**	**1**	**2**	**22**	**1**	**1**	**3**	**39**	**13**	**1**	**6**

1) Source: Collier County Parks and Recreation Division
2) Land is not owned by Collier County and is excluded from the impact fee calculation.

Service Area and Demand Component

Collier County provides park services and recreation facilities to all Collier County residents and visitors. Regional parks are typically larger and/or offer types of facilities targeting residents throughout Collier County, such as beach and boat access. On the other hand, community parks tend to be relatively smaller in size and typically draw visitors from the unincorporated County, as municipalities in Collier County have similar types of community and neighborhood parks targeting residents within their immediate geographic area. To ensure that new growth is receiving direct benefit from the parks and recreation impact fee and consistent with the methodology used to develop the current adopted impact fee, the impact fee for regional parks is calculated on a countywide basis and is charged to all new development throughout Collier County while the impact fee for community parks is charged only to development within the unincorporated county.

To accurately determine the demand for parks and recreation services, this impact fee study considers not only the resident or permanent populations of the county, but also the seasonal residents and visitors. Therefore, for purposes of this technical analysis, the peak seasonal population is used and subsequent references to population in this report pertain to the peak seasonal population of Collier County, unless otherwise noted. Peak seasonal population figures for both countywide and unincorporated Collier County are prepared by the County's Comprehensive Planning Section (dated May 2024). Appendix B provides additional details on population estimates.

Level of Service

Table 2 presents the calculation of the current LOS for each park type included in the inventory, as well as Collier County's adopted LOS standards according to the most recent AUIR. As presented, in terms of community parks, Collier County's current achieved LOS is 1.14 acres per 1,000 residents compared to the adopted LOS standard of 1.20 acres per 1,000 residents. For regional parks, Collier County's current achieved LOS is 2.96 acres per 1,000 residents compared to the adopted LOS standard of 2.70 acres per 1,000 residents.

While the achieved LOS indicates the investment made by the community, the adopted LOS standard provides the intended/goal LOS. For impact fee calculation purposes, the lower of the two measures is utilized to not overcharge new development. Given this, the achieved LOS standard of 1.14 acres per 1,000 residents is utilized in the calculation of the community park impact fee and the adopted LOS standard of 2.70 acres per 1,000 residents is utilized in the calculation of the regional park impact fee.

Table 2
Current Level of Service & Adopted Level of Service Standard

Park Type Classification	Inventory (Acres)[1]	Achieved LOS[2]	Adopted LOS[3]	LOS Used in Calculations[4]
Parks and Recreation Level of Service (Acres per 1,000 Residents)				
Community	509	1.14	1.20	**1.14**
Regional	1,457	2.96	2.70	**2.70**
Total	**1,966**	**4.10**	**3.90**	**3.84**
2024 Service Area Population [5]				
Community Parks (Unincorporated County)			447,642	
Regional Parks (Countywide)			491,779	

1) Source: Table 1
2) Inventory acres (Item 1) divided by each park classification associated population (Item 5) multiplied by 1,000.
3) Source: Collier County 2023 Annual Update & Inventory Report (AUIR); Parks and Recreation Facilities
4) Level of service utilized in the parks and recreation impact fee calculations.
5) Source: Appendix B, Table B-1

Table 3 presents a comparison of the parks and recreation adopted LOS standards of Collier County to those adopted by other Florida counties. As presented, Collier County's adopted LOS standard is in the range of standards adopted by other communities.

Table 3
Adopted Level of Service Comparison

Jurisdiction	LOS Standard (Acres per 1,000 Residents)
Marion County[1]	2.00
Miami-Dade County[2]	2.75
Monroe County[3]	3.00
Collier County[4]	**3.90**
Lake County[5]	4.00
Palm Beach County[6]	4.82
Broward County[7]	6.00
Lee County[8]	6.80
Osceola County[9]	10.00
Charlotte County[10]	10.00
Sarasota County[11]	12.00
Hendry County[12]	22.00
St. Lucie County[13]	28.70

1) Source: Marion County 2035 Comprehensive Plan, Recreation and Open Space Element - 2.00 parks and recreation facility acres per 1,000 persons
2) Source: Miami-Dade County Comprehensive Development Master Plan, Recreation and Open Space Element - 2.75 acres of local recreation and open space per 1,000 permanent residents in unincorporated areas
3) Source: Monroe County Comprehensive Plan, Recreation and Open Space Element- 1.5 acres per 1,000 functional population of passive, resource-based neighborhood and community parks and 1.5 acres per 1,000 functional population of activity-based neighborhood and community parks within each of the Upper Keys, Middle Keys, and Lower Keys subareas.
4) Source: Collier County 2023 Annual Update & Inventory Report (AUIR); Parks and Recreation Facilities
5) Source: Lake County Comprehensive Plan, 2030 Planning Horizon, Concurrency Management Element - 4.00 acres per 1,000 residents
6) Source: Palm Beach County Comprehensive Plan; Recreation and Open Space Element - 3.31 regional park acres per 1,000 residents and 1.22 district park acres per 1,000 residents and 0.29 acres per 1,000 for beach
7) Source: Broward County Comprehensive Plan Land Use Plan, Parks/Conservation Policy 2.5.1 and 2.5.2 - 3.00 community park acres per 1,000 permanent residents and 3.00 regional park acres per 1,000 permanent residents
8) Source: Lee County Comprehensive Plan as amended Nov 2021 Capital Improvements Element - Regional Parks - 6 acres of developed regional park land open for public use per 1,000 total seasonal County population for all of Lee County. Community Parks - 0.8 acres of developed community park land open for public use per 1,000 unincorporated Lee County permanent population.
9) Source: Osceola County Comprehensive Plan 2040, Parks and Recreation Element, Policy 8-1.2 2 Parks and Resource Indicators. One community park per 15,000 population, provision of regional parks at ten acres per 1,000 population, and provision of recreational trails at one mile per 1,500 population.
10) Source: Charlotte County 2050 Comprehensive Plan, Recreation and Open Space Data and Analysis - 6.00 acres per 1,000 residents of active/multi-purpose park land and 4.00 acres per 1,000 residents of passive park land
11) Source: Sarasota County Comprehensive Plan, Chapter 2 - Parks, Preserves, and Recreation - 12.00 acres per 1,000 residents of developable park land

12) Source: Hendry County Comprehensive Plan; Concurrency Management Element - 20.00 regional park acres per 1,000 population and 2.00 community park acres per 1,000 population
13) Source: St. Lucie County Comprehensive Plan, Recreation and Open Space Element - 5.00 community park acres per 1,000 unincorporated residents, 2.50 community park acres per 1,000 countywide residents, and 21.2 acres per 1,000 population countywide

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Cost Component

The total cost per resident for parks and recreation facilities consists of two components: the cost of purchasing and developing land for each park and the cost of facilities and equipment located at each park.

Recreational Facility Cost

The first step in calculating the total cost for parks and recreation services in Collier County involves estimating the current value of recreational facilities. When available, the value for the parks facilities is estimated based on recent bids or recent facilities built by the County. When recent bid/purchase information was not available, unit costs from the County's insurance reports and recent costs for similar facilities from other jurisdictions as well as estimates provided by the County were used.

As presented in **Table 4**, the total park facility value is $100 million for community parks and $89 million for regional parks, for a combined total of $189 million, including construction and architectural design and engineering (A&E) costs.

It should be noted that the improvements to the North Collier Regional Park were funded with a bond issue, which is being repaid with impact fee revenue. To ensure that new development is not being overcharged for these future payments, the portion of the remaining principal for these improvements that is to be repaid with impact fee revenue ($18 million) is removed from the total value of the facilities of regional parks, as shown in Table 4. This adjustment results in an owned facility value of $71 million (down from $89 million) for regional parks. These figures result in recreational facility value of $224 per resident for community parks, and $144 per resident for regional parks.

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Table 4

Parks and Recreation Facilities and Equipment Cost per Resident

Facility[1]	Unit[1]	Unit Value[2]	Community Parks		Regional Parks		Total Value[5]
			Count[3]	Total Value[4]	Count[3]	Total Value[4]	
Amphitheater	amphitheater	$360,000	1	**$360,000**	2	**$720,000**	**$1,080,000**
Baseball Field	field	$550,000	5	**$2,750,000**	0	**$0**	**$2,750,000**
Basketball Court	court	$51,600	26	**$1,341,600**	4	**$206,400**	**$1,548,000**
Basketball Pavilion	pavilion	$474,400	1	**$474,400**	0	**$0**	**$474,400**
Bath House	sq. ft.	$221	0	**$0**	3,418	**$755,378**	**$755,378**
Boardwalk	boardwalk	$133,000	0	**$0**	1	**$133,000**	**$133,000**
Boat Ramp Lane	ramp lane	$525,000	2	**$1,050,000**	16	**$8,400,000**	**$9,450,000**
Bocce/Shuffleboard Court	court	$6,600	24	**$158,400**	2	**$13,200**	**$171,600**
Bocce Ball Cover	cover	$16,600	1	**$16,600**	0	**$0**	**$16,600**
Cabana	cabana	$15,650	0	**$0**	3	**$46,950**	**$46,950**
Campgrounds	campground	$16,000	0	**$0**	10	**$160,000**	**$160,000**
Canoe/Kayak Launch	launch	$22,400	0	**$0**	6	**$134,400**	**$134,400**
Concession Area/Stand/Trailer/Building	sq. ft.	$199	7,108	**$1,414,492**	17,964	**$3,574,836**	**$4,989,328**
Dockmaster	dockmaster	$504,000	0	**$0**	2	**$1,008,000**	**$1,008,000**
Fishing/Dock/Pier	dock	$92,000	0	**$0**	6	**$552,000**	**$552,000**
Dog Park	park	$11,000	2	**$22,000**	1	**$11,000**	**$33,000**
Dog Park Shelter	shelter	$5,000	1	**$5,000**	0	**$0**	**$5,000**
Garden Cover	cover	$21,000	0	**$0**	1	**$21,000**	**$21,000**
Gazebo	gazebo	$14,300	4	**$57,200**	0	**$0**	**$57,200**
Gazebo/Pier	gazebo / pier	$207,500	0	**$0**	1	**$207,500**	**$207,500**
Handball Court	court	$25,000	4	**$100,000**	0	**$0**	**$100,000**
Horseshoes	pit	$1,860	1	**$1,860**	1	**$1,860**	**$3,720**
Learning Center	center	$111,600	0	**$0**	1	**$111,600**	**$111,600**
Little League Field	field	$490,000	9	**$4,410,000**	0	**$0**	**$4,410,000**
Maintenance Building/Shed	sq. ft.	$121	12,759	**$1,543,839**	9,432	**$1,141,272**	**$2,685,111**
Multipurpose Facility	sq. ft.	$223	24,356	**$5,431,388**	34,396	**$7,670,308**	**$13,101,696**
Multiuse Field (Football/Soccer)	field	$550,000	25	**$13,750,000**	10	**$5,500,000**	**$19,250,000**
Nature/Cultural/Historical Centers	sq. ft.	$322	0	**$0**	21,439	**$6,903,358**	**$6,903,358**
Parking Garage	garage	$8,280,000	0	**$0**	1	**$8,280,000**	**$8,280,000**
Parking Space (Boat/Trailer)	parking space	$5,320	10	**$53,200**	375	**$1,995,000**	**$2,048,200**
Parking Space (Car)	parking space	$2,660	3,000	**$7,980,000**	3,267	**$8,690,220**	**$16,670,220**
Paved Multiuse Pathway/Trail	mile of trail	$158,400	12.00	**$1,900,800**	9.10	**$1,441,440**	**$3,342,240**
Pickleball Courts	court	$22,830	73	**$1,666,590**	6	**$136,980**	**$1,803,570**
Picnic Cover	cover	$6,600	0	**$0**	4	**$26,400**	**$26,400**
Picnic Pavilion	pavilion	$46,000	24	**$1,104,000**	38	**$1,748,000**	**$2,852,000**
Picnic Shelter	shelter	$17,600	2	**$35,200**	7	**$123,200**	**$158,400**
Playground	playground	$163,800	12	**$1,965,600**	8	**$1,310,400**	**$3,276,000**
Racquetball Court	court	$58,750	24	**$1,410,000**	0	**$0**	**$1,410,000**
Recreation Facility (Indoor)	sq. ft.	$231	75,358	**$17,407,698**	0	**$0**	**$17,407,698**
Restroom	sq. ft.	$204	5,557	**$1,133,628**	3,175	**$647,700**	**$1,781,328**
Roller Hockey Rink	rink	$562,500	1	**$562,500**	0	**$0**	**$562,500**
Skate Park	skate park	$550,000	2	**$1,100,000**	0	**$0**	**$1,100,000**
Softball Field	field	$535,000	15	**$8,025,000**	7	**$3,745,000**	**$11,770,000**
Sun n' Fun Lagoon	play area	$15,000,000	0	**$0**	1	**$15,000,000**	**$15,000,000**
Splash Park	park	$822,000	1	**$822,000**	0	**$0**	**$822,000**
Swimming Pool	pool	$2,939,600	3	**$8,818,800**	0	**$0**	**$8,818,800**
Tennis Court	court	$68,500	37	**$2,534,500**	2	**$137,000**	**$2,671,500**
Tennis/Pickleball Combo Courts	court	$68,500	13	**$890,500**	0	**$0**	**$890,500**
Track	track	$922,000	1	**$922,000**	0	**$0**	**$922,000**
Volleyball Court	court	$3,000	5	**$15,000**	1	**$3,000**	**$18,000**
Recreational Facility Value[6]				**$91,233,795**		**$80,556,402**	**$171,790,197**
Architecture, Engineering, and Inspection @ 10%[7]				$9,123,380		$8,055,640	$17,179,020
Total Recreational Facility Value[8]				**$100,357,175**		**$88,612,042**	**$188,969,217**
Less: Portion Not Owned[9]				$0		$17,745,823	$17,745,823
Owned Recreational Facility Value[10]				**$100,357,175**		**$70,866,219**	**$171,223,394**
Total Population[11]				447,642		491,779	
Total Recreational Facility Value per Resident[12]				**$224.19**		**$144.10**	**$368.29**

1) Source: Table 1
2) Based primarily on estimates provided by Collier County, costs from 2019 Collier County Parks and Recreation Impact Fee Update Study indexed according to Engineering News Record, and recent cost information obtained from other jurisdictions
3) Source: Table 1
4) Unit value (Item 2) multiplied by the number of units per facility (Item 3)
5) Sum of the value of recreational facilities at community and regional parks
6) Sum of recreational facility values
7) Facility value multiplied by 10 percent, based on information provided by Collier County
8) Sum of the recreational facility value (Item 6) and the architecture, engineering, and inspection cost (Item 7)
9) Source: Collier County Office of Management and Budget
10) Total recreational facility value (Item 8) less the portion not owned (Item 9)
11) Source: Appendix B, Table B-1
12) Owned recreational facility value (Item 10) divided by total population (Item 11)

Land Cost

Because of recent fluctuations in land values statewide and given that a large portion of park infrastructure consists of land, a detailed analysis of land values for each type of park (and the geographic subareas within the county) was conducted. This analysis takes into consideration recent vacant land sales of similar size parcels by geographic area, current land value of the existing parks and other vacant parcels, as reported by the Collier County Property Appraiser as well as trends in vacant land values since the last study. Although the County's inventory includes beach and coastal parcels with high land values, because the County is not intending to purchase additional beach/coastal land in the near future, these parcels were valued at the same cost as inland properties. More specifically, the following analysis was conducted:

- A review of countywide vacant land value increase since the last technical study, as reported by Collier County Property Appraiser.
- A review of vacant land sales in subareas of the county for 2018 through 2022 was conducted to understand current land value by geographic area. In addition, the vacant land analysis was conducted for different acreage levels. Resulting land values were used for parks located in each geographic area.
- A review of just market value inland properties in each geographic area as well as for different parcel-size groups from the Property Appraiser database was conducted and results were compared to the sales data and data compiled during the previous interim analysis.

Appendix A provides the data used for this analysis.

The cost of land for parks and recreation facilities includes more than just the purchase cost of the land. Landscaping/site improvement and utilities/paving costs are also considered. These costs can vary greatly, depending on the type of services offered at each park. Based on information provided by the County, as well as information from similarly sized jurisdictions and park types, basic landscaping, site preparation, and irrigation costs were estimated at $10,000 per acre for community parks, and $40,000 per acre for regional parks, as presented in **Table 5**.

These land costs are converted to land value per resident using the LOS presented previously, which results in a land cost of $180 per resident for community parks and $745 per resident for regional parks.

Table 5

Land Cost per Resident

Variable	Park Class	
	Community	Regional
Land Purchase Cost per Acre[1]	$148,000	$236,000
Landscaping, Site Prep., and Irrigation Cost per Acre[2]	$10,000	$40,000
Total Land Cost per Acre[3]	**$158,000**	**$276,000**
LOS (Acres per 1,000 Residents)[4]	1.14	2.70
Total Land Cost per Resident[5]	**$180.12**	**$745.20**

1) Source: Table A-2, rounded to the nearest hundred
2) Source: Based on discussion with County staff and information from other Florida jurisdictions
3) Sum of land purchase cost per acre and landscaping, site preparation, and irrigation cost per acre (Items 1 and 2)
4) Source: Table 2
5) Land cost per acre (Item 3) multiplied by the LOS (Item 4), divided by 1,000

Total Impact Cost per Resident

Table 6 presents the total impact cost per resident for parks and recreation facilities in Collier County. The total cost is $404 per resident for community parks and $889 per resident for regional parks.

Table 6

Total Impact Cost per Resident

Variable	Community Parks		Regional Parks	
	Cost	Percent of Total Cost[4]	Cost	Percent of Total Cost[4]
Recreational Facility Cost per Resident[1]	$224.19	55.5%	$144.10	16.2%
Land Cost per Resident[2]	$180.12	44.5%	$745.20	83.8%
Total Impact Cost per Resident[3]	**$404.31**	**100.0%**	**$889.30**	**100.0%**

1) Source: Table 4
2) Source: Table 5
3) Sum of recreational facility cost per resident (Item 1) and land cost per resident (Item 2)
4) Distribution of total impact cost per resident (between facility and land cost)

Credit Component & Net Impact Cost

The net parks and recreation impact cost per resident is the difference between the cost component and the credit component. In recent years, the County has funded capacity expansion projects with impact fees and the one percent local government infrastructure surtax. The one percent local government infrastructure surtax was repealed on December 31, 2023, and the County does not intend to reimplement this funding mechanism. This funding source is not included in the credit calculations since it is unlikely to be used in future years.

Given that the County plans to use impact fee revenues for future parks and recreation facilities expansion, there is no revenue credit needed for other funding sources. Future debt payments that will be made with impact fees are subtracted from the value of the inventory (see Table 4).

As presented in **Table 7**, the total impact cost is equivalent to the net impact cost. If, in the future, the County allocates non-impact fee revenue sources for capacity expansion projects, these calculations should be revised to reflect the new development's contribution from these funding sources.

Table 7

Net Impact Cost per Resident

Variable	Community Parks	Regional Parks
Total Impact Cost per Resident[(1)]	$404.31	$889.30
Total Revenue Credit per Resident[(2)]	$0.00	$0.00
Net Impact Cost per Resident[(3)]	**$404.31**	**$889.30**

1) Source: Table 6
2) County plans to use impact fee revenues for future parks and recreation capacity expansion projects; no credit is needed.
3) Total impact cost per resident (Item 1) less the total revenue credit per resident

Calculated Parks and Recreation Impact Fee

Table 8 presents the calculated community parks and recreation impact fee schedule developed for residential land uses while **Table 9** presents the calculated regional parks and recreation impact fee schedule. As previously mentioned, due to the service area of community parks, community parks impact fees are collected only within unincorporated Collier County. Changes to the cost and credit components account for a 35-percent increase in the case of community parks and a 5-percent decrease in the case of regional parks. Changes in the final fee amounts that differ from this percentage are due to the changes in the demand component since the 2015 study. Finally, because the increases in fees are less than 50 percent for both community parks and regional parks, there will not be a need to cap the fees.

Table 8

Calculated Parks and Recreation Impact Fee Schedule (Community Parks)

Land Use	Impact Unit	Uninc. County Residents per Unit[1]	Community Parks			
			Net Impact Cost per Resident[2]	Calculated Impact Fee[3]	Current Adopted Impact Fee[4]	Percent Change[5]
Single Family Detached						
- Less than 4,000 sf	du	2.65	$404.31	**$1,071.42**	$933.83	15%
- 4,000 sf or greater	du	3.27	$404.31	**$1,322.09**	$1,067.72	24%
Multi-Family	du	1.46	$404.31	**$590.29**	$455.20	30%
Mobile Home / RV Park (Tied Down)	du	1.95	$404.31	**$788.40**	$716.28	10%
Retirement Community - Detached (Single Family)	du	1.62	$404.31	**$654.98**	$933.83	-30%
Retirement Community - Attached (Multi-Family)	du	0.88	$404.31	**$355.79**	$455.20	-22%

1) Source: Appendix B, Table B-3
2) Source: Table 7
3) Residents per unit (Item 1) multiplied by the net cost per resident (Item 2)
4) Source: Collier County Capital Project Planning, Impact Fees and Program Management Division
5) Percent change from the current adopted impact fee (Item 4) to the calculated impact fee (Item 3)

Table 9
Calculated Parks and Recreation Impact Fee Schedule (Regional Parks)

Land Use	Impact Unit	Countywide Residents per Unit[1]	Regional Parks			
			Net Impact Cost per Resident[2]	Calculated Impact Fee[3]	Current Adopted Impact Fee[4]	Percent Change[5]
Single Family Detached:						
- Less than 4,000 sq. ft.	du	2.53	$889.30	**$2,249.93**	$2,694.32	-16%
- 4,000 sq. ft. or greater	du	3.12	$889.30	**$2,774.62**	$3,080.67	-10%
Multi-Family	du	1.31	$889.30	**$1,164.98**	$1,230.24	-5%
Mobile Home / RV Park (Tied Down)	du	1.92	$889.30	**$1,707.46**	$2,145.29	-20%
Retirement Community - Detached (Single Family)	du	1.55	$889.30	**$1,378.42**	$2,694.32	-49%
Retirement Community - Attached (Multi-Family)	du	0.79	$889.30	**$702.55**	$1,230.24	-43%

1) Source: Appendix B, Table B-2
2) Source: Table 7
3) Residents per unit (Item 1) multiplied by the net cost per resident (Item 2)
4) Source: Collier County Capital Project Planning, Impact Fees and Program Management Division
5) Percent change from the current adopted impact fee (Item 4) to the calculated impact fee (Item 3)

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Impact Fee Schedule Comparison

As part of the work effort in updating Collier County's parks and recreation impact fee program, a comparison of parks and recreation impact fee schedules was completed for other Florida jurisdictions. **Table 10** presents this comparison. As presented, Collier County's fee is on the high end of fees imposed by these jurisdictions.

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Table 10

Parks and Recreation Impact Fee Comparison

County	Date of Last Update[1]	Adoption Percent[1]	Single Family (2,000 sf, per du)[1]	Multi-Family (1,300 sf, per du)[1]	Mobile Home (1,300) (du)[1]	Single Family Fee @ 100%[2]
Lake County[3]	2022	Varies	$276	$228	$171	$291
Charlotte County[4]	2021	100%	$312	$246	$249	$312
Hernando County[5]	2021	100%	$491	$358	$375	$491
Bay County[6]	2005	50%	$330	$261	$336	$660
Citrus County[7]	2021	100%	$661	$509	$628	$661
Alachua County[8]	2023	100%	$836	$543	$543	$836
Flagler County[9]	2021	42%	$399	$160	$372	$950
Volusia County[10]	2022	100%	$1,028	$968	$968	$1,028
St. Johns County[11]	2018	100%	$1,692	$1,359	$1,359	$1,346
Lee County[12]	2018	52.5%	$806	$610	$591	$1,535
Martin County[13]	2023	100%	$1,674	$1,674	$1,674	$1,674
Polk County[14]	2024	100%	$1,864	$1,396	$1,276	$1,864
Indian River County[15]	2020	40%	$819	$468	$471	$2,048
Nassau County[16]	2019	100%	$2,049	$1,330	$2,219	$2,049
Orange County[17]	2022	Varies	$2,246	$1,492	$1,694	$2,246
Osceola County[18]	2019	100%	$2,305	$1,118	$1,699	$2,305
Palm Beach County[19]	2022	Varies	$1,225	$1,123	$1,123	$2,332
Sarasota County[20]	2016	100%	$2,719	$2,204	$1,880	$2,719
St. Lucie County[21]	2022	Varies	$2,560	$2,285	$1,677	$2,728
Hillsborough County[22]	2020	65%	$2,145	$1,710	$1,710	$3,300
Collier County-Calculated[23]	**2024**	**N/A**	**$3,321**	**$1,755**	**$2,496**	**$3,321**
Collier County-Current Adopted[24]	**2015**	**100%**	**$3,628**	**$1,685**	**$2,862**	**$3,313**
Manatee County[25]	2024	Varies	$1,947	$1,128	$726	$3,342
Pasco County[26]	2022	100%	$3,450	$3,450	$3,450	$3,450
Miami-Dade County[27]	N/A	N/A	$2,849-$4,529	$1,765-$2,658	$2,849-$4,529	N/A

1) Represents the date of the most recent study and portion of the maximum calculated fee for each respective county that is actually charged. Fees may have been lowered/raised through indexing or policy discounts. Does not account for moratoriums/suspensions.
2) Represents the full calculated single family fee from each respective technical study
3) Source: Source: Lake County, Planning and Zoning. Impact fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown effective January 2, 2027.
4) Source: Charlotte County Planning & Zoning. Fee shown is community park impact fee. The regional/specialty parks impact fee was adopted at 0%. Fee shown for multi-family reflects fee for multi-family (1-2 stories). All fees include 2.55% administrative fee.
5) Source: Hernando County Planning Division. Fees adopted in compliance with the 50% limit per F.S. 163.31801. Fees shown are fully phased rates effective July 7, 2025.
6) Source: Bay County Planning and Zoning.
7) Source: Citrus County Land Development Division
8) Source: Alachua County Ordinances 23-18, 23-19, and 23-20. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective March 1, 2027.
9) Source: Flagler County Planning and Zoning Department. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective March 15, 2025.
10) Source: Volusia County Growth and Resource Management Department. Fee shown is the sum of local and district/coastal park impact fees.
11) Source: Source: St. Johns County

12) Source: Lee County Department of Community Development. Fee shown reflects sum of community and regional park fees.
13) Source: Martin County Services, Impact Fees. Fees adopted in compliance with the 50% limit per F.S. 163.31801. Fees shown effective January 1, 2028.
14) Source: Polk County Building & Construction Department. Fees shown effective January 1, 2027 following a three-year phasing.
15) Source: Indian River County Community Development.
16) Source: Nassau County Building Department
17) Source: Orange County Impact Fee Administration; Community, Environmental & Development Services Department. Fees adopted in compliance with the phasing requirements and 50% limit per F.S. 163.31801. Fees shown reflect Phase 4 fees effective January 1, 2025.
18) Source: Osceola County Impact and Mobility Fees Office
19) Source: Palm Beach County Planning, Zoning and Building Department. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown effective January 1, 2026.
20) Source: Sarasota County Planning and Development Services
21) Source: St. Lucie County Planning & Development Services Department. Fees adopted in compliance with the phasing requirements and 50% limit per F.S. 163.31801. Fees shown effective October 1, 2025.
22) Source: Hillsborough County Development Services Department. Mobile home fee reflects residential 1,250-1,499 sq. ft. tier.
23) Source: Table 8,9
24) Source: Collier County Capital Project Planning, Impact Fees, and Program Management Division. Fee shown is the sum of Community and Regional Park fees.
25) Source: Manatee County, Development Services. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028.
26) Source: Pasco County Central Permitting Department
27) Source: Miami-Dade County Development Services Division. Fees vary based on district and unit type.

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Appendix A -
Land Value Analysis
- Supplemental Information

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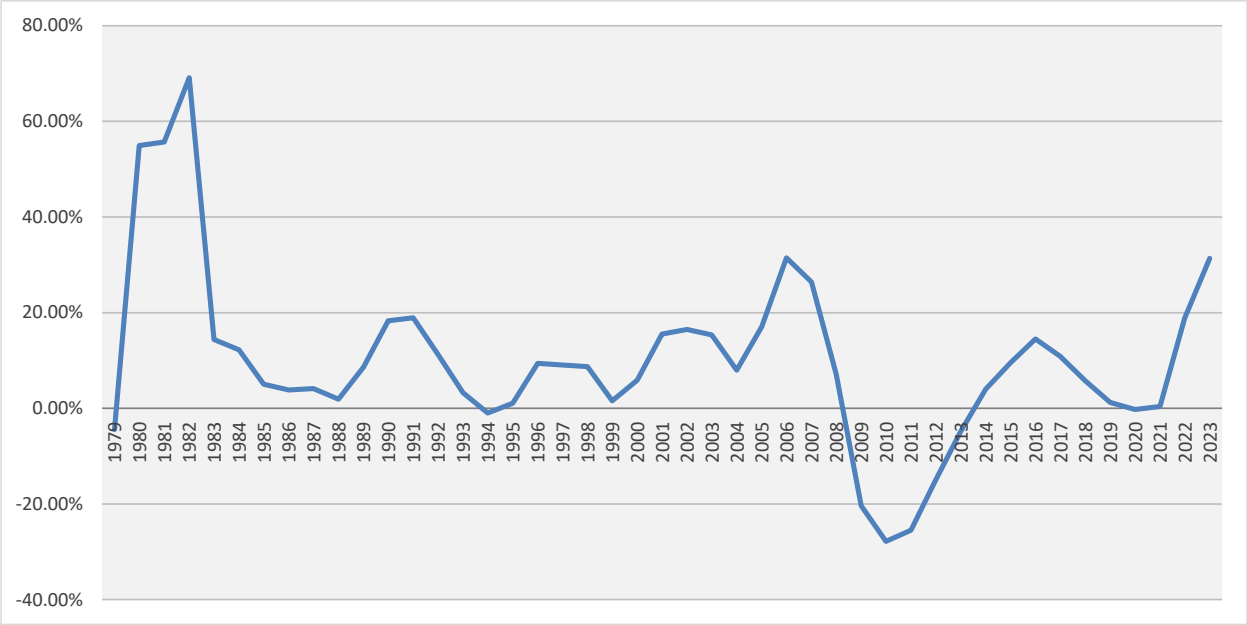
Appendix A - Land Value Analysis

This appendix provides the back-up data and information on land value estimates. Because Collier County does not intend to purchase high value beach and coastal properties, land value estimates represent inland land values. As explained previously, several steps were undertaken to determine the land values for the impact fee calculations. These include:

- A review of vacant land just value trends in Collier County over time.
- A review of vacant land sales in subareas of the county for 2018 through 2022 to understand current land values by geographic area. In addition, the vacant land analysis was conducted for different acreage levels. Resulting land values were compared to sales used in the last study to understand level of increase. The resulting estimates are used for parks located in each geographic area.
- A review of just market value of inland properties in each geographic area as well as for different parcel-size groups from the Property Appraiser database.

Figure A-1 presents the residential vacant land value changes estimated by the Collier County Property Appraiser since 1980s. Land values are estimated to increase by 113% since 2019, when the data for the interim analysis was obtained. Table A-1 presents the estimated land value per acre by region used in the 2019 interim technical study, as well as the indexed value per acre.

Figure A-1
Collier County Vacant Residential Land Values
3-year Average Change



Source: Florida Department of Revenue, Florida Property Valuations and Tax Databook

Table A-1
Indexed Land Value Estimates

SubArea	Land Value per Acre	
	2019 Estimate[1]	2019 Indexed[2]
Marco Island	$325,000	$692,250
North Naples		
- 0.5 - 5 acres	$325,000	$692,250
- Greater than 5 acres	$300,000	$639,000
Golden Gate		
- 0.5 - 5 acres	$40,000	$85,200
- Greater than 5 acres	$110,000	$234,300
East Naples		
- 0.5 - 5 acres	$155,000	$330,150
- Greater than 5 acres	$80,000	$170,400
Immokalee/Big Corkscrew		
- 0.5 - 5 acres	$20,000	$42,600
- Greater than 5 acres	$30,000	$63,900
Residential Vacant Land Value Increase (2019-2023)[3]		113%

1) Source: Collier County Parks and Recreation Impact Fee Study, Draft Report, August 20, 2019
2) The 2019 estimates (Item 1) indexed according to the residential vacant land value increase (Item 3)
3) Source: Florida Department of Revenue, Florida Property Valuations and Tax Databook

Inland Land Values

Table A-2 provides the estimated land values per acre for each region, which are based on the analysis shown in Tables A-3 through A-12. For each region, recent sales of vacant parcels were reviewed and compared to the sale prices of vacant property in the same region during the last technical study. Estimated value per acre in each region is also compared to the estimates used in the last two technical studies to provide a trend analysis.

Consistent with the last two technical studies, land value estimates for the East Naples area are also used for the Central Naples areas. Similarly, estimates for other areas are used for the parks within the Urban Estates area as appropriate.

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Table A-2
Collier County Inland Land Values

District	Park	Park Class	Total Acres	Value per Acre	Total Land Value
Marco	Caxambas Park	R	4.20	$500,000	$2,100,000
	Collier Boulevard Boating Park	R	0.50	$500,000	$250,000
	Tigertail Beach Park	R	31.60	$500,000	$15,800,000
	South Marco Beach Access	R	5.00	$500,000	$2,500,000
	Goodland Boating Park	R	5.00	$500,000	$2,500,000
	Mar-Good Harbor Park	R	2.50	$500,000	$1,250,000
	Isles of Capri Paddlecraft Park	R	9.00	$500,000	$4,500,000
Marco -- Subtotal			***57.80***		***$28,900,000***
North Naples	Conner Park	R	5.00	$450,000	$2,250,000
	Cocohatchee River Park	R	7.56	$415,000	$3,137,400
	Barefoot Beach Access	R	5.00	$450,000	$2,250,000
	Barefoot Beach Preserve	R	159.60	$415,000	$66,234,000
	Barefoot Beach State Land	R	186.00	$415,000	$77,190,000
	Clam Pass Park	R	35.00	$415,000	$14,525,000
	North Gulfshore Beach Access	R	0.50	$450,000	$225,000
	Vanderbilt Beach	R	5.00	$450,000	$2,250,000
	Vanderbilt Beach Access (7 Locations)	R	0.45	$450,000	$202,500
	North Collier Regional Park	R	207.70	$415,000	$86,195,500
	Pelican Bay Community Park	C	15.00	$415,000	$6,225,000
	Veterans Community Park	C	43.64	$415,000	$18,110,600
	Vineyards Community Park	C	35.50	$415,000	$14,732,500
North Naples -- Subtotal			***705.95***		***$293,527,500***
Golden Gate	Golden Gate Community Park	C	35.00	$70,000	$2,450,000
	Golden Gate Community Center	C	21.00	$70,000	$1,470,000
	Paradise Coast Sports Park	R	195.98	$70,000	$13,718,600
	Golden Gate Golf Course	R	112.00	$70,000	$7,840,000
	Golden Gate Greenway	C	3.00	$50,000	$150,000
Golden Gate -- Subtotal			***366.98***		***$25,628,600***
East Naples	East Naples Community Park	C	47.00	$105,000	$4,935,000
	Cindy Mysels Community Park	C	5.00	$225,000	$1,125,000
	Sugden Regional Park	R	120.00	$105,000	$12,600,000
	Bay Street Parcels	R	1.34	$225,000	$301,500
	Bayview Park	R	6.27	$125,000	$783,750
East Naples -- Subtotal			**179.61**		**$19,745,250**
South Naples	Eagle Lakes Community Park	C	32.00	$150,000	$4,800,000
	Manatee Community Park	C	60.00	$150,000	$9,000,000
	Port of the Islands	R	5.55	$150,000	$832,500
South Naples -- Subtotal			***97.55***		***$14,632,500***
Central Naples	Freedom Park	R	25.16	$105,000	$2,641,800
	Gordon River Greenway	R	79.00	$105,000	$8,295,000
Central Naples -- Subtotal			***104.16***		***$10,936,800***

Table A-2 (Continued)
Collier County Inland Land Values

District	Park	Park Class	Total Acres	Value per Acre	Total Land Value
Immokalee	Immokalee Community Park	C	23.00	$35,000	$805,000
	Immokalee Sports Complex	C	14.00	$35,000	$490,000
	Airport Park	C	19.00	$35,000	$665,000
	Immokalee South Park	C	3.45	$30,000	$103,500
	Tony Rosbough Community park	C	7.00	$35,000	$245,000
	Ann Oleski Park (Lake Trafford)	R	2.30	$30,000	$69,000
	Pepper Ranch	R	50.00	$35,000	$1,750,000
Immokalee -- Subtotal			***118.75***		***$4,127,500***
Urban Estates	Max A. Hasse Community Park	C	20.00	$70,000	$1,400,000
	Vanderbilt Extension Community Park	C	125.10	$70,000	$8,757,000
	Big Corkscrew Island Regional Park	R	152.00	$50,000	$7,600,000
	Rich King Greenway	R	37.50	$105,000	$3,937,500
Urban Estates -- Subtotal			***334.60***		***$21,694,500***
All Parks - Inland Acreage			**1,965.40**	**$213,286**	**$419,192,650**
Community Parks -- Inland Acreage			**508.69**	**$148,349**	**$75,463,600**
Regional Parks - Inland Acreage			**1,456.71**	**$235,963**	**$343,729,050**

Note: See Tables A-3 through A-12 for estimated cost per acre in each region

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Table A-3

Marco Island - Land Value Analysis (Inland)

Acreage	Property Appraiser -- Vacant Land Sales												
	Avg. of 2012-14			Avg. of 2015-18*			%-Δ (2012-14 to 2015-18)		Avg. of 2018-22			%-Δ (2015-18 to 2018-22)	
	W. Avg.	Median	Count	W. Avg.	Median	Count	W. Avg.	Median	W. Avg.	Median	Count	W. Avg.	Median
0.5 - 5 acres	$317,232	$257,695	40	$432,216	$468,182	31	36%	82%	$578,582	$540,000	23	34%	15%
5.01 - 20 acres	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
20.01 - 50 acres	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Source: Collier County Property Appraiser

*Figures include partial year of information for 2022

Table A-4

Marco Island - Land Value Estimate

Marco Island Area Parks	Value per Acre			
	2009[1]	2015[2]	2018[3]	2023[4]
Estimate for In-Land Properties	$550,000	$250,000	$325,000	**$500,000**
%-Change	-	-55%	30%	54%

1) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, June 26, 2009
2) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, September 25, 2015
3) Source: Collier County Parks and Recreation Impact Fee Study, Interim Analysis, August 20, 2019
4) Estimated based on previous study's estimates and information on the residential vacant land value increase from the Florida Department of Revenue, Florida Property Valuations and Tax Databook

Table A-5

North Naples - Land Value Analysis (Inland)

Acreage	Property Appraiser -- Vacant Land Sales												
	Avg. of 2012-14			Avg. of 2015-18*			%-Δ (2012-14 to 2015-18)		Avg. of 2018-22			%-Δ (2015-18 to 2018-22)	
	W. Avg.	Median	Count	W. Avg.	Median	Count	W. Avg.	Median	W. Avg.	Median	Count	W. Avg.	Median
0.5 - 5 acres	$228,350	$221,917	122	$339,281	$382,353	92	49%	72%	$454,803	$456,548	76	34%	19%
5.01 - 20 acres	$240,832	$184,306	4	$520,538	$520,538	1	116%	182%	N/A	N/A	N/A	N/A	N/A
20.01 - 50 acres	$344,828	$344,828	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Source: Collier County Property Appraiser
*Figures include partial year of information for 2022

Table A-6

North Naples - Land Value Estimates

North Naples Area Parks	Value per Acre			
	2009[1]	2015[2]	2018[3]	2023[4]
Estimate for In-Land Properties:				
0.5 - 5 acres	$550,000	$250,000	$325,000	**$450,000**
Greater than 5 acres	$450,000	$225,000	$300,000	**$415,000**
%-Change				
0.5 - 5 acres	-	-55%	30%	38%
Greater than 5 acres	-	-50%	33%	38%

1) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, June 26, 2009
2) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, September 25, 2015
3) Source: Collier County Parks and Recreation Impact Fee Study, Interim Analysis, August 20, 2019
4) Estimated based on information presented in Table A-5

Table A-7

Golden Gate – Land Value Analysis (Inland)

Acreage	Property Appraiser -- Vacant Land Sales												
	Avg. of 2012-14			Avg. of 2015-18*			%-Δ (2012-14 to 2015-18)		Avg. of 2018-22			%-Δ (2015-18 to 2018-22)	
	W. Avg.	Median	Count	W. Avg.	Median	Count	W. Avg.	Median	W. Avg.	Median	Count	W. Avg.	Median
0.5 - 5 acres	$31,175	$22,745	222	$56,120	$24,793	690	80%	9%	$65,167	$40,881	1,027	16%	65%
5.01 - 20 acres	$32,956	$24,263	4	$79,882	$14,525	29	142%	-40%	$67,153	$28,641	45	-16%	97%
20.01 - 50 acres	N/A	N/A	N/A	$120,719	$120,719	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Source: Collier County Property Appraiser

*Figures include partial year of information for 2022

Table A-8

Golden Gate - Land Value Estimates

Golden Gate Area Parks	Value per Acre			
	2009[1]	2015[2]	2018[3]	2023[4]
Estimate for In-Land Properties:				
0.5 - 5 acres	$75,000	$35,000	$40,000	**$50,000**
Greater than 5 acres	$230,000	$105,000	$110,000	**$70,000**
%-Change				
0.5 - 5 acres	-	-53%	14%	25%
Greater than 5 acres	-	-54%	5%	-36%

1) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, June 26, 2009
2) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, September 25, 2015
3) Source: Collier County Parks and Recreation Impact Fee Study, Interim Analysis, August 20, 2019
4) Estimated based on information presented in Table A-7

Table A-9

East Naples – Land Value Analysis (Inland)

Acreage	Property Appraiser -- Vacant Land Sales												
	Avg. of 2012-14			Avg. of 2015-18*			%-Δ (2012-14 to 2015-18)		Avg. of 2018-22			%-Δ (2015-18 to 2018-22)	
	W. Avg.	Median	Count	W. Avg.	Median	Count	W. Avg.	Median	W. Avg.	Median	Count	W. Avg.	Median
0.5 - 5 acres	$218,074	$117,551	36	$249,073	$96,916	49	14%	-18%	$317,257	$267,388	50	27%	176%
5.01 - 20 acres	$123,680	$157,317	5	$145,360	$86,217	3	18%	-45%	$287,663	$258,621	5	98%	200%
20.01 - 50 acres	$200,351	$200,351	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Source: Collier County Property Appraiser

*Figures include partial year of information for 2022

Table A-10

East Naples – Land Value Estimates

East Naples Area Parks	Value per Acre			
	2009[1]	2015[2]	2018[3]	2023[4]
Estimate for In-Land Properties:				
0.5 - 5 acres	$500,000	$135,000	$155,000	**$225,000**
Greater than 5 acres	$120,000	$70,000	$80,000	**$105,000**
%-Change				
0.5 - 5 acres	-	-73%	15%	45%
Greater than 5 acres	-	-42%	14%	31%

1) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, June 26, 2009
2) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, September 25, 2015
3) Source: Collier County Parks and Recreation Impact Fee Study, Interim Analysis, August 20, 2019
4) Estimated based on information presented in Table A-9

Table A-11

Immokalee/Big Corkscrew – Land Value Analysis (Inland)

Acreage	Property Appraiser -- Vacant Land Sales												
	Avg. of 2012-14			Avg. of 2015-18*			%-Δ (2012-14 to 2015-18)		Avg. of 2018-22			%-Δ (2015-18 to 2018-22)	
	W. Avg.	Median	Count	W. Avg.	Median	Count	W. Avg.	Median	W. Avg.	Median	Count	W. Avg.	Median
0.5 - 5 acres	$18,292	$13,954	130	$39,976	$19,414	988	119%	39%	$57,577	$31,903	1,242	44%	64%
5.01 - 20 acres	$17,861	$15,187	6	$36,674	$18,868	15	105%	24%	$31,753	$24,272	34	-13%	29%
20.01 - 50 acres	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$48,232	$48,232	1	N/A	N/A

Source: Collier County Property Appraiser

*Figures include partial year of information for 2022

Table A-12

Immokalee/Big Corkscrew – Land Value Estimates

Immokalee/Big Corkscrew Area Parks	Value per Acre			
	2009[(1)]	2015[(2)]	2018[(3)]	2023[(4)]
Estimate for In-Land Properties:				
0.5 - 5 acres	$50,000	$15,000	$20,000	**$30,000**
Greater than 5 acres	$50,000	$25,000	$30,000	**$35,000**
%-Change				
0.5 - 5 acres	-	-70%	33%	50%
Greater than 5 acres	-	-50%	20%	17%

1) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, June 26, 2009
2) Source: Collier County Parks and Recreation Impact Fee Study, Final Report, September 25, 2015
3) Source: Collier County Parks and Recreation Impact Fee Study, Interim Analysis, August 20, 2019
4) Estimated based on information presented in Table A-11

Appendix B -
Population Estimates
- Supplemental Information

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Appendix B - Population Estimates

Consistent with the previous studies and the County's Annual Update and Inventory Report (AUIR), this analysis uses peak seasonal population. Because regional parks tend to have a countywide service area, countywide population figures are used in the calculation of regional parks impact fee. Similarly, because community parks serve primarily the unincorporated county, unincorporated county population is used in the calculation of community parks impact fee. As presented in **Table B-1**, the current countywide peak population is 491,800 while the unincorporated county peak population is estimated at 447,600. Based on population projections provided by the County, the peak seasonal population estimates is projected to reach 582,700 countywide and 525,500 in the unincorporated county by 2040.

Residential land uses to be used in the Collier County parks and recreation impact fee calculations include the following:

- Single Family (Detached)
- Multi-Family
- Mobile Home/ RV Park (tied down)
- Retirement Community (detached and attached)

Table B-2 presents the number of residents per housing unit for the residential categories identified above for all of Collier County, while Table B-3 presents similar information for the unincorporated county. To address fairness and equity issues, the single family land use is tiered based on two categories of square footage: less than 4,000 square feet and 4,000 square feet and greater.

To accommodate the tiering of impact fee assessments for the single family residential land use category, an analysis was completed based on housing unit size and persons per housing unit. This analysis utilized data from the 2021 American Housing Survey (AHS) and data from the 2020 Census as well as 2022 American Community Survey (ACS) 5-Year estimates to examine this relationship. In addition, as part of this study, a separate category is developed for retirement community/age restricted housing to reflect fewer people residing in these types of housing.

Table B-1

Collier County Peak Season Population

Year	Countywide		Unincorporated County	
	Peak Seasonal Population	Percent Change	Peak Seasonal Population	Percent Change
2010	387,183	-	343,593	-
2011	392,180	1.3%	348,497	1.4%
2012	398,107	1.5%	354,268	1.7%
2013	402,268	1.0%	358,404	1.2%
2014	408,351	1.5%	364,414	1.7%
2015	416,402	2.0%	372,134	2.1%
2016	424,603	2.0%	379,740	2.0%
2017	433,359	2.1%	387,921	2.2%
2018	442,240	2.0%	396,342	2.2%
2019	451,303	2.0%	404,945	2.2%
2020	455,059	0.8%	412,542	1.9%
2021	464,155	2.0%	421,307	2.1%
2022	474,235	2.2%	431,240	2.4%
2023	483,487	2.0%	440,073	2.0%
2024	**491,779**	**1.7%**	**447,642**	**1.7%**
2025	499,426	1.6%	454,553	1.5%
2026	506,406	1.4%	460,784	1.4%
2027	513,483	1.4%	467,098	1.4%
2028	520,660	1.4%	473,498	1.4%
2029	527,936	1.4%	479,983	1.4%
2030	534,305	1.2%	485,545	1.2%
2031	539,741	1.0%	490,160	1.0%
2032	545,233	1.0%	494,816	0.9%
2033	550,781	1.0%	499,512	0.9%
2034	556,384	1.0%	504,248	0.9%
2035	561,339	0.9%	508,319	0.8%
2036	565,633	0.8%	511,713	0.7%
2037	569,960	0.8%	515,123	0.7%
2038	574,320	0.8%	518,549	0.7%
2039	578,714	0.8%	521,992	0.7%
2040	582,721	0.7%	525,516	0.7%

Source: Collier County Comprehensive Planning Section (population projections dated May, 2024)

Table B-2
Residents per Housing Unit (Countywide)

Housing Type	Population[1]	Housing Units[2]	Ratio[3]	Residents / Housing Units[4]
Single Family Detached	289,564	112,378		2.58
- Less than 4,000 sf			98%	2.53
- 4,000 sf or greater			121%	3.12
Multi Family	139,405	106,016		1.31
Mobile Home/RV Park (Tied Down)	21,446	11,189		1.92
Retirement Community - Detached (Single Family)[5]	173,738	112,378		1.55
Retirement Community - Attached (Multi-Family)[6]	83,643	106,016		0.79

1) Source: 2022 ACS 5-Yr Estimates, Table B25033 (owner occupied and renter occupied), adjusted for peak seasonal population.
2) Source: 2022 ACS 5-Yr Estimates, Table DP04
3) Ratios developed based on national PPH data derived from the 2021 American Housing Survey.
4) Population (Item 1) divided by housing units (Item 2). For single family detached tiers, the residents per housing unit is determined by multiplying the weighted average value (2.58) by the ratio developed from the AHS data (Item 3).
5) Estimate for senior adult housing - detached (single family) is based on people per household figures for single family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.
6) Estimate for senior adult housing - attached (multi-family) is based on people per household figures for multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.

Table B-3
Residents per Housing Unit (Unincorporated County)

Housing Type	Population[1]	Housing Units[2]	Ratio[3]	Residents / Housing Units[4]
Single Family Detached	265,289	98,418		2.70
- Less than 4,000 sf			98%	2.65
- 4,000 sf or greater			121%	3.27
Multi Family	121,961	83,316		1.46
Mobile Home/RV Park (Tied Down)	21,227	10,899		1.95
Retirement Community - Detached (Single Family)[5]	159,173	98,418		1.62
Retirement Community - Attached (Multi-Family)[6]	73,177	83,316		0.88

1) Source: 2022 ACS 5-Yr Estimates, Table B25033 (owner occupied and renter occupied), adjusted for peak seasonal population.
2) Source: 2022 ACS 5-Yr Estimates, Table DP04
3) Ratios developed based on national PPH data derived from the 2021 American Housing Survey.
4) Population (Item 1) divided by housing units (Item 2). For single family detached tiers, the residents per housing unit is determined by multiplying the weighted average value (2.70) by the ratio developed from the AHS data (Item 3).

5) Estimate for retirement community (detached) is based on people per household figures for single family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.
6) Estimate for retirement community (attached) is based on people per household figures for multi-family homes, adjusted for the residents over 55 years of age based on information obtained from the 2017 National Household Travel Survey, prepared by the US Department of Transportation.

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Collier County Road Impact Fee Update Study

DRAFT Report
October 31, 2024

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Collier County
Road Impact Fee Update Study

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Introduction

With a population of approximately 400,000, Collier County is continuing to experience growth. The County ranks 19th out of 67 Florida counties with a projected increase of 110,000 persons by 2050. In terms of residential permitting, Collier County ranks 19th out of Florida counties with an average of 5,300 new units per year over the past three years. This continuing growth requires additional capital facilities.

Collier County's Road Impact Fee Ordinance was originally adopted in January 1985 to assist the County in providing adequate transportation facilities for expected growth. The fee was last updated in 2019. In accordance with the County's impact fee ordinance requirements and to reflect most recent and localized data, Collier County retained Benesch to update the technical study that will be the basis for the updated fee schedule. This report serves as the technical study to support the calculation of the updated impact fees. Data presented in this report represent the most recent and localized data available at the time of this update study. All data and support material used in this analysis are incorporated by reference as set forth in this document.

The figures calculated in this study represent the technically defensible level of impact fees that the County could charge; however, the Board of County Commissioners may choose to discount the fees as a policy decision.

Methodology

The methodology used for the road impact fee study continues to follow a consumption-based impact fee approach in which new development is charged based upon the proportion of vehicle-miles of travel (VMT) that each unit of new development is expected to consume of a lane mile of roadway network.

Under this methodology, the fees assess a proportionate share cost for a portion of the transportation network in the county, including classified City and County roadways, excluding state roads, local/neighborhood roads and interstate highways/toll facilities. Generally, neighborhood roads are the obligation of the developer and are part of the site/subdivision approvals. Toll facilities are funded by toll revenues through Florida Turnpike Enterprise or local toll authorities and interstate highways are funded with earmarked federal and statewide strategic intermodal systems funds and planned for at the state level with minimal local input and limited or no local funding.

Included in this document is the necessary support material used in the calculation of the road impact fee. The general equation used to compute the impact fee for a given land use is:

[Demand x Cost] – Credit = Fee

The "demand" for travel placed on a transportation system is expressed in units of Vehicle-Miles of Travel (daily vehicle-trip generation rate x the trip length x the percent new trips [of total trips]) for each land use contained in the impact fee schedule. Trip generation represents the average daily rates since new development consumes trips on a daily basis.

The "cost" of building new capacity typically is expressed in units of dollars per vehicle-mile of roadway capacity.

The "credit" is an estimate of future non-impact fee revenues generated by new development that are allocated to provide roadway capacity expansion. The impact fee is considered to be an "up front" payment for a portion of the cost of building a vehicle-mile of capacity that is directly related to the amount of capacity consumed by each unit of land use contained in the impact fee schedule, that is not paid for by future tax revenues generated by the new development activity. These credits are required under the supporting case law for the calculation of impact fees where a new development activity must be reasonably assured that they are not being charged twice for the same level of service. More specifically, the input variables used in the fee equation are as follows:

Demand Variables:

- Trip generation rate
- Trip length
- Trip length adjustment factors
- Percent new trips

Cost Variables:

- Roadway cost per lane-mile
- Roadway capacity added per lane mile constructed

Credit Variables:

- Equivalent gas tax credit (pennies)
- Present worth

- Fuel efficiency
- Effective days per year

Legal Overview

In Florida, legal requirements related to impact fees have primarily been established through case law since the 1980's. Impact fees must comply with the "dual rational nexus" test, which requires that they:

- Be supported by a study demonstrating that the fees are proportionate in amount to the need created by new development paying the fee; and
- Be spent in a manner that directs a proportionate benefit to new development, typically accomplished through establishment of benefit districts and a list of capacity-adding projects included in the County's Annual Update of Inventory Report (AUIR) and Capital Improvement Element, or another planning document/Master Plan.

In 2006, the Florida legislature passed the "Florida Impact Fee Act," which recognized impact fees as "an outgrowth of home rule power of a local government to provide certain services within its jurisdiction." § 163.31801(2), Fla. Stat. The statute – concerned with mostly procedural and methodological limitations – did not expressly allow or disallow any particular public facility type from being funded with impact fees. In fact, which it was initially adopted, the Act largely codified requirements and standards common to the practice already.

However, the Legislature has amended the Impact Fee Act numerous times since 2006, significantly affecting the impact fee practice in Florida. For this reason, a summary of the key legislative changes since 2006 is provided:

- **HB 227 in 2009:** The Florida legislation statutorily clarified that in any action challenging an impact fee, the government has the burden of proving by a preponderance of the evidence that the imposition or amount of the fee meets the requirements of state legal precedent or the Impact Fee Act and that the court may not use a deferential standard.
- **SB 360 in 2009:** Allowed fees to be decreased without the 90-day notice period required to increase the fees and purported to change the standard of legal review associated with impact fees. SB 360 also required the Florida Department of Community Affairs (now the Department of Commerce) and Florida Department of Transportation (FDOT) to conduct studies on "mobility fees," which were completed in 2010.
- **HB 7207 in 2011:** Required a dollar-for-dollar credit, for purposes of concurrency compliance, for impact fees paid and other concurrency mitigation required.

- **HB 319 in 2013:** Applied mostly to concurrency management authorities, but also encouraged local governments to adopt alternative mobility systems using a series of tools identified in section 163.3180(5)(f), Florida Statutes, including:
    - Adoption of long-term strategies to facilitate development patterns that support multi-modal solutions, including urban design, and appropriate land use mixes, including intensity and density.
    - Adoption of an area-wide level of service not dependent on any single road segment function.
    - Exempting or discounting impacts of locally desired development, such as development in urban areas, redevelopment, job creation, and mixed use on the transportation system.
    - Assigning secondary priority to vehicle mobility and primary priority to ensuring a safe, comfortable, and attractive pedestrian environment, with convenient interconnection to transit.
    - Establishing multi-modal level of service standards that rely primarily on non-vehicular modes of transportation where existing or planned community design will provide adequate level of mobility.
    - Reducing impact fees or local access fees to promote development within urban areas, multi-modal transportation districts, and a balance of mixed-use development in certain areas or districts, or for affordable or workforce housing.

  Also, under HB 319, a mobility fee funding system expressly must comply with the dual rational nexus test applicable to traditional impact fees. Furthermore, any mobility fee revenues collected must be used to implement the local government's plan, which serves as the basis to demonstrate the need for the fee. Finally, under HB 319, an alternative mobility system, that is not mobility fee-based, must not impose upon new development any responsibility for funding an existing transportation deficiency.

- **HB 207 in 2019:** Included the following changes to the Impact Fee Act along with additional clarifying language:
    - Impact fees cannot be collected prior to building permit issuance; and
    - Impact fee revenues cannot be used to pay debt service for previously approved projects unless the expenditure is reasonably connected to, or has a rational nexus with, the increased impact generated by the new residential and commercial construction.

- **HB 7103 in 2019:** Addressed multiple issues related to affordable housing/linkage fees, impact fees, and building services fees. In terms of impact fees, the bill required that when local governments increase their impact fees, the outstanding impact fee credits for developer contributions should also be increased. This requirement was to operate prospectively; however, HB 337 that was signed in 2021 deleted this clause and making all outstanding credits eligible for this adjustment. This bill also allowed local governments to waive/reduce impact fees for affordable housing projects without having to offset the associated revenue loss.
- **SB 1066 in 2020:** Added language allowing impact fee credits to be assignable and transferable at any time after establishment from one development or parcel to another that is within the same impact fee zone or impact fee district or that is within an adjoining impact fee zone or district within the same local government jurisdiction, and which receives benefit from the improvement or contribution that generated the credits. In addition, added language indicating any new/increased impact fee not being applicable to current or pending permit applications submitted prior to the effective date of an ordinance or resolution imposing new/increased fees.
- **HB 1339 in 2020:** Required reporting of various impact fee related data items within the annual financial audit report submitted to the Department of Financial Services.
- **HB 337 in 2021:** Placed limits on the amount and frequency of fee increases, but also included a clause to exceed these restrictions if the local governments can demonstrate extraordinary circumstances, hold two public workshops discussing these circumstances and the increases are approved by two-thirds of the governing body.
- **HB 479 in 2024 (Effective October 1, 2024):** Required interlocal agreements between counties and municipalities when both entities collect a transportation impact fee. Placed limits on timing of impact fee study completion and adoption and data used in the studies.

The following paragraphs provide further detail on the generally applicable legal standards applicable here.

Impact Fee Definition

- An impact fee is a one-time capital charge levied against new development.
- An impact fee is designed to cover the portion of the capital costs of infrastructure capacity consumed by new development.
- The principle purpose of an impact fee is to assist in funding the implementation of projects identified in the Capital Improvements Element (CIE) and other capital improvement programs for the respective facility/service categories.

- Examples of impact fee eligible projects include new road construction, lane addition projects, turn lane additions and intersection improvements.

Impact Fee vs. Tax

- An impact fee is generally regarded as a regulatory function established based upon the specific benefit to the user related to a given infrastructure type and is not established for the primary purpose of generating revenue for the general benefit of the community, as are taxes.
- Impact fee expenditures must convey a proportional benefit to the fee payer. This is accomplished through the establishment of benefit districts, where fees collected in a benefit district are spent in the same benefit district.
- An impact fee must be tied to a proportional need for new infrastructure capacity created by new development.

This technical report has been prepared to support legal compliance with existing case law and statutory requirements.

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Demand Component

Travel Demand

The amount of transportation system consumed by a unit of new development is calculated using the following variables and is a measure of the vehicle-miles of new travel a unit of development places on the existing roadway system:

- Number of daily trips generated;
- Average length of those trips; and
- Proportion of travel that is new travel, rather than travel that is already on the transportation system.

The trip characteristics variables were primarily obtained from two sources:

- Trip characteristics surveys conducted throughout Florida (Florida Studies Database), including studies conducted in Collier County. This database was used to determine trip length, percent new trips, and the trip generation rate for several land uses.
- Institute of Transportation Engineers' (ITE) Trip Generation reference report (11th Edition), which is used primarily for trip generation rates.

Interstate & Toll Facility Adjustment Factor

This variable was used to recognize that interstate highway and toll facility improvements are funded by the State (specifically, the Florida Department of Transportation) using earmarked State and Federal funds or through toll revenues. As mentioned previously, generally, impact fees are not used to pay for these improvements and the portion of travel occurring on the interstate/toll facility system is subtracted from the total travel for each use.

To calculate the interstate and toll (I/T) facility adjustment factor, the 2045 loaded highway network[1] file was generated for the District 1 Regional Planning Model (D1RPM v2). A select zone analysis was run for all traffic analysis zones located within the Collier County in order to differentiate trips with an origin and/or destination within the county versus trips that simply passed through the county.

[1] The "loaded highway network" refers to the final travel demand model roadway network with all traffic volumes assigned (or loaded) to each model roadway link

The analysis reviewed trips on all interstate and toll facilities within Collier County, including, Interstate 75. The limited access vehicle-miles of travel (Limited Access VMT) for county-generated trips with an origin and/or destination within county was calculated for the identified limited access facilities. Next, the total VMT was calculated for all county-generated trips with an origin and/or destination within Collier County for all roads, including limited access facilities.

The I/T adjustment factor of 20.8 percent was determined by dividing the total limited access VMT by the total County VMT. Total County VMT reduced by this factor is representative of only the roadways that are eligible to be funded with road impact fee revenues. Appendix A, Table A-1 provides further detail on this calculation.

State Road Adjustment Factor

This variable was used to exclude the portion of the travel that occurs on state roadway facilities. To calculate this adjustment factor, the 2045 VMT distribution was calculated using D1RPM v2 projections, which estimated that 26 percent of the travel in Collier County is handled by State roads. Appendix A, Table A-2 provides further detail on this calculation.

Land Use Updates

As part of this update study, the following land uses were revised/added to the County's fee schedule to better reflect types of new development projects being permitted in Collier County.

<u>Single Family (Attached) & Multi-Family Tiering</u>

The ITE 11th Edition Trip Generation reference report made adjustments to certain residential categories. Based on these adjustments, a single family (attached) land use was added to the schedule and the multi-family tiering (by floor) was condensed. The updated configurations are as follows:

- Single Family (Attached); per dwelling unit. Includes any single-family housing unit that shares a wall with an adjoining dwelling unit, whether the walls are for living space, a vehicle garage, or storage space
- Multi-Family (Low-Rise, 1-3 floors); per dwelling unit
- Multi-Family (Mid/High-Rise, 4+ floors); per dwelling unit

In addition to the land use re-alignments, the unit of measure for the following uses have been updated:

- Movie Theater; from per “screen” to per “1,000 sf”
- Church; from per “seat” to per “1,000 sf”
- Day Care Center; from per “student” to per “1,000 sf”
- Nursing Home; from per “bed” to per “1,000 sf”
- Tire Superstore; from per “service bay” to per “1,000 sf”
- Low-Turnover Restaurant; from per “seat” to per “1,000 sf”
- High-Turnover (Sit-Down) Restaurant; from per “seat” to per “1,000 sf”

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Cost Component

Cost information from Collier County and other counties in Florida was reviewed to develop a unit cost for all phases involved in the construction of one lane-mile of roadway capacity. Appendix B provides the data and other support information utilized in these analyses.

County Roadway Cost

This section examines the right-of-way (ROW), construction, and other cost components associated with county roads with respect to transportation capacity expansion improvements in Collier County. In addition to local data, bid data for recently completed/on-going projects and recent construction bid data from roadway projects throughout Florida were used to supplement the cost data for county roadway improvements. The cost for each roadway capacity project was separated into six components: design, right-of-way (ROW), construction, construction engineering/inspection (CEI), mitigation, and urban overpass/major intersection costs.

Design and CEI

The design and CEI cost factors for county roads are estimated as a percentage of the construction cost per lane mile. These factors were determined based on a review of cost ratios from local projects (Design≈10 percent in Collier County) and data from other jurisdictions throughout Florida (Design ≈11 percent; CEI ≈9 percent). For purposes of this study, the design cost for county roads is estimated at **10 percent** of the construction cost per lane mile and CEI cost is estimated at **nine (9) percent** of the construction cost per lane mile. Additional details are provided in Appendix B, Tables B-1 and B-2 for design cost and Table B-7 for CEI cost.

Right-of-Way

The ROW cost reflects the total cost of the acquisitions along a corridor that were necessary to have sufficient cross-section width to widen an existing road or, in the case of new construction, to build a new road. As part of this analysis, the most recent ROW acquisition data for Vanderbilt Beach Road Extension project (Phase I from Weber Blvd to 16th St NE) was reviewed.

The ROW for this improvement was acquired over several years, as far back as 2006. Each acquisition was then indexed to current dollars resulting in a 71-percent ROW-to-construction cost ratio. Given the dated nature of those early acquisitions, a second analysis was prepared, which considered only recent acquisition costs (2020+) for this ratio. ROW acquired since 2020 was separated from the total ROW costs and indexed to present day dollars using recent trends

in just value per acre for vacant land in Collier County. With these adjustments applied, the ROW-to-construction factor for the Vanderbilt Beach Road Extension was calculated at 47 percent. Additional details are provided in Appendix B, Table B-3.

In addition to local data, the ROW-to-construction cost ratios from other jurisdictions throughout Florida were reviewed. The ROW factors ranged from 10 percent to 60 percent. Additional details are provided in Appendix B, Table B-4.

Based on this data and input from Collier County, the ROW cost for county roads is estimated at **45 percent** of the construction cost per lane mile.

Construction Cost

The construction cost for county roads was based on recently completed projects and future estimates in Collier County and in other jurisdictions in Florida. A review of recent transportation projects in Collier County identified four capacity expansion projects:

- Veteran's Memorial Blvd from E. of Livingston Rd to New High School
- Whippoorwill Ln from Pine Ridge Rd to Livingston Rd
- Vanderbilt Beach Rd Ph. II from US 41 to E. of Goodlette-Frank Rd
- Wilson Blvd from Golden Gate Blvd to Immokalee Rd

The costs for these improvements ranged from approximately $1.4 million per lane mile to $6.4 million per lane mile. The construction cost for new roadway projects averaged $1.5 million per lane mile while cost of lane addition improvements averaged $6.3 million per lane mile. Given this cost differential, a weighted average cost was calculated based on the percentage of new construction versus lane addition projects in the 2045 LRTP Needs Plan, which resulted in $3.8 million per lane mile. Additional details are provided in Appendix B, Table B-5.

In addition to local projects, recent improvements from other counties throughout Florida were reviewed to increase the sample size. This review included over 185 lane miles of lane addition and new road construction improvements completed between 2014 and 2023 with a weighted average cost of approximately $3.5 million per lane mile. Additional details are provided in Appendix B, Table B-6.

Based on local projects, a construction cost estimate of **$3.8 million** per lane mile is used in the impact fee calculation for urban design (curb & gutter) improvements. Based on discussions with Collier County, it is anticipated that all future roadways are likely to have urban design

characteristics.

Mitigation

Mitigation cost estimates were developed based on cost data received for two recent projects in Collier County:

- Goodland Drive from San Marco Road to Harbor Place
- Vanderbilt Beach Road Extension from Collier Blvd to 16th St NE

The costs for these projects ranged from $34,000 per lane mile to $133,000 per lane mile with a weighted average cost of approximately **$38,000 per lane mile**, which is used in the road impact fee calculation. Additional details are provided in Appendix B, Table B-8.

Urban Overpass/Major Intersections

Urban overpass/major intersection cost estimates were developed based on cost data received for eight on-going/planned improvements in Collier County:

- US 41 (SR 90) Tamiami Trail East @ Goodlette-Frank Road
- Immokalee Road @ Livingston Road
- Immokalee Road @ I-75
- Immokalee Road @ Logan Blvd
- Golden Gate Pkwy @ Livingston Road
- US 41 @ Collier Blvd
- Pine Ridge Road @ Livingston Road
- Pine Ridge Road @ I-75

The total cost of these improvements was then divided by the total lane miles of county road needs projects in the 2045 Long Range Transportation Plan, resulting in a cost of approximately **$544,000 per lane mile**. Additional details are provided in Appendix B, Table B-9.

Table 1 summarizes the county road cost estimates for county roads while Table 2 provides a comparison to the cost estimates used to calculate the current Collier County road impact fee rates. As shown, the county road cost estimate is approximately 11 percent higher than last study.

Table 1

Estimated Total Cost per Lane Mile for County Roads

Cost Phase	Cost per Lane Mile
Design[1]	$380,000
Right-of-Way[2]	$1,710,000
Construction[3]	$3,800,000
CEI[4]	$342,000
Mitigation[5]	$38,000
Urban Overpass/Major Intersection[6]	$544,000
Total Cost	**$6,814,000**

1) Design is estimated at 10% of construction costs
2) ROW is estimated at 45% of construction costs
3) Source: Appendix B, Table B-5
4) CEI is estimated at 9% of construction costs
5) Source: Appendix B, Table B-8
6) Source: Appendix B, Table B-9

Note: All figures rounded to nearest $000

Table 2

Total Cost per Lane Mile Comparison for County Roads

Cost Phase	Cost per Lane Mile (2019)[1]	Cost per Lane Mile (2024)[2]	% Change (2019-2024)
Design	$385,000	$380,000	-1%
Right-of-Way	$1,208,000	$1,710,000	42%
Construction	$3,500,000	$3,800,000	9%
CEI	$315,000	$342,000	9%
Mitigation	$74,000	$38,000	-49%
Urban Overpass/Major Intersection	$523,000	$544,000	4%
Total Cost	**$6,005,000**	**$6,814,000**	**13%**

1) Source: *Collier County Road Impact Fee Update Study*, October 2019
2) Source: Table 1

Vehicle-Miles of Capacity per Lane Mile

An additional component of the roadway impact fee equation is the capacity added per lane-mile of roadway constructed. The vehicle-miles of capacity (VMC) is an estimate of capacity added per lane mile for county roadway improvements in the Collier County 2045 LRTP. As shown in Table 3, each lane mile will add approximately 9,300 VMC. Additional details are provided in Appendix B, Table B-10.

Table 3

Weighted Average Vehicle-Miles of Capacity per Lane Mile

Road Type	Lane Miles Added[1]	Vehicle-Miles of Capacity Added[2]	VMC Added per Lane Mile[3]
County Roads	247.38	2,297,839	**9,300**

1) Source: Appendix B, Table B-10
2) Source: Appendix B, Table B-10
3) Vehicle-miles of capacity added (Item 2) divided by lane miles added (Item 1), rounded to nearest 00

Cost per Vehicle-Mile of Capacity

The roadway cost per unit of development is assessed based on the cost per vehicle-mile of capacity. As shown in Table 4, based on information presented in Tables 1 and 3, the cost per VMC for travel within the county is approximately **$733**.

The cost per VMC figure is used in the road impact fee calculation to determine the total cost per unit of development based on vehicle-miles of travel consumed. For each vehicle-mile of travel that is added to the county roadway system, approximately $718 of capacity is consumed.

Table 4

Average Cost per Vehicle-Mile of Capacity Added

Source	Cost per Lane Mile[1]	Average VMC Added per Lane Mile[2]	Cost per VMC[3]
County Roads	$6,814,000	9,300	**$732.69**

1) Source: Table 1
2) Source: Table 3
3) Average VMC added per lane mile (Item 2) divided by cost per lane mile (Item 1)

Credit Component

Capital Improvement Credit

The credit component of the impact fee accounts for the existing County funding sources that are allocated to roadway capacity expansion projects (excluding impact fee funds). This section summarizes the credit calculations for non-impact fee contributions. Additional details are provided in Appendix C.

The present value of the portion of non-impact fee revenues generated by new development over a 25-year period that is expected to fund capacity expansion projects was credited against the cost of the system consumed by travel associated with new development. In order to provide a connection to the demand component, which is measured in terms of travel, the non-impact fee dollars were converted to a fuel tax equivalency.

County Credit

A review of the County's historical expenditures and FY 2024-2028 Annual Update and Inventory Report (AUIR) Transportation Work Program indicated that a combination of impact fees, fuel tax revenues, sales tax revenues, and grants are used to fund roadway capacity expansion. Although Collier County allocated some funding from the local government infrastructure surtax, this tax was repealed on December 31, 2023 and there are no plans to re-instate. Given this, no credit is provided for the surtax. The review of other available revenue sources indicated that Collier County allocates an equivalent of 4.3 pennies for the portion of fuel tax and grant revenues toward roadway capacity expansion improvements.

Additionally, the County is using gas tax revenues to retire debt service used to fund roadway capacity expansion improvements. The fuel tax revenues allocated for Series 2014 bond totals approximately an equivalent of 7.2 pennies of additional county credit. As shown in Table 5, a total fuel tax equivalent revenue credit of 11.5 pennies is incorporated into impact fee calculations for County expenditures.

Table 5

Equivalent Pennies of Gas Tax Revenue

Credit	Average Annual Expenditures	Value per Penny[3]	Equivalent Pennies per Gallon[4]
County Revenues[1]	$8,209,080	$1,889,072	$0.043
County Debt Service[2]	$13,646,208	$1,889,072	$0.072
Total	**$21,855,288**		**$0.115**

1) Source: Appendix C, Table C-2
2) Source: Appendix C, Table C-3
3) Source: Appendix C, Table C-1
4) Average annual expenditures divided by the value per penny (Item 4) divided by 100

Present Worth Variables

- Facility Life: The roadway facility life used in the impact fee analysis is 25 years, which represents the reasonable life of a roadway.

- Interest Rate: This is the discount rate at which gasoline tax revenues might be bonded. It is used to compute the present value of the gasoline taxes generated by new development. The discount rate of 3.7 percent was used in the impact fee calculation based on information provided by Collier County.

Fuel Efficiency

The fuel efficiency (i.e., the average miles traveled per gallon of fuel consumed) of the fleet of motor vehicles was estimated using the quantity of gasoline consumed by travel associated with a particular land use.

Appendix C, Table C-7 documents the calculation of fuel efficiency value based on the following equation, where "VMT" is vehicle miles of travel and "MPG" is fuel efficiency in terms of miles per gallon.

$$Fuel\ Efficiency = \sum VMT_{Roadway\ Type} \div \sum \left(\frac{VMT_{Vehicle\ Type}}{MPG_{Vehicle\ Type}} \right)_{Roadway\ Type}$$

The methodology uses non-interstate VMT and average fuel efficiency data for passenger vehicles (i.e., passenger cars and other 2-axle, 4-tire vehicles, such as vans, pickups, and SUVs)

and large trucks (i.e., single-unit, 2-axle, 6-tire or more trucks and combination trucks) to calculate the total gallons of fuel used by each of these vehicle types.

The combined total VMT for the vehicle types is then divided by the combined total gallons of fuel consumed to calculate, in effect, a "weighted" fuel efficiency value that reflects the existing fleet mix of traffic on non-interstate roadways. The VMT and average fuel efficiency data were obtained from the most recent Federal Highway Administration's *Highway Statistics 2022* (updated February 2024). Based on the calculation completed in Appendix C, Table C-7, the fuel efficiency rate to be used in the updated impact fee equation is 19.47 miles per gallon.

Effective Days per Year

An effective 365 days per year of operation was assumed for all land uses in the proposed fee. However, this will not be the case for all land use categories since some uses operate only on weekdays (e.g., office buildings) and/or only seasonally (e.g., schools). The use of 365 days per year, therefore, provides a conservative estimate, ensuring that non-impact fee contributions are adequately credited against the fee.

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Calculated Road Impact Fee Schedule

Detailed impact fee calculations for each land use are presented in Appendix D, which includes the major land use categories and the impact fees for the individual land uses. For each land use, Appendix D illustrates the following:

- Demand component variables (trip rate, trip length, and percent of new trips);
- Total impact fee cost;
- Annual capital improvement credit;
- Present value of the capital improvement credit; and
- Net road impact fee.

It should be noted that the net impact fee illustrated in Appendix D is not necessarily a recommended fee, but instead represents the technically calculated impact fee per unit of land use that could be charged in Collier County.

For clarification purposes, the following presents the calculation steps of the net impact fee for the single-family residential detached land use category (ITE LUC 210) using information from the impact fee schedules included in Appendix D. For each land use category, the following equations are utilized to calculate the net impact fee:

Net Impact Fee = Total Road Impact Cost – Capital Improvement Credit

Where:

Total Road Impact Cost = ([Trip Rate × Trip Length × % New Trips] / 2) × (1 – Interstate/Toll Facility Adjustment Factor) x (Cost per Vehicle-Mile of Capacity)

Capital Improvement Credit = Present Value (Annual Capital Improvement Credit), given 3.7% interest rate & a 25-year facility life

Annual Capital Improvement Credit = ([Trip Rate × Total Trip Length × % New Trips] / 2) × (Effective Days per Year × $/Gallon to Capital) / Fuel Efficiency

Each of the inputs has been discussed previously in this document; however, for purposes of this example, brief definitions for each input are provided in the following paragraphs, along with the actual inputs used in the calculation of the fee for the single-family detached residential land use category (<4,000 sq. ft.):

- *Trip Rate* = the average daily trip generation rate, in vehicle-trips/day (7.30)
- *Assessable Trip Length* = the average trip length on collector roads or above, for the category, in vehicle-miles (5.88) (excluding local neighborhood roads)
- *Trip Length Adjustment Factor* = used to adjust the trip length for travel occurring on non-state roads (74%)
- *Adjusted Trip Length* = the assessable trip length multiplied by the trip length adjustment factor (5.88 * 74% = 4.35)
- *Total Trip Length* = the assessable trip length plus an adjustment factor of half a mile, which is added to the trip length to account for the fact that gas taxes are collected for travel on all roads including local roads (4.35 + 0.50 = 4.85)
- *% New Trips* = adjustment factor to account for trips that are already on the roadway (100%)
- *Divide by 2* = the total daily miles of travel generated by a particular category (i.e., rate*length*% new trips) is divided by two to prevent the double-counting of travel generated between two land use codes since every trip has an origin and a destination
- *Interstate/Toll Facility Adjustment Factor* = discount factor to account for travel demand occurring on interstate highways and/or toll facilities (20.8%)
- *Cost per Lane* Mile = unit cost to construct one lane mile of roadway, in $/lane-mile ($6,814,000)
- *Average Capacity Added per Lane* Mile = represents the average daily traffic on one travel lane at capacity for one lane mile of roadway, in vehicles/lane-mile/day (9,300)
- Cost *per Vehicle-Mile of Capacity* = unit of vehicle-miles of capacity consumed per unit of development ($6,814,000/ 9,300 = $732.69)
- *Present Value* = calculation of the present value of a uniform series of cash flows, gas tax payments in this case, given an interest rate, “i,” and a number of periods, “n;” for 3.70% interest and a 25-year facility life, the uniform series present worth factor is 16.1295
- *Effective Days per Year* = 365 days
- *$/Gallon to Capital* = the amount of equivalent gas tax revenue per gallon of fuel that is used for capital improvements, in $/gallon ($0.115)
- *Fuel Efficiency* = average fuel efficiency of vehicles, in vehicle-miles/gallon (19.47)

Road Impact Fee Calculation

Using these inputs, a net impact fee can be calculated for the single-family residential detached (<4,000 sf) land use category as follows:

Road Impact Fee:

Total Impact Cost = ([7.30 * 4.35 * 1.0] /2) * (1 - 0.208) * ($732.69) = **$9,214**

Annual Cap. Improv. Credit = ([7.30 * 4.85 * 1.0] /2) * 365 * ($0.115 /19.47) = $38
Capital Improvement Credit = $38 * 16.1295 = $613

Net Impact Fee = $9,214 – $613 = **$8,601**

Road Impact Fee Comparison

As part of the work effort in developing Collier County's road impact fee program, a comparison of calculated fees to road/transportation impact fee schedules adopted in other jurisdictions was completed, as shown in Table 6.

Note that differences in fee levels for a given land use can be caused by several factors, including the year of the technical study, adoption percentage, study methodology including variation in costs, credits, and travel demand, land use categories included in the fee schedule, etc.

Table 6

Road/Transportation Impact Fee Comparison

Land Use	Unit[2]	Collier County		Lee County[5]	Palm Beach County[6]	Polk County[7]			Pasco County[8]			Lake County[9]		Charlotte County[10]
		Calculated[3]	Current Adopted[4]			District A	District B	District C	Urban	Suburban	Rural	NE/Wekiva/ South/North /Cental	West	
Date of Last Update		**2024**	**2019**	2015	2022	2024	2024	2024	2021	2021	2021	2022	2022	2021
Adoption Percentage[1]		**100%**	**100%**	52.5%	Varies - SFR @95%	100%	100%	100%	100%	100%	100%	95%	26%	100%
Residential:														
Single Family (2,000 sf)	du	**$9,980**	**$8,090**	$5,248	$5,597	$4,103	$4,000	$3,185	$6,567	$9,646	$11,030	$4,905	$1,342	$6,289
Non-Residential:														
Light Industrial	1,000 sf	**$4,819**	**$4,584**	$1,775	$2,170	$639	$624	$497	$0	$0	$0	$1,972	$540	$2,783
Office (50,000 sq ft)	1,000 sf	**$10,282**	**$8,605**	$3,997	$4,871	$4,069	$3,969	$3,160	$0	$0	$0	$4,481	$1,226	$5,228
Retail (125,000 sq ft)	1,000 sf	**$14,790**	**$13,774**	$6,025	$7,907	$6,157	$6,002	$4,778	$8,462	$10,577	$13,220	$5,238	$1,434	$7,509

Land Use	Unit[2]	Collier County		Manatee County[11]				Sarasota County[12]			Miami-Dade County[13]			
		Calculated[3]	Current Adopted[4]	Southwest	Southeast	Northwest	Northeast	Urban Infill	West of I-75	East of I-75	Zone 1	Zone 2	Zone 3	Zone 4
Date of Last Update		**2024**	**2019**	2023	2023	2023	2023	2022	2022	2022	2023	2023	2023	2023
Adoption Percentage[1]		**100%**	**100%**	49%	62%	80%	84%	100%	100%	100%	100%	100%	100%	100%
Residential:														
Single Family (2,000 sf)	du	**$9,980**	**$8,090**	$6,007	$7,608	$9,861	$10,336	$2,074	$3,372	$4,636	$9,633	$9,275	$10,179	$10,625
Non-Residential:														
Light Industrial	1,000 sf	**$4,819**	**$4,584**	$3,114	$3,205	$4,152	$4,354	$701	$1,162	$1,737	$4,944	$4,760	$5,225	$5,453
Office (50,000 sq ft)	1,000 sf	**$10,282**	**$8,605**	$4,929	$5,071	$6,573	$6,891	$1,955	$3,240	$4,845	$17,610	$16,954	$18,607	$19,422
Retail (125,000 sq ft)	1,000 sf	**$14,790**	**$13,774**	$12,595	$12,960	$16,332	$16,332	$4,466	$6,972	$8,941	$11,982	$11,537	$12,661	$13,216

1) Represents the portion of the maximum calculated fee for each respective county that is actually charged. Fees may have been lowered/raised through indexing or policy discounts. Does not account for moratoriums/suspensions
2) Du = dwelling unit
3) Source: Appendix D, Table D-1
4) Source: Collier County Capital Project Planning, Impact Fees, and Program Management Division
5) Source: Lee County Community Development Department
6) Source: Palm Beach County Administration Division. Fees were adopted in compliance with the 50% fee increase limit per F.S. 163.31801.Fees shown are effective January 1, 2026.
7) Source: Polk County Land Development Department. Fees shown effective January 1, 2025.
8) Source: Pasco County Planning and Development Department. Fee shown is effective January 1, 2025.
9) Source: Lake County Office of Planning and Zoning. Fees were adopted in compliance with the 50% fee increase limit per F.S. 163.31801.Fees shown are effective October 1, 2026.
10) Source: Charlotte County Community Development Department
11) Source: Manatee County, Development Services. Fees adopted in compliance with the 50% limit phasing requirements per F.S. 163.31801. Fees shown reflect fully phased-in fees effective January 1, 2028.
12) Source: Sarasota County Planning & Development Services Department. Fees shown effective January 1, 2025.
13) Source: Miami-Dade County Zoning Department

Road Impact Fee Benefit Districts

As part of the update of the road impact fee program, the existing impact fee benefit districts (illustrated in Map 1) were reviewed. One of the dual rational nexus test requirements is the proof of benefit to fee-paying development by ensuring that funds collected are spent on eligible capital improvements projects that benefit the fee payers. Establishing benefit districts enhances this proof, showing a close connection to the fee-payer and their resulting benefit, by restricting revenues to specific areas of the county where the fee is collected. Benefit district boundaries are typically influenced by geographic (i.e., lakes and rivers) or man-made boundaries/barriers (i.e., roads, highways, municipal limits) that in some way restrict traffic.

District Boundaries

Currently, Collier County has eight road impact fee districts. Within these districts, Collier County charges the same roadway impact fee rate, except for Districts 7 and 8, where no fee is charged. Revenues collected in each district are placed into separate funds and can only be used to fund improvements within the corresponding benefit district. For example, revenues collected in District 2 are placed into an individual account and are only eligible to fund roadway capacity improvements within District 2. However, exceptions are made for projects that span multiple adjacent districts[2]. In those cases, funds from the two adjacent districts can both be used for the improvement. The establishment of benefit districts restricts the impact fee funds to a smaller area with the intent of providing a direct benefit (via new road construction, lane additions, intersection improvements, etc.) to the fee payer.

In regard to the geographic boundaries of the districts, no changes are recommended to the existing districts. As shown in Table 7, impact fee revenues collected in Districts 1, 2, 4, and 6 are all close-to or above 20 percent of total road impact fee revenues. Development in District 5 is picking with the on-going development of the Immokalee area while District 3 (City of Naples) is built-out with little room for new development, explaining the low revenue generation. However, because this District's boundaries correspond to the city limits, no boundary changes are recommended. If the City annexes additional land in the future, the District 3 boundary should be expanded to capture this additional area. Based on a review of the revenue collection levels and municipal and geographical boundaries, it is recommended that the current boundaries are maintained.

[2] Collier County Code of Ordinances, Section 74-203 (a)

Table 7

Road Impact Fee Revenues by District

Year	District 1 N. Naples	District 2 GG City	District 3 Naples	District 4 S. Naples/Marco	District 5 Immokalee	District 6 GG Estates	Total
FY 2013	$1,240,684	$588,898	$92,357	$3,903,897	$412,290	$220,830	**$6,458,956**
FY 2014	$2,169,998	$1,047,911	$245,144	$4,901,467	$1,092,370	$605,410	**$10,062,300**
FY 2015	$3,906,462	$923,682	$810,145	$2,524,126	$1,164,597	$1,685,489	**$11,014,501**
FY 2016	$5,671,025	$3,290,503	$257,659	$5,449,590	$1,048,531	$2,915,399	**$18,632,707**
FY 2017	$6,024,515	$2,208,132	$556,345	$4,270,044	$1,532,470	$4,682,168	**$19,273,674**
FY 2018	$8,752,533	$3,802,869	$241,412	$7,571,809	$1,289,761	$4,920,881	**$26,579,265**
FY 2019	$6,577,304	$5,879,639	$690,940	$5,169,181	$1,826,503	$8,162,193	**$28,305,760**
FY 2020	$5,093,752	$5,126,954	$513,291	$3,010,955	$1,522,187	$6,564,057	**$21,831,196**
FY 2021	$4,312,986	$6,080,816	$233,123	$5,714,446	$2,191,347	$7,828,394	**$26,361,112**
FY 2022	$5,784,183	$3,046,766	$115,629	$6,202,411	$4,441,645	$11,379,598	**$30,970,232**
Total	**$49,533,442**	**$31,996,170**	**$3,756,045**	**$48,717,926**	**$16,521,701**	**$48,964,419**	**$199,489,703**
%	24.8%	16.1%	1.9%	24.4%	8.3%	24.5%	100.0%

Source: Collier County Transportation Engineering Department

Impact Fee Revenue Use Across Districts

As previously mentioned, for certain projects, revenues from adjacent districts can be pooled together. Although this approach creates some flexibility, it requires an evaluation of each project on a case-by-case basis and does not recognize regional roads that benefit multiple districts. Given this, Benesch identified regional roads in the county, which is discussed further in the following subsection.

Regional Roads

For purposes of the benefit districts analysis, "regional roads" refer to corridors which serve a significant portion of the county and are essential to moving traffic across or through the county, rather than serving as connectors to larger roads. From an impact fee perspective, improvements to these corridors provide benefit to all districts, whether they are located within or adjacent to every transportation district because they are major connectors across the county (east-west or north-south, etc.). As such, it is appropriate that future capacity improvements to the corridors classified as "regional" would be eligible for funding from all the impact fee districts in Collier County. The process for classifying regional roads is based primarily on the data obtained from the travel demand model on trip lengths and traffic volumes along major roadways. Corridors with long lengths and high volumes suggest that these roads as significant regional roads.

Model Trip Length Validation

The initial regional roads analysis was included as part of the 2015 impact fee update study[3]. As previously mentioned, this list was determined through a review of model trip lengths, traffic volumes, and discussions with Collier County. The initial list of regional roads included:

- US 41 (Tamiami Trail)
- Collier Boulevard
- Oil Well Road
- Camp Keais Road
- Immokalee Road

Since the time of the previous impact fee report, several other segments have been examined for potential re-classification as a "regional road" for impact fee purposes. The following segments were deemed to serve the entire county and have been added to the regional roads network:

- Logan/Santa Barbara Boulevard from County Line to Rattlesnake Hammock Road
  - Contingent upon the completion of the extension north to Bonita Beach Road in Lee County[4]
- Vanderbilt Beach Road from US 41 (Tamiami Trail) to Everglades Boulevard
  - Contingent upon the completion of the planned extension east to Everglades Blvd[5]

Table 8 presents the full list of designated "regional roads."

Table 8

Regional Roads in Collier County

Description	From	To
US 41 (Tamiami Trail)	Lee County Line	Miami-Dade County Line
Collier Boulevard	Immokalee Road	Marco Island Bridge
Oil Well Road	Immokalee Road	Camp Keais Road
Camp Keais Road	Immokalee Road	Oil Well Road
Immokalee Road	US 41 (Tamiami Trail)	Camp Keais Road
Logan/Santa Barbara Boulevard	Lee County Line	Rattlesnake Hammock Rd
Vanderbilt Beach Road	US 41 (Tamiami Trail)	Everglades Boulevard

[3] Collier County Transportation Impact Fee Update Study, January 2015
[4] Classification of Logan/Santa Barbara Boulevard, May 2016
[5] Classification of Vanderbilt Beach Road, May 2023

As part of this update study the model trip lengths of all regional roads were re-examined to verify that they still meet the criteria for the "regional" classification. For travel demand, the FDOT District 1 Regional Planning Model (D1RPM v2) was used. Major arterial roadways within the county were divided into multiple segments. A "select-link" analysis was conducted on each of these segments using the existing 2045 scenario of the D1RPM. A select-link analysis determines the characteristics of the travel demand of a particular link in the model network. It allows the origin and destination of the traffic traveling on the analyzed link to be identified. For example, it measures the trip length of every car that passes by a specific point on a specific road. The select link analysis was used in order to determine the amount and route of traffic traveling on the county's major arterial roadways. The multiple select-link analysis allowed the studied roadways to be evaluated to determine the total projected volume and trip length along the corridor.

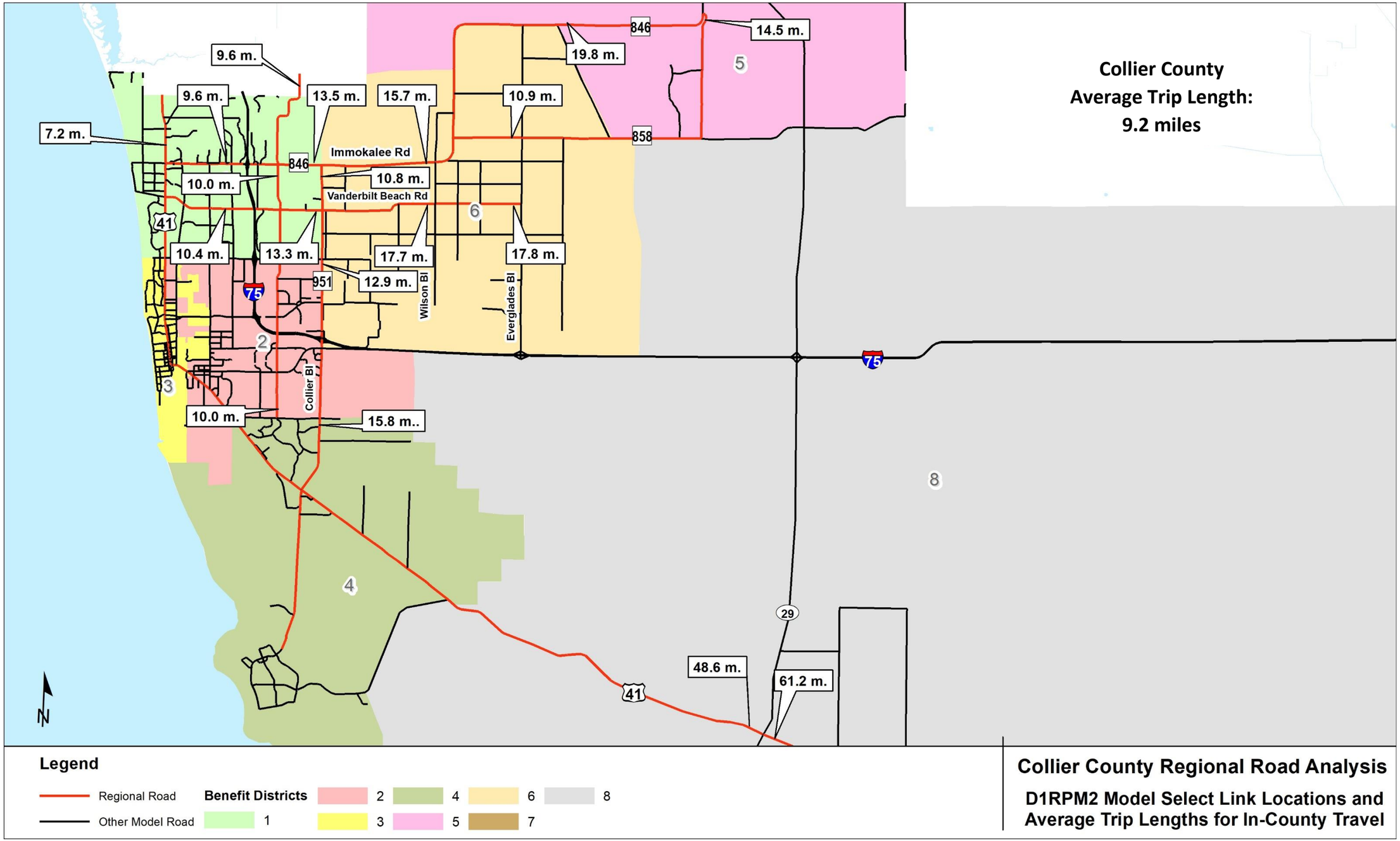
As shown on Map 1, all regional corridors (with the exception of the northern portion of US 41) have higher than average trip lengths, determined through the select link analysis. The average trip length countywide is approximately 9.2 miles, while the corridors identified on Map 1 range from 7.2 miles to 61.2 miles, with trip lengths increasing as the select links move further away from the City of Naples and the urban core. These relatively longer trip lengths indicate that drivers are utilizing these specific corridors for long distance trips across Collier County. Collier Boulevard is the County's primary north-south connector, while Immokalee Road and Oil Well Road provide east-west connections for the northern part of the county.

Benefit Districts Recommendations

Based on a review of geographic barriers, historical impact fee revenue, travel, and traffic volume, it is recommended that Collier County continues forward with the existing benefit district alignments. Additionally, identified "regional roads" should be eligible for impact fee funding from any benefit district, even if the improvement is not located within or adjacent to a funding district.

The travel demand and traffic characteristics of these corridors highlight their importance in moving traffic and connecting neighborhoods throughout the entire county. It is recommended that in future updates Collier County continue to monitor travel and traffic along major corridors to confirm this list of regional roads as well as to identify any additional regional-type roadways that may emerge.

Map 1: Collier County "Regional Roads"



Appendix A
Demand Component

DRAFT

Appendix A: Demand Component

This appendix presents the detailed calculations for the demand component of the road impact fee study.

Interstate & Toll Facility Adjustment Factor

Table A-1 presents the interstate and toll facility adjustment factor used in the calculation of the road impact fee. This variable is based on data from the District 1 Regional Planning Model v2), specifically the 2045 projected vehicle-miles of travel of all county-generated trips on all in-county roadways. It should be noted that the adjustment factor excludes all external-to-external trips, which represent traffic that goes through Collier County, but does not necessarily stop in the county. This traffic is excluded from the analysis since it does not come from development within the county. The I/T adjustment factor is used to reduce the VMT that the impact fee charges for each land use.

Table A-1
Interstate/Toll Facility Adjustment Factor

Facility Type	Total	
	VMT	%
Interstate/Toll	2,190,723	**20.8%**
Other Roads	8,324,965	79.2%
Total	**10,515,688**	**100.0%**

Source: D1RPM v2, 2045

Trip Length Adjustment Factor

Table A-2 presents the trip length adjustment factor for non-state roads used in the calculation of the road impact fee. This variable is based on data from the District 1 Regional Planning Model v2), specifically the 2045 projected vehicle-miles of travel of all county-generated trips on all in-county roadways.

Table A-2
Trip Length Adjustment Factor

Facility Type	Total	
	VMT	%
Non-State Roads	6,134,439	74%
State Roads	2,190,526	**26%**
Total	**8,324,965**	**100%**

Source: D1RPM v2, 2045

Florida Studies Trip Characteristics Database

The Florida Studies Trip Characteristics Database includes approximately 345 studies on 40 different residential and non-residential land uses collected over the last 30 years. Data from these studies include trip generation, trip length, and percent new trips for each land use. This information has been used in the development of impact/multi-modal/mobility fees and the creation of land use plan category trip characteristics for communities throughout Florida and the U.S.

Benesch estimates trip generation rates for all land uses in an impact fee schedule using data from studies in the Florida Studies Database and the Institute of Transportation Engineers' (ITE) *Trip Generation* reference report (11th edition). In instances, when both ITE *Trip Generation* reference report (11th edition) and Florida Studies trip generation rate (TGR) data are available for a particular land use, the data is typically blended together to increase the sample size and provide a more valid estimate of the average number of trips generated per unit of development. If no Florida Studies data is available, only TGR data from the ITE reference report is used in the fee calculation.

The trip generation rate for each respective land use is calculated using machine counts that record daily traffic into and out of the site studied. The traffic count hoses or video cameras are set at entrances to residential subdivisions for the residential land uses and at all access points for non-residential land uses.

The trip length information is obtained through origin-destination surveys that ask respondents where they came from prior to arriving at the site and where they intended to go after leaving the site. The results of these surveys were used to estimate average trip length by land use.

The percent new trip variable is based on assigning each trip collected through the origin-destination survey process a trip type (primary, secondary, diverted, and captured). The percent new trip variable is then calculated as 1 minus the percentage of trips that are captured. Benesch has published an article entitled, *Measuring Travel Characteristics for Transportation Impact Fees*, ITE Journal, April 1991, on the data collection methodology for trip characteristics studies.

Table A-3

Land Use 151: Mini-Warehouse

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Orange Co, FL	89.6	2006	-	-	1.23	-	-	-	-	Orange County
Orange Co, FL	84.7	2006	-	-	1.39	-	-	-	-	Orange County
Orange Co, FL	93.0	2006	-	-	1.51	-	-	-	-	Orange County
Orange Co, FL	107.0	2007	-	-	1.45	-	-	-	-	Orange County
Orange Co, FL	77.0	2009	-	-	2.18	-	-	-	-	Tindale Oliver
Orange Co, FL	93.7	2012	-	-	1.15	-	-	-	-	Tindale Oliver
Total Size	545.0	6					**Average Trip Length:**	**n/a**		
ITE	880.0	16					**Weighted Average Trip Length:**	**n/a**		
Blended total	1,425.0						Weighted Percent New Trip Average:	-		

Weighted Average Trip Generation Rate:	1.47
ITE Average Trip Generation Rate:	1.45
Blend of FL Studies and ITE Average Trip Generation Rate:	**1.46**

Table A-4

Land Use 210: Single Family - Detached

Location	Size / Units	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Sarasota Co, FL	76	Jun-93	70	70	10.03	-	6.00	-	60.18	Sarasota County
Sarasota Co, FL	79	Jun-93	86	86	9.77	-	4.40	-	42.99	Sarasota County
Sarasota Co, FL	135	Jun-93	75	75	8.05	-	5.90	-	47.50	Sarasota County
Sarasota Co, FL	152	Jun-93	63	63	8.55	-	7.30	-	62.42	Sarasota County
Sarasota Co, FL	193	Jun-93	123	123	6.85	-	4.60	-	31.51	Sarasota County
Sarasota Co, FL	97	Jun-93	33	33	13.20	-	3.00	-	39.60	Sarasota County
Sarasota Co, FL	282	Jun-93	146	146	6.61	-	8.40	-	55.52	Sarasota County
Sarasota Co, FL	393	Jun-93	207	207	7.76	-	5.40	-	41.90	Sarasota County
Hernando Co, FL	76	May-96	148	148	10.01	9a-6p	4.85	-	48.55	Tindale Oliver
Hernando Co, FL	128	May-96	205	205	8.17	9a-6p	6.03	-	49.27	Tindale Oliver
Hernando Co, FL	232	May-96	182	182	7.24	9a-6p	5.04	-	36.49	Tindale Oliver
Hernando Co, FL	301	May-96	264	264	8.93	9a-6p	3.28	-	29.29	Tindale Oliver
Charlotte Co, FL	135	Oct-97	230	-	5.30	9a-5p	7.90	-	41.87	Tindale Oliver
Charlotte Co, FL	142	Oct-97	245	-	5.20	9a-5p	4.10	-	21.32	Tindale Oliver
Charlotte Co, FL	150	Oct-97	160	-	5.00	9a-5p	10.80	-	54.00	Tindale Oliver
Charlotte Co, FL	215	Oct-97	158	-	7.60	9a-5p	4.60	-	34.96	Tindale Oliver
Charlotte Co, FL	257	Oct-97	225	-	7.60	9a-5p	7.40	-	56.24	Tindale Oliver
Charlotte Co, FL	345	Oct-97	161	-	7.00	9a-5p	6.60	-	46.20	Tindale Oliver
Charlotte Co, FL	368	Oct-97	152	-	6.60	9a-5p	5.70	-	37.62	Tindale Oliver
Charlotte Co, FL	383	Oct-97	516	-	8.40	9a-5p	5.00	-	42.00	Tindale Oliver
Charlotte Co, FL	441	Oct-97	195	-	8.20	9a-5p	4.70	-	38.54	Tindale Oliver
Charlotte Co, FL	1,169	Oct-97	348	-	6.10	9a-5p	8.00	-	48.80	Tindale Oliver
Collier Co, FL	90	Dec-99	91	-	12.80	8a-6p	11.40	-	145.92	Tindale Oliver
Collier Co, FL	400	Dec-99	389	-	7.80	8a-6p	6.40	-	49.92	Tindale Oliver
Lake Co, FL	49	Apr-02	170	-	6.70	7a-6p	10.20	-	68.34	Tindale Oliver
Lake Co, FL	52	Apr-02	212	-	10.00	7a-6p	7.60	-	76.00	Tindale Oliver
Lake Co, FL	126	Apr-02	217	-	8.50	7a-6p	8.30	-	70.55	Tindale Oliver
Pasco Co, FL	55	Apr-02	133	-	6.80	8a-6p	8.12	-	55.22	Tindale Oliver
Pasco Co, FL	60	Apr-02	106	-	7.73	8a-6p	8.75	-	67.64	Tindale Oliver
Pasco Co, FL	70	Apr-02	188	-	7.80	8a-6p	6.03	-	47.03	Tindale Oliver
Pasco Co, FL	74	Apr-02	188	-	8.18	8a-6p	5.95	-	48.67	Tindale Oliver
Pasco Co, FL	189	Apr-02	261	-	7.46	8a-6p	8.99	-	67.07	Tindale Oliver
Marion Co, FL	102	Apr-02	167	-	8.02	7a-6p	5.10	-	40.90	Kimley-Horn & Associates
Marion Co, FL	105	Apr-02	169	-	7.23	7a-6p	7.22	-	52.20	Kimley-Horn & Associates
Marion Co, FL	124	Apr-02	170	-	6.04	7a-6p	7.29	-	44.03	Kimley-Horn & Associates
Marion Co, FL	132	Apr-02	171	-	7.87	7a-6p	7.00	-	55.09	Kimley-Horn & Associates
Marion Co, FL	133	Apr-02	209	-	8.04	7a-6p	4.92	-	39.56	Kimley-Horn & Associates
Citrus Co, FL	111	Oct-03	273	-	8.66	7a-6p	7.70	-	66.68	Tindale Oliver
Citrus Co, FL	231	Oct-03	155	-	5.71	7a-6p	4.82	-	27.52	Tindale Oliver
Citrus Co, FL	306	Oct-03	146	-	8.40	7a-6p	3.94	-	33.10	Tindale Oliver
Citrus Co, FL	364	Oct-03	345	-	7.20	7a-6p	9.14	-	65.81	Tindale Oliver
Citrus Co, FL	374	Oct-03	248	-	12.30	7a-6p	6.88	-	84.62	Tindale Oliver
Lake Co, FL	42	Dec-06	122	-	11.26	-	5.56	-	62.61	Tindale Oliver
Lake Co, FL	51	Dec-06	346	-	18.22	-	9.46	-	172.36	Tindale Oliver
Lake Co, FL	59	Dec-06	144	-	12.07	-	10.79	-	130.24	Tindale Oliver
Lake Co, FL	90	Dec-06	194	-	9.12	-	5.78	-	52.71	Tindale Oliver
Lake Co, FL	239	Dec-06	385	-	7.58	-	8.93	-	67.69	Tindale Oliver
Hernando Co, FL	232	Apr-07	516	-	8.02	7a-6p	8.16	-	65.44	Tindale Oliver
Hernando Co, FL	95	Apr-07	256	-	8.08	7a-6p	5.88	-	47.51	Tindale Oliver
Hernando Co, FL	90	Apr-07	338	-	7.13	7a-6p	5.86	-	41.78	Tindale Oliver
Hernando Co, FL	58	Apr-07	153	-	6.16	7a-6p	8.39	-	51.68	Tindale Oliver
Collier Co, FL	74	Mar-08	503	-	12.81	7a-6p	3.05	-	39.07	Tindale Oliver
Collier Co, FL	97	Mar-08	512	-	8.78	7a-6p	11.29	-	99.13	Tindale Oliver
Collier Co, FL	315	Mar-08	1,347	-	6.97	7a-6p	6.55	-	45.65	Tindale Oliver
Collier Co, FL	42	Mar-08	314	-	9.55	7a-6p	10.98	-	104.86	Tindale Oliver

Weighted Average Trip Generation Rate: 7.81

Single Family Trip Length Analysis - Collier County

Location	Size / Units	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Collier Co, FL	770	Dec-99	175	-	-	8a-6p	4.96	-	-	Tindale Oliver
Collier Co, FL	90	Dec-99	91	-	12.80	8a-6p	11.40	-	145.92	Tindale Oliver
Collier Co, FL	400	Dec-99	389	-	7.80	8a-6p	6.40	-	49.92	Tindale Oliver
Total Size	1,260	55	655				**Average Trip Length:**	**7.59**		
							Weighted Average Trip Length:	**5.88**		

Table A-5

LUC 215: Single Family Attached Housing

Location	Size / Units	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Hernando Co, FL	31	May-96	31	31	6.12	9a-6p	4.98	-	30.48	Tindale Oliver
Hernando Co, FL	128	May-96	198	198	6.47	9a-6p	5.18	-	33.51	Tindale Oliver
Pasco Co, FL	229	Apr-02	198	198	4.77	9a-6p	12.09	-	57.67	Tindale Oliver
Pasco Co, FL	248	Apr-02	353	353	4.24	9a-6p	3.53	-	14.97	Tindale Oliver
Total Size	636	4	780			**Average Trip Length:**	-			
ITE	2,640	22				**Weighted Average Trip Length:**	-			
Blended total	3,276									

Weighted Average Trip Generation Rate: 4.97
ITE Average Trip Generation Rate: 7.20
Blend of FL Studies and ITE Average Trip Generation Rate: 6.77

Table A-6

LUC 220/221/222: Multi-Family/Apartment

Location	Size / Units	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Sarasota Co, FL	212	Jun-93	42	42	5.78	-	5.20	-	30.06	Sarasota County
Sarasota Co, FL	243	Jun-93	36	36	5.84	-	-	-	-	Sarasota County
Marion Co, FL	214	Apr-02	175	175	6.84	-	4.61	-	31.53	Kimley-Horn & Associates
Marion Co, FL	240	Apr-02	174	174	6.96	-	3.43	-	23.87	Kimley-Horn & Associates
Marion Co, FL	288	Apr-02	175	175	5.66	-	5.55	-	31.41	Kimley-Horn & Associates
Marion Co, FL	480	Apr-02	175	175	5.73	-	6.88	-	39.42	Kimley-Horn & Associates
Marion Co, FL	500	Apr-02	170	170	5.46	-	5.94	-	32.43	Kimley-Horn & Associates
Lake Co, FL	250	Dec-06	135	135	6.71	-	5.33	-	35.76	Tindale Oliver
Lake Co, FL	157	Dec-06	265	265	13.97	-	2.62	-	36.60	Tindale Oliver
Lake Co, FL	169	Dec-06	212	-	8.09	-	6.00	-	48.54	Tindale Oliver
Lake Co, FL	226	Dec-06	301	-	6.74	-	2.17	-	14.63	Tindale Oliver
Hernando Co, FL	312	Apr-07	456	-	4.09	-	5.95	-	24.34	Tindale Oliver
Hernando Co, FL	176	Apr-07	332	-	5.38	-	5.24	-	28.19	Tindale Oliver
Total Size	3,467	13	2,648			**Average Trip Length:**	**4.91**			
						Weighted Average Trip Length:	**5.21**			

Table A-7

Land Use 240: Mobile Home Park

Location	Size / Units	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Marion Co, FL	67	Jul-91	22	22	5.40	48hrs.	2.29	-	12.37	Tindale Oliver
Marion Co, FL	82	Jul-91	58	58	10.80	24hr.	3.72	-	40.18	Tindale Oliver
Marion Co, FL	137	Jul-91	22	22	3.10	24hr.	4.88	-	15.13	Tindale Oliver
Sarasota Co, FL	996	Jun-93	181	181	4.19	-	4.40	-	18.44	Sarasota County
Sarasota Co, FL	235	Jun-93	100	100	3.51	-	5.10	-	17.90	Sarasota County
Marion Co, FL	188	Apr-02	147	-	3.51	24hr.	5.48	-	19.23	Kimley-Horn & Associates
Marion Co, FL	227	Apr-02	173	-	2.76	24hr.	8.80	-	24.29	Kimley-Horn & Associates
Marion Co, FL	297	Apr-02	175	-	4.78	24hr.	4.76	-	22.75	Kimley-Horn & Associates
Hernando Co, FL	1,892	May-96	425	425	4.13	9a-6p	4.13	-	17.06	Tindale Oliver
Total Size	4,121	9	1,303			**Average Trip Length:**	**4.84**			
						Weighted Average Trip Length:	**4.60**			

Weighted Average Trip Generation Rate: 4.17

Table A-8

Land Use 251: Retirement Community - Detached (Single Family)

Location	Size / Units	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Lakeland, FL	67	3/28-4/2/90	26	24	3.50	9am-4pm	2.44	-	8.54	Tindale Oliver
Marion Co, FL	778	Apr-02	175	-	2.96	24hr.	3.49	-	10.33	Kimley-Horn & Associates
Marion Co, FL	877	Apr-02	209	-	2.91	24hr.	5.90	-	17.17	Kimley-Horn & Associates
Marion Co, FL	1,054	Apr-02	173	-	3.65	24hr.	6.00	-	21.90	Kimley-Horn & Associates
Marion Co, FL	3,076	Apr-02	198	-	2.63	24hr.	5.16	-	13.57	Kimley-Horn & Associates
Marion Co, FL	3,625	Apr-02	164	-	2.50	24hr.	5.83	-	14.58	Kimley-Horn & Associates
Total Size	9,477	6	945			**Average Trip Length:**	**4.80**			
ITE	9,690	15				**Weighted Average Trip Length:**	**5.42**			
Blended total	19,167									

Weighted Average Trip Generation Rate: 2.75
ITE Average Trip Generation Rate: 4.31
Blend of FL Studies and ITE Average Trip Generation Rate: 3.54

Table A-9

Land Use 252: Retirement Community - Attached (Multi-Family)

Location	Size / Units	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Sun City Center, FL	208	Oct-91	726	726	2.46	24hr.	3.28	-	8.07	Tindale Oliver
Total Size	208	1				**Average Trip Length:**	**3.28**			
ITE	432	6				**Weighted Average Trip Length:**	**3.28**			
Blended total	640									

Weighted Average Trip Generation Rate: 2.46
ITE Average Trip Generation Rate: 3.24
Blend of FL Studies and ITE Average Trip Generation Rate: 2.99

Table A-10

Land Use 253: Assisted Living/Congregate Care Facility

Location	Size / Units	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Pinellas Park, FL	72	Aug-89	25	19	3.50	9am-5pm	2.20	79.0	7.70	Tindale Oliver
Palm Harbor, FL	200	Oct-89	58	40	-	9am-5pm	3.40	69.0	-	Tindale Oliver
Total Size	272	2	83				**Average Trip Length:**	**2.80**		
ITE	720	4					**Weighted Average Trip Length:**	**3.08**		
Blended total	992						Weighted Percent New Trip Average:	71.6		

Table A-11

Land Use 310: Hotel

Location	Size (Rooms)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Pinellas Co, FL	174	Aug-89	134	106	12.50	7-11a/3-7p	6.30	79.0	62.21	Tindale Oliver
Pinellas Co, FL	114	Oct-89	30	14	7.30	12-7p	6.20	47.0	21.27	Tindale Oliver
Orange Co, FL	123	1997	-	-	6.32	-	-	-	-	Orange County
Orange Co, FL	120	1997	-	-	5.27	-	-	-	-	Orange County
Orange Co, FL	146	1997	-	-	7.61	-	-	-	-	Orange County
Orange Co, FL	252	1997	-	-	5.63	-	-	-	-	Orange County
Orange Co, FL	172	1997	-	-	6.36	-	-	-	-	Orange County
Orange Co, FL	170	1997	-	-	6.06	-	-	-	-	Orange County
Orange Co, FL	128	1997	-	-	6.10	-	-	-	-	Orange County
Orange Co, FL	200	1997	-	-	4.56	-	-	-	-	Orange County
Orange Co, FL	112	1998	-	-	2.78	-	-	-	-	Orange County
Orange Co, FL	130	1998	-	-	9.12	-	-	-	-	Orange County
Orange Co, FL	106	1998	-	-	7.34	-	-	-	-	Orange County
Orange Co, FL	98	1998	-	-	7.32	-	-	-	-	Orange County
Orange Co, FL	120	1998	-	-	5.57	-	-	-	-	Orange County
Orange Co, FL	70	1999	-	-	1.85	-	-	-	-	Orange County
Orange Co, FL	123	1999	-	-	4.81	-	-	-	-	Orange County
Orange Co, FL	123	1999	-	-	3.70	-	-	-	-	Orange County
Orange Co, FL	211	2000	-	-	2.23	-	-	-	-	Orange County
Orange Co, FL	144	2000	-	-	7.32	-	-	-	-	Orange County
Orange Co, FL	105	2001	-	-	5.25	-	-	-	-	Orange County
Orange Co, FL	891	2005	-	-	5.69	-	-	-	-	Orange County
Orange Co, FL	1,584	2005	-	-	5.88	-	-	-	-	Orange County
Orange Co, FL	210	2006	-	-	4.88	-	-	-	-	Orange County
Orange Co, FL	1,499	2006	-	-	4.69	-	-	-	-	Orange County
Orange Co, FL	144	-	-	-	4.74	-	-	-	-	Orange County
Orange Co, FL	148	-	-	-	7.61	-	-	-	-	Orange County
Orange Co, FL	160	-	-	-	6.19	-	-	-	-	Orange County
Orange Co, FL	130	-	-	-	4.29	-	-	-	-	Orange County
Orange Co, FL	130	-	-	-	3.40	-	-	-	-	Orange County
Orange Co, FL	144	-	-	-	7.66	-	-	-	-	Orange County
Orange Co, FL	100	-	-	-	7.37	-	-	-	-	Orange County
Orange Co, FL	190	-	-	-	4.71	-	-	-	-	Orange County
Orange Co, FL	1,501	2011	-	-	3.50	-	-	-	-	Tindale Oliver
Orange Co, FL	174	2011	-	-	7.03	-	-	-	-	Tindale Oliver
Orange Co, FL	238	2014	-	-	4.05	-	-	-	-	Tindale Oliver
Total Size	10,184	36	164				**Average Trip Length:**	**-**		
ITE	1,036	7					**Weighted Average Trip Length:**	**-**		
Blended total	11,220						Weighted Percent New Trip Average:	66.3		

Weighted Average Trip Generation Rate: 5.31
ITE Average Trip Generation Rate: 7.99
Blend of FL Studies and ITE Average Trip Generation Rate: 5.56

Table A-12

Land Use 320: Motel

Location	Size (Rooms)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Pinellas Co, FL	48	Oct-89	46	24	-	10a-2p	2.80	65.0	-	Tindale Oliver
Pinellas Co, FL	54	Oct-89	32	22	-	12p-7p	3.80	69.0	-	Tindale Oliver
Pinellas Co, FL	120	Oct-89	26	22	-	2p-7p	5.20	84.6	-	Tindale Oliver
Total Size	222	3	104				**Average Trip Length:**	**3.93**		
ITE	654	6					**Weighted Average Trip Length:**	**4.34**		
							Weighted Percent New Trip Average:	76.6		

Table A-13

Land Use 310/320: Hotel/Motel

Location	Size (Rooms)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Pinellas Co, FL	174	Aug-89	134	106	12.50	7-11a/3-7p	6.30	79.0	62.21	Tindale Oliver
Pinellas Co, FL	114	Oct-89	30	14	7.30	12-7p	6.20	47.0	21.27	Tindale Oliver
Pinellas Co, FL	48	Oct-89	46	24	-	10a-2p	2.80	65.0	-	Tindale Oliver
Pinellas Co, FL	54	Oct-89	32	22	-	12p-7p	3.80	69.0	-	Tindale Oliver
Pinellas Co, FL	120	Oct-89	26	22	-	2p-7p	5.20	84.6	-	Tindale Oliver
Total Size	510						**Average Trip Length:**	**4.86**		
							Weighted Average Trip Length:	**5.42**		

Table A-14

Land Use 445: Movie Theater

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Pinellas Co, FL	24.7	Oct-89	151	116	113.10	2p-8p	2.70	77.0	235.13	Tindale Oliver
Pinellas Co, FL	34.0	Sep-89	122	116	63.40	2p-8p	1.90	95.0	114.44	Tindale Oliver
Total Size	58.7	2	273				**Average Trip Length:**	**2.30**		
ITE	28.0	1					**Weighted Average Trip Length:**	**2.24**		
Blended total	86.7						Weighted Percent New Trip Average:	87.4		

Weighted Average Trip Generation Rate:	84.31
ITE Average Trip Generation Rate:	78.09
Blend of FL Studies and ITE Average Trip Generation Rate:	**82.30**

Table A-15

Land Use 565: Day Care Center

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Pinellas Co, FL	5.6	Aug-89	94	66	66.99	7a-6p	1.90	70.0	89.10	Tindale Oliver
Pinellas Co, FL	10.0	Sep-89	179	134	66.99	7a-6p	2.10	75.0	105.51	Tindale Oliver
Tampa, FL	-	Mar-86	28	25	-	-	2.60	89.0	-	Kimley-Horn & Associates
Total Size	15.6	3	301				**Average Trip Length:**	**2.20**		
ITE	135.0	27					**Weighted Average Trip Length:**	**2.03**		
Blended total	150.6						Weighted Percent New Trip Average:	73.2		

Weighted Average Trip Generation Rate:	66.99
ITE Average Trip Generation Rate:	47.62
Blend of FL Studies and ITE Average Trip Generation Rate:	**49.63**

Table A-16

Land Use 620: Nursing Home

Location	Size (Beds)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Lakeland, FL	120	Mar-90	74	66	2.86	11a-4p	2.59	89.0	6.59	Tindale Oliver
		1	74				**Average Trip Length:**	**2.59**		
							Weighted Average Trip Length:	**2.59**		
							Weighted Percent New Trip Average:	89.0		

Weighted Average Trip Generation Rate:	2.86
ITE Average Trip Generation Rate:	3.06
Blend of FL Studies and ITE Average Trip Generation Rate:	**3.02**

Table A-17

Land Use 710: General Office Building

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Sarasota Co, FL	14.3	Jun-93	14	14	46.85	-	11.30	-	529.41	Sarasota County
Gwinnett Co, GA	98.0	Dec-92	-	-	4.30	-	5.40	-	-	Street Smarts
Gwinnett Co, GA	180.0	Dec-92	-	-	3.60	-	5.90	-	-	Street Smarts
Pinellas Co, FL	187.0	Oct-89	431	388	18.49	7a-5p	6.30	90.0	104.84	Tindale Oliver
St. Petersburg, FL	262.8	Sep-89	291	274	-	7a-5p	3.40	94.0	-	Tindale Oliver
		5	736				**Average Trip Length:**	**6.46**		
							Weighted Average Trip Length:	**5.15**		
							Weighted Percent New Trip Average:	92.3		

Table A-18

LUC 720: Small Medical/Dental Office Building: 10,000 sf or Less

Site	Size (1,000 sf)	Tues., Jan 11		Wedn., Jan 12		Thur., Jan 13		TOTAL		AVERAGE		AVERAGE (per 1,000 sf)		
		IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	TOTAL
Site 1	2.100	35	35	22	22	13	13	70	70	23.33	23.33	**11.11**	**11.11**	**22.22**
Site 2	3.000	40	40	52	52	53	53	145	145	48.33	48.33	**16.11**	**16.11**	**32.22**
Site 3	2.000	28	28	19	21	24	26	71	75	23.67	25.00	**11.84**	**12.50**	**24.34**
Site 4	1.000	30	30	52	52	57	57	139	139	46.33	46.33	**46.33**	**46.33**	**92.66**
Site 5	3.024	31	32	43	43	24	24	98	99	32.67	33.00	**10.80**	**10.91**	**21.71**
Site 6	1.860	22	24	19	17	11	11	52	52	17.33	17.33	**9.32**	**9.32**	**18.64**
Average												**17.59**	**17.71**	**35.30**
Average (excluding Site 4)												**11.84**	**11.99**	**23.83**

Table A-19

Land Use 720: Medical-Dental Office Building

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Tampa, FL	-	Mar-86	33	26	-	-	6.00	79.0	-	Kimley-Horn & Associates
Palm Harbor, FL	14.6	Oct-89	104	76	33.98	9a-5p	6.30	73.0	156.27	Tindale Oliver
St. Petersburg, FL	-	Nov-89	34	30	57.20	9a-4p	1.20	88.0	-	Tindale Oliver
Hernando Co, FL	58.4	May-96	390	349	28.52	9a-6p	6.47	89.5	165.09	Tindale Oliver
Hernando Co, FL	28.0	May-96	202	189	49.75	9a-6p	6.06	93.8	282.64	Tindale Oliver
Charlotte Co, FL	11.0	Oct-97	-	186	49.50	9a-5p	4.60	92.1	209.67	Tindale Oliver
Charlotte Co, FL	28.0	Oct-97	-	186	31.00	9a-5p	3.60	81.6	91.04	Tindale Oliver
Charlotte Co, FL	30.4	Oct-97	-	324	39.80	9a-5p	3.30	83.5	109.68	Tindale Oliver
Citrus Co, FL	38.9	Oct-03	-	168	32.26	8-6p	6.80	97.1	213.03	Tindale Oliver
Citrus Co, FL	10.0	Nov-03	-	340	40.56	8-630p	6.20	92.4	232.33	Tindale Oliver
Citrus Co, FL	5.3	Dec-03	-	20	29.36	8-5p	5.25	95.2	146.78	Tindale Oliver
Orange Co, FL	50.6	2009	-	-	26.72	-	-	-	-	Orange County
Orange Co, FL	23.5	2010	-	-	16.58	-	-	-	-	Tindale Oliver
			13	763			**Average Trip Length:**	**5.07**		
							Weighted Average Trip Length:	**5.55**		

Weighted Percent New Trip Average: 88.9

Average Trip Generation Rate: 32.59

ITE Average Trip Generation Rate: 36.00

Blend of FL Studies and ITE Average Trip Generation Rate: 34.21

Table A-20

Land Use 770: Business Park

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Collier Co, FL	14.1	May-99	-	55	33.48	8a-6p	3.60	72.7	87.62	Tindale Oliver
Collier Co, FL	66.0	May-99	-	43	11.53	8a-6p	5.70	79.0	51.92	Tindale Oliver
Collier Co, FL	211.1	May-99	-	284	17.91	8a-6p	5.40	93.0	89.94	Tindale Oliver
Total Size	291.2	3					**Average Trip Length:**	**4.90**		
ITE	6,288.0	16					**Weighted Average Trip Length:**	**5.38**		
Blended total	6,579.2									

Weighted Percent New Trip Average: 88.8

Weighted Average Trip Generation Rate: 17.22

ITE Average Trip Generation Rate: 12.44

Blend of FL Studies and ITE Average Trip Generation Rate: 12.65

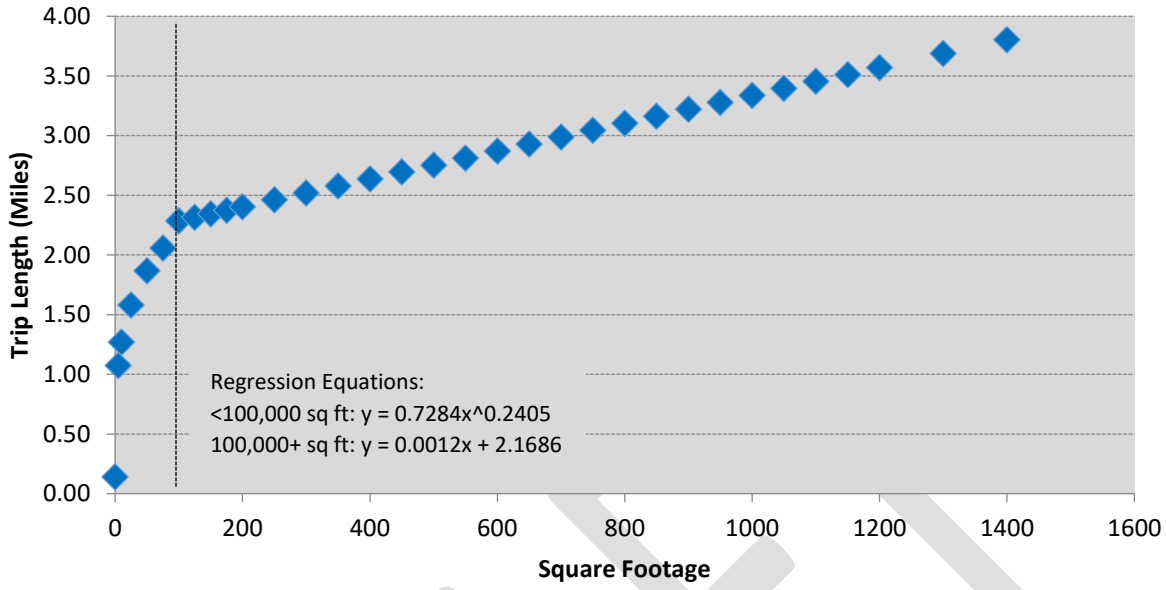
Table A-21

Land Use 820/821/822: Retail/Shopping Center

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Tampa, FL	-	Mar-86	527	348	-	-	-	66.0	-	Kimley-Horn & Associates
Tampa, FL	-	Mar-86	170	-	-	-	1.70	-	-	Kimley-Horn & Associates
Tampa, FL	-	Mar-86	354	269	-	-	-	76.0	-	Kimley-Horn & Associates
Tampa, FL	-	Mar-86	144	-	-	-	2.50	-	-	Kimley-Horn & Associates
St. Petersburg, FL	1,192.0	Aug-89	384	298	-	11a-7p	3.60	78.0	-	Tindale Oliver
St. Petersburg, FL	132.3	Sep-89	400	368	77.00	10a-7p	1.80	92.0	127.51	Tindale Oliver
Largo, FL	425.0	Aug-89	160	120	26.73	10a-6p	2.30	75.0	46.11	Tindale Oliver
Dunedin, FL	80.5	Sep-89	276	210	81.48	9a-5p	1.40	76.0	86.69	Tindale Oliver
Pinellas Park, FL	696.0	Sep-89	485	388	-	9a-6p	3.20	80.0	-	Tindale Oliver
Seminole, FL	425.0	Oct-89	674	586	-	-	-	87.0	-	Tindale Oliver
Hillsborough Co, FL	134.0	Jul-91	-	-	-	-	1.30	74.0	-	Tindale Oliver
Hillsborough Co, FL	151.0	Jul-91	-	-	-	-	1.30	73.0	-	Tindale Oliver
Collier Co, FL	-	Aug-91	68	64	-	-	3.33	94.1	-	Tindale Oliver
Collier Co, FL	-	Aug-91	208	154	-	-	2.64	74.0	-	Tindale Oliver
Sarasota/Bradenton, FL	109.0	Sep-92	300	185	-	12a-6p	-	61.6	-	King Engineering Associates, Inc.
Ocala, FL	133.4	Sep-92	300	192	-	12a-6p	-	64.0	-	King Engineering Associates, Inc.
Sarasota Co, FL	110.0	Jun-93	58	58	122.14	-	3.20	-	-	Sarasota County
Sarasota Co, FL	146.1	Jun-93	65	65	51.53	-	2.80	-	-	Sarasota County
Sarasota Co, FL	157.5	Jun-93	57	57	79.79	-	3.40	-	-	Sarasota County
Sarasota Co, FL	191.0	Jun-93	62	62	66.79	-	5.90	-	-	Sarasota County
Hernando Co, FL	107.8	May-96	608	331	77.60	9a-6p	4.68	54.5	197.85	Tindale Oliver
Charlotte Co, FL	88.0	Oct-97	-	-	73.50	9a-5p	1.80	57.1	75.56	Tindale Oliver
Charlotte Co, FL	191.9	Oct-97	-	-	72.00	9a-5p	2.40	50.9	87.97	Tindale Oliver
Charlotte Co, FL	51.3	Oct-97	-	-	43.00	9a-5p	2.70	51.8	60.08	Tindale Oliver
Lake Co, FL	67.8	Apr-01	246	177	102.60	-	3.40	71.2	248.37	Tindale Oliver
Lake Co, FL	72.3	Apr-01	444	376	65.30	-	4.50	59.0	173.37	Tindale Oliver
Pasco Co, FL	65.6	Apr-02	222	-	145.64	9a-5p	1.46	46.9	99.62	Tindale Oliver
Pasco Co, FL	75.8	Apr-02	134	-	38.23	9a-5p	2.36	58.2	52.52	Tindale Oliver
Citrus Co, FL	185.0	Oct-03	-	784	55.84	8a-6p	2.40	88.1	118.05	Tindale Oliver
Citrus Co, FL	91.3	Nov-03	-	390	54.50	8a-6p	1.60	88.0	76.77	Tindale Oliver
			30	6,346			**Average Trip Length:**	**2.71**		

Figure A-1

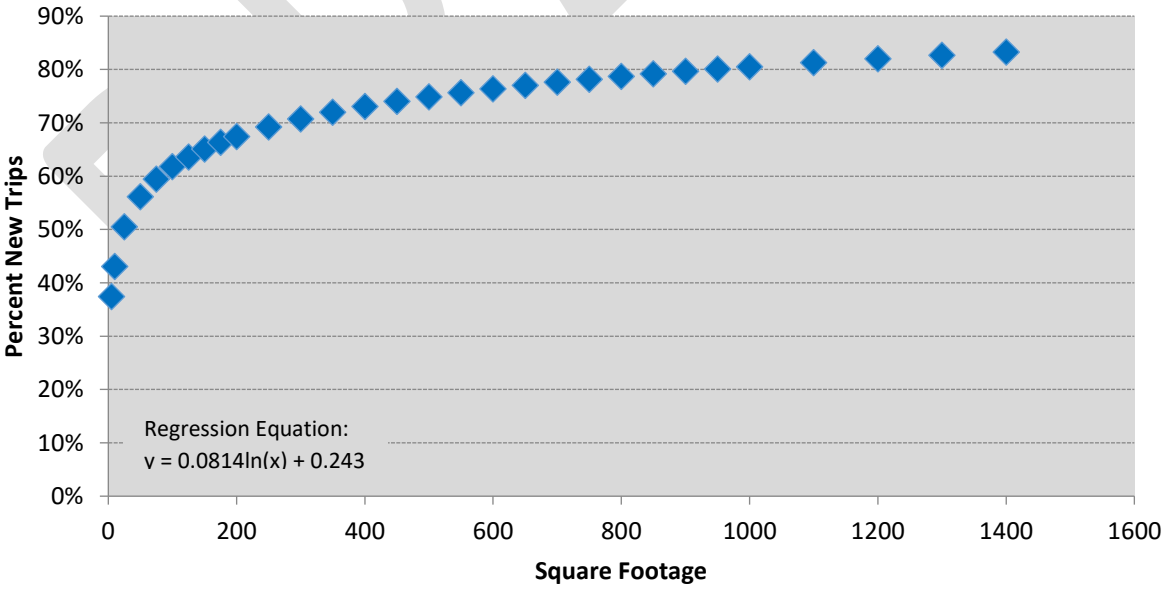
LUC 820-822: Retail/Shopping Center – Florida Curve Trip Length Regression



Source: Regression analysis based on FL Studies data for LUC 820. This curve, along with the average development size presented in the ITE 11th Edition Handbook, was used to estimate the trip length for retail uses

Figure A-2

LUC 820-822: Retail/Shopping Center – Florida Curve Percent New Trips Regression



Source: Regression analysis based on FL Studies data for LUC 820. This curve, along with the average development size presented in the ITE 11th Edition Handbook, was used to estimate the percent new trips for retail uses

Table A-22

Land Use 840/841: New/Used Automobile Sales

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
St.Petersburg, FL	43.0	Oct-89	152	120	-	9a-5p	4.70	79.0	-	Tindale Oliver
Clearwater, FL	43.0	Oct-89	136	106	29.40	9a-5p	4.50	78.0	103.19	Tindale Oliver
Orange Co, FL	13.8	1997	-	-	35.75	-	-	-	-	Orange County
Orange Co, FL	34.4	1998	-	-	23.45	-	-	-	-	Orange County
Orange Co, FL	66.3	2001	-	-	28.50	-	-	-	-	Orange County
Orange Co, FL	39.1	2002	-	-	10.48	-	-	-	-	Orange County
Orange Co, FL	116.7	2003	-	-	22.18	-	-	-	-	Orange County
Orange Co, FL	51.7	2007	-	-	40.34	-	-	-	-	L-TEC
Orange Co, FL	36.6	-	-	-	15.17	-	-	-	-	Orange County
Orange Co, FL	216.4	2008	-	-	13.45	-	-	-	-	Orange County

Total Size	618.0	10	288	**Average Trip Length:**	**4.60**
ITE (840)	648.0	18		**Weighted Average Trip Length:**	**4.60**
ITE (841)	28.0	14		Weighted Percent New Trip Average:	78.5
Blended total	1,294.0				

Weighted Average Trip Generation Rate:	21.04
ITE Average Trip Generation Rate (LUC 840):	27.84
ITE Average Trip Generation Rate (LUC 841):	27.06
Blend of FL Studies and ITE Average Trip Generation Rate:	**24.58**

Table A-23

Land Use 850: Supermarket

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Palm Harbor, FL	62.0	Aug-89	163	62	106.26	9a-4p	2.08	56.0	123.77	Tindale Oliver

Total Size	62.0	1	163	**Average Trip Length:**	**2.08**
ITE	1,144.0	22		**Weighted Average Trip Length:**	**2.08**
Blended total	1,206.0			Weighted Percent New Trip Average:	56.0

Weighted Average Trip Generation Rate:	106.26
ITE Average Trip Generation Rate:	93.84
Blend of FL Studies and ITE Average Trip Generation Rate:	**94.48**

Table A-24

Land Use 851: Convenience Store

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Tampa, FL	-	Mar-86	80	-	-	-	1.10	-	-	Kimley-Horn & Associates
Largo, FL	2.5	8/15,25/89	171	116	634.80	-	1.20	68.0	518.00	Tindale Oliver
Clearwater, FL	2.5	Aug-89	237	64	690.80	-	1.60	27.0	298.43	Tindale Oliver
Clearwater, FL	2.1	Nov-89	143	50	635.24	24hr.	1.60	35.0	355.73	Tindale Oliver
Marion Co, FL	2.5	Jun-91	94	43	787.20	48hrs.	1.52	46.2	552.80	Tindale Oliver
Marion Co, FL	2.5	Jun-91	74	20	714.00	48hrs.	0.75	27.0	144.59	Tindale Oliver
Collier Co, FL	-	Aug-91	146	36	-	-	2.53	24.7	-	Tindale Oliver
Collier Co, FL	-	Aug-91	148	38	-	-	1.08	25.7	-	Tindale Oliver
Collier Co, FL	-	Aug-91	148	84	-	-	1.11	56.8	-	Tindale Oliver

Total Size	12.1	9	1,241	**Average Trip Length:**	**1.39**
ITE	24.0	8		**Weighted Average Trip Length:**	**1.07**
Blended total	36.1			Weighted Percent New Trip Average:	40.8
	36.1				

Weighted Average Trip Generation Rate:	694.30
ITE Average Trip Generation Rate:	762.28
Blend of FL Studies and ITE Average Trip Generation Rate:	**739.50**

Table A-25

Land Use 880/881: Pharmacy with and without Drive-Through Window

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Pasco Co, FL	11.1	Apr-02	138	38	88.97	-	2.05	27.5	50.23	Tindale Oliver
Pasco Co, FL	12.0	Apr-02	212	90	122.16	-	2.04	42.5	105.79	Tindale Oliver
Pasco Co, FL	15.1	Apr-02	1192	54	97.96	-	2.13	28.1	58.69	Tindale Oliver

Total Size	38.2	3	1,542	**Average Trip Length:**	**2.07**
ITE (LUC 880)	66.0	6		**Weighted Average Trip Length:**	**2.08**
ITE (LUC 881)	208.0	16		Weighted Percent New Trip Average:	32.4
Blended total	312.2				

Average Trip Generation Rate:	103.03
ITE Average Trip Generation Rate (LUC 880):	90.08
ITE Average Trip Generation Rate (LUC 881):	108.40
Blend of FL Studies and ITE Average Trip Generation Rate:	**103.86**

Table A-26

Land Use 890: Furniture Store

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Largo, FL	15.0	7/28-30/92	64	34	-	-	4.63	52.5	-	Tindale Oliver
Tampa, FL	16.9	Jul-92	68	39	-	-	7.38	55.7	-	Tindale Oliver
Pompano Beach, FL	58.5	Jun-06	31	140	3.70	9a-6p	4.38	89.2	16.21	Nunner Group - Collier County
Stuart, FL	100.0	Jun-06	198	154	6.50	9a-6p	3.14	79.4	20.41	Nunner Group - Collier County
Boca Raton, FL	19.1	Jun-06	198	108	11.00	9a-6p	4.36	74.5	47.96	Nunner Group - Collier County

Total Size	209.5	5	132	**Average Trip Length:**	**4.78**
	177.6			**Weighted Average Trip Length:**	**4.05**
ITE	779.0	19		Weighted Percent New Trip Average:	77.8
Blended total	956.60				

Average Trip Generation Rate:	6.06
ITE Average Trip Generation Rate:	6.30
Blend of FL Studies and ITE Average Trip Generation Rate:	**6.26**

Table A-27

Land Use 912: Bank/Savings w/Drive-Thru

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Tampa, FL	-	Mar-86	77	-	-	-	2.40	-	-	Kimley-Horn & Associates
Tampa, FL	-	Mar-86	211	-	-	-	-	54.0	-	Kimley-Horn & Associates
Clearwater, FL	0.4	Aug-89	113	52	-	9a-6p	5.20	46.0	-	Tindale Oliver
Largo, FL	2.0	Sep-89	129	94	-	-	1.60	73.0	-	Tindale Oliver
Seminole, FL	4.5	Oct-89	-	-	-	-	-	-	-	Tindale Oliver
Marion Co, FL	2.3	Jun-91	69	29	-	24hr.	1.33	42.0	-	Tindale Oliver
Marion Co, FL	3.1	Jun-91	47	32	-	24hr.	1.75	68.1	-	Tindale Oliver
Marion Co, FL	2.5	Jul-91	57	26	-	48hrs.	2.70	45.6	-	Tindale Oliver
Collier Co, FL	-	Aug-91	162	96	-	24hr.	0.88	59.3	-	Tindale Oliver
Collier Co, FL	-	Aug-91	116	54	-	-	1.58	46.6	-	Tindale Oliver
Collier Co, FL	-	Aug-91	142	68	-	-	2.08	47.9	-	Tindale Oliver
Hernando Co, FL	5.4	May-96	164	41	-	9a-6p	2.77	24.7	-	Tindale Oliver
Marion Co, FL	2.4	Apr-02	70	-	-	24hr.	3.55	54.6	-	Kimley-Horn & Associates
Marion Co, FL	2.7	May-02	50	-	246.66	24hr.	2.66	40.5	265.44	Kimley-Horn & Associates
Total Size	25.2	14	1,407				**Average Trip Length:**	**2.38**		
ITE	114.0	19					**Weighted Average Trip Length:**	**2.46**		
Blended total	139.2						Weighted Percent New Trip Average:	46.2		
	116.7							Weighted Average Trip Generation Rate:		246.66
								ITE Average Trip Generation Rate:		100.35
								Blend of FL Studies and ITE Average Trip Generation Rate:		**103.73**

Table A-28

Land Use 931: Low-Turnover Restaurant

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Tampa, FL	-	Mar-86	76	62	-	-	2.10	82.0	-	Kimley-Horn & Associates
St. Petersburg, FL	7.5	Oct-89	177	154	-	11a-2p/4-8p	3.50	87.0	-	Tindale Oliver
Clearwater, FL	8.0	Oct-89	60	40	110.63	10a-2p/5-9p	2.80	67.0	207.54	Tindale Oliver
Total Size	15.5	3	313				**Average Trip Length:**	**2.80**		
ITE	90.0	10					**Weighted Average Trip Length:**	**3.14**		
Blended total	105.5						Weighted Percent New Trip Average:	76.7		
	98.0							Weighted Average Trip Generation Rate:		110.63
								ITE Average Trip Generation Rate:		83.84
								Blend of FL Studies and ITE Average Trip Generation Rate:		**86.03**

Table A-29

Land Use 932: High-Turnover (Sit-Down) Restaurant

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Hernando Co, FL	6.2	1996	242	175	187.51	9a-6p	2.76	72.5	375.00	Tindale Oliver
Hernando Co, FL	8.2	1996	154	93	102.71	9a-6p	4.15	60.2	256.43	Tindale Oliver
St. Petersburg, FL	5.0	1989	74	68	132.60	1130-7p	2.00	92.0	243.98	Tindale Oliver
Kenneth City, FL	5.2	1989	236	176	127.88	4p-730p	2.30	75.0	220.59	Tindale Oliver
Pasco Co, FL	5.2	2002	114	88	82.47	9a-6p	3.72	77.2	236.81	Tindale Oliver
Pasco Co, FL	5.8	2002	182	102	116.97	9a-6p	3.49	56.0	228.77	Tindale Oliver
Orange Co, FL	5.0	1996	-	-	135.68	-	-	-	-	Orange County
Orange Co, FL	9.7	1996	-	-	132.32	-	-	-	-	Orange County
Orange Co, FL	11.2	1998	-	-	18.76	-	-	-	-	Orange County
Orange Co, FL	7.0	1998	-	-	126.40	-	-	-	-	Orange County
Orange Co, FL	4.6	1998	-	-	129.23	-	-	-	-	Orange County
Orange Co, FL	7.4	1998	-	-	147.44	-	-	-	-	Orange County
Orange Co, FL	6.7	1998	-	-	82.58	-	-	-	-	Orange County
Orange Co, FL	11.3	2000	-	-	95.33	-	-	-	-	Orange County
Orange Co, FL	7.2	2000	-	-	98.06	-	-	-	-	Orange County
Orange Co, FL	11.4	2001	-	-	91.67	-	-	-	-	Orange County
Orange Co, FL	5.6	2001	-	-	145.59	-	-	-	-	Orange County
Orange Co, FL	5.5	-	-	-	100.18	-	-	-	-	Orange County
Orange Co, FL	11.3	-	-	-	62.12	-	-	-	-	Orange County
Orange Co, FL	10.4	-	-	-	31.77	-	-	-	-	Orange County
Orange Co, FL	5.9	-	-	-	147.74	-	-	-	-	Orange County
Orange Co, FL	8.9	2008	-	-	52.69	-	-	-	-	Orange County
Orange Co, FL	9.7	2010	-	-	105.84	-	-	-	-	Orange County
Orange Co, FL	9.5	2013	-	-	40.46	-	-	-	-	Orange County
Orange Co, FL	11.0	2015	-	-	138.39	-	-	-	-	Orange County
Total Size	194.9	25	1,102				**Average Trip Length:**	**3.07**		
ITE	250.0	50					**Weighted Average Trip Length:**	**3.17**		
Blended total	444.9						Weighted Percent New Trip Average:	70.8		
								Weighted Average Trip Generation Rate:		98.67
								ITE Average Trip Generation Rate:		107.20
								Blend of FL Studies and ITE Average Trip Generation Rate:		**103.46**

Table A-30

Land Use 934: Fast Food Restaurant with Drive-Through Window

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Tampa, FL	-	Mar-86	61	-	-	-	2.70	-	-	Kimley-Horn & Associates
Tampa, FL	-	Mar-86	306	-	-	-	-	65.0	-	Kimley-Horn & Associates
Pinellas Co, FL	2.20	Aug-89	81	48	502.80	11a-2p	1.70	59.0	504.31	Tindale Oliver
Pinellas Co, FL	4.30	Oct-89	456	260	660.40	1 day	2.30	57.0	865.78	Tindale Oliver
Tarpon Springs, FL	-	Oct-89	233	114	-	7a-7p	3.60	49.0	-	Tindale Oliver
Marion Co, FL	1.60	Jun-91	60	32	962.50	48hrs.	0.91	53.3	466.84	Tindale Oliver
Marion Co, FL	4.00	Jun-91	75	46	625.00	48hrs.	1.54	61.3	590.01	Tindale Oliver
Collier Co, FL	-	Aug-91	66	44	-	-	1.91	66.7	-	Tindale Oliver
Collier Co, FL	-	Aug-91	118	40	-	-	1.17	33.9	-	Tindale Oliver
Hernando Co, FL	5.43	May-96	136	82	311.83	9a-6p	1.68	60.2	315.27	Tindale Oliver
Hernando Co, FL	3.13	May-96	168	82	547.34	9a-6p	1.59	48.8	425.04	Tindale Oliver
Orange Co, FL	8.93	1996	-	-	377.00	-	-	-	-	Orange County
Lake Co, FL	2.20	Apr-01	376	252	934.30	-	2.50	74.6	1742.47	Tindale Oliver
Lake Co, FL	3.20	Apr-01	171	182	654.90	-	-	47.8	-	Tindale Oliver
Lake Co, FL	3.80	Apr-01	188	137	353.70	-	3.30	70.8	826.38	Tindale Oliver
Pasco Co, FL	2.66	Apr-02	100	46	283.12	9a-6p	-	46.0	-	Tindale Oliver
Pasco Co, FL	2.96	Apr-02	486	164	515.32	9a-6p	2.72	33.7	472.92	Tindale Oliver
Pasco Co, FL	4.42	Apr-02	168	120	759.24	9a-6p	1.89	71.4	1024.99	Tindale Oliver
Total Size	48.8	18	4,463				**Average Trip Length:**	**2.11**		
ITE	213.0	71					**Weighted Average Trip Length:**	**2.05**		
Blended total	261.8						Weighted Percent New Trip Average:	57.9		
	34.0							Weighted Average Trip Generation Rate:		530.19
								ITE Average Trip Generation Rate:		467.48
								Blend of FL Studies and ITE Average Trip Generation Rate:		**479.17**

Table A-31

Land Use 942: Automobile Care Center

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Largo, FL	5.5	Sep-89	34	30	37.64	9a-5p	2.40	88.0	79.50	Tindale Oliver
Jacksonville, FL	2.3	2/3-4/90	124	94	-	9a-5p	3.07	76.0	-	Tindale Oliver
Jacksonville, FL	2.3	2/3-4/90	110	74	-	9a-5p	2.96	67.0	-	Tindale Oliver
Jacksonville, FL	2.4	2/3-4/90	132	87	-	9a-5p	2.32	66.0	-	Tindale Oliver
Lakeland, FL	5.2	Mar-90	24	14	-	9a-4p	1.36	59.0	-	Tindale Oliver
Lakeland, FL	-	Mar-90	54	42	-	9a-4p	2.44	78.0	-	Tindale Oliver
Orange Co, FL	25.0	Nov-92	41	39	-	2-6p	4.60	-	-	LCE, Inc.
Orange Co, FL	36.6	-	-	-	15.17	-	-	-	-	Orange County
Orange Co, FL	7.0	-	-	-	46.43	-	-	-	-	Orange County
Total Size	86.2	9	519				**Average Trip Length:**	**2.74**		
ITE	102.0	6					**Weighted Average Trip Length:**	**3.62**		
Blended total	188.2						Weighted Percent New Trip Average:	72.2		

Table A-32

Land Use 944/945: Convenience Store/Gas Station

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Largo, FL	0.6	Nov-89	70	14	-	8am-5pm	-	23.0	-	Tindale Oliver
Collier Co, FL	-	Aug-91	168	40	-	-	1.01	23.8	-	Tindale Oliver
Total Size	0.6	2	238				**Average Trip Length:**	**1.01**		
							Weighted Percent New Trip Average:	23.0		

Convenience Store/Gas Station (ITE LUC 945) - Mid-Size Blend

ITE	48	Conv. Store 2,000 to 3,999 sf:	265.12
ITE	5	Conv. Store 4,000 to 5,499 sf:	257.13
	53	**Blend of ITE Average Trip Generation Rates for Convenience Store/Gas Station 2,000 to 5,499 sf:**	**264.38**

Table A-33

Land Use 947: Self-Service Car Wash

Location	Size (Bays)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Largo, FL	10	Nov-89	111	84	-	8am-5pm	2.00	76.0	-	Tindale Oliver
Clearwater, FL	-	Nov-89	177	108	-	10am-5pm	1.30	61.0	-	Tindale Oliver
Collier Co, FL	11	Dec-09	304	-	30.24	-	2.50	57.0	-	Tindale Oliver
Collier Co, FL	8	Jan-09	186	-	22.75	-	1.96	72.0	-	Tindale Oliver
Total Size	29	4	778				**Average Trip Length:**	**1.94**		
Total Size (TGR)	19	2					**Weighted Average Trip Length:**	**2.18**		
ITE	5	1					Weighted Percent New Trip Average:	67.7		
Blended total	24							Weighted Average Trip Generation Rate:		27.09
								ITE Average Trip Generation Rate:		108.00
								Blend of FL Studies and ITE Average Trip Generation Rate:		**43.94**

Table A-34

Land Use N/A: Specialty Retail Center

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Collier Co, FL	12.0	May-99	-	13	19.70	8a-6p	3.70	75.0	54.67	Tindale Oliver
Collier Co, FL	12.0	May-99	-	146	127.50	8a-6p	2.24	84.3	240.76	Tindale Oliver
Total Size	24.0	3					Average Trip Length:	2.97		
ITE	100.0	4					Weighted Average Trip Length:	2.97		
Blended total	100.0						Weighted Percent New Trip Average:	79.7		

Table A-35

Land Use N/A: Dance Studio

Location	Size (1,000 sf)	Date	Total # Interviews	# Trip Length Interviews	Trip Gen Rate	Time Period	Trip Length	Percent New Trips	VMT	Source
Collier Co, FL	7.000	Jul-08	-	-	30.29	-	-	-	-	Tindale Oliver
Collier Co, FL	20.48	Jul-08	-	-	17.19	-	-	-	-	Tindale Oliver
Collier Co, FL	8.705	Jul-08	-	-	23.89	-	-	-	-	Tindale Oliver
Total Size	36.2	3					Average Trip Length:	n/a		
							Weighted Average Trip Length:	n/a		
							Weighted Average Trip Generation Rate:	21.33		

Single Family Residential Trip Generation Rate Tiering

As part of this study, the single family residential trip generation rate tiering was included to reflect a tiering analysis to ensure equity by the size of a home. To facilitate this, an analysis was completed on the comparative relationship between housing size and household travel behavior. This analysis utilized data from the 2022 National Household Travel Survey (NHTS) and the 2021 American Housing Survey (AHS) to examine overall trip-making characteristics of households in the United States.

Table A-36 presents that trip characteristics being utilized in the calculated road impact fee schedule for the single family (detached) land use. The 2022 NHTS database was used to assess average annual household vehicle miles of travel (VMT) for various annual household income levels. In addition, the 2021 AHS database was used to compare median annual family/household incomes with housing unit size. It is important to recognize that the use of the income variable in each of these databases is simply to provide a convenient linking mechanism between household VMT from the NHTS and housing unit size from the AHS.

Table A-36

Calculated Single Family Trip Characteristics

Calculated Values Excluding Tiering	Trip Rate	Assessable Trip Length*	Daily VMT
Single Family (Detached)	7.81	5.88	45.92

Source: Appendix A, Table A-4

*Does not include the trip length adjustment factor

The results of the NHTS and AHS analyses are included in Tables A-37 and A-38. First, the data shown in Table A-37 indicates that the average income in the U.S. for families/households living in housing units smaller than 4,000 square feet in size ($65,290) is lower than the overall average income for the U.S. ($66,289). In Table A-38, annual average household VMT was calculated from the NHTS database for several different income levels and ranges related to the resulting AHS income data in Table A-37.

Table A-37

Annual Income by Housing Size

2021 AHS Average Income Data by Housing Size	Annual Income[(1)]
Less than 4,000 sf	$65,290
1,500 to 2,499 sf	$74,416
4,000 sf or more	$93,443
Average of All Houses	$66,289

Source: American Housing Survey for the United States in 2021

1) Weighted average of annual income for each tier

Table A-38

NHTS VMT Annual VMT by Income Category

2022 NHTS Travel Data by Annual HH Income	Annual VMT/HH	Days	Daily VMT	Ratio to Mean	Normalized to 1.061
Total (All Homes)	15,545	365	42.59	1.000	-
Average of $65,290	15,428	365	42.27	0.992	0.935
Average of $74,416	16,496	365	45.19	1.061	1.000
Average of $93,443	17,885	365	49.00	1.151	1.085

Source: 2022 National Household Travel Survey Database, Federal Highway Administration

To calculate a corresponding trip rate for the new tiers it was necessary to rely on comparative ratios. As an example, consider the $65,290 annual income category. First, it was determined that the average annual household VMT for this income level is 15,428 miles. This figure was then compared to the overall average annual VMT per household in the U.S. and normalized to the average of the $74,416 (16,496 miles) category to derive a ratio of 0.992. It should be noted that the $74,416 (1,500-2,499 square feet) category is not an impact fee tier, but rather the average home size that corresponds with the Florida Studies data shown in Table A-36.

Next, the normalized ratio was applied to the daily VMT for the average single family housing unit size (less than 4,000 square feet) to generate a daily VMT of 42.94 for the tier, as shown in

Table A-39. This daily VMT figure was then divided by the assessable trip length of 5.88 miles to obtain a trip generation rate of 7.30 trips per day.

Table A-39
Trip Generation Rate by Single Family Land Use Tier

Estimation of Trip Rate by Tier	Trip Rate[1]	Assessable Trip Length[2]	Daily VMT[3]	Ratio to Mean[4]
Single Family (Detached)				
Less than 4,000 sf	**7.30**	5.88	42.94	0.935
1,500 to 2,499 sf	**7.81**	5.88	45.92	1.000
4,000 sf or larger	**8.47**	5.88	49.82	1.085

1) Daily VMT (Item 3) divided by assessable trip length (Item 2) for each tier
2) Source: Table A-36
3) Ratio to the mean (Item 4) multiplied by the total daily VMT for the 1,500 to 2,499 sq tier
4) Source: Table A-38

Table A-40 illustrates the impact that the trip generation rate tiers for the single family (detached) land use have on the County's calculated roadway impact fee rate.

Table A-40
Net Impact Fee by Single Family Land Use Tier

Impact of Tiering on Fee Schedule	Trip Rate[1]	Assessable Trip Length[2]	Daily VMT	Net Fee[3]
Single Family (Detached)				
Less than 4,000 sf	**7.30**	5.88	42.94	**$8,601**
4,000 sf or larger	**8.47**	5.88	49.82	**$9,980**

1) Source: Table A-39, Item 1
2) Source: Table A-36
3) Source: Appendix D, Table D-1

Demand Variable Changes

Since the last demand component update in 2019, the trip generation rate (TGR), trip length (TL), and percent new trips (PNT) has changed for several land uses. Tables A-41 through A-44 present the change in each variable for each land use for the 2024 update.

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Table A-41

Percent Change in Gross VMT of Impact Fee Land Uses

ITE LUC	Land Use	Unit	GVMT 2019	GVMT 2023	%	Explanation
	RESIDENTIAL:					
210	Single Family (Detached) - Less than 4,000 sf	du	21.67	21.46	-1.0%	TGR update, see Table A-42
	Single Family (Detached) - 4,000 sf and greater	du	26.46	24.90	-5.9%	TGR update, see Table A-42
215	Single Family (Attached)	du	-	19.90	-	New land use
220	Multi-Family Housing (Low-Rise, 1-3 floors)	du	18.67	17.56	-5.9%	Primarily due to TGR update, see Table A-42
221/222	Multi-Family Housing (Mid/High-Rise, 4+ floors)	du	13.87	11.83	-14.7%	Primarily due to TGR update, see Table A-42
231	Mid-Rise Residential w/Ground-Floor Commercial	du	8.77	4.43	-49.5%	Primarily due to TGR update, see Table A-42
232	High-Rise Residential w/Ground-Floor Commercial	du	5.13	5.47	6.6%	Primarily due to TGR update, see Table A-42
240	Mobile Home Park	du	9.59	9.59	0.0%	No change
251	Retirement Community - Detached (Single Family)	du	9.49	9.59	1.1%	TGR update, see Table A-42
252	Retirement Community - Attached (Multi-Family)	du	5.46	4.90	-10.3%	TGR update, see Table A-42
254	Assisted Living	bed	2.42	2.42	0.0%	No change
	LODGING:					
310	Hotel	room	9.93	9.94	0.1%	TGR update, see Table A-42
311	All Suites Hotel	room	7.98	7.87	-1.4%	TGR update, see Table A-42
320	Motel	room	5.60	5.60	0.0%	No change
	RECREATION:					
416	Campground/RV Park	site	3.73	3.73	0.0%	No change
420	Marina	berth	6.38	6.38	0.0%	No change
430	Golf Course	hole	30.35	30.62	0.9%	No change
n/a	Bundled Golf Course	hole	9.10	9.18	0.9%	No change
445	Movie Theater	1,000 sf	112.17	80.19	-	Unit of measure change
n/a	Dance Studio/Gymnastics	1,000 sf	25.34	25.34	0.0%	No change
	INSTITUTIONS:					
520	Elementary School (Private)	student	2.22	2.67	20.3%	TGR update, see Table A-42
522	Middle/Junior High School (Private)	student	2.50	2.47	-1.2%	TGR update, see Table A-42
525	High School (Private)	student	2.69	2.57	-4.5%	TGR update, see Table A-42
540	University/Junior College (7,500 or fewer students) (Private)	student	5.29	5.29	0.0%	No change
550	University/Junior College (more than 7,500 students) (Private)	student	3.97	3.97	0.0%	No change
560	Church	1,000 sf	0.77	13.44	-	Unit of measure change
565	Day Care Center	1,000 sf	3.03	36.77	-	Unit of measure change
	MEDICAL:					
610	Hospital	1,000 sf	24.58	24.70	0.5%	TGR update, see Table A-42
620	Nursing Home	1,000 sf	3.48	7.78	-	Unit of measure change
	OFFICE:					
710	General Office	1,000 sf	23.07	25.68	11.3%	TGR update, see Table A-42
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	58.85	58.85	0.0%	No change
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	84.27	84.49	0.3%	TGR update, see Table A-42
770	Business Park (Flex-Space)	1,000 sf	30.29	30.29	0.0%	No change
	RETAIL:					
822	Retail 6,000 sfgla or less	1,000 sfgla	16.39	11.89	-27.5%	TGR update, see Table A-42
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	29.64	19.34	-34.8%	TGR, TL & PNT update, see Tables A-42, A-43, and A-44
821	Retail 40,001to 150,000 sfgla	1,000 sfgla	37.57	37.33	-0.6%	TGR, TL & PNT update, see Tables A-42, A-43, and A-44
820	Retail greater than 150,000 sfgla	1,000 sfgla	37.57	38.86	3.4%	TGR, TL & PNT update, see Tables A-42, A-43, and A-44
840/841	New/Used Auto Sales	1,000 sf	44.66	44.66	0.0%	No change
849	Tire Superstore	1,000 sf	25.52	17.01	-	Unit of measure change
850	Supermarket	1,000 sf	62.11	55.03	-11.4%	TGR update, see Table A-42
851	Convenience Market, 24 hrs	1,000 sf	230.43	162.21	-29.6%	TGR & TL update, see Tables A-42 and A-43
862	Home Improvement Superstore	1,000 sf	23.38	23.38	0.0%	No change
880/881	Pharmacy with & w/o Drive-Thru	1,000 sf	34.73	34.56	-0.5%	TGR update, see Table A-42
890	Furniture Store	1,000 sf	9.89	9.89	0.0%	No change
	SERVICES:					
911	Bank/Savings w/out Drive-Thru	1,000 sf	33.60	32.78	-2.4%	TGR update, see Table A-42
912	Bank/Savings w/Drive-Thru	1,000 sf	58.09	58.69	1.0%	TGR update, see Table A-42
930	Fast Casual Restaurant	1,000 sf	187.37	57.75	-69.2%	TGR update, see Table A-42
931	Low-Turnover Restaurant	1,000 sf	3.14	104.00	-	Unit of measure change
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	4.92	116.43	-	Unit of measure change
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	286.86	284.87	-0.7%	TGR update, see Table A-42
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	264.40	264.40	0.0%	No change
941	Quick Lube	service bay	33.41	33.41	0.0%	No change
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	19.98	19.98	0.0%	No change
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	23.85	30.71	28.8%	TGR update, see Table A-42
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	26.77	40.16	50.0%	TGR update, see Table A-42
947	Self-Service Car Wash	service bay	32.57	32.57	0.0%	No change
948	Automated Car Wash	1,000 sf	105.25	105.25	0.0%	No change
n/a	Luxury Auto Sales	1,000 sf	33.25	33.25	0.0%	No change
	INDUSTRIAL:					
110	General Light Industrial	1,000 sf	12.28	12.05	-1.9%	TGR update, see Table A-42
140	Manufacturing	1,000 sf	9.73	11.76	20.9%	TGR update, see Table A-42
150	Warehousing	1,000 sf	4.31	4.23	-1.9%	TGR update, see Table A-42
151	Mini-Warehouse	1,000 sf	2.41	2.36	-2.1%	TGR update, see Table A-42
n/a	Mine/Commercial Excavation	1,000 cy	0.07	0.07	0.0%	No change

- Gross VMT = TGR * TL * PNT / 2
- Individual variables are shown in Tables A-42 through A-44

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Table A-42

Percent Change in Trip Generation Rate of Impact Fee Land Uses

ITE LUC	Land Use	Unit	TGR 2019	TGR 2024	%	Explanation
	RESIDENTIAL:					
210	Single Family (Detached) - Less than 4,000 sf	du	7.37	7.30	-0.9%	Updated tiering to AHS 2021 & NHTS 2022
	Single Family (Detached) - 4,000 sf and greater	du	9.00	8.47	-5.9%	Updated tiering to AHS 2021 & NHTS 2022
215	Single Family (Attached)	du	-	6.77	-	New land use
220	Multi-Family Housing (Low-Rise, 1-3 floors)	du	7.32	6.74	-7.9%	Re-alignment of multi-family land uses in ITE 11th Edition
221/222	Multi-Family Housing (Mid/High-Rise, 4+ floors)	du	5.44	4.54	-16.5%	Re-alignment of multi-family land uses in ITE 11th Edition
231	Mid-Rise Residential w/Ground-Floor Commercial	du	3.44	1.70	-50.6%	Updated TGR in ITE 11th Edition
232	High-Rise Residential w/Ground-Floor Commercial	du	2.01	2.10	4.5%	Updated TGR in ITE 11th Edition
240	Mobile Home Park	du	4.17	4.17	0.0%	No change
251	Retirement Community - Detached (Single Family)	du	3.50	3.54	1.1%	Updated TGR in ITE 11th Edition
252	Retirement Community - Attached (Multi-Family)	du	3.33	2.99	-10.2%	Updated TGR in ITE 11th Edition
254	Assisted Living	bed	2.60	2.60	0.0%	No change
	LODGING:					
310	Hotel	room	5.55	5.56	0.2%	Updated TGR in ITE 11th Edition
311	All Suites Hotel	room	4.46	4.40	-1.3%	Updated TGR in ITE 11th Edition
320	Motel	room	3.35	3.35	0.0%	No change
	RECREATION:					
416	Campground/RV Park	site	1.62	1.62	0.0%	No change
420	Marina	berth	2.41	2.41	0.0%	No change
430	Golf Course	hole	30.38	30.38	0.0%	No change
n/a	Bundled Golf Course	hole	9.11	9.11	0.0%	No change
445	Movie Theater	1,000 sf	114.83	82.30	-	Unit of measure change from "screen" to "1,000 sf"
n/a	Dance Studio/Gymnastics	1,000 sf	21.33	21.33	0.0%	No change
	INSTITUTIONS:					
520	Elementary School (Private)	student	1.89	2.27	20.1%	Updated TGR in ITE 11th Edition
522	Middle/Junior High School (Private)	student	2.13	2.10	-1.4%	Updated TGR in ITE 11th Edition
525	High School (Private)	student	2.03	1.94	-4.4%	Updated TGR in ITE 11th Edition
540	University/Junior College (7,500 or fewer students) (Private)	student	2.00	2.00	0.0%	No change
550	University/Junior College (more than 7,500 students) (Private)	student	1.50	1.50	0.0%	No change
560	Church	1,000 sf	0.44	7.60	-	Unit of measure change from "seat" to "1,000 sf"
565	Day Care Center	1,000 sf	4.09	49.63	-	Unit of measure change from "student" to "1,000 sf"
	MEDICAL:					
610	Hospital	1,000 sf	10.72	10.77	0.5%	Updated TGR in ITE 10th Edition
620	Nursing Home	1,000 sf	3.02	6.75	-	Unit of measure change from "bed" to "1,000 sf"
	OFFICE:					
710	General Office	1,000 sf	9.74	10.84	11.3%	Updated TGR in ITE 11th Edition
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	23.83	23.83	0.0%	No change
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	34.12	34.21	0.3%	Updated TGR in ITE 11th Edition
770	Business Park (Flex-Space)	1,000 sf	12.65	12.65	0.0%	No change
	RETAIL:					
822	Retail 6,000 sfgla or less	1,000 sfgla	75.05	54.45	-27.4%	Re-alignment of retail/shopping land uses in ITE 11th Edition
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	75.05	54.45	-27.4%	Re-alignment of retail/shopping land uses in ITE 11th Edition
821	Retail 40,001to 150,000 sfgla	1,000 sfgla	37.75	67.52	78.9%	Re-alignment of retail/shopping land uses in ITE 11th Edition
820	Retail greater than 150,000 sfgla	1,000 sfgla	37.75	37.01	-2.0%	Re-alignment of retail/shopping land uses in ITE 11th Edition
840/841	New/Used Auto Sales	1,000 sf	24.58	24.58	0.0%	No change
849	Tire Superstore	1,000 sf	30.55	20.37	-	Unit of measure change from "service bay" to "1,000 sf"
850	Supermarket	1,000 sf	106.64	94.48	-11.4%	Updated TGR in ITE 11th Edition
851	Convenience Market, 24 hrs	1,000 sf	739.50	739.50	0.0%	No change
862	Home Improvement Superstore	1,000 sf	30.74	30.74	0.0%	No change
880/881	Pharmacy with & w/o Drive-Thru	1,000 sf	104.37	103.86	-0.5%	Updated TGR in ITE 11th Edition for LUC 881
890	Furniture Store	1,000 sf	6.26	6.26	0.0%	No change
	SERVICES:					
911	Bank/Savings w/out Drive-Thru	1,000 sf	59.39	57.94	-2.4%	Updated TGR in ITE 11th Edition
912	Bank/Savings w/Drive-Thru	1,000 sf	102.66	103.73	1.0%	Updated TGR in ITE 11th Edition
930	Fast Casual Restaurant	1,000 sf	315.17	97.14	-69.2%	Updated TGR in ITE 11th Edition (ITE data revision)
931	Low-Turnover Restaurant	1,000 sf	2.60	86.03	-	Unit of measure change from "seat" to "1,000 sf"
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	4.37	103.46	-	Unit of measure change from "seat" to "1,000 sf"
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	482.53	479.17	-0.7%	Updated TGR in ITE 11th Edition
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	409.25	409.25	0.0%	No change
941	Quick Lube	service bay	40.00	40.00	0.0%	No change
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	172.01	172.01	0.0%	No change
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	205.36	264.38	28.7%	Re-alignment of gas station w/ conv. land uses in ITE 11th Edition
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	230.52	345.75	50.0%	Re-alignment of gas station w/ conv. land uses in ITE 11th Edition
947	Self-Service Car Wash	service bay	43.94	43.94	0.0%	No change
948	Automated Car Wash	1,000 sf	142.00	142.00	0.0%	No change
n/a	Luxury Auto Sales	1,000 sf	16.30	16.30	0.0%	No change
	INDUSTRIAL:					
110	General Light Industrial	1,000 sf	4.96	4.87	-1.8%	Updated TGR in ITE 11th Edition
140	Manufacturing	1,000 sf	3.93	4.75	20.9%	Updated TGR in ITE 11th Edition
150	Warehousing	1,000 sf	1.74	1.71	-1.7%	Updated TGR in ITE 11th Edition
151	Mini-Warehouse	1,000 sf	1.49	1.46	-2.0%	Updated TGR in ITE 11th Edition
n/a	Mine/Commercial Excavation	1,000 cy	0.01	0.01	0.0%	No change

- See Appendix D for additional information

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Table A-43

Percent Change in Assessable Trip Length of Impact Fee Land Uses

ITE LUC	Land Use	Unit	TL 2019	TL 2024	%	Explanation
	RESIDENTIAL:					
210	Single Family (Detached) - Less than 4,000 sf	du	5.88	5.88	0.0%	No change
	Single Family (Detached) - 4,000 sf and greater	du	5.88	5.88	0.0%	No change
215	Single Family (Attached)	du	-	5.88	-	New land use
220	Multi-Family Housing (Low-Rise, 1-3 floors)	du	5.10	5.21	2.2%	Re-alignment of FL Studies Database (SFA studies separated)
221/222	Multi-Family Housing (Mid/High-Rise, 4+ floors)	du	5.10	5.21	2.2%	Re-alignment of FL Studies Database (SFA studies separated)
231	Mid-Rise Residential w/Ground-Floor Commercial	du	5.10	5.21	2.2%	Re-alignment of FL Studies Database (SFA studies separated)
232	High-Rise Residential w/Ground-Floor Commercial	du	5.10	5.21	2.2%	Re-alignment of FL Studies Database (SFA studies separated)
240	Mobile Home Park	du	4.60	4.60	0.0%	No change
251	Retirement Community - Detached (Single Family)	du	5.42	5.42	0.0%	No change
252	Retirement Community - Attached (Multi-Family)	du	3.28	3.28	0.0%	No change
254	Assisted Living	bed	2.59	2.59	0.0%	No change
	LODGING:					
310	Hotel	room	5.42	5.42	0.0%	No change
311	All Suites Hotel	room	5.42	5.42	0.0%	No change
320	Motel	room	4.34	4.34	0.0%	No change
	RECREATION:					
416	Campground/RV Park	site	4.60	4.60	0.0%	No change
420	Marina	berth	5.88	5.88	0.0%	No change
430	Golf Course	hole	2.22	2.24	0.9%	Slight increase due to LUC 445 (proxy use) update
n/a	Bundled Golf Course	hole	2.22	2.24	0.9%	Slight increase due to LUC 445 (proxy use) update
445	Movie Theater	1,000 sf	2.22	2.24	0.9%	Updated unit of measure, slight variation in TL weighted average
n/a	Dance Studio/Gymnastics	1,000 sf	2.97	2.97	0.0%	No change
	INSTITUTIONS:					
520	Elementary School (Private)	student	2.94	2.94	0.0%	No change
522	Middle/Junior High School (Private)	student	2.94	2.94	0.0%	No change
525	High School (Private)	student	2.94	2.94	0.0%	No change
540	University/Junior College (7,500 or fewer students) (Private)	student	5.88	5.88	0.0%	No change
550	University/Junior College (more than 7,500 students) (Private)	student	5.88	5.88	0.0%	No change
560	Church	1,000 sf	3.91	3.93	0.5%	Update to the FL Studies Database for LUC 820
565	Day Care Center	1,000 sf	2.03	2.03	0.0%	No change
	MEDICAL:					
610	Hospital	1,000 sf	5.88	5.88	0.0%	No change
620	Nursing Home	1,000 sf	2.59	2.59	0.0%	No change
	OFFICE:					
710	General Office	1,000 sf	5.15	5.15	0.0%	No change
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	5.55	5.55	0.0%	No change
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	5.55	5.55	0.0%	No change
770	Business Park (Flex-Space)	1,000 sf	5.38	5.38	0.0%	No change
	RETAIL:					
822	Retail 6,000 sfgla or less	1,000 sfgla	1.12	1.12	0.0%	No change
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	1.58	1.48	-6.3%	Re-alignment of retail/shopping tiers in ITE 11th Edition
821	Retail 40,001to 150,000 sfgla	1,000 sfgla	2.69	1.94	-27.9%	Re-alignment of retail/shopping tiers in ITE 11th Edition
820	Retail greater than 150,000 sfgla	1,000 sfgla	2.69	2.80	4.1%	Re-alignment of retail/shopping tiers in ITE 11th Edition
840/841	New/Used Auto Sales	1,000 sf	4.60	4.60	0.0%	No change
849	Tire Superstore	1,000 sf	2.32	2.32	0.0%	No change
850	Supermarket	1,000 sf	2.08	2.08	0.0%	No change
851	Convenience Market, 24 hrs	1,000 sf	1.52	1.07	-29.6%	Update to the FL Studies Database
862	Home Improvement Superstore	1,000 sf	2.34	2.34	0.0%	No change
880/881	Pharmacy with & w/o Drive-Thru	1,000 sf	2.08	2.08	0.0%	No change
890	Furniture Store	1,000 sf	4.05	4.05	0.0%	No change
	SERVICES:					
911	Bank/Savings w/out Drive-Thru	1,000 sf	2.46	2.46	0.0%	No change
912	Bank/Savings w/Drive-Thru	1,000 sf	2.46	2.46	0.0%	No change
930	Fast Casual Restaurant	1,000 sf	2.05	2.05	0.0%	No change
931	Low-Turnover Restaurant	1,000 sf	3.14	3.14	0.0%	No change
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	3.17	3.17	0.0%	No change
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	2.05	2.05	0.0%	No change
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	2.19	2.19	0.0%	No change
941	Quick Lube	service bay	2.32	2.32	0.0%	No change
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	1.01	1.01	0.0%	No change
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	1.01	1.01	0.0%	No change
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	1.01	1.01	0.0%	No change
947	Self-Service Car Wash	service bay	2.18	2.18	0.0%	No change
948	Automated Car Wash	1,000 sf	2.18	2.18	0.0%	No change
n/a	Luxury Auto Sales	1,000 sf	4.80	4.80	0.0%	No change
	INDUSTRIAL:					
110	General Light Industrial	1,000 sf	5.38	5.38	0.0%	No change
140	Manufacturing	1,000 sf	5.38	5.38	0.0%	No change
150	Warehousing	1,000 sf	5.38	5.38	0.0%	No change
151	Mini-Warehouse	1,000 sf	3.51	3.51	0.0%	No change
n/a	Mine/Commercial Excavation	1,000 cy	14.82	14.82	0.0%	No change

- See Appendix D for additional information
- Trip length values do not include the trip length adjustment factor

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Table A-44

Percent Change in Percent New Trips of Impact Fee Land Uses

ITE LUC	Land Use	Unit	PNT 2019	PNT 2024	%	Explanation
	RESIDENTIAL:					
210	Single Family (Detached) - Less than 4,000 sf	du	100%	100%	0.0%	No change
	Single Family (Detached) - 4,000 sf and greater	du	100%	100%	0.0%	No change
215	Single Family (Attached)	du	-	100%	-	New land use
220	Multi-Family Housing (Low-Rise, 1-3 floors)	du	100%	100%	0.0%	No change
221/222	Multi-Family Housing (Mid/High-Rise, 4+ floors)	du	100%	100%	0.0%	No change
231	Mid-Rise Residential w/Ground-Floor Commercial	du	100%	100%	0.0%	No change
232	High-Rise Residential w/Ground-Floor Commercial	du	100%	100%	0.0%	No change
240	Mobile Home Park	du	100%	100%	0.0%	No change
251	Retirement Community - Detached (Single Family)	du	100%	100%	0.0%	No change
252	Retirement Community - Attached (Multi-Family)	du	100%	100%	0.0%	No change
254	Assisted Living	bed	72%	72%	0.0%	No change
	LODGING:					
310	Hotel	room	66%	66%	0.0%	No change
311	All Suites Hotel	room	66%	66%	0.0%	No change
320	Motel	room	77%	77%	0.0%	No change
	RECREATION:					
416	Campground/RV Park	site	100%	100%	0.0%	No change
420	Marina	berth	90%	90%	0.0%	No change
430	Golf Course	hole	90%	90%	0.0%	No change
n/a	Bundled Golf Course	hole	90%	90%	0.0%	No change
445	Movie Theater	1,000 sf	88%	87%	-1.1%	Updated TGR unit of measure, slight variation in PNT weighted average
n/a	Dance Studio/Gymnastics	1,000 sf	80%	80%	0.0%	No change
	INSTITUTIONS:					
520	Elementary School (Private)	student	80%	80%	0.0%	No change
522	Middle/Junior High School (Private)	student	80%	80%	0.0%	No change
525	High School (Private)	student	90%	90%	0.0%	No change
540	University/Junior College (7,500 or fewer students) (Private)	student	90%	90%	0.0%	No change
550	University/Junior College (more than 7,500 students) (Private)	student	90%	90%	0.0%	No change
560	Church	1,000 sf	90%	90%	0.0%	No change
565	Day Care Center	1,000 sf	73%	73%	0.0%	No change
	MEDICAL:					
610	Hospital	1,000 sf	78%	78%	0.0%	No change
620	Nursing Home	1,000 sf	89%	89%	0.0%	No change
	OFFICE:					
710	General Office	1,000 sf	92%	92%	0.0%	No change
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	89%	89%	0.0%	No change
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	89%	89%	0.0%	No change
770	Business Park (Flex-Space)	1,000 sf	89%	89%	0.0%	No change
	RETAIL:					
822	Retail 6,000 sfgla or less	1,000 sfgla	39%	39%	0.0%	No change
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	50%	48%	-4.0%	Re-alignment of retail/shopping tiers in ITE 11th Edition
821	Retail 40,001to 150,000 sfgla	1,000 sfgla	74%	57%	-23.0%	Re-alignment of retail/shopping tiers in ITE 11th Edition
820	Retail greater than 150,000 sfgla	1,000 sfgla	74%	75%	1.4%	Re-alignment of retail/shopping tiers in ITE 11th Edition
840/841	New/Used Auto Sales	1,000 sf	79%	79%	0.0%	No change
849	Tire Superstore	1,000 sf	72%	72%	0.0%	No change
850	Supermarket	1,000 sf	56%	56%	0.0%	No change
851	Convenience Market, 24 hrs	1,000 sf	41%	41%	0.0%	No change
862	Home Improvement Superstore	1,000 sf	65%	65%	0.0%	No change
880/881	Pharmacy with & w/o Drive-Thru	1,000 sf	32%	32%	0.0%	No change
890	Furniture Store	1,000 sf	78%	78%	0.0%	No change
	SERVICES:					
911	Bank/Savings w/out Drive-Thru	1,000 sf	46%	46%	0.0%	No change
912	Bank/Savings w/Drive-Thru	1,000 sf	46%	46%	0.0%	No change
930	Fast Casual Restaurant	1,000 sf	58%	58%	0.0%	No change
931	Low-Turnover Restaurant	1,000 sf	77%	77%	0.0%	No change
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	71%	71%	0.0%	No change
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	58%	58%	0.0%	No change
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	59%	59%	0.0%	No change
941	Quick Lube	service bay	72%	72%	0.0%	No change
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	23%	23%	0.0%	No change
944	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	23%	23%	0.0%	No change
945	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	23%	23%	0.0%	No change
947	Self-Service Car Wash	service bay	68%	68%	0.0%	No change
948	Automated Car Wash	1,000 sf	68%	68%	0.0%	No change
n/a	Luxury Auto Sales	1,000 sf	85%	85%	0.0%	No change
	INDUSTRIAL:					
110	General Light Industrial	1,000 sf	92%	92%	0.0%	No change
140	Manufacturing	1,000 sf	92%	92%	0.0%	No change
150	Warehousing	1,000 sf	92%	92%	0.0%	No change
151	Mini-Warehouse	1,000 sf	92%	92%	0.0%	No change
n/a	Mine/Commercial Excavation	1,000 cy	97%	97%	0.0%	No change

- See Appendix D for additional information

Appendix B
Cost Component

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Appendix B: Cost Component

This appendix presents the detailed calculations for the cost component of the road impact fee update. Supporting data and estimates are provided for all cost variables, including:

- Design
- Right-of-Way
- Construction
- CEI
- Mitigation
- Urban Overpass/Major Intersections
- Roadway Capacity

Design

The design cost factor for county roads is estimated as a percentage of the construction cost per lane mile. This factor was determined based on a review of design-to-construction cost ratios from local improvements and from other jurisdictions throughout Florida. As shown in Table B-1, local factors ranged from seven (7) percent to 17 percent with a weighted average of 10 percent. As shown in Table B-2, design cost percentage experienced by jurisdictions throughout Florida ranges from six (6) percent to 14 percent with a weighted average of 11 percent. For purposes of this study, the design cost for county roads is estimated at **10 percent** of the construction cost per lane mile.

Table B-1

Design Cost Factor for County Roads – Collier County

Description	From	To	Design Cost	Construction Cost	Design %
Veteran's Memorial Blvd	E. of Livingston Rd	New High School	$695,000	$9,531,999	7.0%
Whippoorwill Ln	Pine Ridge Rd	Livingston Rd	$697,361	$4,023,089	17.0%
Total			**$1,392,361**	**$13,555,088**	**10.0%**

Source: Collier County

Table B-2

Design Cost Factor for County Roads – Other Florida Jurisdictions

Year	County	County Roadways (Cost per Lane Mile)		
		Design	Constr.	Design Ratio
2013	Hernando	$198,000	$1,980,000	10%
2013	Charlotte	$220,000	$2,200,000	10%
2014	Indian River	$159,000	$1,598,000	10%
2015	Collier	$270,000	$2,700,000	10%
2015	Brevard	$242,000	$2,023,000	12%
2015	Sumter	$210,000	$2,100,000	10%
2015	Marion	$167,000	$2,668,000	6%
2015	Palm Beach	$224,000	$1,759,000	13%
2017	St. Lucie	$220,000	$2,200,000	10%
2017	Clay	$239,000	$2,385,000	10%
2019	Collier	$385,000	$3,500,000	11%
2019	Sumter	$315,000	$2,862,000	11%
2020	Indian River	$291,000	$2,647,000	11%
2020	Hillsborough	$484,000	$4,036,000	12%
2020	Hernando	$232,000	$2,108,000	11%
2021	Manatee	$308,000	$2,800,000	11%
2021	Flagler	$258,000	$2,582,000	10%
2022	Lake	$215,000	$2,145,000	10%
2022	Volusia	$188,000	$2,350,000	8%
2023	Manatee	$546,000	$3,900,000	14%
Average		**$269,000**	**$2,527,000**	**11%**

Source: Each respective jurisdiction

Right-of-Way

The ROW cost reflects the total cost of the acquisitions along a corridor that are necessary to have sufficient cross-section width to widen an existing road or, in the case of new construction, build a new road.

Collier County has been purchasing ROW for the extension of Vanderbilt Beach Road (from Collier Blvd to 16th Street NE). The ROW purchases for this improvement have been on-going for several years. Therefore, past acquisition costs were indexed to present day dollars using the recent trends in just value per acre increases for vacant land in Collier County.

As shown in Table B-3, the total indexed ROW cost is approximately 71 percent of the construction cost for the improvement. However, a portion of these acquisition costs occurred several years back and are dated compared to the construction cost figure. To determine a more

accurate representation of the ROW-to-construction ratio, the recent portion of the acquisition costs (anything acquired since 2020) were separated from the total ROW costs and indexed to present day dollars. With these adjustments applied, the ROW-to-construction factor for the Vanderbilt Beach Rd Ext. was calculated at approximately 47 percent.

In addition to local data, the ROW-to-construction cost ratios from other jurisdictions throughout Florida were reviewed. As shown in Table B-4, the ROW factors ranged from 10 percent to 60 percent with a weighted average of 36 percent.

For purposes of this study, the ROW cost for county roads is estimated at **45 percent** of the construction cost per lane mile. This estimate was based on the adjusted factor calculated for the Vanderbilt Beach Road Extension and discussions with Collier County.

Table B-3

Right-of-Way Cost Factor for County Roads – Collier County

Description	From	To	Right-of-Way Cost	Construction Cost	ROW-to-Construction Ratio
New Construction					
Vanderbilt Beach Rd Ext. Ph I	Weber Blvd	16th St NE	$41,877,878	$135,657,917	31%
Alternate ROW Cost (all acquisitions, indexed to current $)[1]:			$96,960,000	$135,657,917	71%
Alternate ROW Cost (2020+ acquisitions, indexed to current $)[2]:			$64,212,000	$135,657,917	**47%**

Source: Collier County

1) Present day cost of $41.9 million of ROW acquisitions. ROW figure rounded to nearest $000
2) Present day cost of ROW acquisitions made since 2020. ROW figure rounded to nearest $000

Table B-4

Right-of-Way Cost Factor for County Roads – Other Florida Jurisdictions

Year	County	County Roadways (Cost per Lane Mile)		
		ROW	Constr.	ROW Ratio
2013	Hernando	$811,800	$1,980,000	41%
2013	Charlotte	$1,034,000	$2,200,000	47%
2014	Indian River	$656,000	$1,598,000	41%
2015	Collier	$863,000	$2,700,000	32%
2015	Brevard	$708,000	$2,023,000	35%
2015	Sumter	$945,000	$2,100,000	45%
2015	Marion	$1,001,000	$1,668,000	60%
2015	Palm Beach	$721,000	$1,759,000	41%
2017	St. Lucie	$990,000	$2,200,000	45%
2017	Clay	$954,000	$2,385,000	40%
2018	Collier	$1,208,000	$3,500,000	35%
2019	Sumter	$1,202,000	$2,862,000	42%
2020	Indian River	$529,000	$2,647,000	20%
2020	Hillsborough	$1,448,000	$2,897,000	50%
2020	Hernando	$844,000	$2,108,000	40%
2021	Manatee	$1,120,000	$2,800,000	40%
2021	Flagler	$258,000	$2,582,000	10%
2022	Lake	$1,073,000	$2,145,000	50%
2022	Volusia	$470,000	$2,350,000	20%
2023	Manatee	$741,000	$3,900,000	19%
Average		**$879,000**	**$2,420,000**	**36%**

Source: Each respective jurisdiction

Construction

The construction cost for county roads (curb & gutter, urban section design) was based on local projects in Collier. A review of local construction cost data from recent years identified two new construction projects and two lane addition projects:

- Veteran's Memorial Blvd from E. of Livingston Road to New High School (0 to 4 lanes)
- Whippoorwill Lane from Pine Ridge Road to Livingston Road (0 to 2 lanes)
- Vanderbilt Beach Road Phase II from US 41 to E. of Goodlette-Frank Road (4 to 6 lanes)
- Wilson Blvd from Golden Gate Blvd to Immokalee Road (2 to 4 lanes)

As shown in Table B-5, the construction costs for the new road construction improvements were lower than those for lane addition improvements. To calculate a weighted average cost per lane mile, the average cost per lane mile for new construction ($1.5 million) and lane additions ($6.3

million) were weighted by the distribution of new construction and lane addition improvements in the 2045 LRTP (county roads only).

In addition to local improvements, recent bids/completed projects from other communities throughout Florida were reviewed to increase the sample size of data. This review included approximately 185 lane miles of improvements across 15 different counties, averaging $3.5 million per lane mile (all improvements have curb & gutter design characteristics). Additional details are provided in Table B-6.

Based primarily on a review of the local projects, a construction of **$3.8 million per lane mile** for county roads (curb & gutter) was utilized for the road impact fee calculation.

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Table B-5

Local Roadway Construction Costs – County Roads

Description	From	To	Year	Feature	Design	Length	Lanes Added	Lane Miles Added	Construction Cost	Construction Cost per Lane Mile
New Construction										
Veteran's Memorial Blvd	E. of Livingston Rd	New High School	2023	0 to 4	C&G	1.75	4	7.00	$9,531,999	$1,361,714
Whippoorwill Ln	Pine Ridge Rd	Livingston Rd	2023	0 to 2	C&G	1.15	2	2.30	$4,023,089	$1,749,169
Total, New Construction								**9.30**	**$13,555,088**	**$1,457,536**
Lane Addition										
Vanderbilt Beach Rd Ph. II	US 41	E. of Goodlette-Frank Rd	2025	4 to 6	C&G	1.02	2	2.04	$12,515,878	$6,135,234
Wilson Blvd Corridor Study	Golden Gate Blvd	Immokalee Rd	2021	2 to 4	C&G	3.20	2	6.40	$40,789,720	$6,373,394
Total, Lane Addition								**8.44**	**$53,305,598**	**$6,315,829**
Lane Mile Distribution from LRTP, new construction[(1)]										51%
Lane Mile Distribution from LRTP, lane addition[(2)]										49%
Weighted Average										**$3,838,000**

Source: Collier County
1) Source: Table B-11, Item (c)
2) Source: Table B-11, Item (d)

Table B-6

Construction Cost – County Road Improvements from Other Florida Jurisdictions

County	County Classification	District	Description	From	To	Year	Feature	Design	Length	Lanes Added	Lane Miles Added	Construction Cost	Construction Cost per Lane Mile
URBAN Counties; Curb & Gutter													
Orange	Urban	5	CR 535 Seg. F	Overstreet Rd	Fossick Rd	2014	2 to 4	Curb & Gutter	0.60	2	1.20	$3,263,746	$2,719,788
Hillsborough	Urban	7	Boyette Rd, Ph. III	Donneymoor Dr	Bell Shoals Rd	2014	2 to 4	Curb & Gutter	1.84	2	3.68	$25,720,068	$6,989,149
Orange	Urban	5	International Dr	Westwood Blvd	Westwood Blvd	2015	4 to 6	Curb & Gutter	2.20	2	4.40	$16,775,875	$3,812,699
Orange	Urban	5	Reams Rd	Delmar Ave	Taborfield Ave	2017	2 to 4	Curb & Gutter	0.36	2	0.72	$3,409,584	$4,735,533
Orange	Urban	5	Destination Pkwy 1B/2A	Tradeshow Blvd	Lake Cay	2017	2 to 4	Curb & Gutter	0.78	2	1.56	$6,110,403	$3,916,925
Hillsborough	Urban	7	Bruce B. Downs Blvd, Seg. A	Bearss Ave	Palm Springs Blvd	2017	4 to 8	Curb & Gutter	3.56	4	14.24	$37,155,153	$2,609,210
Hillsborough	Urban	7	Bruce B. Downs Blvd, Seg. D	Pebble Creek Dr	Pasco Co. Line	2018	4 to 8	Curb & Gutter	1.36	4	5.44	$17,755,778	$3,263,930
Hillsborough	Urban	7	CR 580 (Sam Allen Rd)	SR 39A (Paul Buchman Hwy)	Park Rd	2018	2 to 4	Curb & Gutter	2.00	2	4.00	$23,200,000	$5,800,000
Palm Beach	Urban	4	Roebuck Rd	Jog Rd	Haverhill Rd	2018	2 to 5	Curb & Gutter	1.03	3	3.10	$5,154,028	$1,662,590
Palm Beach	Urban	4	Lyons Rd	Clint Moore Rd	N of LWDD L-39 Canal	2018	2 to 4	Curb & Gutter	0.70	2	1.40	$3,163,022	$2,259,301
Orange	Urban	5	Holden Ave	John Young Pkwy	Orange Blossom Tr	2019	0/2 to 4	Curb & Gutter	1.24	2/4	3.50	$18,798,771	$5,371,077
Orange	Urban	5	Boggy Creek Rd N	South Access Rd	Wetherbee Rd	2019	2 to 4	Curb & Gutter	1.29	2	2.58	$8,585,774	$3,327,819
Palm Beach	Urban	4	Hood Rd	E. of FL Turnpike	W. of Central Blvd	2019	2 to 4	Curb & Gutter	0.95	2	1.90	$12,686,954	$6,677,344
Palm Beach	Urban	4	Silver Beach Rd	E. of Congress Ave	Old Dixie/Pre. Barack Obama Hwy	2019	2 to 3	Curb & Gutter	0.90	1	0.90	$4,478,355	$4,975,950
Hillsborough	Urban	7				2019		Curb & Gutter	6.08	2	12.16	$67,919,173	$5,585,458
Hillsborough	Urban	7				2019		Curb & Gutter	1.75	2	3.50	$48,417,488	$13,833,568
Total (2014-2023); Urban Counties ONLY									**Count:**	**16**	**64.28**	**$302,594,172**	**$4,707,000**
SUBURBAN/RURAL Counties; Curb & Gutter													
Collier	Suburban/Rural	1	Golden Gate Blvd	Wilson Blvd	Desoto Blvd	2014	2 to 4	Curb & Gutter	2.40	2	4.80	$16,003,504	$3,334,063
Brevard	Suburban/Rural	5	St. Johns Heritage Pkwy	SE of I-95 Intersection	US 192 (Space Coast Pkwy)	2014	0 to 2	Curb & Gutter	3.11	2	6.22	$16,763,567	$2,695,107
Sarasota	Suburban/Rural	1	Bee Ridge Rd	Mauna Loa Blvd	Iona Rd	2014	2 to 4	Curb & Gutter	2.68	2	5.36	$14,066,523	$2,624,351
St. Lucie	Suburban/Rural	4	W Midway Rd (CR 712)	Selvitz Rd	25th St	2014	2 to 4	Curb & Gutter	1.00	2	2.00	$15,359,926	$7,679,963

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Table B-6 (continued)

Construction Cost – County Road Improvements from Other Florida Jurisdictions

County	County Classification	District	Description	From	To	Year	Feature	Design	Length	Lanes Added	Lane Miles Added	Construction Cost	Construction Cost per Lane Mile
SUBURBAN/RURAL Counties; Curb & Gutter													
Lake	Suburban/Rural	5	N. Hancock Rd Ext.	Old 50	Gatewood Dr	2014	0/2 to 4	Curb & Gutter	1.50	2/4	5.00	$8,185,574	$1,637,115
Polk	Suburban/Rural	1	CR 655 & CR 559A	Pace Rd & N of CR 559A	N. of CR 559A & SR 599	2014	2 to 4	Curb & Gutter	2.60	2	5.20	$10,793,552	$2,075,683
Volusia	Suburban/Rural	5	Howland Blvd	Courtland Blvd	N. of SR 415	2014	2 to 4	Curb & Gutter	2.08	2	4.16	$11,110,480	$2,670,788
Polk	Suburban/Rural	1	Ernie Caldwell Blvd	Pine Tree Tr	US 17/92	2015	0 to 4	Curb & Gutter	2.41	4	9.64	$19,535,391	$2,026,493
Flagler	Suburban/Rural	5	Old Kings Rd Ext.	Forest Grove Dr	Matanzas Woods Pkwy	2015	0 to 4	Curb & Gutter	0.52	4	2.08	$4,831,579	$2,322,875
Manatee	Suburban/Rural	1	44th Ave E	15th St E	19th St Ct E	2015	2 to 4	Curb & Gutter	0.45	2	0.90	$5,454,438	$6,060,487
Hendry	Suburban/Rural	1	Helms Rd Ext.	SR 29	SR 80	2015	0 to 4	Curb & Gutter	2.60	4	10.40	$14,678,000	$1,411,346
Volusia	Suburban/Rural	5	LPGA Blvd	Jimmy Ann Dr/Grand Reserve	Derbyshire Rd	2016	2 to 4	Curb & Gutter	0.68	2	1.36	$3,758,279	$2,763,440
St. Lucie	Suburban/Rural	4	W Midway Rd (CR 712)	25th St	US 1	2016	2 to 4	Curb & Gutter	1.60	2	3.20	$31,483,319	$9,838,537
Lake	Suburban/Rural	5	CR 466A, Ph. I	US 27/441	Sunny Ct	2016	2 to 4	Curb & Gutter	0.44	2	0.88	$3,237,561	$3,679,047
Manatee	Suburban/Rural	1	44th Ave E	19th St Ct E	30th St E	2016	0 to 4	Curb & Gutter	0.90	4	3.60	$11,763,178	$3,267,549
Lake	Suburban/Rural	5	CR 466A, Ph. IIIA	Poinsettia Ave	Century Ave	2018	2 to 4	Curb & Gutter	0.42	2	0.84	$3,368,889	$4,010,582
Volusia	Suburban/Rural	5	Williamson Blvd	LPGA Blvd	Strickland Range Rd	2019	2 to 4	Curb & Gutter	0.93	2	1.86	$4,951,165	$2,661,917
Lake	Suburban/Rural	5	North Hancock Rd	CR 561A	Minneola Interchange	2018	0 to 2	Curb & Gutter	1.20	2	2.40	$2,902,256	$1,209,273
Lee	Suburban/Rural	1	Alico Rd	Ben Hill Griffin Pkwy	E. of Airport Haul Rd	2018	2 to 4	Curb & Gutter	1.78	2	3.56	$18,062,562	$5,073,753
Lee	Suburban/Rural	1	Homestead Rd	S. of Sunrise Blvd	N. of Alabama Rd	2018	2 to 4	Curb & Gutter	2.25	2	4.50	$14,041,919	$3,120,426
Lake	Suburban/Rural	5	Citrus Grove Rd, Ph. I	W. of Grassy Lake Rd	Hancock Rd	2019	0 to 4	Curb & Gutter	0.87	4	3.48	$5,751,614	$1,652,763
Lake	Suburban/Rural	5	Education Ave	Grassy Lake Rd	US 27	2019	0 to 2	Curb & Gutter	1.22	2	2.44	$3,324,769	$1,362,610
Hernando	Suburban/Rural	7	Cortez Blvd Frontage Rd @ I-75			2020	0 to 2	Curb & Gutter	0.62	2	1.24	$2,064,688	$1,665,071
Volusia	Suburban/Rural	5	Howland Blvd	Providence Blvd	Elkcam Blvd	2020	2 to 4	Curb & Gutter	2.38	2	4.76	$11,290,456	$2,371,945
Volusia	Suburban/Rural	5	Orange Camp Rd	MLK Blvd	I-4	2020	2 to 4	Curb & Gutter	2.23	2	4.46	$8,741,920	$1,960,072
Volusia	Suburban/Rural	5	10th St	Myrtle Ave	US-1	2020	0/2 to 4	Curb & Gutter	0.47	2/4	1.42	$9,456,399	$6,659,436
Lake	Suburban/Rural	5	Citrus Grove Rd, Ph. III	US 27	Scrub Jay Ln	2020	2 to 4	Curb & Gutter	0.81	2	1.62	$6,434,819	$3,972,110
Marion	Suburban/Rural	5	SW 49th Ave, South Segment E	0.7 mi S. of CR 484	CR 484	2020	0 to 4	Curb & Gutter	0.70	4	2.80	$2,839,889	$1,014,246
Marion	Suburban/Rural	5	FL Crossroads Commerce Park R	South Terminus	Hwy 484	2020	0 to 2	Curb & Gutter	1.10	2	2.20	$3,229,878	$1,468,126
Marion	Suburban/Rural	5	CR 484	Marion Oaks Pass	Marion Oaks Course	2020	2 to 4	Curb & Gutter	1.50	2	3.00	$6,348,828	$2,116,276
Manatee	Suburban/Rural	1	Ft Hamer Rd	US 301	69th St E	2021	0 to 4	Curb & Gutter	0.75	4	3.00	$11,637,711	$3,879,237
Manatee	Suburban/Rural	1	44th Ave E	44th Ave Plaza E	Lakewood Ranch Blvd	2023	0 to 4	Curb & Gutter	2.50	4	10.00	$29,809,786	$2,980,979
Manatee	Suburban/Rural	1	Moccasin Wallow Rd	W of 115th Ave E	US 301	2023	2 to 4	Curb & Gutter	1.30	2	2.60	$16,647,973	$6,403,067
Total (2014-2023); Suburban/Rural Counties ONLY									**Count:**	**33**	**120.98**	**$347,930,392**	**$2,876,000**
Total (2020-2023); Suburban/Rural Counties ONLY									**Count:**	**11**	**37.10**	**$108,502,347**	**$2,925,000**
URBAN & SUBURBAN/RURAL Counties; Curb & Gutter													
Total (2014-2023); Urban & Suburban/Rural Counties									**Count:**	**49**	**185.26**	**$650,524,564**	**$3,511,000**

Source: Data obtained from each respective county

Construction Engineering/Inspection

The CEI cost factor for county roads was estimated as a percentage of the construction cost per lane mile. This factor was determined based on a review of CEI-to-construction cost ratios from other jurisdictions throughout Florida. As shown in Table B-7, recent CEI factors for county roads ranged from 3 percent to 17 percent with a weighted average of nine (9) percent. For purposes of this study, the CEI cost for county roads was calculated at **nine (9) percent** of the construction cost per lane mile.

Table B-7

CEI Cost Factor for County Roads – Other Florida Jurisdictions

Year	County	County Roadways (Cost per Lane Mile)		
		CEI	Constr.	CEI Ratio
2013	Hernando	$178,200	$1,980,000	9%
2013	Charlotte	$220,000	$2,200,000	10%
2014	Indian River	$143,000	$1,598,000	9%
2015	Collier	$270,000	$2,700,000	10%
2015	Brevard	$344,000	$2,023,000	17%
2015	Sumter	$147,000	$2,100,000	7%
2015	Marion	$50,000	$1,668,000	3%
2015	Palm Beach	$108,000	$1,759,000	6%
2017	St. Lucie	$198,000	$2,200,000	9%
2017	Clay	$191,000	$2,385,000	8%
2019	Collier	$315,000	$3,500,000	9%
2019	Sumter	$258,000	$2,862,000	9%
2020	Indian River	$238,000	$2,647,000	9%
2020	Hillsborough	$363,000	$4,036,000	9%
2020	Hernando	$189,000	$2,108,000	9%
2021	Manatee	$252,000	$2,800,000	9%
2021	Flagler	$232,000	$2,582,000	9%
2022	Lake	$172,000	$2,145,000	8%
2022	Volusia	$259,000	$2,350,000	11%
2023	Manatee	$429,000	$3,900,000	11%
Average		**$228,000**	**$2,477,000**	**9%**

Source: Each respective jurisdiction

Mitigation

County Roads

Mitigation cost estimates were developed based on cost data received for two recent projects in Collier County:

- Goodland Dr from San Marco Rd to Harbor Pl
- Vanderbilt Beach Rd Ext. from Collier Blvd to 16th St NE

As shown in Table B-8, the weighted average cost per lane mile for the two county roads projects is approximately $38,000 per lane mile.

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Table B-8
Mitigation Costs – County Roads

Mitigation Type	Proj. #	Description	From	To	Feature	Lanes Added	Mitigation Cost	Project Length (Miles)	Lane Miles Added	Mitigation Cost per Lane Mile
Forested Saltwater	60200.3	Goodland Dr	San Marco Rd	Harbor Pl	0 to 2	2	$212,400	0.80	1.60	$132,750
Panther Habitat/Wetlands	60168.5	Vanderbilt Beach Rd Ext.	Collier Blvd	16th St NE	0 to 6	6	$1,431,452	7.00	42.00	$34,082
Total							**$1,643,852**	**-**	**43.60**	**$38,000**

Source: Collier County

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Urban Overpass/Major Intersection

The urban overpass cost estimate was based on eight on-going/planned improvements along county and state roads in Collier County. These projects are estimated to have a total cost of approximately $135 million, as shown in Table B-9. This total was then divided by the total lane miles of road capacity improvements in the Needs Plan from the 2045 Long Range Transportation Plan (Table B-10) to develop an urban overpass cost per lane mile. The resulting cost of approximately $544,000 per lane mile is used in the road impact fee calculation.

Table B-9

Urban Overpass/Major Intersection Costs – County & State Roads

Major Intersection and Overpass Projects	Status	Cost[1]
US 41 (SR 90)(Tamiami Tr E) @ Goodlette-Frank Rd	2045 CFP (2026-2030)	$13,000,000
Immokalee Rd @ Livingston Rd	2045 CFP (2026-2030)	$38,000,000
Immokalee Rd @ I-75 (DDI)	Study	$9,000,000
Immokalee Rd @ Logan Blvd (CFI)	2045 CFP (2036-2045)	$17,500,000
Golden Gate Pkwy @ Livingston Rd	2045 CFP (2026-2030)	$24,500,000
US 41 @ Collier Blvd	2045 CFP (2031-2035)	$17,250,000
Pine Ridge Rd @ Livingston Rd (CFI)	n/a	$6,600,000
Pine Ridge Rd @ I-75 (DDI)	Moving into design	$8,800,000
Total Urban Overpass/Major Intersection Cost		**$134,650,000**
Total 2045 Needs Plan (Cost Feasible/Unfunded) Lane Miles Added[2]		247.38
Total Urban Overpass/Major Intersection Cost per Lane Mile[3]		**$544,000**

1) Source: Collier County
2) Source: Table B-10
3) Total urban overpass cost divided by the total lane miles that are projected to be constructed in the Needs Plan of the 2045 Long Range Transportation Plan (Item 2), rounded to thousands

Roadway Capacity

As shown in Table B-10, the average capacity per lane miles was based on the projects in the Collier County 2045 Long Range Transportation Plan's cost feasible and unfunded roadway projects lists. The listing of projects reflects the mix of improvements that will yield the vehicle-miles of capacity (VMC) that will be built in Collier County. The resulting weighted average capacity per lane mile of approximately 9,300 and several other variables from the table were used in the road impact fee calculations.

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Table B-10

Collier County 2045 Long Range Transportation Plan – Cost Feasible and Unfunded Needs Plan Projects

Map ID	County/ State	Facility	From	To	Project Type	Project Length	# of Existing Lanes	# of Future Lanes	Lane Miles Added	Initial Capacity	Future Capacity	Added Capacity	Vehicle-Miles of Capacity Added	VMC Added per Lane Mile
1	County	Benfield Rd Ext.	The Lords Way	City Gate Blvd N	New 2-Lane Rd	2.26	0	2	4.52	0	21,300	21,300	48,138	10,650
2	County	Benfield Rd	US 41 (SR 90) Tamiami Tr E)	Rattlesnake-Hammock Ext.	New 2-Lane Rd	4.50	0	2	9.00	0	21,300	21,300	95,850	10,650
3	County	Big Cypress Pkwy	North of I-75	Golden Gate Blvd	New 2-Lane Rd	2.00	0	2	4.00	0	21,300	21,300	42,600	10,650
4	County	Big Cypress Pkwy	Golden Gate Blvd	Vanderbilt Beach Rd Ext.	New 2-Lane Rd	1.27	0	2	2.54	0	21,300	21,300	27,051	10,650
5	County	Big Cypress Pkwy	Vanderbilt Beach Rd Ext.	Oil Well Rd	New 2-Lane Rd	3.00	0	2	6.00	0	21,300	21,300	63,900	10,650
6	County	Big Cypress Pkwy	Oil Well Rd	Immokalee Rd	New 2-Lane Rd	5.00	0	2	10.00	0	21,300	21,300	106,500	10,650
7	County	Camp Keais Rd	Pope John Paul Blvd	Oil Well Rd	Widen from 2 to 4-Lanes	3.00	2	4	6.00	21,300	54,000	32,700	98,100	16,350
8	County	Camp Keais Rd	Immokalee Rd	Pope John Paul Blvd	Widen from 2 to 4-Lanes	2.65	2	4	5.30	21,300	54,000	32,700	86,655	16,350
9	County	Collier Blvd (CR 951)	Golden Gate Main Canal	Green Blvd	Widen from 4 to 6-Lanes	2.00	4	6	4.00	35,820	53,910	18,090	36,180	9,045
10	County	CR 951 Ext.	Collier Blvd (CR 951) (N. terminus)	Lee/Collier County Line	New 2-Lane Rd	3.36	0	2	6.72	0	14,580	14,580	48,989	7,290
11	County	Everglades Blvd	Randall Blvd	S. of Oil Well Rd	Widen from 2 to 4-Lanes	0.63	2	4	1.26	14,580	31,950	17,370	10,943	8,685
12	County	Everglades Blvd	Vanderbilt Beach Rd Ext.	Randall Blvd	Widen from 2 to 4-Lanes	2.12	2	4	4.24	14,580	31,950	17,370	36,824	8,685
13	County	Everglades Blvd	Golden Gate Blvd	Vanderbilt Beach Rd Ext.	Widen from 2 to 4-Lanes	1.14	2	4	2.28	14,580	31,950	17,370	19,802	8,685
14	County	Everglades Blvd	I-75 (SR 93)	Golden Gate Blvd	Widen from 2 to 4-Lanes	5.33	2	4	10.66	14,580	31,950	17,370	92,582	8,685
15	County	Golden Gate Blvd	Everglades Blvd	Desoto Blvd	Widen from 2 to 4-Lanes	1.83	2	4	3.66	12,780	27,360	14,580	26,681	7,290
16	County	Golden Gate Blvd Ext.	Desoto Blvd	Big Cypress Pkwy	New 4-Lane Rd	0.94	0	4	3.76	0	27,360	27,360	25,718	6,840
17	County	Goodlette-Frank Rd	Vanderbilt Beach Rd	Immokalee Rd	Widen from 2 to 4-Lanes	1.80	2	4	3.60	15,930	35,820	19,890	35,802	9,945
18	County	Green Blvd	Santa Barbara/Logan Blvd	Sunshine Blvd	Widen from 2 to 4-Lanes	1.00	2	4	2.00	15,930	35,820	19,890	19,890	9,945
19	County	Green Blvd Ext. (16th Ave SW)	23rd St SW	Wilson Blvd Ext. (Corridor Study)	New 2-Lane Rd (Future Study Area)	2.90	0	2	5.80	0	15,930	15,930	46,197	7,965
20	County	Green Blvd Ext. (16th Ave SW)	CR 951	23rd St SW (Corridor Study)	New 4-Lane Rd (Future Study Area)	2.10	0	4	8.40	0	35,820	35,820	75,222	8,955
21	County	Green Blvd Ext. (16th Ave SW)	Wilson Blvd Ext.	Everglades Blvd (Corridor Study)	New 2-Lane Rd	3.90	0	2	7.80	0	15,930	15,930	62,127	7,965
30	County	Immokalee Rd (CR 846)	Camp Keais Rd	Carver St	Widen from 2 to 4-Lanes	2.40	2	4	4.80	21,300	54,000	32,700	78,480	16,350
31	County	Immokalee Rd (CR 846)	SR 29	Airpark Blvd	Widen from 2 to 4-Lanes	0.42	2	4	0.84	21,300	54,000	32,700	13,734	16,350
32	County	Keane Ave	Inez Rd	Wilson Blvd Ext.	New 2-Lane Rd (Future Study Area)	2.10	0	2	4.20	0	15,930	15,930	33,453	7,965
33	County	Little League Rd Ext.	SR 82	Westclox St	New 2-Lane Rd	3.77	0	2	7.54	0	15,930	15,930	60,056	7,965
34	County	Logan Blvd	Green Blvd	Pine Ridge Rd	Widen from 4 to 6-Lanes	0.90	4	6	1.80	35,820	53,910	18,090	16,281	9,045
35	County	Logan Blvd	Vanderbilt Beach Rd	Immokalee Rd	Widen from 2 to 4-Lanes	2.00	2	4	4.00	15,930	35,820	19,890	39,780	9,945
36	County	Logan Blvd	Pine Ridge Rd	Vanderbilt Beach Rd	Widen from 2 to 4-Lanes	2.21	2	4	4.42	15,930	35,820	19,890	43,957	9,945
37	County	Oil Well Rd/CR 858	Everglades Blvd	Oil Well Grade Rd	Widen from 2 to 6-Lanes	3.89	2	6	15.56	14,580	48,150	33,570	130,587	8,392
38	County	Oil Well Rd/CR 858	Ave Maria Entrance	Camp Keais Rd	Widen from 2 to 6-Lanes	1.00	2	6	4.00	14,580	48,150	33,570	33,570	8,393
40	County	Orange Blossom Dr	Airport Pulling Rd	Livingston Rd	Widen from 2 to 4-Lanes	1.00	2	4	2.00	14,580	31,950	17,370	17,370	8,685
41B	County	Randall Blvd	Immokalee Rd	8th St NE	Widen from 2 to 6-Lanes	0.52	2	6	2.08	14,580	48,150	33,570	17,456	8,392
42	County	Randall Blvd	8th St NE	Everglades Blvd	Widen from 2 to 6-Lanes	2.84	2	6	11.36	14,580	48,150	33,570	95,339	8,393
43	County	Randall Blvd	Everglades Blvd	Desoto Blvd	Widen from 2 to 4-Lanes	1.84	2	4	3.68	14,580	31,950	17,370	31,961	8,685
44	County	Randall Blvd	Desoto Blvd	Big Cypress Pkwy	New 4-Lane Rd	0.93	0	4	3.72	0	31,950	31,950	29,714	7,988
45	County	Santa Barbara Blvd	Painted Leaf Ln	Green Blvd	Widen from 4 to 6-Lanes	1.46	4	6	2.92	35,820	53,910	18,090	26,411	9,045
62A	County	Vanderbilt Beach Rd Ext.	16th St	Everglades Blvd	New 2-Lane Rd	1.84	0	2	3.68	0	16,200	16,200	29,808	8,100
62B	County	Vanderbilt Beach Rd Ext.	Everglades Blvd	Big Cypress Pkwy	New 2-Lane Rd	2.62	0	2	5.24	0	16,200	16,200	42,444	8,100
63	County	Westclox St Ext.	Little League Rd	West of Carson Rd	New 2-Lane Rd	0.29	0	2	0.58	0	15,930	15,930	4,620	7,966
64	County	Wilson Blvd	Golden Gate Blvd	Immokalee Rd	Widen from 2 to 4-Lanes	3.21	2	4	6.42	13,320	29,160	15,840	50,846	7,920
65	County	Wilson Blvd	Keane Ave	Golden Gate Blvd	New 2-Lane Rd	3.23	0	2	6.46	0	15,930	15,930	51,454	7,965
67	County	Veterans Memorial Blvd Ext.	Strand Blvd	I-75	New 4-Lane Rd	0.37	0	4	1.48	0	35,820	35,820	13,253	8,955
70	County	Green Blvd Ext.	Everglades Blvd	Big Cypress Pkwy	New 2-Lane Rd	3.40	0	2	6.80	0	15,930	15,930	54,162	7,965
76	County	Vanderbilt Dr	Immokalee Rd	Woods Edge Pkwy	Widen from 2 to 4-Lanes	3.00	2	4	6.00	15,930	35,820	19,890	59,670	9,945
80	County	Vanderbilt Beach Rd	Goodlette-Frank Rd	Airport Pulling Rd	Widen from 4 to 6-Lanes	1.20	4	6	2.40	35,820	53,910	18,090	21,708	9,045
90	County	Pine Ridge Rd	Logan Blvd	Collier Blvd	Widen from 4 to 6-Lanes	1.89	4	6	3.78	35,820	53,910	18,090	34,190	9,045
93	County	Immokalee Rd	Shady Hollow Blvd E	Rural Village Rd	Widen from 2 to 4-Lanes	1.00	2	4	2.00	14,580	31,950	17,370	17,370	8,685
94	County	Rural Village Rd	Immokalee Rd	Immokalee Rd	New 4-Lane Rd	4.52	0	4	18.08	0	31,950	31,950	144,414	7,988
								Total:	**247.38**				**2,297,839**	**9,300**

Source: Collier County 2045 Long Range Transportation Plan
Figures rounded to nearest 00

Appendix C
Credit Component

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Appendix C: Credit Component

This appendix presents the detailed calculations for the credit component. County fuel taxes that are collected in Collier County are listed below, along with a few pertinent characteristics of each.

1. Constitutional Fuel Tax (2¢/gallon)

- Tax applies to every net gallon of motor and diesel fuel sold within a county. Collected in accordance with Article XII, Section 9 (c) of the Florida Constitution.
- The State allocated 80 percent of this tax to Counties after first withholding amounts pledged for debt service on bonds issued pursuant to provisions of the State Constitution for road and bridge purposes.
- The 20 percent surplus can be used to support the road construction program within the county.
- Counties are not required to share the proceeds of this tax with their municipalities.

2. County Fuel Tax (1¢/gallon)

- Tax applies to every net gallon of motor and diesel fuel sold within a county.
- Primary purpose of these funds is to help reduce a County's reliance on ad valorem taxes.
- Proceeds are to be used for transportation-related expenses, including the reduction of bond indebtedness incurred for transportation purposes. Authorized uses include acquisition of rights-of-way; the construction, reconstruction, operation, maintenance, and repair of transportation facilities, roads, bridges, bicycle paths, and pedestrian pathways; or the reduction of bond indebtedness incurred for transportation purposes.
- Counties are not required to share the proceeds of this tax with their municipalities.

3. Ninth-Cent Fuel Tax (1¢/gallon)

- Tax applies to every net gallon of motor and diesel fuel sold within a county.
- Proceeds may be used to fund transportation expenditures.
- To accommodate statewide equalization, this tax is automatically levied on diesel fuel in every county, regardless of whether a County is levying the tax on motor fuel at all.
- Counties are not required to share the proceeds of this tax with their municipalities.

4. 1st Local Option Tax (up to 6¢/gallon)

- Tax applies to every net gallon of motor and diesel fuel sold within a county.
- Proceeds may be used to fund transportation expenditures.

- To accommodate statewide equalization, all six cents are automatically levied on diesel fuel in every county, regardless of whether a county is levying the tax on motor fuel at all or at the maximum rate.
- Proceeds are distributed to a county and its municipalities according to a mutually agreed upon distribution ratio, or by using a formula contained in the Florida Statutes.

5. 2nd Local Option Tax (up to 5¢/gallon)

- Tax applies to every net gallon of motor and diesel fuel sold within a county.
- Proceeds may be used to fund transportation expenditures needed to meet requirements of the capital improvements element of an adopted Local Government Comprehensive Plan.
- Proceeds are distributed to a county and its municipalities according to a mutually agreed upon distribution scheme, or by using a formula contained in the Florida Statutes.

Each year, the Florida Legislature's Office of Economic and Demographic Research (EDR) produces the *Local Government Financial Information Handbook*, which details the estimated local government revenues for the upcoming fiscal year. Included in this document are the estimated distributions of the various fuel tax revenues for each county in the state. The 2023-24 data represent projected fuel tax distributions to Collier County for the current fiscal year. Table C-1 shows the distribution per penny for each of the fuel levies, and then the calculation of the weighted average for the value of a penny of fuel tax. The weighting procedure takes into account the differing amount of revenues generated for the various types of fuel taxes. It is estimated that approximately $1.89 million of annual revenue will be generated for the County from one penny of fuel tax in Collier County.

Table C-1
Estimated Fuel Tax Distribution Allocated to Capital Programs for Collier County & Municipalities, FY 2023-24[1]

Tax	Amount of Levy per Gallon	Total Distribution	Distribution per Penny
Constitutional Fuel Tax	$0.02	$4,895,814	$2,447,907
County Fuel Tax	$0.01	$2,164,967	$2,164,967
9th Cent Fuel Tax	$0.01	$1,976,101	$1,976,101
1st Local Option (1-6 cents)	$0.06	$10,992,939	$1,832,157
2nd Local Option (1-5 cents)	$0.05	$8,306,266	$1,661,253
Total	**$0.15**	**$28,336,087**	
Weighted Average per Penny[2]			**$1,889,072**

1) Source: Florida Legislature's Office of Economic and Demographic Research, http://edr.state.fl.us/content/local-government/reports/ --
2) The weighted average distribution per penny is calculated by taking the sum of the total distribution and dividing that value by the sum of the total levies per gallon (multiplied by 100).

Capital Improvement Credit

For the calculated impact fee, the capital improvement credit includes capacity-expansion expenditures for roadway improvements in Collier County.

County Capital Project Funding

A review of the County's historical expenditures and the FY 2024-2028 Annual Update and Inventory Report (AUIR) Transportation Work Program indicates that a combination of fuel tax revenues, impact fees, sales tax, and grants are used to fund transportation capacity expansion improvements. Due to repeal of the sales tax (effective Dec. 31, 2023), the tax credit does not include sales tax revenues. As shown in Table C-2, Collier County allocates approximately an equivalent of 4.3 pennies for non-impact fee revenues dedicated to capacity expansion projects that are paid on an annual basis (excluding debt service), such as new road construction, lane additions, and intersection improvements.

Table C-2

County Fuel Tax Equivalent Pennies

Source	Cost of Projects	Number of Years	Revenue from 1 Penny[4]	Equivalent Pennies[5]
Historical; 2018-2023				
Grant Revenues[1]	$22,113,504	6	$1,889,072	$0.020
Fuel Tax Revenues[2]	$33,608,377	6	$1,889,072	$0.030
Total	**$55,721,881**	**6**	**$1,889,072**	**$0.049**
Future; 2024-2028				
AUIR_Grant Revenues[3]	$34,578,000	5	$1,889,072	$0.037
Total	**$34,578,000**	**5**	**$1,889,072**	**$0.037**
TOTAL				
Total	**$90,299,881**	**11**	**$1,889,072**	**$0.043**

1) Source: Table C-4
2) Source: Table C-4
3) Source: Table C-5
4) Source: Table C-1
5) Cost of projects divided by number of years divided by revenue from 1 penny (Item 3) divided by 100

Collier County is currently using fuel tax revenues to retire debt of the Series 2014 Fuel Tax Bond Issue where the proceeds are used to fund capacity expansion improvements. As shown in Table C-3, a credit of 7.2 pennies is allocated toward outstanding debt service related to capacity addition projects.

Table C-3

County Debt Service Fuel Tax Equivalent Pennies

Source	Cost of Projects	Number of Years	Revenue from 1 Penny[2]	Equivalent Pennies[3]
Fuel Tax Bond Issue, Series 2014[1]	$27,292,416	2	$1,889,072	$0.072
Total	**$27,292,416**			**$0.072**

1) Source: Table C-6
2) Source: Table C-1
3) Cost of projects divided by number of years divided by revenue from 1 penny (Item 3) divided by 100

Table C-4

Collier County – Historical Transportation Expenditures

EXPENSE Sub Total	2018	2019	2020	2021	2022	2023	Total
Gas Tax Funded							
33431 LAP 433177 - Golden Gate Pkwy	$2,649	$0	$0	$0	$0	$0	**$2,649**
33475 LAP 430871 Adaptive Traffic Control Equip	$156,901	$0	$0	$0	$0	$0	**$156,901**
33524 Turn lane locations on Pine Ridge Rd	$0	$89,280	$0	$0	$0	$0	**$89,280**
60016 Minor Turn Lane Intersection Improvement	$551,707	$335,715	$891,603	$8,950	$241,654	$168,134	**$2,197,763**
60040 Golden Gate Blvd/Wilson-Everglades	$1,212,830	$45,369	$0	$0	$0	$0	**$1,258,199**
60065 Randall Blvd Imm to Oil Well Rd	$133,089	$72,968	$13,821	$350	$0	$3,369	**$223,597**
60066 Congestion Mgt Fare Share Intersection	$0	$14,255	$0	$0	$68,950	$1,882,436	**$1,965,641**
60073 Davis Boulevard Road Widening	$0	$0	$0	$490,400	$0	$0	**$490,400**
60085 TIS Review	$140,422	$77,093	$367,583	$120,854	$448,593	$492,948	**$1,647,493**
60132 Imm Rd @ CR 951 (Broken Back Rd)	$972,855	$0	$0	$0	$0	$0	**$972,855**
60145 Golden Gate Blvd (20th to Everglades)	$78,439	$563,232	$5,268,854	$168,299	$259,390	$155,785	**$6,493,999**
60148 Airport Rd & Davis Intersection	$7	$2	$0	$0	$0	$0	**$9**
60163 Traffic Study/Advanced Planning	$60,355	$101,204	$302,180	$99,195	$171,021	$1,070,752	**$1,804,707**
60168 Vand Beach/CR 951-8th (338)	$0	$7	$232	$0	$0	$222,202	**$222,441**
60171 Multi Project Right of Way - Transportation	$244	$27	$27	-$69	$667	$19,402	**$20,298**
60172 Traffic Signals	$517,753	$565,111	$779,112	$195,455	$281,321	$2,336,309	**$4,675,061**
60178 Vanderbilt Drive Improvements	$4,155	$0	$0	$0	$0	$0	**$4,155**
60190 Airport Rd North of Vanderbilt Road	$555,103	$0	$0	$0	$0	$0	**$555,103**
60192 Lake Trafford Rd @ N 19th St Improv	$517,555	$1,000	$0	$0	$0	$0	**$518,555**
60198 Veterans Memorial Rd	$0	$0	$0	$0	$0	$100,000	**$100,000**
60200 Goodland CRA 92A Roadway Improvements	$0	$3,300	$212,602	$511,907	$1,958,468	$373,006	**$3,059,283**
60214 Immokalee-Woodcrest Way Intersection	$0	$0	$389,178	$839,798	$0	$0	**$1,228,976**
60215 Triangle Blvd-Price Street	$0	$0	$14,338	$138	$0	$185,524	**$200,000**
60230 Randall Blvd @ 8th St Int Impr	$0	$0	$0	$0	$681,692	$125,272	**$806,964**
60233 Corkscrew Rd @ Wildcat Run Imp	$0	$0	$0	$21,267	$0	$825,121	**$846,388**
60242 Randall Blvd @ Everglades Blvd Int	$0	$0	$0	$206	$811,965	$297,330	**$1,109,501**
60243 Livingston Rd at Vanderbilt Beach Rd	$0	$0	$0	$542,439	$0	$0	**$542,439**
60244 Livingston Rd at Immokalee Rd	$0	$0	$0	$342,940	$0	$0	**$342,940**
60245 Logan Boulevard N. of Immokalee Rd	$0	$0	$0	$203,877	$36,500	$66,420	**$306,797**
60252 VBR at Logan Blvd Intersection Improvements	$0	$0	$0	$0	$184,695	$105,305	**$290,000**
61001 Tree Farm-Woodcrest	$747,682	$580,038	$0	$0	$0	$0	**$1,327,720**
65061 CR 951-R/W	$0	$0	$139,035	$0	$0	$0	**$139,035**
68056 Collier Blvd Golden Gate to Green	$7,413	$0	$0	$0	$0	$1,815	**$9,228**
Total	**$5,659,159**	**$2,448,601**	**$8,378,565**	**$3,546,006**	**$5,144,916**	**$8,431,130**	**$33,608,377**
Grant Funded							
33464 Logan Blvd Ext	-	-	-	-	-	-	$1,314,704
60129 Wilson/Benfield Ext (Lord's Way to City Gate N)	-	-	-	-	-	-	$7,942,600
60190 Airport Rd North of Vanderbilt Road	-	-	-	-	-	-	$12,856,200
Total	-	-	-	-	-	-	**$22,113,504**

Source: Collier County

Table C-5

Collier County – AUIR Summary

AUIR	Total	Total Estimated for Capacity
Work Program Expenditures		
Total - Capacity Expansion Projects[(1)]	$197,270,000	-
Revenues Available to Fund Capacity Expansion (New Projects)		
- Sales Tax	$29,800,000	$14,996,000
- Impact Fees (including interest & fund balance)	$147,696,000	$147,696,000
- Grant Funds	$39,293,000	**$34,578,000**
- Fuel Tax (including interest & fund balance)	$112,874,000	**$0**
Total	**$329,663,000**	**$197,270,000**

Source: Collier County

Table C-6

Collier County – Gas Tax Bond Issue, Series 2014

Year	Principal	Interest	Total Debt Service
FY 2023	$8,455,000	$466,513	$8,921,513
FY 2024	$12,965,000	$705,587	$13,670,587
FY 2025	$13,265,000	$356,829	$13,621,829
Total	**$26,230,000**	**$1,062,416**	**$27,292,416**
Payments Remaining			**2**
Annual Average Payment			**$13,646,208**

Source: Collier County

Table C-7

Average Motor Vehicle Fuel Efficiency – Excluding Interstate Travel

Travel Vehicle Miles of Travel (VMT) @			
	22.8	**7.3**	
Other Arterial Rural	329,742,000,000	52,696,000,000	382,438,000,000
Other Rural	325,232,000,000	32,997,000,000	358,229,000,000
Other Urban	1,485,169,000,000	102,144,000,000	1,587,313,000,000
Total	***2,140,143,000,000***	***187,837,000,000***	***2,327,980,000,000***

Percent VMT

@ 22.8 mpg	@ 7.3 mpg
86%	14%
91%	9%
94%	6%
92%	**8%**

Fuel Consumed			
	Gallons @ 22.8 mpg	Gallons @ 7.3 mpg	
Other Arterial Rural	14,462,368,421	7,218,630,137	21,680,998,558
Other Rural	14,264,561,404	4,520,136,986	18,784,698,390
Other Urban	65,138,991,228	13,992,328,767	79,131,319,995
Total	***93,865,921,053***	***25,731,095,890***	***119,597,016,943***

Total Mileage and Fuel	
2,327,980	**miles (millions)**
119,597	**gallons (millions)**
19.47	**mpg**

Source: U.S. Department of Transportation, Federal Highway Administration, *Highway Statistics 2022* , Section V, Table VM-1
Annual Vehicle Distance Traveled in Miles and Related Data - 2022 by Highway Category and Vehicle Type
http://www.fhwa.dot.gov/policyinformation/statistics.cfm

Table C-8

Annual Vehicle Distance Travelled in Miles and Related Data – 2022[1]

By Highway Category and Vehicle Type

Updated: February 2024 — TABLE VM-1

YEAR	ITEM	LIGHT DUTY VEHICLES SHORT WB[2]	MOTOR-CYCLES	BUSES	LIGHT DUTY VEHICLES LONG WB[2]	SINGLE-UNIT TRUCKS[3]	COMBINATION TRUCKS	SUBTOTALS		ALL MOTOR VEHICLES
								ALL LIGHT VEHICLES[2]	SINGLE-UNIT 2-AXLE 6-TIRE OR MORE AND COMBINATION TRUCKS	
	Motor-Vehicle Travel (millions of vehicle-miles):									
2022	Interstate Rural	148,757	1,164	1,601	50,143	11,677	61,652	**198,900**	**73,328**	274,993
2022	Other Arterial Rural	229,877	2,233	2,231	99,865	19,332	33,364	**329,742**	**52,696**	386,901
2022	Other Rural	221,526	3,294	2,293	103,707	19,890	13,106	**325,232**	**32,997**	363,816
2022	All Rural	600,160	6,691	6,125	253,714	50,899	108,122	853,874	159,021	1,025,711
2022	Interstate Urban	378,935	2,842	2,624	104,686	20,397	49,710	**483,621**	**70,108**	559,194
2022	Other Urban	1,158,710	14,232	9,741	326,459	64,928	37,216	**1,485,169**	**102,144**	1,611,287
2022	All Urban	1,537,646	17,074	12,365	431,144	85,325	86,927	1,968,790	172,252	2,170,481
2022	Total Rural and Urban[5]	2,137,805	23,765	18,490	684,859	136,224	195,049	2,822,664	331,272	3,196,191
2022	Number of motor vehicles registered[2]	197,080,414	9,567,664	954,119	61,464,968	11,083,997	3,249,824	258,545,382	14,333,821	283,400,986
2022	Average miles traveled per vehicle	10,847	2,484	19,379	11,142	12,290	60,018	10,917	23,111	11,278
2022	Person-miles of travel (millions)[4]	3,284,669	24,369	391,991	1,007,240	136,224	195,049	4,291,909	331,272	5,039,542
2022	Fuel consumed (thousand gallons)	86,040,199	540,572	2,497,605	37,939,063	17,180,850	28,218,175	123,979,262	45,399,024	172,416,463
2022	Average fuel consumption per vehicle (gallons)	437	56	2,618	617	1,550	8,683	480	3,167	608
2022	Average miles traveled per gallon of fuel consumed	24.8	44.0	7.4	18.1	7.9	6.9	**22.8**	**7.3**	18.5

(1) The FHWA estimates national trends by using State reported Highway Performance and Monitoring System (HPMS) data, fuel consumption data (MF-21), vehicle registration data (MV-1), other data such as the R.L. Polk vehicle data, and a host of modeling techniques.

(2) Light Duty Vehicles Short WB - passenger cars, light trucks, vans and sport utility vehicles with a wheelbase (WM) equal to or less than 121 inches. Light Duty Vehicles Long WB - large passenger cars, vans, pickup trucks, and sport/utility vehicles with wheelbases (WB) larger than 121 inches. All Light Duty Vehicles - passenger cars, light trucks, vans and sport utility vehicles regardless of wheelbase.

(3) Single-Unit - single frame trucks that have 2-Axles and at least 6 tires or a gross vehicle weight rating exceeding 10,000 lbs.

(4) For 2021 and 2020, the vehicle occupancy is estimated by the FHWA from the 2017 National Household Travel Survey (NHTS) and the annual R.L. Polk Vehicle registration data; For single unit truck and heavy trucks, 1 motor vehicle mile traveled = 1 person-mile traveled.

(5) VMT data are based on the latest HPMS data available; it may not match previous published results.

Appendix D
Calculated Road Impact Fee Schedule

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Appendix D: Calculated Road Impact Fee Schedule

This appendix presents the detailed fee calculations for each land use in the Collier County road impact fee schedule.

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Table D-1
Calculated Road Impact Fee Schedule

		Gasoline Tax						Unit Cost per Lane Mile:	$6,814,000				Interstate/Toll Facility Adjustment Factor:	20.8%			
		$$ per gallon to capital:	$0.115					Average VMC per Lane Mile:	9,300				Cost per PMC:	$732.69			
		Facility life (years):	25		County Revenues:	$0.115		Fuel Efficiency:	19.47 mpg								
		Interest rate:	3.70%					Effectivedays per year:	365								
ITE LUC	**Land Use**	**Unit**	**Trip Rate**	**Trip Rate Source**	**Assessable Trip Length**	**Total Trip Length**	**Trip Length Source**	**Percent New Trips**	**% New Trips Source**	**Net VMT[1]**	**Total Impact Cost**	**Annual Gas Tax**	**Gas Tax Credit**	**Net Road Impact Fee**	**Current Road Impact Fee[2]**	**% Change**	
	RESIDENTIAL:																
210	Single Family (Detached) - Less than 4,000 sf	du	7.30	Appendix A: Table A-40	4.35	4.85	Appendix A: LUC 210	100%	n/a	12.57	$9,214	$38	$613	**$8,601**	$8,090	6%	
	Single Family (Detached) - 4,000 sf and greater	du	8.47	Appendix A: Table A-40	4.35	4.85	Appendix A: LUC 210	100%	n/a	14.59	$10,690	$44	$710	**$9,980**	$9,864	1%	
215	Single Family (Attached)	du	6.77	Appendix A: LUC 215	4.35	4.85	Same as LUC 210	100%	n/a	11.66	$8,545	$35	$565	**$7,980**	$6,950	15%	
220	Multi-Family Housing (Low-Rise, 1-3 floors)	du	6.74	ITE 11th Edition	3.86	4.36	Appendix A: LUC 220/221/222	100%	n/a	10.30	$7,549	$32	$516	**$7,033**	$6,950	1%	
221/222	Multi-Family Housing (Mid/High-Rise, 4+ floors)	du	4.54	ITE 11th Edition	3.86	4.36	Appendix A: LUC 220/221/222	100%	n/a	6.94	$5,085	$21	$339	**$4,746**	$5,174	-8%	
231	Mid-Rise Residential w/Ground-Floor Commercial	du	1.70	ITE 11th Edition (Adjusted)[3]	3.86	4.36	Same as LUC 220	100%	n/a	2.60	$1,904	$8	$129	**$1,775**	$3,265	-46%	
232	High-Rise Residential w/Ground-Floor Commercial	du	2.10	ITE 11th Edition (Adjusted)[3]	3.86	4.36	Same as LUC 220	100%	n/a	3.21	$2,352	$10	$161	**$2,191**	$1,903	15%	
240	Mobile Home Park	du	4.17	Appendix A: LUC 240	3.40	3.90	Appendix A: LUC 240	100%	n/a	5.61	$4,114	$18	$290	**$3,824**	$3,576	7%	
251	Retirement Community - Detached (Single Family)	du	3.54	Appendix A: LUC 251	4.01	4.51	Appendix A: LUC 251	100%	n/a	5.62	$4,119	$17	$274	**$3,845**	$3,543	9%	
252	Retirement Community - Attached (Multi-Family)	du	2.99	Appendix A: LUC 252	2.43	2.93	Appendix A: LUC 252	100%	n/a	2.88	$2,108	$9	$145	**$1,963**	$2,018	-3%	
254	Assisted Living Facility	bed	2.60	ITE 11th Edition	1.92	2.42	Same as LUC 620	72%	Appendix A: LUC 253	1.42	$1,043	$5	$81	**$962**	$886	9%	
	LODGING:																
310	Hotel	room	5.56	Appendix A: LUC 310	4.01	4.51	Appendix A: LUC 310/320	66%	Appendix A: LUC 310	5.83	$4,270	$18	$290	**$3,980**	$3,702	8%	
311	All Suites Hotel	room	4.40	ITE 11th Edition	4.01	4.51	Same as LUC 310	66%	Same as LUC 310	4.61	$3,379	$14	$226	**$3,153**	$2,974	6%	
320	Motel	room	3.35	ITE 11th Edition	3.21	3.71	Appendix A: LUC 320	77%	Appendix A: LUC 320	3.28	$2,402	$10	$161	**$2,241**	$2,074	8%	
	RECREATION:																
416	Campground/RV Park	site	1.62	ITE 11th Edition (Adjusted)[4]	3.40	3.90	Same as LUC 240	100%	Same as Residential Land Uses	2.18	$1,598	$7	$113	**$1,485**	$1,383	7%	
420	Marina	boat berth	2.41	ITE 11th Edition	4.35	4.85	Same as LUC 210	90%	Based on LUC 710	3.74	$2,738	$11	$177	**$2,561**	$2,376	8%	
430	Golf Course	hole	30.38	ITE 11th Edition	1.66	2.16	Same as LUC 445	90%	Based on LUC 710	17.97	$13,169	$64	$1,032	**$12,137**	$11,064	10%	
n/a	Bundled Golf Course	hole	9.11	Same as LUC 430 (Adjusted to 30%)[5]	1.66	2.16	Same as LUC 445	90%	Based on LUC 710	5.39	$3,949	$19	$306	**$3,643**	$3,319	10%	
445	Movie Theater	1,000 sf	82.30	Appendix A: LUC 445	1.66	2.16	Appendix A: LUC 445	87%	Appendix A: LUC 445	47.07	$34,486	$167	$2,694	**$31,792**	unit change	-	
n/a	Dance Studio/Gymnastics	1,000 sf	21.33	Appendix A: LUC N/A Dance Studio	2.20	2.70	Appendix A: LUC N/A Specialty Retail	80%	Appendix A: LUC N/A Specialty Retail	14.87	$10,892	$50	$806	**$10,086**	$9,325	8%	
	INSTITUTIONS:																
520	Elementary School (Private)	student	2.27	ITE 11th Edition	2.18	2.68	50% of LUC 210 based on Transp. Modeling	80%	Based on LUC 710 (adjusted)[6]	1.57	$1,149	$5	$81	**$1,068**	$815	31%	
522	Middle/Junior High School (Private)	student	2.10	ITE 11th Edition	2.18	2.68	50% of LUC 210 based on Transp. Modeling	80%	Based on LUC 710 (adjusted)[6]	1.45	$1,063	$5	$81	**$982**	$921	7%	
525	High School (Private)	student	1.94	ITE 11th Edition	2.18	2.68	50% of LUC 210 based on Transp. Modeling	90%	Based on LUC 710	1.51	$1,104	$5	$81	**$1,023**	$983	4%	

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Table D-1 (continued)
Calculated Road Impact Fee Schedule

ITE LUC	Land Use	Unit	Trip Rate	Trip Rate Source	Assessable Trip Length	Total Trip Length	Trip Length Source	Percent New Trips	% New Trips Source	Net VMT[1]	Total Impact Cost	Annual Gas Tax	Gas Tax Credit	Net Road Impact Fee	Current Road Impact Fee[2]	% Change
	INSTITUTIONS:															
540/550	University/Junior College (7,500 or fewer students) (Private)	student	2.00	ITE Regression Analysis	4.35	4.85	Same as LUC 210	90%	Based on LUC 710	3.10	$2,272	$9	$145	**$2,127**	$1,973	8%
	University/Junior College (more than 7,500 students) (Private)	student	1.50	ITE Regression Analysis	4.35	4.85	Same as LUC 210	90%	Based on LUC 710	2.33	$1,704	$7	$113	**$1,591**	$1,483	7%
560	Church	1,000 sf	7.60	ITE 11th Edition	2.91	3.41	Midpoint of LUC 710 & LUC 820 (App. A)	90%	Based on LUC 710	7.88	$5,775	$25	$403	**$5,372**	unit change	-
565	Day Care Center	1,000 sf	49.63	Appendix A: LUC 565	1.50	2.00	Appendix A: LUC 565	73%	Appendix A: LUC 565	21.52	$15,768	$78	$1,258	**$14,510**	unit change	-
	MEDICAL:															
610	Hospital	1,000 sf	10.77	ITE 11th Edition	4.35	4.85	Same as LUC 210	78%	Midpoint of LUC 310 & LUC 720	14.47	$10,603	$44	$710	**$9,893**	$9,168	8%
620	Nursing Home	1,000 sf	6.75	ITE 11th Edition	1.92	2.42	Appendix A: LUC 620	89%	Appendix A: LUC 620	4.57	$3,347	$16	$258	**$3,089**	unit change	-
	OFFICE:															
710	General Office	1,000 sf	10.84	ITE 11th Edition	3.81	4.31	Appendix A: LUC 710	92%	Appendix A: LUC 710	15.05	$11,024	$46	$742	**$10,282**	$8,605	19%
720	Medical Office/Clinic 10,000 sq ft or less	1,000 sf	23.83	Appendix A: LUC 720 Small Medical/Dental	4.11	4.61	Appendix A: LUC 720	89%	Appendix A: LUC 720	34.52	$25,291	$105	$1,694	**$23,597**	$21,955	7%
	Medical Office/Clinic greater than 10,000 sq ft	1,000 sf	34.21	Appendix A: LUC 720	4.11	4.61	Appendix A: LUC 720	89%	Appendix A: LUC 720	49.55	$36,308	$151	$2,436	**$33,872**	$31,444	8%
770	Business Park (Flex-Space)	1,000 sf	12.65	Appendix A: LUC 770	3.98	4.48	Appendix A: LUC 770	89%	Appendix A: LUC 770	17.74	$13,001	$54	$871	**$12,130**	$11,301	7%
	RETAIL:															
822	Retail 6,000 sfgla or less	1,000 sfgla	54.45	ITE 11th Edition	0.83	1.33	Appendix A: Fig. A-1 (6k sq ft)	39%	Appendix A: Fig. A-2 (6k sq ft)	6.98	$5,114	$30	$484	**$4,630**	$5,737	-19%
822	Retail 6,001 to 40,000 sfgla	1,000 sfgla	54.45	ITE 11th Edition	1.10	1.60	Appendix A: Fig. A-1 (19k sq ft)	48%	Appendix A: Fig. A-2 (19k sq ft)	11.38	$8,342	$45	$726	**$7,616**	$10,568	-28%
821	Retail 40,001 to 150,000 sfgla	1,000 sfgla	67.52	ITE 11th Edition	1.44	1.94	Appendix A: Fig. A-1 (59k sq ft)	57%	Appendix A: Fig. A-2 (59k sq ft)	21.95	$16,080	$80	$1,290	**$14,790**	$13,774	7%
820	Retail greater than 150,000 sfgla	1,000 sfgla	37.01	ITE 11th Edition	2.07	2.57	Appendix A: Fig. A-1 (538k sq ft)	75%	Appendix A: Fig. A-2 (538k sq ft)	22.75	$16,671	$77	$1,242	**$15,429**	$13,774	12%
840/841	New/Used Auto Sales	1,000 sf	24.58	Appendix A: LUC 840/841	3.40	3.90	Appendix A: LUC 840/841	79%	Appendix A: LUC 840/841	26.14	$19,156	$82	$1,323	**$17,833**	$16,622	7%
849	Tire Superstore	1,000 sf	20.37	ITE 11th Edition	1.72	2.22	Mid-Point of LUC 944 & LUC 942 (App. A)	72%	Same as LUC 942 (Appendix A)	9.99	$7,319	$35	$565	**$6,754**	unit change	-
850	Supermarket	1,000 sf	94.48	Appendix A: LUC 850	1.54	2.04	Appendix A: LUC 850	56%	Appendix A: LUC 850	32.27	$23,641	$116	$1,871	**$21,770**	$22,569	-4%
851	Convenience Market (24 hour)	1,000 sf	739.50	Appendix A: LUC 851	0.79	1.29	Appendix A: LUC 851	41%	Appendix A: LUC 851	94.85	$69,497	$422	$6,807	**$62,690**	$82,170	-24%
862	Home Improvement Superstore	1,000 sf	30.74	ITE 11th Edition	1.73	2.23	Appendix A: Fig. A-1 (150k sq ft)	65%	Appendix A: Fig. A-2 (150k sq ft)	13.69	$10,029	$48	$774	**$9,255**	$8,514	9%
880/881	Pharmacy with & without Drive-Thru	1,000 sf	103.86	Appendix A: LUC 880/881	1.54	2.04	Appendix A: LUC 880/881	32%	Appendix A: LUC 880/881	20.27	$14,850	$73	$1,177	**$13,673**	$12,618	8%
890	Furniture Store	1,000 sf	6.26	Appendix A: LUC 890	3.00	3.50	Appendix A: LUC 890	78%	Appendix A: LUC 890	5.80	$4,250	$18	$290	**$3,960**	$3,674	8%
	SERVICES:															
911	Bank/Savings w/out Drive-Thru	1,000 sf	57.94	ITE 11th Edition (Adjusted)[7]	1.82	2.32	Same as LUC 912	46%	Same as LUC 912	19.21	$14,074	$67	$1,081	**$12,993**	$12,300	6%
912	Bank/Savings w/Drive-Thru	1,000 sf	103.73	Appendix A: LUC 912	1.82	2.32	Appendix A: LUC 912	46%	Appendix A: LUC 912	34.39	$25,197	$119	$1,919	**$23,278**	$21,254	10%
930	Fast Casual Restaurant	1,000 sf	97.14	ITE 11th Edition	1.52	2.02	Same as LUC 934	58%	Same as LUC 934	33.91	$24,848	$123	$1,984	**$22,864**	$68,107	-66%
931	Low-Turnover Restaurant	1,000 sf	86.03	Appendix A: LUC 931	2.32	2.82	Appendix A: LUC 931	77%	Appendix A: LUC 931	60.86	$44,591	$201	$3,242	**$41,349**	unit change	-

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Table D-1 (continued)
Calculated Road Impact Fee Schedule

ITE LUC	Land Use	Unit	Trip Rate	Trip Rate Source	Assessable Trip Length	Total Trip Length	Trip Length Source	Percent New Trips	% New Trips Source	Net VMT[1]	Total Impact Cost	Annual Gas Tax	Gas Tax Credit	Net Road Impact Fee	Current Road Impact Fee[2]	% Change
	SERVICES:															
932	High-Turnover (Sit-Down) Restaurant	1,000 sf	103.46	Appendix A: LUC 932	2.35	2.85	Appendix A: LUC 932	71%	Appendix A: LUC 932	68.36	$50,086	$226	$3,645	**$46,441**	unit change	-
934	Fast Food Restaurant w/Drive-Thru	1,000 sf	479.17	Appendix A: LUC 934	1.52	2.02	Appendix A: LUC 934	58%	Appendix A: LUC 934	167.28	$122,568	$605	$9,758	**$112,810**	$104,272	8%
934.1	Fast Food w/Drive-Thru with Two Meals	1,000 sf	409.25	Local Studies (2011)	1.62	2.12	Local Studies (2011)	59%	Local Studies (2011)	154.90	$113,493	$552	$8,903	**$104,590**	$95,762	9%
941	Quick Lube	service bay	40.00	ITE 11th Edition	1.72	2.22	Mid-Point of LUC 944 & LUC 942 (App. A)	72%	Same as LUC 942 (Appendix A)	19.62	$14,373	$69	$1,113	**$13,260**	$12,198	9%
944	Gas Station w/Convenience Market <2,000 sq ft	fuel pos.	172.01	ITE 11th Edition	0.75	1.25	Appendix A: LUC 944/945	23%	Appendix A: LUC 944/945	11.75	$8,609	$53	$855	**$7,754**	$6,910	12%
945	Gas Station w/Convenience Market 2,000 - 5,499 sq ft	fuel pos.	264.38	ITE 11th Edition (Adjusted)[8]	0.75	1.25	Appendix A: LUC 944/945	23%	Appendix A: LUC 944/945	18.06	$13,232	$82	$1,323	**$11,909**	$8,252	44%
	Gas Station w/Convenience Market 5,500+ sq ft	fuel pos.	345.75	ITE 11th Edition	0.75	1.25	Same as LUC 944/945 (Appendix A)	23%	Same as LUC 944/945 (Appendix A)	23.62	$17,305	$107	$1,726	**$15,579**	$9,262	68%
947	Self-Service Car Wash	service bay	43.94	Appendix A: LUC 947	1.61	2.11	Appendix A: LUC 947	68%	Appendix A: LUC 947	19.05	$13,958	$68	$1,097	**$12,861**	$11,848	9%
948	Automated Car Wash	1,000 sf	142.00	ITE 11th Edition (Adjusted)[3]	1.61	2.11	Same as LUC 947	68%	Same as LUC 947	61.56	$45,106	$220	$3,548	**$41,558**	$38,303	8%
n/a	Luxury Auto Sales	1,000 sf	16.30	Independent Studies	3.55	4.05	Independent Studies	85%	Independent Studies	19.48	$14,271	$60	$968	**$13,303**	$12,380	7%
	INDUSTRIAL:															
110	General Light Industrial	1,000 sf	4.87	ITE 11th Edition	3.98	4.48	Same as LUC 770	92%	Same as LUC 710	7.06	$5,174	$22	$355	**$4,819**	$4,584	5%
140	Manufacturing	1,000 sf	4.75	ITE 11th Edition	3.98	4.48	Same as LUC 770	92%	Same as LUC 710	6.89	$5,046	$21	$339	**$4,707**	$3,629	30%
150	Warehousing	1,000 sf	1.71	ITE 11th Edition	3.98	4.48	Same as LUC 770	92%	Same as LUC 710	2.48	$1,817	$8	$129	**$1,688**	$1,599	6%
151	Mini-Warehouse	1,000 sf	1.46	Appendix A: LUC 151	2.60	3.10	Midpoint of LUC 710 & LUC 820 (<50k sq ft)	92%	Same as LUC 710	1.38	$1,013	$4	$65	**$948**	$891	6%
n/a	Mine/Commercial Excavation[9]	1,000 cy	0.01	Local Studies	10.97	11.47	Local Studies	97%	Local Studies	0.04	$28	$0	$0	**$28**	$14	100%

1) Net VMT calculated as ((Trip Generation Rate* Trip Length* % New Trips)*(1-Interstate/Toll Facility Adjustment Factor)/2). This reflects the unit of vehicle-miles of capacity consumed per unit of development and is multiplied by the cost per vehicle
2) Source: Collier County Capital Project Planning, Impact Fees, and Program Management Division
3) The ITE 11th Edition trip generation rate for PM Peak Hour of Adjacent traffic was adjusted by a factor of 10 to approximate the Daily TGR
4) The ITE 11th Edition trip generation rate was adjusted to reflect the average occupancy rate of 60 percent based on data provided by the Florida Association of RV Parks and Campgrounds
5) The TGR for bundled golf course is estimated at 30 percent of the TGR for LUC 430
6) The percent new trips for schools was estimated at 90% based on LUC 710, but was then adjusted to 80% to provide a conservative fee rate. This adjustment reflects the nature of elementary and middle school uses where attendees are unable to drive and are typically dropped off by parents/guardians on their way to another destination
7) The ITE 11th Edition trip generation rate for PM Peak Hour of Adjacent traffic was adjusted by the ratio of Daily to PM Peak Hour for LUC 912 to approximate a daily TGR
8) Due to only slight variation, the trip generation rates for LUC 945, 2,000 to 3,999 sq ft and 4,000 to 5,499 sq ft were combined into a weighted average trip generation rate for a single land use tier of 2,000 to 5,499 sq ft
9) The mines land use impact fee rate was calculated a TGR of 0.01 per cubic yard, a TL of 14.82 miles, and a PNT of 97% based on the 2009 Collier County Mines Trip Characteristics Study, Tindale Oliver. Fuel efficiency value estimated at 7.3 gallons per mile

Attendance Roster – Date: July 16, 2025

DSAC – Impact Fee Review Subcommittee

Must have (3) members for a quorum

Committee Members	
Name	**Signature**
Clay Brooker:	
Nick Kouloheras:	
Robert Mulhere:	
Mario Valle:	Excused
Bill Varian:	Excused

Staff Members	
Gino Santabarbara, Manager, Impact Fees	Present
Heather Cartwright-Yilmaz, Management Analyst	Present

Attendance Roster – Date: July 16, 2025

DSAC – Impact Fee Review Subcommittee

Public Sign-in Sheet

Please Print

NAME	REPRESENTING	PHONE NO.

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

June 23, 2025

FOR IMMEDIATE RELEASE

Notice of Public Meeting
Development Services Advisory Committee
Impact Fee Review Subcommittee
Collier County, Florida

July 16, 2025
3:00 p.m.

Notice is hereby given that the **Collier County Development Services Advisory Committee – Impact Fee Review Subcommittee (DSAC-IFR)** will meet on **Wednesday, July 16, 2025,** at **3:00 p.m.** in Conference Room 609/610 of the Growth Management Community Development Department building, 2800 N. Horseshoe Drive, Naples, Florida.

Individuals who would like to participate in person must complete and submit a speaker form prior to the beginning of the discussion about the item.

About the public meeting:
Two or more members of the Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future Board of County Commissioners meeting.

All interested parties are invited to attend and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations in order to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380 as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Heather Cartwright-Yilmaz at (239) 252-8389.

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MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
IMPACT FEE REVIEW SUBCOMMITTEE MEETING
Naples, Florida
July 16, 2025

LET IT BE REMEMBERED, the Collier County Development Services Advisory Committee Meeting and Collier County, having conducted business herein, met on this date at 3:00 PM in REGULAR SESSION at Growth Management Community Development Department Room 609/610 2800 N. Horseshoe DR with the following members present.

Chairman: Nick Kouloheras (Interim)
Mario Valle (Excused)
Clay Brooker
Robert Mulhere
Bill Varian (Excused)

The following County Staff were in attendance:
Gino Santabarbara, Manager, Impact Fees – Corporate Financial & Management Services
Heather Cartwright-Yilmaz, Management Analyst / Staff Liaison, GMCD

MINUTES OF THE COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
IMPACT FEE REVIEW SUBCOMMITTEE MEETING
Naples, Florida
July 16, 2025

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Any person who decides to appeal a decision of This Board you will need a record of the proceedings pertaining thereto and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, Neither Collier County nor This Board shall be responsible for providing this record.

1. **CALL TO ORDER – Chairman**
   Chairman - Nick Kouloheras
   Development Service Advisory Committee – Impact Fee Review Subcommittee, Wednesday, 16th July 2025 was called to order at 3:00 PM

   a. Selection of Committee Chairman and Vice Chairman

      - Nick Kouloheras- Interim Chairman
      - Bill Varian- Vice Chairman

2. **APPROVAL OF AGENDA**
   Nick Kouloheras - Interim Chair made the motion.
   Robert Mulhere - Seconded

3. **Old Business**
   a. Collier School Impact Fee Update Study – DRAFT Report 04-25-2025
      - *Did not discuss at this meeting.*

   b. Collier County Correctional Facilities Impact Fee Study – DRAFT Report 10-31-2024
      - Level of Service is 2.7 Beds per 1000 residents
      - New mental health facility being built on Golden Gate Parkway will help with housing some individuals vs Jail that will help with capacity issues
      - Single family home increase is 16% based on the study
      - Board referenced price of land and stated majority of growth will be East of 951 Lower land cost needs to be considered in study
      - Board questioned methodology for study. Benesch will clarify during presentation

   c. Collier County Emergency Medical Services Impact Fee Update Study – DRAFT Report 10-31-2024
      - *Did not discuss at this meeting.*

   d. Collier County General Government Buildings Impact Fee Update Study – DRAFT Report 10-31-2024
      - Single family homes increased 60% but hit the CAP at 50%
      - Multifamily increase of 61%
      - Cost of Government buildings is significantly higher in Collier County than any other county in the state. Based on Land Cost, construction costs, Land value being the highest contributor.

- Impact fees are highest in the state, but Collier County still has the lowest millage rate in the state.
- Board again referenced majority of growth will be East of 951. Lower land cost needs to be considered in study.
- Impact fees are very restricted. Can only be used to add not repair. No O&M on existing buildings.
- Anticipated over the next 5 years- 8-10 Villages and 3 towns out East of 951. Will need to consider additional government buildings for level of service. Villages are required to provide 15sqft and Towns need to provide 53sqft of civic space.

e. Collier County Law Enforcement Impact Fee Update Study – DRAFT Report 10-31-2024
   - Both single family and multifamily rates decreased.
   - 30% Below level of service, board questioned why fees decreased if we are deficient in Level of Service.
   - *Board is holding on vote until Bill Varian returns.*

f. Collier County Library Facilities Impact Fee Update Study – DRAFT Report 10-31-2024
   - Libraries are being used more for community centers with current generation
   - Discussed combining Library with Parks and Recreation in the future.
   - Calculated fees in the study are going down.

g. Collier County Parks and Recreation Impact Fee Update Study – DRAFT Report 10-31-2024
   - Regional Parks had significant decreases.
   - Land costs east of 951 need to be considered for this study.

h. Collier County Road Impact Fee Update Study – DRAFT Report 10-31-2024
   - *Did not discuss at this meeting.*

4. New Business

i. Zoom Presentation by Benesch for open questions with board.
   - Unavailable for this meeting. Will reschedule for next meeting.

5. PUBLIC SPEAKERS

None

6. UPCOMING DSAC-LDR SUBCOMMITTEE MEETING DATES DISCUSSION:

a. Wednesday, August 27th, 2025 - TBD
b. Wednesday, September 17, 2025
c. Wednesday, October 22, 2025

Nick Kouloheras – Interim Chair

- Made a motion to adjourn the meeting.

7. ADJOURN

There being no further business for the good of the County, the meeting was adjourned by the order of the chairman at 4:08 p.m.

COLLIER COUNTY
DEVELOPMENT SERVICES ADVISORY COMMITTEE
LAND DEVELOPMENT REVIEW SUBCOMMITTEE

Nick Kouloheras, Chairman

These minutes were approved by the Committee/Chairman on _____,
(check one) as submitted __X__ or as amended _____.

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

colliercountyfl.gov
twitter.com/CollierPIO
facebook.com/CollierGov
youtube.com/CollierGov

August 26, 2025

FOR IMMEDIATE RELEASE

Notice of Public Meeting
Forest Lakes Roadway & Drainage MSTU Advisory Committee
Collier County, Florida

September 2, 2025
10:00 a.m.

Notice is hereby given that the **Forest Lakes Roadway & Drainage Municipal Service Taxing Unit (MSTU) Advisory Committee** will meet on **Tuesday, September 2, 2025,** at **10:00 a.m.** in the Clubhouse at Forest Lakes, 1058 Forest Lakes Drive, Naples, Florida.

Individuals who would like to participate in person must complete and submit a speaker form prior to the beginning of the discussion about the item.

The agenda will be available on the Collier County Government website at www.collierptne.com/mtsu/forest-lakes-roadway-drainage-advisory-commitee/

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Dan Schumacher at (239) 252-5775.

FOREST LAKES

ROADWAY AND DRAINAGE M.S.T.U.
ADVISORY COMMITTEE
8300 Radio Road
Naples, FL 34104

AGENDA

September 2, 2025

I. CALL TO ORDER

II. ATTENDANCE

Advisory Committee:

Greg Pollock – Chair (4/21/2026)
Kathy Thomson – Vice Chair (4/21/2027)
Patrick Bernal (4/21/2027)
Marianne Fanning (4/21/2026)
Jerry Norsic (4/21/2028)

County Staff:

Ellen Sheffey – Director, PTNE (Interim)
Dan Schumacher – MSTU Project Manager

Contractor(s):

Aaron Gross – Ground Zero Landscaping

III. APPROVAL OF AGENDA

IV. APPROVAL OF MINUTES – AUGUST 5, 2025

V. CONTRACTOR REPORTS

A. Ground Zero Landscaping – Aaron Gross

VI. PROJECT MANAGERS REPORT – Dan Schumacher

A. BUDGET REPORT

B. Ordinance Amendment

- **August 12th BCC Agenda Item for Approval**
  - **Lake 15 Wall Replacement**
  - **Lakes Rip-Rap Replenishment**

VII. ONGOING BUSINESS

A. Shopping Center Screening – Fence & Riprap Berm

B. Sidewalk Light Poles

- **Lamp Replacements - Completed**
- **Pole #33 Replacement (Woodshire Ln)**

VIII. NEW BUSINESS

A. Lake Fountain Maintenance

IX. COMMITTEE MEMBER COMMENTS

X. PUBLIC COMMENTS

XI. ADJOURNMENT

NEXT MEETING

OCTOBER 7TH, 2025 - 10:00 AM
FOREST LAKES CONDO ASSOCIATION CLUBHOUSE
1058 FOREST LAKES DRIVE, NAPLES, FL 34112
(239) 261-5497

FOREST LAKES

ROADWAY AND DRAINAGE M.S.T.U. ADVISORY COMMITTEE

8300 Radio Road - Naples, FL 34104

MINUTES

AUGUST 5, 2025

I. CALL TO ORDER

Chair Pollock called the meeting to order at 10:00 A.M. Roll call was taken, and a quorum of five were present.

II. ATTENDANCE

Advisory Committee	Greg Pollock – Chair
	Kathy Thomson – Vice Chair
	Patrick Bernal
	Marianne Fanning
	Jerry Norsic
Staff	Ellen Sheffey – Director, PTNE (Interim)
	Dan Schumacher – Project Manager
	Rosio Garcia – Operations Coordinator (Excused)
Contractors	Aaron Gross - Ground Zero Landscaping
	Wendy Warren - Premier Staffing (Transcription)
Public Attendees	Doug Burnham – General Manager, QRGC
	Karlene Carlquist - Resident
	John Ribes – Resident
	Jerry Schroer - Resident
	Deborah Hestrup – Resident
	Tom Kinnery - QRGC
	Stacie Young – Resident

III. APPROVAL OF AGENDA

Vice Chair Thomson moved to approve the August 5, 2025, Agenda of the Forest Lakes Roadway and Drainage MSTU Advisory Committee. Second by Mr. Bernal. Carried unanimously 5 - 0.

IV. APPROVAL OF MINUTES – June 3, 2025

Vice Chair Thomson moved to approve the minutes of the June 3, 2025, Forest Lakes Roadway and Drainage MSTU Advisory Committee meeting as presented. Second by Mr. Norsic. Carried unanimously 5 – 0.

V. CONTRACTOR REPORTS

A. Ground Zero Landscaping – Aaron Gross

Mr. Gross reported:

- Landscaping is well trimmed and in good condition.
- Pentas planted at the entrance are doing well.
- Potato Vine encroaching the Ficus hedge was sprayed with herbicide and removed.
- Trees and shrubs with branches overhanging the sidewalk will be pruned.

- Brazilian Pepper trees on the southwest corner of Woodshire Lane, overhanging the fence, should be trimmed back.

Mr. Schumacher reported:

- Naples Bath and Tennis Club pruned the exotics in 2024 as a one-time service.
- Florida law states maintenance of vegetation is the responsibility of the property owner upon which it encroaches.
- A quote will be requested from Ground Zero Landscaping and/or a County contractor, for removal of the hanging branches.

VI. PROJECT MANAGERS REPORT – Dan Schumacher

A. Budget Report

(*The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).*
Forest Lakes MSTU Fund 1626 Budget for August 5, 2025, prepared July 28, 2025.

Mr. Schumacher provided an overview of the budget highlighting:

Purchase Orders

1. City of Naples – reclaimed irrigation water.
2. DeAngelo Contracting/Tigris – Lake's maintenance, aquatic vegetation control.
3. FPL – electricity.
4. Ground Zero Landscaping – grounds maintenance
   a. Incidentals – landscape materials and refurbishment.
   b. Maintenance – regular landscape, swales & irrigation maintenance.
5. Lake Doctors – lake fountain(s).
6. LJA Engineering – Engineering consulting services.
6. Pavement Maintenance – concrete sidewalk curbs.
7. Preferred Materials – Roadway repaving.
8. Premier Staffing – transcription services.
9. Simmonds Electrical – lighting & general electrical services.
10. SiteOne Landscape Supply – irrigation parts and pumps.

Budget Summary

1. Line 1, Revenue – Of the $1,268,800 Millage assessed, $1,307,902 has been collected, a surplus of $39,102.
2. Line 2, Carry Forward – Unexpended Prior Year (2024) Funds 2,504,100.
3. Line 3, Revenue Total – A total of $3,772,900.
4. Line 22, Operating Expense – Of the $301,060 budgeted, $162,644 is committed to existing Purchase Orders and $114,952 is expended, leaving the remainder of $23,462 available within budget for additional operating expenses as needed.
5. Line 28, County Overhead – Of the $108,500 budgeted, $108,227 has been transferred and a balance of $272 remains for transfer. (PTNE Staff & support, Property Appraiser & Tax Collector).
6. Line 31, Capital Reserves' total balance is $3,353,200.
   i. Reserves for Capital (Line 29) – a balance of $2,953,200 remains for improvement projects.
   ii. Reserves for Roadway Paving (Line 30) – a $400,000 earmark.
7. Line 32, All Expenses – Of the $3,772,900 budgeted, $162,644 remains committed to existing Purchase Orders and $233,310 has been expended, leaving $3,376,944 available within budget for additional expenses as needed.

8. Line 33, FY-25 Budget Grand Total – budgeted Revenues (Line 3) and All Expenses (Line 32) are equal and cancel-out, $162,644 remains committed to existing Purchase Orders, collected Revenues exceed Expenses by $1,074,592 and $911,947 are Unexpended.

General

1. MSTU Tax Rate: 4.0 Mills to maintain MSTU Roadways and Stormwater Drainage within the taxing district.
2. The Ad Valorem property tax value increased 7.65% for fiscal year 2025 over 2024 generating additional revenue of $87,975.
3. Funds collected by the Forest Lakes MSTU cannot be utilized outside of the MSTU.

Mr. Schumacher noted:

- The perimeter sidewalk will be reviewed to and identify trip hazard areas requiring repair/replacement.

B. Ordinance Amendment

Mr. Schumacher distributed a portion of the proposed Amendment to Section One of Ordinance 91-107. The item is on the Board of County Commissions Agenda for approval August 12, 2025. He noted:

- The Unit hereby created and established is for the purpose of providing new and replacement MSTU assets and services for the function, improvement, maintenance, and safety of:
  - A. Roadways - construction, restoration, paving, street and traffic control signage, striping and markings, and associated roadway structures.
  - B. Stormwater Drainage – catch basins, culverts, curbs, drain inlets, gutters, lake retaining walls (vertical, riprap, other), lake aquatic weed control, pipes, pump stations, stormwater infalls and outfalls, swales, and associated drainage structures.
  - C. Beautification – decorative and street lighting, fountains, fences, irrigation, landscaping, sidewalks, and associated beautification structures.
- The Unit shall possess all powers to do all things reasonably necessary in connection therewith, including but not limited to, maintenance of any existing MSTU assets, within the Unit, as recommended by the Advisory Committee.

Notation:

- Items listed do not automatically become assets or responsibilities of the Forest Lakes Roadway & Drainage MSTU.
- Standard practices of the Road, Bridge & Stormwater Maintenance Division and the Code Enforcement Division should be investigated for projects under consideration by the MSTU.
- The Committee approved the Amendment to the Ordinance on May 6, 2025.

Lake 15 Wall Replacement and Lake Riprap Replenishment

Lake wall replacement and riprap replenishment are incorporated into the Amendment of Section One of Ordinance 91- 10, permitting the MSTU to undertake repairs to the Quail Run Golf Club property with approval by the Committee.

C. September Committee Meeting Date

The Committee agreed the next meeting date will be September 2, 2025.

VII. ONGOING BUSINESS

A. Shopping Center Screening – Fence & Riprap Berm

Mr. Schumacher reported:

Fence Installation Woodshire Lane/Pine Ridge Crossing Shopping Center

- LJA Engineering surveyed the property line between the Crossings Shopping Center and the Forest Lakes Community boundary.
- Carter Fence Company provided an estimate dated May 30, 2025, in the amount of $15,025.00 for a black vinyl fence extending from the existing fence south of this area to The Crossings parking lot entrance off Woodshire Lane at the north end.
- Carter Fence Company's cost of up to $650.00 for permit processing is included in the estimate.
- Ground Zero Landscaping will flush cut and remove Sabal Palms along the fence line at a cost of $600.00. Additional plants will not be installed; irrigation is not available in the area.
- Ground Zero Landscaping will construct a riprap berm in the ravine, and install a weed mat roll cloth and riprap, at a cost of $2,717.25.

Mr. Norsic motioned to approve Carter Fence Company, Inc.'s Estimate Number 57657, dated July 30, 2025, in the amount of $15,025.00, to obtain a permit and install a black vinyl coated fence along the shared property line area between Woodshire Lane and the Pine Ridge Crossing Shopping Center. Second by Mr. Bernal. Carried unanimously 5 – 0.

Woodshire Villas Code Complaint Update

John Ribes of Woodshire Villas reported:

- Code Enforcement confirmed that the hedge planted by Kite Realty Group on the shared property line with Pine Ridge Crossing does not conform to code specifications. An "action" update has not been received from Code Enforcement.
- The Woodshire Villas Association planted a hedge on their property line. Irrigation is available in the area.
- He will forward the Code Case Number to Mr. Schumacher.

B. Sidewalk Light Poles

Mr. Schumacher reported:

Lamp replacement

- Simmonds Electrical installed sixty-five to seventy-five percent of the streetlamp bulbs around the perimeter with GE brand High Pressure Sodium) HPS) bulbs.
- Remaining lamp replacements are pending equipment availability for installation.
- Twenty to twenty-five bulbs remain in inventory for future replacements.
- A retrofit conversion option to replace the HPS lamps, which are being phased out with amber LED's, will be considered when an option becomes available.

Pole #33 Replacement (Woodshire Lane)

- Sternberg is researching replacement options for pole #33.

VIII. NEW BUSINESS

None

IX. COMMITTEE MEMBER COMMENTS
None

X. PUBLIC COMMENTS
None

XI. ADJOURNMENT
There being no further business to come before the Committee, the meeting was adjourned by the Chair at 10:35 A.M.

FOREST LAKES ROADWAY AND DRAINAGE MSTU ADVISORY COMMITTEE

_____

Greg Pollock, Chair

The Minutes were approved by the Committee on _____,2025 as presented ____, or as amended ____.

https://www.collierptne.com/forest-lakes-roadway-drainage-advisory-committee/

NEXT MEETING: **SEPTEMBER 2, 2025 - 10:00 A.M.**
FOREST LAKES CONDO ASSOCIATION CLUBHOUSE
NAPLES, FL 34105
(239) 261-5497

Forest Lakes M.S.T.U.
Fund 1626
September 2, 2025

	FY-25	Vendor	Item	PO#	Budget	Commitments	Expenditures	Available
1	MILLAGE COLLECTED & INTEREST		MSTU Revenues		$ (1,268,800.00)	$ -	$ (1,200,694.65)	$ (68,105.35)
2	CARRY FORWARD		Unexpended Prior Year Funds		$ (2,504,100.00)	$ -	$ -	$ (2,504,100.00)
3	**ALL REVENUES**				**$ (3,772,900.00)**	**$ -**	**$ (1,200,694.65)**	**$ (2,572,205.35)**
4	ENG. FEES & OTHERS (631400)	LJA Engineering	Survey	TBD	$ 14,860.00	$ 741.00	$ 1,560.00	$ 12,559.00
5	INDIRECT COST REIMBURSE	Collier County	Indirect Cost	Direct Pay	$ 3,900.00	$ -	$ 3,900.00	$ -
6	INTERDEPARTMENT PAYMENT	IGC#100474	30x30 Stop Sign @51 Forest Lakes Blvd			$ -	$ 50.75	$ (50.75)
		Ground Zero Landscaping	Non-Bid Schedule Items	4500233638		$ 2,280.00	$ 720.00	
		Ground Zero Landscaping	Landscape Incidentals	4500233638		$ 3,973.60	$ 11,026.40	
7	LANDSCAPE INCIDENTALS (634990)				$ 10,000.00	$ 6,253.60	$ 11,746.40	$ (8,000.00)
		Ground Zero Landscaping	Grounds Maintenance	4500233638		$ 7,735.00	$ 58,265.00	
		Preferred Materials	Woodshire Ln Repaving	4500237693		$ 100.00	$ 97,119.38	
		Preferred Materials	Forest Lakes Dr	4500237734		$ -	$ 16,512.33	
8	OTHER CONTRACTUAL (634999)				$ 100,000.00	$ 7,835.00	$ 171,896.71	$ (79,731.71)
		Mettauer Environmental	Lakes - Aquatic Vegetation Control	4500233643		$ 100.00	$ 2,875.00	
		Pavement Maintenance	Concrete Sidewalks, Curbs	4500233648		$ 3,980.00	$ 21,020.00	
		Tigris Aquatic Services	Lakes - Aquatic Vegetation Control	4500238552		$ 4,894.89	$ 5,105.11	
		Carter Fence	Fence - Woodshire Ln	4500240046		$ 15,025.00	$ -	
9	OTHER CONTRACTUAL (639990)				$ 140,600.00	$ 23,999.89	$ 29,000.11	$ 87,600.00
10	ELECTRICITY	FPL	Electricity	4700005161	$ 13,500.00	$ 4,548.19	$ 10,880.66	$ (1,928.85)
11	WATER & SEWER	City of Naples	Water - Reclaimed Irrigation	4700005192	$ 3,000.00	$ 1,802.04	$ 1,197.96	$ -
12	INSURANCE GENERAL	Collier County	Insurance	Direct Pay	$ 600.00	$ -	$ 600.00	$ -
13	SPRINKLER SYSTEM	SiteOne	Irrigation Parts & Pumps	4500235293	$ 1,500.00	$ 3,276.56	$ 223.44	$ (2,000.00)
14	MULCH				$ 1,000.00	$ -	$ -	$ 1,000.00
		1000 Bulbs	HPS Lightpole Lamps	P-Card		$ -	$ 1,110.75	
		Simmonds Electrical	Electrical Services	4500233651		$ 485.03	$ 9,514.97	
15	LIGHTING MAINTENANCE (646451)				$ 6,000.00	$ 485.03	$ 10,625.72	$ (5,110.75)
16	LICENSE & PERMITS				$ 2,000.00	$ -	$ -	$ 2,000.00
		Premier Staffing	Transcription	4500234228		$ 1,166.20	$ 1,811.70	
17	OTHER MISCELLANEOUS (649990)				$ 3,000.00	$ 1,166.20	$ 1,811.70	$ 22.10
18	OFFICE SUPPLIES				$ 100.00	$ -	$ -	$ 100.00
19	COPYING CHARGES	J.M. Todd	Copier CPC	4500234730	$ 200.00	$ 35.28	$ 114.72	$ 50.00
20	FERT HERB CHEM				$ 500.00	$ -	$ -	$ 500.00
21	OTHER OPERATING				$ 300.00	$ -	$ -	$ 300.00
22	**OPERATING EXPENSES**				**$ 301,060.00**	**$ 50,142.79**	**$ 243,608.17**	**$ 7,309.04**
23		Lake Doctors	Lake #9 Fountain Replacement	4500237453	$ 10,140.00	$ -	$ 10,130.10	$ 9.90
24	**IMPROVEMENTS GENERAL (763100)**				**$ 10,140.00**	**$ -**	**$ 10,130.10**	**$ 9.90**
25	PTNE STAFF & DIVISION OVERHEAD				$ 72,600.00	$ -	$ 72,600.00	$ -
26	PROPERTY APPRAISER				$ 9,400.00	$ -	$ 9,208.79	$ 191.21
27	TAX COLLECTOR				$ 26,500.00	$ -	$ 26,419.19	$ 80.81
28	**COUNTY OVERHEAD**				**$ 108,500.00**	**$ -**	**$ 108,227.98**	**$ 272.02**
29	RESERVES FOR CAPITAL				$ 2,953,200.00	$ -	$ -	$ 2,953,200.00
30	RESERVES FOR ROADWAY REPAVING				$ 400,000.00	$ -	$ -	$ 400,000.00
31	**CAPITAL RESERVES**				**$ 3,353,200.00**	**$ -**	**$ -**	**$ 3,353,200.00**
32	**ALL EXPENSES**				**$ 3,772,900.00**	**$ 50,142.79**	**$ 361,966.25**	**$ 3,360,790.96**
33	**FY-25 BUDGET GRAND TOTAL**		= ALL REVENUES - ALL EXPENSES		**$ -**	**$ 50,142.79**	**$ (838,728.40)**	**$ 788,585.61**

Forest Lakes M.S.T.U.
Fund 1626
September 2, 2025

129,715,669	FY 13 Final Taxable Value	-2.4%		
129,977,881	FY 14 Final Taxable Value	0.2%		
140,171,072	FY 15 Final Taxable Value	7.8%		
152,711,783	FY 16 Final Taxable Value	8.9%		
165,722,702	FY 17 Final Taxable Value	8.5%		
190,428,196	FY 18 Final Taxable Value	14.9%		
202,132,375	FY 19 Final Taxable Value	6.1%		
210,299,015	FY 20 Final Taxable Value	4.0%		
219,999,549	FY 21 Final Taxable Value	4.6%		
227,701,198	FY 22 Final Taxable Value	3.5%		
257,799,765	FY 23 Final Taxable Value	13.2%	+7.0% Average	
294,456,887	FY 24 Final Taxable Value	14.2%		
$316,450,549	**FY 25 Gross Taxable Value**			
7.65%	**Adjustment FY 24 to FY 25**			
	FY 25 Gross MSTU Revenue	FY 24		
Millage	**4.0000**	4.0000	**4.0 mill cap**	
Tax Dollars	**$1,265,802**	$1,177,828	**$87,975**	**Increase**

Total Available Balance	**$**	**3,360,790.96**
Plus Commited And Not Spent	**$**	**50,142.79**
Estimated Cash	**$**	**3,410,933.75**

Prepared 08.25.2025 MV

FOREST LAKES

ROADWAY AND DRAINAGE M.S.T.U. ADVISORY COMMITTEE

8300 Radio Road - Naples, FL 34104

MINUTES

AUGUST 5, 2025

I. CALL TO ORDER

Chair Pollock called the meeting to order at 10:00 A.M. Roll call was taken, and a quorum of five were present.

II. ATTENDANCE

Advisory Committee	Greg Pollock – Chair
	Kathy Thomson – Vice Chair
	Patrick Bernal
	Marianne Fanning
	Jerry Norsic
Staff	Ellen Sheffey – Director, PTNE (Interim)
	Dan Schumacher – Project Manager
	Rosio Garcia – Operations Coordinator (Excused)
Contractors	Aaron Gross - Ground Zero Landscaping
	Wendy Warren - Premier Staffing (Transcription)
Public Attendees	Doug Burnham – General Manager, QRGC
	Karlene Carlquist - Resident
	John Ribes – Resident
	Jerry Schroer - Resident
	Deborah Hestrup – Resident
	Tom Kinnery - QRGC
	Stacie Young – Resident

III. APPROVAL OF AGENDA

Vice Chair Thomson moved to approve the August 5, 2025, Agenda of the Forest Lakes Roadway and Drainage MSTU Advisory Committee. Second by Mr. Bernal. Carried unanimously 5 - 0.

IV. APPROVAL OF MINUTES – June 3, 2025

Vice Chair Thomson moved to approve the minutes of the June 3, 2025, Forest Lakes Roadway and Drainage MSTU Advisory Committee meeting as presented. Second by Mr. Norsic. Carried unanimously 5 – 0.

V. CONTRACTOR REPORTS

A. Ground Zero Landscaping – Aaron Gross

Mr. Gross reported:

- Landscaping is well trimmed and in good condition.
- Pentas planted at the entrance are doing well.
- Potato Vine encroaching the Ficus hedge was sprayed with herbicide and removed.
- Trees and shrubs with branches overhanging the sidewalk will be pruned.

- Brazilian Pepper trees on the southwest corner of Woodshire Lane, overhanging the fence, should be trimmed back.

Mr. Schumacher reported:

- Naples Bath and Tennis Club pruned the exotics in 2024 as a one-time service.
- Florida law states maintenance of vegetation is the responsibility of the property owner upon which it encroaches.
- A quote will be requested from Ground Zero Landscaping and/or a County contractor, for removal of the hanging branches.

VI. PROJECT MANAGERS REPORT – Dan Schumacher

A. Budget Report

(*The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).*
Forest Lakes MSTU Fund 1626 Budget for August 5, 2025, prepared July 28, 2025.

Mr. Schumacher provided an overview of the budget highlighting:

Purchase Orders

1. City of Naples – reclaimed irrigation water.
2. DeAngelo Contracting/Tigris – Lake's maintenance, aquatic vegetation control.
3. FPL – electricity.
4. Ground Zero Landscaping – grounds maintenance
   a. Incidentals – landscape materials and refurbishment.
   b. Maintenance – regular landscape, swales & irrigation maintenance.
5. Lake Doctors – lake fountain(s).
6. LJA Engineering – Engineering consulting services.
6. Pavement Maintenance – concrete sidewalk curbs.
7. Preferred Materials – Roadway repaving.
8. Premier Staffing – transcription services.
9. Simmonds Electrical – lighting & general electrical services.
10. SiteOne Landscape Supply – irrigation parts and pumps.

Budget Summary

1. Line 1, Revenue – Of the $1,268,800 Millage assessed, $1,307,902 has been collected, a surplus of $39,102.
2. Line 2, Carry Forward – Unexpended Prior Year (2024) Funds 2,504,100.
3. Line 3, Revenue Total – A total of $3,772,900.
4. Line 22, Operating Expense – Of the $301,060 budgeted, $162,644 is committed to existing Purchase Orders and $114,952 is expended, leaving the remainder of $23,462 available within budget for additional operating expenses as needed.
5. Line 28, County Overhead – Of the $108,500 budgeted, $108,227 has been transferred and a balance of $272 remains for transfer. (PTNE Staff & support, Property Appraiser & Tax Collector).
6. Line 31, Capital Reserves' total balance is $3,353,200.
   i. Reserves for Capital (Line 29) – a balance of $2,953,200 remains for improvement projects.
   ii. Reserves for Roadway Paving (Line 30) – a $400,000 earmark.
7. Line 32, All Expenses – Of the $3,772,900 budgeted, $162,644 remains committed to existing Purchase Orders and $233,310 has been expended, leaving $3,376,944 available within budget for additional expenses as needed.

8. Line 33, FY-25 Budget Grand Total – budgeted Revenues (Line 3) and All Expenses (Line 32) are equal and cancel-out, $162,644 remains committed to existing Purchase Orders, collected Revenues exceed Expenses by $1,074,592 and $911,947 are Unexpended.

General

1. MSTU Tax Rate: 4.0 Mills to maintain MSTU Roadways and Stormwater Drainage within the taxing district.
2. The Ad Valorem property tax value increased 7.65% for fiscal year 2025 over 2024 generating additional revenue of $87,975.
3. Funds collected by the Forest Lakes MSTU cannot be utilized outside of the MSTU.

Mr. Schumacher noted:

- The perimeter sidewalk will be reviewed to and identify trip hazard areas requiring repair/replacement.

B. Ordinance Amendment

Mr. Schumacher distributed a portion of the proposed Amendment to Section One of Ordinance 91-107. The item is on the Board of County Commissions Agenda for approval August 12, 2025. He noted:

- The Unit hereby created and established is for the purpose of providing new and replacement MSTU assets and services for the function, improvement, maintenance, and safety of:
  - A. Roadways - construction, restoration, paving, street and traffic control signage, striping and markings, and associated roadway structures.
  - B. Stormwater Drainage – catch basins, culverts, curbs, drain inlets, gutters, lake retaining walls (vertical, riprap, other), lake aquatic weed control, pipes, pump stations, stormwater infalls and outfalls, swales, and associated drainage structures.
  - C. Beautification – decorative and street lighting, fountains, fences, irrigation, landscaping, sidewalks, and associated beautification structures.
- The Unit shall possess all powers to do all things reasonably necessary in connection therewith, including but not limited to, maintenance of any existing MSTU assets, within the Unit, as recommended by the Advisory Committee.

Notation:

- Items listed do not automatically become assets or responsibilities of the Forest Lakes Roadway & Drainage MSTU.
- Standard practices of the Road, Bridge & Stormwater Maintenance Division and the Code Enforcement Division should be investigated for projects under consideration by the MSTU.
- The Committee approved the Amendment to the Ordinance on May 6, 2025.

Lake 15 Wall Replacement and Lake Riprap Replenishment

Lake wall replacement and riprap replenishment are incorporated into the Amendment of Section One of Ordinance 91- 10, permitting the MSTU to undertake repairs to the Quail Run Golf Club property with approval by the Committee.

C. September Committee Meeting Date

The Committee agreed the next meeting date will be September 2, 2025.

VII. ONGOING BUSINESS

A. Shopping Center Screening – Fence & Riprap Berm

Mr. Schumacher reported:

Fence Installation Woodshire Lane/Pine Ridge Crossing Shopping Center

- LJA Engineering surveyed the property line between the Crossings Shopping Center and the Forest Lakes Community boundary.
- Carter Fence Company provided an estimate dated May 30, 2025, in the amount of $15,025.00 for a black vinyl fence extending from the existing fence south of this area to The Crossings parking lot entrance off Woodshire Lane at the north end.
- Carter Fence Company's cost of up to $650.00 for permit processing is included in the estimate.
- Ground Zero Landscaping will flush cut and remove Sabal Palms along the fence line at a cost of $600.00. Additional plants will not be installed; irrigation is not available in the area.
- Ground Zero Landscaping will construct a riprap berm in the ravine, and install a weed mat roll cloth and riprap, at a cost of $2,717.25.

Mr. Norsic motioned to approve Carter Fence Company, Inc.'s Estimate Number 57657, dated July 30, 2025, in the amount of $15,025.00, to obtain a permit and install a black vinyl coated fence along the shared property line area between Woodshire Lane and the Pine Ridge Crossing Shopping Center. Second by Mr. Bernal. Carried unanimously 5 – 0.

Woodshire Villas Code Complaint Update

John Ribes of Woodshire Villas reported:

- Code Enforcement confirmed that the hedge planted by Kite Realty Group on the shared property line with Pine Ridge Crossing does not conform to code specifications. An "action" update has not been received from Code Enforcement.
- The Woodshire Villas Association planted a hedge on their property line. Irrigation is available in the area.
- He will forward the Code Case Number to Mr. Schumacher.

B. Sidewalk Light Poles

Mr. Schumacher reported:

Lamp replacement

- Simmonds Electrical installed sixty-five to seventy-five percent of the streetlamp bulbs around the perimeter with GE brand High Pressure Sodium) HPS) bulbs.
- Remaining lamp replacements are pending equipment availability for installation.
- Twenty to twenty-five bulbs remain in inventory for future replacements.
- A retrofit conversion option to replace the HPS lamps, which are being phased out with amber LED's, will be considered when an option becomes available.

Pole #33 Replacement (Woodshire Lane)

- Sternberg is researching replacement options for pole #33.

VIII. NEW BUSINESS

None

IX. COMMITTEE MEMBER COMMENTS
None

X. PUBLIC COMMENTS
None

XI. ADJOURNMENT
There being no further business to come before the Committee, the meeting was adjourned by the Chair at 10:35 A.M.

FOREST LAKES ROADWAY AND DRAINAGE MSTU ADVISORY COMMITTEE

Greg Pollock

Greg Pollock, Chair

The Minutes were approved by the Committee on Sept 2 ,2025 as presented ✓, or as amended ____.

https://www.collierptne.com/forest-lakes-roadway-drainage-advisory-committee/

NEXT MEETING: **SEPTEMBER 2, 2025 - 10:00 A.M.**
FOREST LAKES CONDO ASSOCIATION CLUBHOUSE
NAPLES, FL 34105
(239) 261-5497

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

September 9, 2025

FOR IMMEDIATE RELEASE

Notice of Public Meeting
Golden Gate Beautification MSTU Advisory Committee
Collier County, Florida

September 16, 2025
4:30 p.m.

Notice is hereby given that the **Golden Gate Beautification Municipal Service Taxing Unit (MSTU) Advisory Committee** will meet on **Tuesday, September 16, 2025,** at **4:30 p.m.** at the Golden Gate Community Center, 4701 Golden Gate Parkway, Naples, Florida.

The agenda will be available on the Collier County Government website at https://www.collierptne.com/mtsu/golden-gate-beautification-advisory-committee/

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Dan Schumacher at (239) 252-5775.

###

GOLDEN GATE BEAUTIFICATION M.S.T.U.

8300 Radio Road
Naples, FL 34104

SEPTEMBER 16, 2025

I. CALL TO ORDER

II. ATTENDANCE

Advisory Committee	Patricia Spencer – Chair (10/06/2025)
	Florence "Dusty" Holmes (10/06/2025)
	Ron Jefferson (10/06/2026)
	- Committee Vacancy -
	- Committee Vacancy -
Staff	Ellen Sheffey – PTNE Director (Interim)
	Dan Schumacher – Project Manager
Contractors	Mike McGee – Landscape Architect (McGee & Assoc)
	Armando Yzaguirre – Grounds Maintenance (A&M Property Maint.) Wendy Warren – Transcription (Premier)

III. PLEDGE OF ALLEGIANCE

IV. APPROVAL OF AGENDA

V. APPROVAL OF MINUTES – AUGUST 19, 2025

VI. LANDSCAPE MAINTENANCE REPORT – A&M PROPERTY MAINTENANCE

VII. LANDSCAPE ARCHITECT'S REPORTS – M^{C}GEE & ASSOCIATES

- **A. SUNSHINE Boulevard**
- **B. CORONADO Parkway & HUNTER Boulevard**
- **C. TROPICANA Boulevard**

VIII. PROJECT MANAGER'S REPORT

- **A. BUDGET REPORT**
- **B. Expiring committee terms – October BCC meeting requested for approval.**
  1. **Patricia Spencer**
  2. **Dusty Holmes**

IX. ONGOING BUSINESS

- **A. Parkway Landscape & Irrigation Median Improvements (incl. canal bridge)**
  - **Proposed Cost Share – Road, Bridge & Stormwater Division (RBSD)**
- **B. Sunshine Irrigation Pump Station**

X. NEW BUSINESS

- **A. Holiday Decorations – 2025**

XI. PUBLIC COMMENTS

XII. ADJOURNMENT

NEXT MEETING:
~~OCTOBER 21~~, 2025 – CANCELLED
NOVEMBER 18, 2025 – 4:30 PM
GOLDEN GATE COMMUNITY CENTER
4701 GOLDEN GATE PARKWAY
NAPLES, FL 34116



GOLDEN GATE M.S.T.U. ADVISORY COMMITTEE

8300 Radio Road
Naples, FL 34104
August 19, 2025

MINUTES

I. CALL TO ORDER

The meeting was called to order at 4:28 P.M. by Chair Spencer. Attendance was called and a quorum of three was established.

II. ATTENDANCE

Advisory Committee	Patricia Spencer – Chair
	Paula Rogan – Vice Chair (Excused)
	Florence "Dusty" Holmes
	Ron Jefferson
	Open Seat
Staff	Ellen Sheffey – PTNE Interim Director (Excused)
	Dan Schumacher – Project Manager
Landscape	Mike McGee – Landscape Architect, McGee & Associates
	Armando Yzaguirre – Grounds Maintenance, A & M Property Maintenance (Excused)
Others	Pamela Lulich – Landscape Operations Manager, BBSD
	Wendy Warren – Transcription, Premier

III. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was not recited.

IV. APPROVAL OF AGENDA

Mr. Jefferson motioned to approve the Agenda of the Golden Gate MSTU Advisory Committee as presented. Second by Ms. Holmes. Carried unanimously 3 - 0.

V. APPROVAL OF MINUTES – May 20, 2025

Ms. Holmes moved to approve the Golden Gate MSTU Advisory Committee meeting minutes of May 20, 2025, as presented. Second by Chair Spencer. Carried unanimously 3 - 0.

VI. LANDSCAPE MAINTENANCE REPORT

Mr. Schumacher reported:

- Routine landscape maintenance services have been performed on all MSTU roadways.
- Sunshine Boulevard median refurbishments are pending resolution of the irrigation issues.
- A & M Property Maintenance crews were working in the medians on Coronado Parkway clearing Paurotis palms.

Ms. Lulich reported that the Road Maintenance Division will spray the vegetation in the triangular paver area in the turn lane between Santa Barbara Boulevard and Golden Gate Parkway.

VII. LANDSCAPE ARCHITECT'S REPORT – McGee & Associates

Mr. McGee summarized the August 5, 2025, observation report.
(*The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).*

A. Sunshine Boulevard
B. Coronado Parkway & Hunter Boulevard
C. Tropicana Boulevard

Comments

Mr. McGee reported yellow highlighted items should be addressed as soon as possible; red items should be addressed immediately to prevent multiple plant loss; blue text notes indicate missing plants and quotes required.

All locations

- Increase irrigation schedule in dry areas.
- Review accent lighting fixtures for cleaning and/or replacement.
- Tracer spray, to identify herbicide applications and provide a visual guide of where the herbicide has been sprayed, should be used to help prevent over spraying, drift, and accidental application to unintended areas.

Sunshine Boulevard

- All areas are heavily stressed due to the irrigation system not functioning. All replacement plantings are on hold.
- Review all duckbill guy systems on trees to ensure proper condition.
- All volunteer weeds and tree sprouts need to be removed.

Coronado Parkway & Hunter Boulevard

- The irrigation coverage of the perennial peanut needs to be reviewed in Median numbers 3, 4, 5, 6, 10 and 11, east and west ends, and 12.
- Recommend all Perennial Peanut plantings have an application of 0-0-22-22S-11mg fertilizer and Legume Soil inoculant.
- Clean all paver areas with "Wet & Forget Outdoor" mold and mildew remover.

- Recommend reviewing all valve locations for green reflective markers that are missing.
- Median end numbering needs to be repainted.
- Median #6 – Remove concrete debris from FPL streetlight pole damaged by a vehicle.
- Medians #5, #6, and #12: Remove Alexander palms, and one stump, and replant with ten-foot clear trunk Alexander palms.

Tropicana Boulevard

- All Volunteer plants and vines growing within ground covers or shrub beds need to be removed.
- Remove lower sprouts from trees and prune new tree branch growth below eight feet.
- Plant four Crepe Myrtle trees.
- Recommend all paver areas be pressure washed and treated with "Wet & Forget" mold treatment spray.
- Repaint median end numbering.
- Median #2: Remove the coupler valve box top and lid and install new ones.

Comments
Mr. Schumacher

- Pink highlighted text indicates plants are under warranty and replacement is the responsibility of the landscaping contractor.
- Red highlighted text indicates irrigation, herbicide spraying, or weed issues.
- Upon a quote from Tree Scaping of Naples for tree/stump removal, work will be performed and A & M will plant Crape Myrtles noted in brown text in the report.

IX. ON GOING BUSINESS – This item was heard before Item VIII

A. Irrigation Extension – Pkwy Median 2 & New Bridge over Santa Barbara Canal

Ms. Lulich reported:

Phase I - Irrigation

- Bids for the restoration of the irrigation on Golden Gate Parkway, west of the welcome sign at the intersection of Santa Barbara Boulevard, and east toward the bridge over the canal, are due August 19, 2025.
- The irrigation plans were developed by McGee & Associates, Landscape Architects.
- The installation will commence, based on the contractor's availability, upon issuance of a Purchase Order.
- Purchase of parts for the project are contracted at a wholesale cost with SiteOne Landscape Supply.

Phase II - Landscaping

- McGee & Associates presented design plans for landscaping the area to the Committee.
- A list of tree and plant material available for relocation from the widening of Collier Boulevard project was provided and incorporated into the design.
- A bid for relocation of existing trees has been prepared.
- The formal bid package will be distributed on September 25, 2025.
- The engineers' Opinion of Cost for installation is $82,000.00.
- A Notice-to-Proceed will be issued upon completion of the irrigation installation.
- The Road Maintenance Division will be responsible for installing and maintaining the improvements.
- Any interest the MSTU may have in partnering with County projects and contributing to cost is welcome.

- The Committee will consider a contribution to the project on disclosure of actual project cost.

List of Beautification Master Plan

Ms. Lulich reported:

- In 2018, Johnson Engineering prepared 100% plans and a bid schedule for improvements for Santa Barbara Boulevard from I75 to Copperleaf Lane.
- The project is "on hold".
- The Board of County Commissioners (BCC) may consider reinstating the project if the MSTU offers to participate and contribute funds.
- The County would fund ongoing maintenance.

Committee discussion:

- Irrigation: Access to reclaimed water is not available; a well may be required for irrigation.
- The linear plan includes oak, crape myrtle and sabal palm trees.
- The project will be considered in the future.

VIII. PROJECT MANAGER'S REPORT

Mr. Schumacher reported:

A. Budget Report

(*The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).*

Golden Gate MSTU Fund 1621 Budget for August 19, 2025, prepared August 13, 2025.

- Purchase Orders
  1. Agriculture Service International – irrigation services.
  2. A & M Property Maintenance – ground maintenance.
     a. Incidentals – landscape plants, materials, and refurbishment.
     b. Maintenance – regular landscape & irrigation maintenance.
  3. FPL – electricity.
  4. Howard Fertilizer – fertilizer.
  5. Lykins-Signtek – "Welcome Sign"
  6. McGee & Associates – landscape architectural services.
  7. Naples Christmas Lighting – Holiday decorations.
  8. Naples Electric motor Works (NEMW) – pump station maintenance.
  9. Premier Staffing – transcription services.
  10. Simmonds Electrical – electrical maintenance and repairs.
  11. SiteOne Landscape Supply – irrigation parts & components.
  12. Southeast Spreading – mulch.
  13. Tree Scaping of Naples – tree pruning and removal.

- Budget Summary
  1. Line 1, Revenues and Interest – Of the $743,200 budgeted, $783,213 has been collected, a surplus of $40,013.
  2. Line 2, Carry Forward – Unexpended Prior Year (2024) Funds $2,006,206.
  3. All Revenues – Of the $2,749,406 budgeted, $783,213 has been collected leaving an available balance of $1,966,192 (the sum of lines 1 and 2) minus Expenditures.

4. Line 21, Operating Expense – Of $384,906 budgeted, $91,840 is committed on to existing Purchase Orders and $250,447 is expended, leaving the remainder of $32,618 available within budget for additional operating expenses as needed.
5. Line 25, County Overhead – Of the $87,300 budgeted, $87,167 has been transferred, and a balance of $132 remains for transfer (PTNE Staff & support, Property Appraiser, & Tax Collector).
6. Line 28, Capital Projects – Of the $2,277,200 budgeted, a Purchase Order in the amount of $29,618 has been issued for irrigation repairs, leaving $2,290,333 available for improvement projects.
7. Line 29, All Expenses – Of $2,749,406 budgeted, $121,458 is committed in existing Purchase Orders, $337,614 has been expended, leaving a remainder of $2,29,333 available for MSTU expenditures.
8. Line 30, FY-25 Budget Grand Total – budgeted Revenues (Line 3) and All Expenses (Line 28) are equal and cancel-out, $122,458 remains committed to existing Purchase Orders, collected Revenues exceed Expenses by $445,598 and $324,140 are Unexpended.

- General
  1. MSTU Tax Rate: 0.5000 Mills is for beautification improvements and maintenance within the taxing district.
  2. The Ad Valorem taxable value increased 8.94% for fiscal year 2025 over 2024 generating additional revenue of $129,275.
  3. Tax millage and interest collected by the Golden Gate Beautification MSTU may only be utilized by the MSTU and within the MSTU district boundary.
  4. Funds not spent in FY-25 will be carried forward into FY-26.

Mr. Schumacher noted:

- The Capital Projects category will fund pump station repairs and the proposed irrigation and landscape project(s) on Golden Gate Parkway.
- Uncommitted funds available within budget are eligible for transfer to other categories upon approval by the Committee.
- The Office of Budget Management (OMB) will be requested to add a line item in the FY-26 budget to allocate $150,000 for each of the four MSTU roadways in the Capital Improvements category dedicated to funding expenses incurred for disaster/catastrophic events.

B. Committee Terms Expiring and Reapplications

Mr. Schumacher reported two seats, each for a four-year term, are available on the Golden Gate Beautification MSTU Advisory Committee.

Patricia Spencer and Florence "Dusty" Holmes are eligible to apply for reappointment. Patricia Spencer has applied.

Recommendation for Patricia Spencer

Ms. Holmes moved to recommend the Board of County Commissioners appoint Patricia Spencer to the Golden Gate Beautification MSTU Advisory Committee. Second by Mr. Jefferson. Motion carried unanimously 3 – 0.

The applicant recommended will be considered for appointment to the Advisory Committee by the Board of County Commissioners.

Florence Holmes
Florence Holmes' application for membership will be considered at the September 16, 2025, meeting.

IX. ONGOING BUSINESS

A. Irrigation Extension – Pkwy Median 2 & New Bridge over Santa Barbara Canal (cont)
This item was heard after Item VII. – Landscape Architects Report.

B. Sunshine Irrigation Pump Station
Mr. Schumacher reported:

- Replacement of the pump station was recommended by Agricultural Services International (ASI).
- ASI will install a pre-manufactured *Rain Bird* Compact Low Profile VFD Pump Station.
- Components, including the Variable Frequency Drive (VFD), 7.5 HP pump, and flow meter have been received.
- Electrical connection to the Weather TRAK HydroPoint irrigation controller will be made.
- Installation is scheduled for week ending August 30, 2025.

X. NEW BUSINESS

Mr. Schumacher reported:

A. Holiday Décor – 2025

- A proposal will be requested from Naples Christmas Tree Lighting, a Division of Sight N Sound, for holiday lighting in the Right-of-Way (ROW) on Golden Parkway, at the intersection of Santa Barbara Blvd.
- The Committee suggested the decorations incorporate the renovated community sign and surrounding foliage, noting the 2024 flagpole design concept was not effective.
- Naples Christmas Lighting will submit new designs for Committee approval for installation in November 2025.
- A quote will be requested upon selection of a design concept.

B. Tropicana Pedestrian Shelter – PUD Relocation

- A drawing for the proposed relocation of the Tropicana PUD Shelter on Tropicana Boulevard & 31st Place S.W., was distributed in the Agenda.
- Grady Minor & Associates, LLC, the civil engineering consultants for the project, notified Mr. Schumacher of the necessity to relocate the shelter to accommodate a pending County Public Utilities Development (PUD) project.
- The firm recommended the project be included in "ongoing" bids and relocated at the cost of the County.
- The Committee noted that the structure is not utilized as a shelter. Collier Area Transit (CAT) does not stop at that location, and members suggested the structure be removed.
- Pavers for the existing shelter can be salvaged and stored by the County for replacements in other areas as needed.

Chair Spencer motioned to have the "shelter" structure on Tropicana Boulevard & 31st Street removed and save the pavers for future County replacement applications. Second by Ms. Holmes. Carried unanimously 3 – 0.

Mr. Schumacher will notify Grady Minor & Associates, LLC, civil engineering consultants for Collier County, of the Committees recommendation.

XI. COMMITTEE MEMBER COMMENTS

None

XII. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned by the Chair at 5:39 P.M.

GOLDEN GATE MSTU ADVISORY COMMITTEE

_____

Patricia Spencer, Chair

The Minutes were approved by the Committee on _____,2025 as presented _____ or as amended ____.

GoldenGateBeautificationMSTU/CollierPTNE

NEXT MEETING: **SEPTEMBER 16, 2025 – 4:30 PM**
GOLDEN GATE COMMUNITY CENTER
4701 GOLDEN GATE PARKWAY
NAPLES, FL 34116

McGee & Associates
Landscape Architecture

Project: GOLDEN GATE BEAUTIFICATION, M.S.T.U. **Landscape Architect Report:** September 2025
Location: Sunshine Blvd.
Project Manager: Dan Schumacher, Collier County Public Services Department, Public Transportation & Neighborhood Enhancements Division
Consultant: McGee & Associates **Consultant's Representative:** Michael A. McGee, rla, isa
Landscape Contractor: A & M Property Management **Contractor's Representative:** Armando Yzaguirre
Observation Date: 9/2/2025 **Report Date:** 9/2/2025 **Report No.:** 11 (FY-25)

AC - Indicates major items recommended to be discussed by Advisory Committee **S** - Indicates items recommended to be addressed by staff, **C** - Indicates items recommended to be addressed by Contractor

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS
					MONTHLY ADDRESSED	Yellow - Highlighting indicates maintenance recommendations. Red – Items if not addressed will result in multiple plant loss.
All locations	X	X			All replacement recommendations are considered on hold due to irrigation pump system not functioning. Normal maintenance issues will continue to be reviewed.	
		X	X		All duckbill guy systems on trees need to be reviewed to make sure they are in proper condition.	
		X	X		All volunteer weds and tree sprouts need to be removed.	
		X	X		All areas are heavily water stressed due to irrigation system not functioning. All replacement plantings must be put on hold. Currently report items are being put on hold. A major renovation planting will be required to reestablish median landscapes.	
Median #1		X	X	4	South End: South tip Juniper plants are dead and need to be removed and replaced. Apparent decline would be contributed water stress, but spider mites and/or a blight may also have contributed. (4) 3 gal. Juniper parsonii are recommended to fill-in missing plants.	**- RFQ**
		X	X	15	North End: The Blueberry flax lily bed has lost over 50% of the plants. It is recommended at this point to remove the remaining flax lilies and renovate the bed with a different plant. Install (52) 2 gal., Zamia pumila – Coontie on 3 ft. centers 3 ft. off tree trunks, back of curbs and turf edges.	**- RFQ**
		X	X	17	North end.	**M&A 6/5/25:** North end: Previous replacement Sabal palm has died and needs to be replaced. Match existing. This type of palm will require (2) bubblers and additional hand watering to survive its planting.
		X	X	18	North end: Juniper parsonii need to be replaced. (13) Juniper parsonii 3 gal. size are recommended for replacement	**- RFQ**
		X	X	18	Sand cordgrass bed: The bed has plants that are dead or missing. (6) Sand cordgrass, 3 gal. size are recommended to fill-in replacement.	**- RFQ**
		X	X	18	South end: Juniper replacement plants have declined and/or dead due to sever water stress. (9) 3 gal. Juniper parsonii are recommended to fill-in missing plants.	**- RFQ**
		X	X	18	Middle Bed: Yellow African iris plants are declined and/or dead. (4) 1 gal. Yellow African Iris are recommended to fill-in missing plants..	**- RFQ**
Median #2		X		12	At address 2224: A previously planted Tabebuia tree in the turf area at some point was removed and not replaced. (1) 65 gal. Floss Silk (Ceiba Speciosa), 11'-13' Ht., 3.5 Cal., 5'-6' Spr. (or, 36" dia. B&B) is recommended for replacement.	**- RFQ**

GOLDEN GATE BEAUTIFICATION, M.S.T.U. **Location: Sunshine Blvd.** **Report Date:** 9/2/2025 **Report No.:** 11 (FY25)

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS
		X	X	18	South end: Area of previous auto damaged Juniper need to be renovated. Remove damaged or dead plants. (26) 3 gal. Juniper parsonii in double row	- RFQ
		X	X	19	At address 2248: Renovation Yellow African Iris have declined and need to be replaced. Also: remove volunteer Blueberry Flax plants in Iris. (10) 3 gal. Yellow African Iris are recommended to fill-in missing plants.	**M&A 5/7/24:** Remove volunteer Frangi Pangi tree in Iris bed. - RFQ
		X	X	18	At address 2184: (1) Tabebuia Ipe has been removed. (1) 65 gal. Tabebuia Ipe tree, 11'-13' Ht., 3.5 Cal., 5'-6' Spr. (or, 36" dia. B&B) is recommended for replacement.	**M&A 9/5/23:** The tree has been blown over by the recent winds. - RFQ ~~The north duckbill anchor was installed about 12" not installed to its recommended 24" depth and as a result the tree pulled the anchor up.~~
		X	X	18	At address 2184: The Bougainvillea silhouettes are off color and are stunted in growth. Additional fertilization is highly recommended. Mulch should be pulled away from being in contact with the plant trunks.	**M&A 2/8/23:** (6) plants have declined and/or missing and need to be replaced. 3 gal. size. **M&A 4/4/23:** Plant count is now up to (10) plants and area is dry. - RFQ
		X	X	18	At address 2160: (1) Tabebuia tree trunk has been girdled by staking straps. The girdling location has healed over but will remain a weak point for the main trunk. At this location an included bark branch union is present. Reduction of this branch is recommended to reduce weight.	
		X	X	18	North End at 2052: Juniper parsoni have large amount of dead and brown foliage which appears to be result of insect (e.g. spider mites) or fungal disease. Contractor should review to treat issue and prune out dead foliage.	**M&A 5/3/22:** Contractor determined Juniper had a Blight disease and bed has been treated. Approx. 39-40 plants involved. **M&A 12/6/22** (14) 3 gal. Juniper parsoni needed to finish replacements. - RFQ
Median #3 - Pump Station Location- 5 hp, 6" well, VFD		X	X	12	At address 1944: Install (2) Dwarf Bougainvillea 'Helen Johnson' 3 gal. size.	- RFQ
Median #4		X	X		No major issues observed.	
Median #5		X	X	18	(20+/-) renovation Blueberry flax plants have declined and need to be replaced. Issue appears to irrigation coverage. Install (20) 1 gal. Blueberry flax.	**M&A 6/4/24:** Based upon additional plants dying it is recommended the remaining Blueberry Flax lilies be removed and the area planted with Zamia. (25) 2 gal., Zamia pumila – Coontie on 3 ft. centers 3 ft. off tree trunks, back of curbs and turf edges. - RFQ
Median #6		X	X	5	At address 1790 or South End: Juniper plantings have sustained vehicular damage as well as water stress causing approximately 50% of the Juniper plants to have dead foliage or entire plants are dead. It is recommended to remove all damaged and declined plants and then review for replacements or renovation.	
		X	X	7	At address 1740-1730: One Golden Tabebuia tree, flagged with white tape, has sever trunk issues due to unhealed previous pruning cuts and removal and replacement is recommended. Replace with Pink Trumpet tree, Handroanthus impetiginosus 11'-13' Ht., 3.5 Cal., 5'-6' Spr., 36" dia. B&B or 65 Gal. size container.	- RFQ
		X	X	11	At address 1750 & 1760: ~~Prune back existing Bougainvillea to a 24-inch diameter.~~ Install (8) Dwarf Bougainvillea 'Helen Johnson' 3 gal. size.	- RFQ
		X	X	17	At address 1720: Water stress has caused the decline of Iris plants.	**M&A 6/4/24:** Remove volunteer Blueberry Flax lilies.

GOLDEN GATE BEAUTIFICATION, M.S.T.U. **Location: Sunshine Blvd.** **Report Date:** 9/2/2025 **Report No.:** 11 (FY25)

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS
					(20) 3 gal. Yellow African iris plants.	
		X	X	27	At address 1740: The Bougainvillea silhouettes are off color and are stunted in growth. Plants should be reviewed for irrigation coverage and additional fertilization. Mulch should be pulled away from being in contact with the plant trunks.	**M&A 4/4/23:** Bougainvillea plants have declined and/or dead. Recommended to remove all. (37) 3 gal. Bougainvillea 'Silhouettes' **- RFQ**
18th Place SW Median		X		3	Median did not get mulched.	
	X	X			Recommendation: Remove all surface vegetation (Bougainvillea shrubs) and lower grade 3-inches. Install (7) 3 gal., Aechmea "Raspberry Bromeliad Mulch entire median with 3-inch depth of Rice Rock mulch to include filter cloth below Rice Rock mulch.	**M&A 6/4/24:** With rainy season approaching it is recommended preparations begin to renovate median as listed. M&A 11/5/24 with rainy season ending any replanting's will require truck watering at planting and for a period of establishment.
18th Ave. S.W. Median		X		3	Median did not get mulched. Recommend mulching	
	X	X			Recommendation: Remove all surface vegetation and lower grade 3-inches. Install (8) 3 gal., Aechmea "Raspberry Bromeliad Mulch entire median with 3-inch depth of Rice Rock mulch to include filter cloth below Rice Rock mulch.	**M&A 6/4/24:** With rainy season approaching it is recommended preparations begin to renovate median as listed. **M&A 11/5/24:** with rainy season ending any replanting's will require truck watering at planting and for a period of establishment.
					QUARTERLY ADDRESSED	
Accent/Street Lighting	X				It is recommended all lights be reviewed for cleaning or replacements if needed. Some fixtures appear to have hazy and/or dirty lenses which reduce light levels.	
Lighting Electric Meters & Irrigation Controller Electric Source Locations					Lighting Electric Meter 2271 Sunshine Blvd., 1 SUN, Alley off 23rd Ave. SW Lighting Electric Meter & Irrigation Controller Electric, 1995 Sunshine Blvd., 2 SUN, Alley off 20th PL. SW Lighting Electric Meter 4642 18th Pl. SW, 3 SUN, North R/W	
Fertilizations:			X		Attached is the FY25-26 fertilization schedule	
Irrigation:		X	X		Previous month water use total per WeatherTrak controller estimate 0 gallons. Apparently pump station is still offline. Pump station is on site not confirmed it is operational.	

McGee & Associates
Landscape Architecture

GOLDEN GATE BEAUTIFICATION, M.S.T.U. **Location: Sunshine Blvd.** **Report Date:** 9/2/2025 **Report No.:** 11 (FY25)

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS

GOLDEN GATE MSTU FY 25-26 RECOMMENDED FERTILIZATION SCHEDULE - ALL ROADWAYS

Plant Type	Turf / St. Augustine	Palm Trees	Shrubs & Grn. Cover Beds	Perennial Peanut
Month / Areas	(72,234 S.F., Estimated)		(30,000 S.F., Estimated)	(9,000 S.F., Estimated)
January	16-0-8 (with trace elements) 4 lb. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
Febuary				
March		Place order for March Applications		
April	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	0-0-22-22S-11Mg 4.6 lbs. per 1000 S.F. (50 lbs.(1-50 lb. bag)
May	Iron plus Soil Acidifier	Place order for June Applications	Iron plus Soil Acidifier	
June	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
July		Place order for August Applications		
August		0-0-22-22S-11Mg (16) Paurotis palms: 3 lbs. per palm (1-50 lb. bag)		0-0-22-22S-11Mg 4.6 lbs. per 1000 S.F. (50 lbs.(1-50 lb. bag)
September		Place order for October Applications		
October	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
November				
December		Place order for January Applications		

Canopy & Palm trees: (e.g. Sabal palmns, Live Oaks, Crape Myrtles, Silk Floss, Orchid, Holly, Handroanthus spp. (Tabebuia) are not to receive any additional fertilizer unless it is a new or replacement planting.

Optional: At maintenance Consultants Recommendation. Blooming Plants - Bougainvillea, Blueberry Flax Lily, African Iris

Optional: Add to pest and/or disease control sprayings for shrubs and turf: Ferromec AC 15-0-0 plus 6% iron, 3% sulfur @ 1.5 gal./100 gal. H2O

Do not apply to any flower buds or blossoms in flower.

Contractor shall field measure turf and plant areas in order to determine required quanities of product needed per application.

- Indicates months the contractor is to request Project Manager to place fertilizer orders for next application month

- Indicates period of no Nitrogen applications.

McGee & Associates
Landscape Architecture

Project: GOLDEN GATE BEAUTIFICATION, M.S.T.U.
Location: Coronado Parkway & Hunter Blvd.
Project Manager: Dan Schumacher, Collier County Public Services Department, Public Transportation & Neighborhood Enhancements Division
Consultant: McGee & Associates
Landscape Contractor: A & M Property Management
Observation Date: 9/2/2025

Landscape Architect Report: September 2025
Consultant's Representative: Michael A. McGee, rla, isa
Contractor's Representative: Armando Yzaguirre
Report Date: 9/2/2025
Report No.: 11 (FY-25)

AC - Indicates major items recommended to be discussed by Advisory Committee **S** - Indicates items recommended to be addressed by staff, **C** - Indicates items recommended to be addressed by Contractor

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS
					MONTHLY ADDRESSED	Yellow - Highlighting indicates maintenance recommendations. Red – Items if not addressed will result in multiple plant loss.
Coronado Pkwy. - All locations		X	X	4	It is recommended that any future herbicide spray treatments with handheld sprayers use a colored tracer in the mix.	
		X	X	5	The irrigation coverage of the perennial peanut needs to be reviewed in Median #3, 4 east & west ends, 5 east & west ends, 6 east & west ends, 10 east & west ends, 11 east & west ends, and 12.	
	X	X			Recommended all paver areas be pressure washed and treated with "Wet & Forget" mold treatment spray.	
		X			Recommend reviewing all valve locations for green reflective markers that are missing.	
		X			Median end numbering needs to be repainted.	
Median #1- Pavers		X			Pressure cleaning recommended	
Median #2- Pavers		X			Pressure cleaning recommended	
Median #3		X	X	4	Perennial peanut bed contains weeds and there is a large area of missing plants. (240) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
Median #4		X	X	4	East end: Perennial peanut plantings are missing plants. (99) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	X	4	Middle area: Yellow African Iris are dead or missing. (4) 3 gal. Yellow African Iris are recommended to fill-in missing plants	**- RFQ**
		X	X	4	West end: Perennial peanut plantings are missing plants. (54) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
Median #5		X	X	4	Perennial peanut plantings are missing plants. (64) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	X	4	West end: Alexander palm needs to be removed and replaced. (1) 10 ft. clear trunk Alexander palm recommended for replacement.	**- RFQ**
Median #6		X	X	3	East end: FPL concrete street light pole was hit by vehicle. Remove concrete debris. No apparent damage to plants, but review irrigation may be needed.	
		X	X	4	East end: Perennial peanut plantings are missing plants. (10) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	X	5	A previous storm damaged Alexander palm that was removed and the stump left behind needs to be replaced. Stump removal and replanting is recommended. (1) 10 ft. clear trunk Alexander palm recommended for replacement.	**- RFQ**
Median #7		X	X	4	Remove volunteer plants such as Strangler fig vine.	
Median #8		X	X		No major issues observed	
Median #9 - Pavers		X	X		Pressure cleaning recommended	

McGee & Associates
Landscape Architecture

GOLDEN GATE BEAUTIFICATION, M.S.T.U. **Location:** Coronado Pkwy. & Hunter Blvd. **Report Date:** 9/2/2024 **Report No.:** 11 (FY25)

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS
Median #10		X	X	4	West end: Perennial peanut plantings are missing plants. (150) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	X	4	West end: African iris plantings contain weeds, with 15 plants missing. (15) 3 gal. Yellow African Iris are recommended to fill-in missing plants.	**- RFQ**
		X	X	6	East end: (200) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
Median #11 Bridge		X	X		Inside lane median guardrail was hit by vehicle. Recommend reviewing plantings and irrigation after repair.	
		X	X	4	East end: (20) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
Median #12		X	X	3	West end: (20) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	X	11	Middle of median: Alexander palm has severe trunk fugus damage due to a previous wound and needs to be removed, flagged with white ribbon. (1) 10 ft. clear trunk Alexander palm recommended for replacement.	**- RFQ**
Median #13		X	X	2	Society garlic old flower stalks need to be removed.	
Median #14		X	X	2	Recommend removal of rock / concrete debris in west end of median before mulching.	
		X	X	19	Repair 12 L.F. of paver border, remove & replace soldier course edge to include compacted base and mortar edging. Base shall extend 12-inches beyond current edge of pavers.	
Hunter Blvd. - All locations		X			Median end numbering needs to be repainted.	
	X	X			Recommended all paver areas be pressure washed and treated with “Wet & Forget” mold treatment spray.	
Median #1		X	X		No major issues observed	
Median #2		X	X	5	North end.	**M&A 6/5/25:** North end: Recent rains have allowed liriope plants to regrow. (~~25~~ 6) Recently planted Liriope plants are in decline, dead, or missing.
Median #3		X	X	5	South end:	**M&A 6/5/25:** South end: Recent rains have allowed liriope plants to regrow. (~~6~~ 2) Recently planted Liriope plants are in decline, dead, or missing.
		X	X	5	North end: (50+/-) perennial peanut are missing. (50) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	X	5	At address 2340: Bougainvillea Miss Alice (white) are in decline, dead, or missing. (7) 3 gal. Bougainvillea Miss Alice (white) are recommended to fill-in missing plants	**- RFQ**
		X	X	5	At address 2330: Bougainvillea Miss Alice (white) are in decline, dead, or missing. (9) 3 gal. Bougainvillea Miss Alice (white) are recommended to fill-in missing plants.	**- RFQ**
Median #4		X	X	4	North end: The last Alexander palm to the south was previously removed. It is recommended to replant at this time. (1) 10 ft. clear trunk Alexander palm.	**- RFQ**
		X	X	5	At address 2300: (35+/-) perennial peanut are missing. (35) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	X	5	North end: Also the previous existing perennial peanut plants that were removed are re-sprouting	**M&A 6/5/25:** North end: Recent rains have allowed liriope plants to regrow. Bed is also dry.

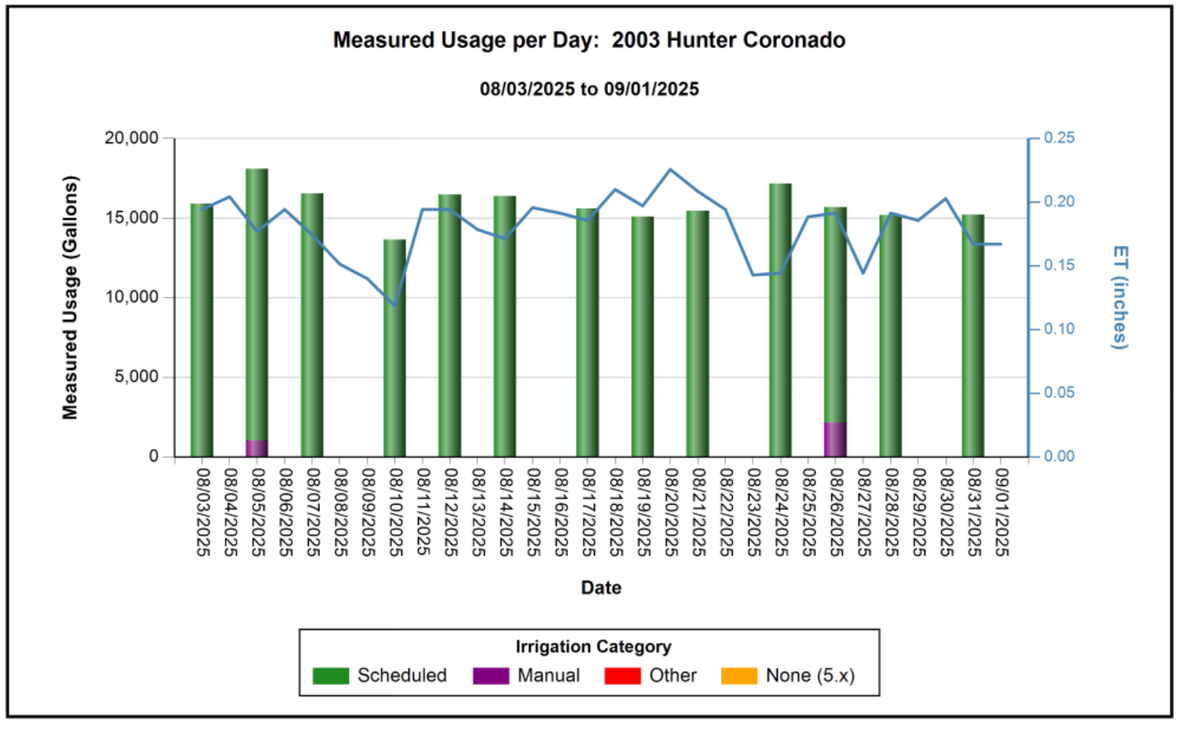
LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS
					and need to be spray with herbicide.	(~~13~~ 10) Recently planted Liriope plants are in decline, dead, or missing.
Median #5 **Pump station –** Median #5, 7.5 hp, 8" well feeds Hunter & Coronado, Hydropoint Controller in median		**X**	**X**	5	South end: Perennial peanuts are over 50% missing. Recommend remove remainder and replant - seven staggered rows, offsets as follows: 3-4 feet off tree trunks, 2-feet from back of curb & 3-feet off paver edges. (120) Liriope 'Big Blue', 18" o.c. in 1 gal. size. (re-verify rows & count)	**- RFQ**
Median #6		**X**	**X**	4	South end:(~~20~~ 35+/-) perennial peanut are missing. (35) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	**X**	9	At address 2018: (1) Jatropha tree is missing. (1) 6 ft. Jatropha tree overall ht. multi-stem plant.	**- RFQ**
Median #7		**X**	**X**	5	At address 1991: Fire burnt one Iris.	
Median #8		**X**	**X**	2	At address 5250: Strangler figs in Sabal palms and Saw palmettos.	
		X	**X**	4	Middle area: (10) Muhly grass are missing. (10) 3 gal. Muhly grass are recommended to fill-in missing plants.	**- RFQ**
		X	**X**	5	East end: The recently planted perennial peanut look very bad. (25+/-) are in decline, dead, or missing. ~~Some foliage is dwarfed which is an indicator of too much herbicide others are very yellow which could be over watering related or nutritional. Application of 0-0-22-22S-11mg fertilizer is highly recommended.~~	**MA 6/03/25:** Based upon the amount of missing and/or dead perennial peanut it is recommended this area of the median be renovated as follows: (159) Liriope 'Big Blue', 18" o.c. in 1 gal. size. New plantings are to have offsets as follows: 3-4 feet off tree trunks, 2-feet from back of curb & 3-feet off paver edges (36) 3 gal. Muhly grass plants between the Oak tree and the Bougainvillea shrubs. If not renovated (121) 1 gal. Golden Glory perennial peanut needed to replace missing.
Median #9		**X**	**X**		West end: Alexander palm has no center frond spear. Flagged for removal and replacement. (1) 10 ft. clear trunk Alexander palm recommended for replacement.	**- RFQ**
				4	East end:(25+/-) perennial peanut are missing. Fill in with one gal. size Golden Glory. (25) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
		X	**X**	5	West end:(~~25~~ 57+/-) perennial peanut are missing. Fill in with one gal. size Ecoturf. (57) 1 gal. Ecoturf are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
Median #10		**X**	**X**		(38+/-) perennial peanut are missing. (38) 1 gal. Golden Glory are recommended to fill-in missing plants.	**- RFQ – Perennial Peanut**
Median #11		**X**	**X**	4	Society Garlic flower stalks will need to be removed.	
Median #12		**X**	**X**	21	Median: Recommend repair of 12 L.F. of paver border, remove & replace soldier course edge to include compacted base and mortar edging. Base shall extend 12-inches beyond current edge of pavers.	
					QUARTERLY ADDRESSED	
Fertilization:		**X**	**X**		See attached FY 25-26 fertilization schedule	
General Irrigation:					Previous month water use total per WeatherTrak controller estimate 206,434 gallons.	

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS

Collier County
Site: Golden Gate MTSU
09105378 - 2003 Hunter Coronado

Single Controller
Measured Usage History Report

WeatherTRAK



GOLDEN GATE MSTU FY 25-26 RECOMMENDED FERTILIZATION SCHEDULE - ALL ROADWAYS				
Plant Type	**Turf / St. Augustine**	**Palm Trees**	**Shrubs & Grn. Cover Beds**	**Perennial Peanut**
Month / Areas	**(72,234 S.F., Estimated)**		**(30,000 S.F., Estimated)**	**(9,000 S.F., Estimated)**
January	16-0-8 (with trace elements) 4 lb. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
Febuary				
March		Place order for March Applications		
April	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	0-0-22-22S-11Mg 4.6 lbs. per 1000 S.F. (50 lbs.(1-50 lb. bag)
May	Iron plus Soil Acidifier	Place order for June Applications	Iron plus Soil Acidifier	
June	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
July		Place order for August Applications		
August		0-0-22-22S-11Mg (16) Paurotis palms: 3 lbs. per palm (1-50 lb. bag)		0-0-22-22S-11Mg 4.6 lbs. per 1000 S.F. (50 lbs.(1-50 lb. bag)
September		Place order for October Applications		
October	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
November				
December		Place order for January Applications		
Canopy & Palm trees: (e.g. Sabal palmns, Live Oaks, Crape Myrtles, Silk Floss, Orchid, Holly, Handroanthus spp. (Tabebuia) are not to receive any additional fertilizer unless it is a new or replacement planting.				
Optional: At maintenance Consultants Recommendation. Blooming Plants - Bougainvillea, Blueberry Flax Lily, African Iris				
Optional: Add to pest and/or disease control sprayings for shrubs and turf: Ferromec AC 15-0-0 plus 6% iron, 3% sulfur @ 1.5 gal./100 gal. H2O				
Do not apply to any flower buds or blossoms in flower.				
Contractor shall field measure turf and plant areas in order to determine required quanities of product needed per application.				
	- Indicates months the contractor is to request Project Manager to place fertilizer orders for next application month			
	- Indicates period of no Nitrogen applications.			

McGee & Associates

Landscape Architecture

Project: GOLDEN GATE BEAUTIFICATION, M.S.T.U. **Landscape Architect Report:** September 2025
Location: Tropicana Blvd.
Project Manager: Dan Schumacher, Collier County Public Services Department, Public Transportation & Neighborhood Enhancements Division
Consultant: McGee & Associates **Consultant's Representative:** Michael A. McGee, rla, isa
Landscape Contractor: A & M Property Management **Contractor's Representative:** Armando Yzaguirre
Observation Date: 9/2/2025 **Report Date:** 9/2/2025 **Report No.:** 11 (FY-25)

AC - Indicates major items recommended to be discussed by Advisory Committee **S** - Indicates items recommended to be addressed by staff, **C** - Indicates items recommended to be addressed by Contractor.

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS
					MONTHLY ADDRESSED	Yellow - Highlighting indicates maintenance recommendations. Red – Items if not addressed will result in multiple plant loss.
All locations:		X	X	3	Medin numbers need to be repainted on the ends of the medians.	
		X	X	3	All volunteer plants and vines growing within ground covers or shrub beds need to be removed (e.g. Asparagus fern, Carrotwood, Foxtail weed, Brazilian pepper etc.)	
	X	X			Recommended all paver areas be pressure washed and treated with "Wet & Forget" mold treatment spray.	
Median #1		X	X	2	Remove volunteer plants & weeds.	
		X	X		Remove volunteer plant in Bromeliads.	
Median #2		X	X	21	The existing quick coupler valve box is broken and deformed and needs to have the top box and lid removed and new ones installed.	
Pedestrian shelter at 31st Ave. SW		X			Pavers should be cleaned	
Median #3 Bridge		X	X	3	South end: Remove Blueberry Flax lily regrowing in Iris	
		X	X	13	North end: On tip of median 3 Juniper have been runover and removal and replacement is recommended. (3) Juniper parsonii 3 gal. size.	**- RFQ**
Median #4		X	X	9	North end: Remove volunteer ~~Oyster plants~~ and Asparagus fern in Juniper plants.	
		X	X	22	At address 2930: Recommend removing two Crape myrtles install (2) Crape Myrtle 'Natchez', White, 30 gal., 2" cal., 8'-10' ht., 5'-6' spr., Multi-stem (4 min.). Will require (1) bubbler location with (2) adjustable flood bubblers per tree.	**- RFQ**
Pedestrian Shelter- 28th Ave. SW		X			Pavers should be cleaned	
Median #5		X	X	3	At address 2553: Dead Holly tree needs to be removed and not replanted due to new flashing speed limit sign install. Flush cut and grind stump below grade.	
		X	X	20	At address 2672: Holly tree has totally defoliated, and main trunk bark is cracking. Decline would contribute to mature age of 16+/- years and past site conditions. Recommendation is to schedule removal by excavation and replant with ~~Ilex x attenuate – East Palatka Holly 10' Ht., 3' spr., 3.5" cal. in 65 gal. container~~	**M&A 8/5/25:** Recommend changing tree type from holly to Crape Myrtle 'Muskogee', Pink, 30 gal., 2" cal., 8'-10' ht., 5'-6' spr., Multi-stem (4 min.) **- RFQ**
		X	X	21	At address 2600-2582: Holly tree has totally defoliated, root system is rotting, main trunk has severe rot due to previous pruning wounds not compartmentalizing and healing over. Recommendation is to schedule removal by excavation and replant with ~~Ilex x attenuate – East Palatka Holly 10' Ht., 3' spr., 3.5" cal. in 65 gal. container~~	**M&A 8/5/25:** Recommend changing tree type from holly to Crape Myrtle 'Muskogee', Pink, 30 gal., 2" cal., 8'-10' ht., 5'-6' spr., Multi-stem (4 min.) **- RFQ**
		X	X	20	At address 2520: ~~Remove volunteer Crape myrtles growing in Bougainvillea bed.~~ **- UNDER REVIEW -**	**M&A 11/7/22:** it is recommended due to the amount of shade over this planting location that the existing Bougainvillea and Crape myrtle sprouts be removed, and the area planted with

GOLDEN GATE BEAUTIFICATION, M.S.T.U. **Location:** Tropicana Blvd. **Report Date:** 9/2/2025 **Report No.:** 11 (FY-25)

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS
						Bromeliads. (45) Neoregelia carolinae 'Tricolor', 6" pots, 24" o.c.+/-, first row 4' off back of curb. **M&A 9/5/23:** It appears carpe myrtle sprouts have been treated with herbicide.
		X		2	At address 2600: Recommend Oak, 18" caliper, 50% damaged in main trunk from broken off large branch be monitored yearly.	**M&A 6/6/23:** This Oak is adjacent to the declined Holly tree at address 2701 that is being recommended for removal and replacement. It is recommended that this Oak tree be coordinated for removal by excavation and replace with Quercus virginiana 'Cathedral' 11'-13' ht., 3.5 cal., 5' spr. 36" dia. root ball or 65 gal. container.
Median #6 (Pavers only)		**X**			No major issue observed. Recommended pavers be pressure washed and treated with "Wet & Forget" mold treatment spray.	
					QUARTERLY ADDRESSED	
Accent/Street Lighting		**X**			At 9:00 AM light fixtures on at 28th Ave. SW.	
		X		10	Multiple accent lighting fixtures appear to have corroded metal edges and hazy and/or dirty lenses which reduce light levels. It is recommended all lights be reviewed for cleaning or replacements if needed.	
		X		10	Median #1 south light pole fixture has been turned out of alignment with the median.	
Lighting Disconnect & Sensor Locations					East R/W between 13th Ave. & PL. Lighting Disconnect & Sensor West Alley off 28th Ave. SW Lighting Disconnect & Sensor West R/W in Alley between G.G. Pkwy. & 26th PL. SW, Lighting Disconnect & Sensor West R/W at corner of 30th PL. SW & Tropicana Lighting Disconnect & Sensor	
Fertilizations:		**X**	**X**		Attached is the recommended FY 25-26 fertilization schedule	
Irrigation:		**X**			Previous month water use total per WeatherTrak controller estimate 361,425 gallons.	
		X			Irrigation was running as late as 8:50 AM in median #1.	

McGee & Associates
Landscape Architecture

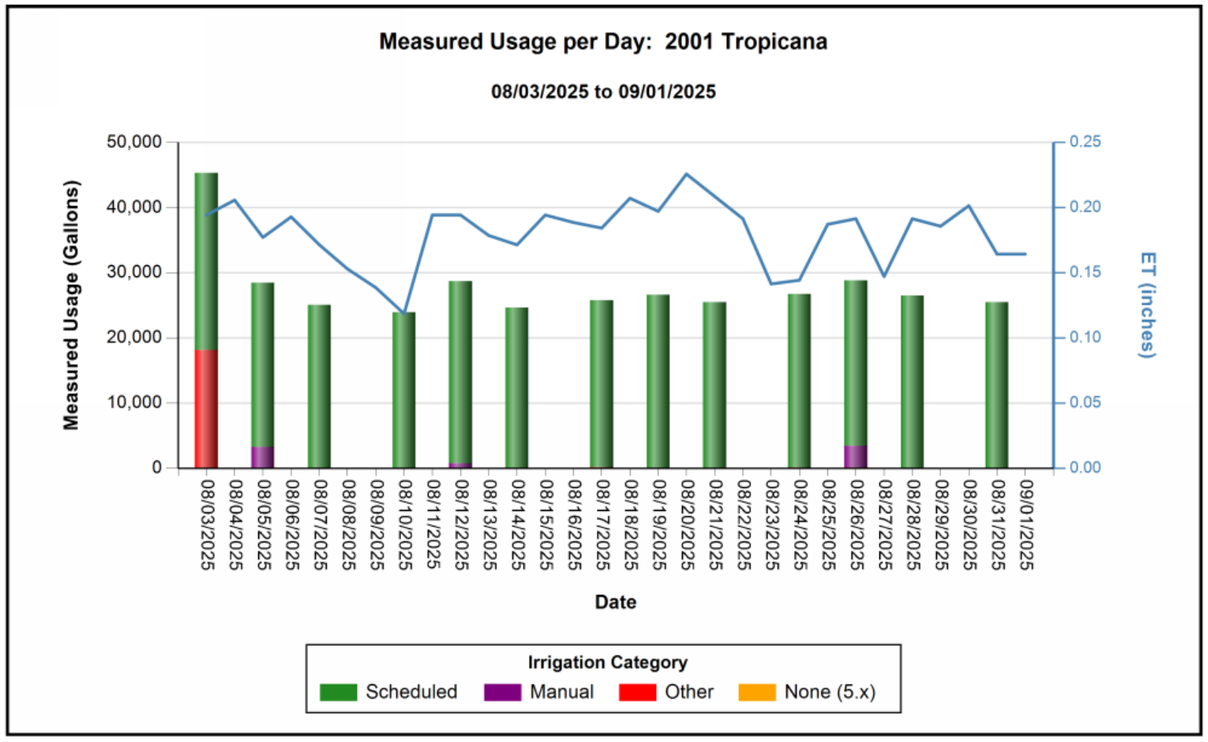
GOLDEN GATE BEAUTIFICATION, M.S.T.U. **Location:** Tropicana Blvd. **Report Date:** 9/2/2025 **Report No.:** 11 (FY-25)

LOCATION/WORK AREA	AC	S	C	R	MAINTENANCE SERVICES OBSERVATIONS & RECOMMENDATIONS	RESPONSE or COMMENTS

Collier County
Site: Golden Gate MTSU
09012040 - 2001 Tropicana

Single Controller
Measured Usage History Report

WeatherTRAK



GOLDEN GATE MSTU FY 25-26 RECOMMENDED FERTILIZATION SCHEDULE - ALL ROADWAYS				
Plant Type	**Turf / St. Augustine**	**Palm Trees**	**Shrubs & Grn. Cover Beds**	**Perennial Peanut**
Month / Areas	**(72,234 S.F., Estimated)**		**(30,000 S.F., Estimated)**	**(9,000 S.F., Estimated)**
January	16-0-8 (with trace elements) 4 lb. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
Febuary				
March		Place order for March Applications		
April	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	0-0-22-22S-11Mg 4.6 lbs. per 1000 S.F. (50 lbs.(1-50 lb. bag)
May	Iron plus Soil Acidifier	Place order for June Applications	Iron plus Soil Acidifier	
June	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
July		Place order for August Applications		
August		0-0-22-22S-11Mg (16) Paurotis palms: 3 lbs. per palm (1-50 lb. bag)		0-0-22-22S-11Mg 4.6 lbs. per 1000 S.F. (50 lbs.(1-50 lb. bag)
September		Place order for October Applications		
October	16-0-8 (with trace elements) 4 lbs. per 1000 S.F. (288 lbs. (6-50 lb. bags)	8-0-12-4 Mg-90 day release (116) Alexander palms: 4 lbs. per palm, (16) Paurotis palms: 10 lbs. per palm, (3) Foxtail palms: 5 lbs. per palm (13- 50 lb. bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (6 - 50 lb.bags)	8-0-10 Ultra (Florikote Collier blend) 15 lbs. per 1000 S.F. (4 - 50 lb.bags)
November				
December		Place order for January Applications		
Canopy & Palm trees: (e.g. Sabal palmns, Live Oaks, Crape Myrtles, Silk Floss, Orchid, Holly, Handroanthus spp. (Tabebuia) are not to receive any additional fertilizer unless it is a new or replacement planting.				
Optional: At maintenance Consultants Recommendation. Blooming Plants - Bougainvillea, Blueberry Flax Lily, African Iris				
Optional: Add to pest and/or disease control sprayings for shrubs and turf: Ferromec AC 15-0-0 plus 6% iron, 3% sulfur @ 1.5 gal./100 gal. H2O				
Do not apply to any flower buds or blossoms in flower.				
Contractor shall field measure turf and plant areas in order to determine required quanities of product needed per application.				
	- Indicates months the contractor is to request Project Manager to place fertilizer orders for next application month			
	- Indicates period of no Nitrogen applications.			

Golden Gate M.S.T.U.
Fund 1621
September 16, 2025

	FY-25	Vendor	Item	PO#	Budget	Commitments	Expenditures	Available
1	MILLAGE COLLECTED & INTEREST		MSTU Revenues		$ (743,200.00)	$ -	$ (783,427.78)	$ 40,227.78
2	CARRY FORWARD		Unexpended Prior Year Funds		$ (2,006,206.25)	$ -	$ -	$ (2,006,206.25)
	ALL REVENUES				**$ (2,749,406.25)**	**$ -**	**$ (783,427.78)**	**$ (1,965,978.47)**
		McGee & Associates	Landscape Architect (FY-25)	4500234204		$ 10,133.25	$ 15,946.75	
		McGee & Associates	Landscape Architect (FY-24)	4500228494		$ -	$ 1,308.30	
3	ENG. FEES & OTHERS (631403)				$ 34,758.25	$ 10,133.25	$ 17,255.05	**$ 7,369.95**
4	INDIRECT COST REIMBURSE (634970)	Collier County	Indirect Cost	Direct Pay	$ 4,700.00	$ -	$ 4,700.00	$ -
		A&M Property Maintenance		4500233652		$ 12,061.16	$ 20,938.84	
5	LANDSCAPE INCIDENTALS (634990)				$ 30,000.00	$ 12,061.16	$ 20,938.84	$ (3,000.00)
		A&M Property Maintenance		4500233652		$ 21,212.50	$ 155,787.50	
6	OTHER CONTRACTUAL (634999)				$ 222,000.00	$ 21,212.50	$ 155,787.50	$ 45,000.00
		Tree Scaping	Tree & Palm - Pruning	4500234124		$ 13,787.00	$ 26,213.00	
		Tree Scaping	Tree & Palm - Removal	4500235294		$ 5,000.00	$ -	
		Naples Electric Motor Works	Pump Station Services	4500234617		$ 3,000.00	$ -	
		Lykins Signtek & Development	Welcome Sign	4500232891		$ -	$ 6,548.00	
7	OTHER CONTRACTUAL (639990)				$ 36,548.00	$ 21,787.00	$ 32,761.00	$ (18,000.00)
8	ELECTRICITY (643100)	FPL	Electricity	4700005162	$ 3,500.00	$ 639.28	$ 2,860.72	$ -
9	INSURANCE GENERAL (645100)	Collier County	Insurance	Direct Pay	$ 600.00	$ -	$ 600.00	$ -
	BUILDING RM	Facilites	(3) Flags	IGT		$ -	$ 300.14	$ (300.14)
12	SPRINKLER SYSTEM (646311)	SiteOne	Irrigation Parts & Pumps	4500234777	$ 10,000.00	$ 3,307.72	$ 1,692.28	$ 5,000.00
13	MULCH (646318)	Southeast Spreading		4500238151	$ 25,000.00	$ 182.50	$ 22,942.50	$ 1,875.00
		Grainger	P-Card purchase			$ -	$ 23.59	
		Simmonds Electrical	Electrical Services	4500234109		$ 3,510.63	$ 1,489.37	
14	LIGHTING MAINTENANCE(646451)				$ 5,000.00	$ 3,510.63	$ 1,512.96	$ (23.59)
15	LICENSE & PERMITS(649010)				$ 2,000.00	$ -	$ -	$ 2,000.00
		Premier Staffing	Transcription	4500234229		$ 1,567.15	$ 1,410.75	
		Naples Christmas Lighting DBA Sight I	Holiday Decorations	4500234277		$ -	$ 2,975.00	
16	OTHER MISCELLANEOUS (649990)				$ 5,000.00	$ 1,567.15	$ 4,385.75	$ (952.90)
17	OFFICE SUPPLIES (651110)				$ 100.00	$ -	$ -	$ 100.00
18	COPYING CHARGES(651210)	J.M. Todd	Copier CPC	4500234730	$ 200.00	$ 35.28	$ 114.72	$ 50.00
19	FERT HERB CHEM(652310)	Howard Fertilizer		4500234102	$ 5,000.00	$ 398.00	$ 1,602.00	$ 3,000.00
20	OTHER OPERATING (652990)				$ 500.00	$ -	$ -	$ 500.00
21	**OPERATING EXPENSES**				**$ 384,906.25**	**$ 74,834.47**	**$ 267,453.46**	**$ 42,618.32**
22	PTNE STAFF & DIVISION OVERHEAD (911011)				$ 67,400.00	$ -	$ 67,400.00	$ -
23	PROPERTY APPRAISER (930600)				$ 5,400.00	$ -	$ 5,320.93	$ 79.07
24	TAX COLLECTOR (930700)				$ 14,500.00	$ -	$ 14,450.56	$ 49.44
25	**COUNTY OVERHEAD**				**$ 87,300.00**	**$ -**	**$ 87,171.49**	**$ 128.51**
26		Agricultural Serv International	Irrigation Pump Sunshine Blvd	4500238759		$ 31,738.40	$ -	
27	IMPROVEMENTS GENERAL (763100)				$ 2,277,200.00	$ 31,738.40	$ -	$ 2,245,461.60
28	**CAPITAL PROJECTS**				**$ 2,277,200.00**	**$ 31,738.40**	**$ -**	**$ 2,245,461.60**
28	**ALL EXPENSES**				**$ 2,749,406.25**	**$ 106,572.87**	**$ 354,624.95**	**$ 2,288,208.43**
29	**FY-25 BUDGET GRAND TOTAL**		= ALL REVENUES - ALL EXPENSES		**$ -**	**$ 106,572.87**	**$ (428,802.83)**	**$ 322,229.96**

Golden Gate M.S.T.U.
Fund 1621
September 16, 2025

516,253,177	FY 13 Final Taxable Value	7.8%		**Total Available Balance**	**$ 2,288,208.43**
533,888,677	FY 14 Final Taxable Value	3.4%		**Plus Commited And Not Spent**	**$ 106,572.87**
575,541,732	FY 15 Final Taxable Value	7.8%			
611,031,317	FY 16 Final Taxable Value	6.2%		**Estimated Cash**	**$ 2,394,781.30**
673,743,701	FY 17 Final Taxable Value	10.3%			
749,340,700	FY 18 Final Taxable Value	11.2%			
813,136,298	FY 19 Final Taxable Value	8.5%		*Prepared 09.08.2025 MV*	
885,583,987	FY 20 Final Taxable Value	8.9%			
987,248,891	FY 21 Final Taxable Value	11.5%			
1,067,233,321	FY 22 Final Taxable Value	8.1%			
1,214,827,173	FY 23 Final Taxable Value	13.8%	+9.1% Average		
1,351,201,209	FY 24 Final Taxable Value	11.2%			
$1,473,376,239	**FY 25 Gross Taxable Value**				
8.94%	**Adjustment FY 24 to FY 25**				
	FY 25 Gross MSTU Revenue	FY 24			
Millage	**0.5000**	0.5000	**0.5 mill cap**		
Tax Dollars	**$736,688**	$675,601	**$129,275**	**Increase**	

Cost Estimates – Parkway Landscape & Irrigation Median Improvements

Santa Barbara Blvd to 52nd Terr SW (including the Pkwy canal bridge)

From: Pamela Lulich <Pamela.Lulich@colliercountyfl.gov>
Sent: Monday, August 25, 2025 3:27 PM
To: Dan Schumacher <Dan.Schumacher@colliercountyfl.gov>
Cc: Benjamin Graebner <Benjamin.Graebner@colliercountyfl.gov>
Subject: Estimated Costs for Landscape and Irrigation Improvements at Golden Gate Bridge

Title
25-8501 Golden Gate Beautification MSTU Golden Gate Parkway Median 10,12,13 & 15 Landscape Improvements - Landscape Design
25-8501 GGMSTU Median Landscape Installation
Site One -Irrigation Parts
Hannula Landscaping - Irrigation Installation
McGee & Associates - Irrigation Design Cost

Cost sharing opportunity, are we going Dutch?

Pamela Lulich
Manager - Landscape Operations
Road, Bridge & Stormwater Maintenance

Collier County

4800 Davis Blvd.
Naples FL 34104

Docusign Envelope ID: 451E0202-D5C4-45EB-9711-5E92FF5F7271

BID SCHEDULE
25-8501
Golden Gate Beautification M.S.T.U Landscape Improvements

CATEGORY I. GOLDEN GATE PARKWAY MEDIANS 10, 12, 13 & 15 - Landscape Improvements

LINE ITEM	BID ITEM NUMBER	SYMBOL	DESCRIPTION	UNITS	QUANTITIES	INSTALLED UNIT PRICE	EXTENDED TOTALS
1	102-1 *		MAINTENANCE OF TRAFFIC (MOT) PLAN; CONTRACTOR TO PROVIDE ALL REQUIRED MOT PLANS, PERMITS AND SUBMITTALS FOR APPROVALS. SEE GENERAL NOTES. (CONTRACTOR IS RESPONSIBLE FOR QUANTIFYING THE ACTUAL REQUIRED MOT QUANTITIES FOR THE DURATION OF THE PROJECT)	LS	1		$ -
2	110-1-1*		CLEARING AND GRUBBING (CL&GB): TO INCLUDE REMOVAL OF EXISTING SURFACE VEGETATION (BAHIA TURF), ROUGH AND FINAL GRADING FOR SODDING OR PLANTINGS; HERBICIDE APPLICATIONS FOR A 100 PERCENT KILL OF THE SURFACE VEGETATION; TILLING OF AREAS WITH MULTIPLE PASSES; RACKED TO REMOVE VEGETATION DEBRIS AND ROCKS. (CONTRACTOR IS RESPONSIBLE FOR QUANTIFYING THE ACTUAL REQUIRE QUANTITIES, CL&CB ESTIMATED AREA 25,872 SQ.FT.)	LS	1		$ -
3	570-1-3-119*		PERFORMANCE TURF - SOD - ST. AUGUSTINE 'FLORATAM' (STENOTAPHRUM SECUNDATUM)	SY	2,311		$ -
4	580-1-1-AE *	AE	ARACHIS GLABRATA 'ECOTURF' / PERENNIAL PEANUT; FIELD GROWN (F.G.) SOD (ESTIMATED 11-150 SQ. FT. ROLLS)	SF	1,650		$ -
5	580-1-1-DB*	DB	DIETES BICOLOR - YELLOW AFRICAN IRIS; #3 GAL; 24" X 30"; 4' O.C.; FULL	EA	32		$ -
6	580-1-1-LM *	LB	LIRIOPE MUSCARI 'SUPER BLUE'-LILYTURF; #1 GAL., 14" X 14" HT/SPR, 18" O.C.	EA	981		$ -
7	580-1-1-RL *	RL	RONDELETIA LEUCOPHYLLA - PANAMA ROSE; #3 GAL; 20" X 20" MIN.; 3' O.C.; FULL	EA	43		$ -
8	580-1-2-QC *	QC	QUERCUS VIRGINIANA 'CATHEDRAL' - LIVE OAK; 5" CAL; ≥15' OA X ≥8' SPR; ≥44" DIA. ROOT BALL; F.G. B&B, OR FLA. G&S #1 GRADE 100 GAL. SIZE CONTAINER	EA	2		$ -
9	580-1-2-PE *	PE	PTYCHOSPERMA ELEGANS - SOLITAIRE/ALEXANDER PALM; 10' CLR. TRK HT.; 24" ROOT BALL; 5 LEAFLETS; F.G. B&B, SINGLE TRUNK	EA	9		$ -
10	FDOT 581-1-5	LINR	(Trees, ≥ 5" DBH) INCLUDES TRANSPLANTING OF THE TREE WITHIN A 15 MILE RADIUS OF THE TREE LOCATION, ROOT PRUNING, REMOVAL, RELOCATION, TRANSPLANTING, TRANSPORTATION, INSTALLATION, INITIAL WATERING, BRACING & MULCHING PER NOTES, DETAILS & SPECIFICATIONS. LAGERSTROEMIA X 'NATCHEZ' - CRAPE MYRTLE; LOCATIONS: COLLIER BLVD. MEDIAN #66 TREE NUMBERS, SEE EXHIBIT L	EA	8		$ -
11	FDOT 581-1-2	SP20, 15, 12	(Palms, > 14' of Clear Trunk) INCLUDES TRANSPLANTING OF THE PALM WITHIN A 15 MILE RADIUS OF THE TREE LOCATION, ROOT PRUNING, REMOVAL, RELOCATION, TRANSPLANTING, TRANSPORTATION, INSTALLATION, INITIAL WATERING, BRACING & MULCHING PER NOTES, DETAILS & SPECIFICATIONS. SABAL PALMETTO - CABBAGE/SABAL PALM; LOCATIONS: COLLIER BLVD. MEDIAN #66 TREE NUMBERS, SEE EXHIBIT L	EA	5		$ -
12	FDOT 581-1-1	SP20, 15, 12	(Palms, < 14' of Clear Trunk) INCLUDES TRANSPLANTING OF THE PALM WITHIN A 15 MILE RADIUS OF THE TREE LOCATION, ROOT PRUNING, REMOVAL, RELOCATION, TRANSPLANTING, TRANSPORTATION, INSTALLATION, INITIAL WATERING, BRACING & MULCHING PER NOTES, DETAILS & SPECIFICATIONS. SABAL PALMETTO - CABBAGE/SABAL PALM; LOCATIONS: COLLIER BLVD. MEDIAN #66 TREE NUMBERS, SEE EXHIBIT L	EA	4		$ -
13	580-1-MULCH *		WOOD MULCH - PINE WOOD SPECIALTY MULCH AT 3" DEPTH PER NOTES; 2 CU. FT. BAGS; ESTIMATED 8 SQ. FT. PER BAG	EA	1,000		$ -
						Total Bid Amount	**$ -**

BID SCHEDULE NOTE:
1. (*) - INDICATES ITEMS NORMALLY REQUIRING SUBMITTALS, SHOP DRAWINGS, PHOTOS, SAMPLES, AND/OR PLANS.

QUOTE #1097

SENT ON:

Sep 11, 2025

RECIPIENT:

Dan Schumacher

Golden Gate MSTU
Naples, Florida
Phone: 2392274011
Contract: Yes

SENDER:

Naples Christmas Lighting

5720 Sea Grass Lane
Naples, Florida 34116

Phone: 2393048385
Email: napleschristmaslighting@gmail.com
Website: www.napleschristmaslighting.com

Product/Service	Description	Total
2025 Christmas Lighting	2025 Christmas Lighting Proposal Services includes all material, installation, maintenance throughout season, takedown, and storage. CONTRACT FOR 2025 Season -Contract will automatically renew unless notification by either party by March 1st following decorating season. -Please have all palms trimmed prior to October 1st -Naples Christmas Lighting, division of Sight N Sound retains ownership of all merchandise. 50% DUE JUNE 1ST OF EACH YEAR 50% DUE UPON INSTALLATION 5% late fee for payments received later than 15 days past due date	$0.00
Prelit Garland	Prelit Garland with multi color LED lighting and additional decor. Garland swagged across top of sign and partially down sides	$500.00
Lightburst	Multi color light bursts placed in palm bushes on each side of sign. Warm white in small clusters of palms	$1,600.00
Palm Tree wrap	Wrap 4 palm trees behind sign	$1,400.00

Low plants in front of sign?

Subtotal	$3,500.00
~~**Florida State (6.0%)**~~	~~$210.00~~
Total	~~**$3,710.00**~~

QUOTE #1097

SENT ON:

Sep 11, 2025

Reviews

Ray Kretz

This was the first year that our association used their services. They did an outstanding job of decorating our community. Everyone complemented the lighting and decorating. We plan on using them again for Christmas 2025.

Chris Hackem

Kurt and his team do a great job every year! Dependable communication is great .

Patty Edwards

Customer Service is fantastic and every year we looked forward to having our palm trees lit for the holidays! We will miss Naples Christmas Lighting in Nevada!

Contract General Terms: Naples Christmas Lighting is a division of Sight N Sound. The parties agree to the following additional terms of this contract.
A non refundable deposit of 50% must be received before work will begin. The full amount for product (lighting and accessories), installation and removal must be paid in full upon completion of the installation. Naples Christmas Lighting is not responsible for any products damaged or lost due to vandalism, extreme weather conditions, or acts of God and will make efforts to replace any damaged product for an additional charge. No warranty or complimentary repair service is expressed or implied, unless noted in writing in this agreement. Naples Christmas Lighting will replace any malfunctioning product, but does not guarantee that each individual bulb will light for the entire installation period. By signing this contract customer acknowledges that Naples Christmas Lighting fills their schedule well in advance, and all cancellations will be charged 50% of the labor charge. All bids are made under the assumption that adequate power supplies and receptacles are available. Customer is responsible for maintaining and providing adequate electrical outlets adjacent to the proposed locations for it's lit decorations and building lights. This contract is governed by Florida law, and is the entire contract between the parties. If a dispute arises out of this contract, the parties shall agree to resolve this dispute through arbitration in Collier County before a single arbitrator. Any judgement upon the award rendered by the arbitrator may be entered in any court having jurisdiction thereof. The prevailing party in arbitration shall be entitled to it's reasonable attorney's fees and costs. By signing below I agree to the terms of this contract, and accept this proposal on those terms. Furthermore, I declare that I am authorized to sign this document, either as an owner of the property, or as an agent for the owner or entity. Please note that 5% per month (25% per yr.) will be added to all outstanding balances.
Client understands all material provided and installed are the property of Naples Christmas Lighting and are leased to the client per season. All lights and décor will be installed between October 1st and December 15th, unless otherwise agreed upon. All lighting and decor will be removed no sooner than December 31st and later than February 28th, unless otherwise agreed upon. All lights and décor will be maintained within 24 hours of notification of an issue through December 24th.

For all service calls required during season due to light outages please email or text all requests to:
EMAIL: Napleschristmaslighting@gmail.com or
TEXT: 239-451-8000

Standard terms: All Commercial and HOAs to be installed prior to Thanksgiving, unless otherwise noted. Residential Homes to be installed based on agreed upon dates and available scheduling.

Signature: _____ **Date:** _____



GOLDEN GATE M.S.T.U. ADVISORY COMMITTEE

8300 Radio Road
Naples, FL 34104
August 19, 2025

MINUTES

I. CALL TO ORDER

The meeting was called to order at 4:28 P.M. by Chair Spencer. Attendance was called and a quorum of three was established.

II. ATTENDANCE

Advisory Committee	Patricia Spencer – Chair
	Paula Rogan – Vice Chair (Excused)
	Florence "Dusty" Holmes
	Ron Jefferson
	Open Seat
Staff	Ellen Sheffey – PTNE Interim Director (Excused)
	Dan Schumacher – Project Manager
Landscape	Mike McGee – Landscape Architect, McGee & Associates
	Armando Yzaguirre – Grounds Maintenance, A & M Property Maintenance (Excused)
Others	Pamela Lulich – Landscape Operations Manager, BBSD
	Wendy Warren – Transcription, Premier

III. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was not recited.

IV. APPROVAL OF AGENDA

Mr. Jefferson motioned to approve the Agenda of the Golden Gate MSTU Advisory Committee as presented. Second by Ms. Holmes. Carried unanimously 3 - 0.

V. APPROVAL OF MINUTES – May 20, 2025

Ms. Holmes moved to approve the Golden Gate MSTU Advisory Committee meeting minutes of May 20, 2025, as presented. Second by Chair Spencer. Carried unanimously 3 - 0.

VI. LANDSCAPE MAINTENANCE REPORT

Mr. Schumacher reported:

- Routine landscape maintenance services have been performed on all MSTU roadways.
- Sunshine Boulevard median refurbishments are pending resolution of the irrigation issues.
- A & M Property Maintenance crews were working in the medians on Coronado Parkway clearing Paurotis palms.

Ms. Lulich reported that the Road Maintenance Division will spray the vegetation in the triangular paver area in the turn lane between Santa Barbara Boulevard and Golden Gate Parkway.

VII. LANDSCAPE ARCHITECT'S REPORT – McGee & Associates

Mr. McGee summarized the August 5, 2025, observation report.
(*The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).*

A. Sunshine Boulevard
B. Coronado Parkway & Hunter Boulevard
C. Tropicana Boulevard

Comments

Mr. McGee reported yellow highlighted items should be addressed as soon as possible; red items should be addressed immediately to prevent multiple plant loss; blue text notes indicate missing plants and quotes required.

All locations

- Increase irrigation schedule in dry areas.
- Review accent lighting fixtures for cleaning and/or replacement.
- Tracer spray, to identify herbicide applications and provide a visual guide of where the herbicide has been sprayed, should be used to help prevent over spraying, drift, and accidental application to unintended areas.

Sunshine Boulevard

- All areas are heavily stressed due to the irrigation system not functioning. All replacement plantings are on hold.
- Review all duckbill guy systems on trees to ensure proper condition.
- All volunteer weeds and tree sprouts need to be removed.

Coronado Parkway & Hunter Boulevard

- The irrigation coverage of the perennial peanut needs to be reviewed in Median numbers 3, 4, 5, 6, 10 and 11, east and west ends, and 12.
- Recommend all Perennial Peanut plantings have an application of 0-0-22-22S-11mg fertilizer and Legume Soil inoculant.
- Clean all paver areas with "Wet & Forget Outdoor" mold and mildew remover.

- Recommend reviewing all valve locations for green reflective markers that are missing.
- Median end numbering needs to be repainted.
- Median #6 – Remove concrete debris from FPL streetlight pole damaged by a vehicle.
- Medians #5, #6, and #12: Remove Alexander palms, and one stump, and replant with ten-foot clear trunk Alexander palms.

Tropicana Boulevard

- All Volunteer plants and vines growing within ground covers or shrub beds need to be removed.
- Remove lower sprouts from trees and prune new tree branch growth below eight feet.
- Plant four Crepe Myrtle trees.
- Recommend all paver areas be pressure washed and treated with "Wet & Forget" mold treatment spray.
- Repaint median end numbering.
- Median #2: Remove the coupler valve box top and lid and install new ones.

Comments
Mr. Schumacher

- Pink highlighted text indicates plants are under warranty and replacement is the responsibility of the landscaping contractor.
- Red highlighted text indicates irrigation, herbicide spraying, or weed issues.
- Upon a quote from Tree Scaping of Naples for tree/stump removal, work will be performed and A & M will plant Crape Myrtles noted in brown text in the report.

IX. ON GOING BUSINESS – This item was heard before Item VIII

A. Irrigation Extension – Pkwy Median 2 & New Bridge over Santa Barbara Canal

Ms. Lulich reported:

Phase I - Irrigation

- Bids for the restoration of the irrigation on Golden Gate Parkway, west of the welcome sign at the intersection of Santa Barbara Boulevard, and east toward the bridge over the canal, are due August 19, 2025.
- The irrigation plans were developed by McGee & Associates, Landscape Architects.
- The installation will commence, based on the contractor's availability, upon issuance of a Purchase Order.
- Purchase of parts for the project are contracted at a wholesale cost with SiteOne Landscape Supply.

Phase II - Landscaping

- McGee & Associates presented design plans for landscaping the area to the Committee.
- A list of tree and plant material available for relocation from the widening of Collier Boulevard project was provided and incorporated into the design.
- A bid for relocation of existing trees has been prepared.
- The formal bid package will be distributed on September 25, 2025.
- The engineers' Opinion of Cost for installation is $82,000.00.
- A Notice-to-Proceed will be issued upon completion of the irrigation installation.
- The Road Maintenance Division will be responsible for installing and maintaining the improvements.
- Any interest the MSTU may have in partnering with County projects and contributing to cost is welcome.

- The Committee will consider a contribution to the project on disclosure of actual project cost.

List of Beautification Master Plan

Ms. Lulich reported:

- In 2018, Johnson Engineering prepared 100% plans and a bid schedule for improvements for Santa Barbara Boulevard from I75 to Copperleaf Lane.
- The project is "on hold".
- The Board of County Commissioners (BCC) may consider reinstating the project if the MSTU offers to participate and contribute funds.
- The County would fund ongoing maintenance.

Committee discussion:

- Irrigation: Access to reclaimed water is not available; a well may be required for irrigation.
- The linear plan includes oak, crape myrtle and sabal palm trees.
- The project will be considered in the future.

VIII. PROJECT MANAGER'S REPORT

Mr. Schumacher reported:

A. Budget Report

(*The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).*

Golden Gate MSTU Fund 1621 Budget for August 19, 2025, prepared August 13, 2025.

- Purchase Orders
  1. Agriculture Service International – irrigation services.
  2. A & M Property Maintenance – ground maintenance.
     a. Incidentals – landscape plants, materials, and refurbishment.
     b. Maintenance – regular landscape & irrigation maintenance.
  3. FPL – electricity.
  4. Howard Fertilizer – fertilizer.
  5. Lykins-Signtek – "Welcome Sign"
  6. McGee & Associates – landscape architectural services.
  7. Naples Christmas Lighting – Holiday decorations.
  8. Naples Electric motor Works (NEMW) – pump station maintenance.
  9. Premier Staffing – transcription services.
  10. Simmonds Electrical – electrical maintenance and repairs.
  11. SiteOne Landscape Supply – irrigation parts & components.
  12. Southeast Spreading – mulch.
  13. Tree Scaping of Naples – tree pruning and removal.

- Budget Summary
  1. Line 1, Revenues and Interest – Of the $743,200 budgeted, $783,213 has been collected, a surplus of $40,013.
  2. Line 2, Carry Forward – Unexpended Prior Year (2024) Funds $2,006,206.
  3. All Revenues – Of the $2,749,406 budgeted, $783,213 has been collected leaving an available balance of $1,966,192 (the sum of lines 1 and 2) minus Expenditures.

4. Line 21, Operating Expense – Of $384,906 budgeted, $91,840 is committed on to existing Purchase Orders and $250,447 is expended, leaving the remainder of $32,618 available within budget for additional operating expenses as needed.
5. Line 25, County Overhead – Of the $87,300 budgeted, $87,167 has been transferred, and a balance of $132 remains for transfer (PTNE Staff & support, Property Appraiser, & Tax Collector).
6. Line 28, Capital Projects – Of the $2,277,200 budgeted, a Purchase Order in the amount of $29,618 has been issued for irrigation repairs, leaving $2,290,333 available for improvement projects.
7. Line 29, All Expenses – Of $2,749,406 budgeted, $121,458 is committed in existing Purchase Orders, $337,614 has been expended, leaving a remainder of $2,29,333 available for MSTU expenditures.
8. Line 30, FY-25 Budget Grand Total – budgeted Revenues (Line 3) and All Expenses (Line 28) are equal and cancel-out, $122,458 remains committed to existing Purchase Orders, collected Revenues exceed Expenses by $445,598 and $324,140 are Unexpended.

- General
  1. MSTU Tax Rate: 0.5000 Mills is for beautification improvements and maintenance within the taxing district.
  2. The Ad Valorem taxable value increased 8.94% for fiscal year 2025 over 2024 generating additional revenue of $129,275.
  3. Tax millage and interest collected by the Golden Gate Beautification MSTU may only be utilized by the MSTU and within the MSTU district boundary.
  4. Funds not spent in FY-25 will be carried forward into FY-26.

Mr. Schumacher noted:

- The Capital Projects category will fund pump station repairs and the proposed irrigation and landscape project(s) on Golden Gate Parkway.
- Uncommitted funds available within budget are eligible for transfer to other categories upon approval by the Committee.
- The Office of Budget Management (OMB) will be requested to add a line item in the FY-26 budget to allocate $150,000 for each of the four MSTU roadways in the Capital Improvements category dedicated to funding expenses incurred for disaster/catastrophic events.

B. Committee Terms Expiring and Reapplications

Mr. Schumacher reported two seats, each for a four-year term, are available on the Golden Gate Beautification MSTU Advisory Committee.

Patricia Spencer and Florence "Dusty" Holmes are eligible to apply for reappointment. Patricia Spencer has applied.

Recommendation for Patricia Spencer

Ms. Holmes moved to recommend the Board of County Commissioners appoint Patricia Spencer to the Golden Gate Beautification MSTU Advisory Committee. Second by Mr. Jefferson. Motion carried unanimously 3 – 0.

The applicant recommended will be considered for appointment to the Advisory Committee by the Board of County Commissioners.

Florence Holmes
Florence Holmes' application for membership will be considered at the September 16, 2025, meeting.

IX. ONGOING BUSINESS

A. Irrigation Extension – Pkwy Median 2 & New Bridge over Santa Barbara Canal (cont)
This item was heard after Item VII. – Landscape Architects Report.

B. Sunshine Irrigation Pump Station
Mr. Schumacher reported:

- Replacement of the pump station was recommended by Agricultural Services International (ASI).
- ASI will install a pre-manufactured *Rain Bird* Compact Low Profile VFD Pump Station.
- Components, including the Variable Frequency Drive (VFD), 7.5 HP pump, and flow meter have been received.
- Electrical connection to the Weather TRAK HydroPoint irrigation controller will be made.
- Installation is scheduled for week ending August 30, 2025.

X. NEW BUSINESS

Mr. Schumacher reported:

A. Holiday Décor – 2025

- A proposal will be requested from Naples Christmas Tree Lighting, a Division of Sight N Sound, for holiday lighting in the Right-of-Way (ROW) on Golden Parkway, at the intersection of Santa Barbara Blvd.
- The Committee suggested the decorations incorporate the renovated community sign and surrounding foliage, noting the 2024 flagpole design concept was not effective.
- Naples Christmas Lighting will submit new designs for Committee approval for installation in November 2025.
- A quote will be requested upon selection of a design concept.

B. Tropicana Pedestrian Shelter – PUD Relocation

- A drawing for the proposed relocation of the Tropicana PUD Shelter on Tropicana Boulevard & 31st Place S.W., was distributed in the Agenda.
- Grady Minor & Associates, LLC, the civil engineering consultants for the project, notified Mr. Schumacher of the necessity to relocate the shelter to accommodate a pending County Public Utilities Development (PUD) project.
- The firm recommended the project be included in "ongoing" bids and relocated at the cost of the County.
- The Committee noted that the structure is not utilized as a shelter. Collier Area Transit (CAT) does not stop at that location, and members suggested the structure be removed.
- Pavers for the existing shelter can be salvaged and stored by the County for replacements in other areas as needed.

Chair Spencer motioned to have the "shelter" structure on Tropicana Boulevard & 31st Street removed and save the pavers for future County replacement applications. Second by Ms. Holmes. Carried unanimously 3 – 0.

Mr. Schumacher will notify Grady Minor & Associates, LLC, civil engineering consultants for Collier County, of the Committees recommendation.

XI. COMMITTEE MEMBER COMMENTS

None

XII. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned by the Chair at 5:39 P.M.

GOLDEN GATE MSTU ADVISORY COMMITTEE

Patricia Spencer

Patricia Spencer, Chair

The Minutes were approved by the Committee on 9-16 ,2025 as presented ✓ or as amended ____.

GoldenGateBeautificationMSTU/CollierPTNE

NEXT MEETING: **SEPTEMBER 16, 2025 – 4:30 PM**
GOLDEN GATE COMMUNITY CENTER
4701 GOLDEN GATE PARKWAY
NAPLES, FL 34116

GOLDEN GATE COMMUNITY CENTER ADVISORY BOARD (GGCCAB)
MEETING MINUTES
08/04/2025

ADVISORY BOARD MEMBERS PRESENT:

KAYDEE TUFF, ADVISORY BOARD CHAIR

WILLIE BRICE, ADVISORY BOARD MEMBER

ANGELA RICHBERG, ADVISORY BOARD MEMBER

CONSTANCE BETTINGER, ADVISORY BOARD MEMBER

ADVISORY BOARD MEMBERS NOT PRESENT:

LIZETTE HOMAR-RAMOS, ADVISORY BOARD MEMBER

ALSO PRESENT:

JOHN DUNNUCK, EXECUTIVE DIRECTOR – FACILITIES & REDEVELOPMENT

BRIAN DELONY, DIVISION DIRECTOR – FACILITIES MANAGEMENT

KRISTI SONNTAG, DIVISION DIRECTOR – COMMUNITY & HUMAN SERVICES

JENNIFER BELPEDIO, PROPERTY ACQUISITION MANAGER – OPERATIONS & PERFORMANCE MGMT.

DON LUCIANO, ASSISTANT DIVISION DIRECTOR – COMMUNITY & HUMAN SERVICES

BROOKE ROXBERRY, MANAGEMENT ANALYST – OPERATIONS & REGULATORY MANAGEMENT

MICHAEL OSORIO, INTERIM REGIONAL MANAGER, REGION 1 – PARKS & RECREATION

RAY CORIANO, GGCC SUPERVISOR – PARKS & RECREATION

MARIAH BOSETTI, GGCC TRANSCRIPTIONIST – PARKS & RECREATION

I. **Call to Order**
Ms. Tuff called the Meeting to order at 6:05 PM.

II. **Attendance/Establish a Quorum**
Roll Call was taken by Ms. Tuff. Mr. Brice, Ms. Bettinger, and Ms. Richberg were present. Ms. Homar-Ramos was not present. A quorum was established.

III. **Pledge of Allegiance**
Mr. Coriano led the Pledge of Allegiance.

IV. **Approval of Agenda**
Mr. Coriano asked the board to make a motion to add another item to the Agenda under New Business; instead of starting with 'End of Collier County Summer Camp 2025', we would start with Parks & Recreation Regional Manager Re-alignments. Ms. Bettinger entered the motion; it was seconded by Ms. Richberg. All members present were in favor. Then Ms. Tuff called for a motion to approve the Meeting Agenda. Ms. Bettinger entered the motion, it was seconded by Ms. Richberg. All members present were in favor. The motion was carried.

V. **Approval of Minutes – July 7th, 2025**
Ms. Tuff called for a motion to approve the Meeting Minutes of July 7th, 2025. Ms. Bettinger entered the motion; it was seconded by Ms. Richberg. All members present were in favor. The motion was carried.

VI. **Public Comments**
Mr. Coriano invited the guests from the County to introduce themselves to the Advisory Board. Brian Delony (Division Director for Facilities Management), John Dunnuck (Executive Director for Facilities & Redevelopment), Christy Sonntag (Division Director for Community & Human Services), Jennifer Belpedio (Real Property Manager for Operations & Performance Management), and Don Luciano (Assistant Director for Community & Human Services) introduced themselves.

VII. **Monthly Budget Report**
Mr. Coriano gave the Budget overview for the month of July.
FY2025 Budget Amended: $553,700.00

1. **Revenues**
   a. **FY2025 Amended: $954,400.00**
   b. **Actual Monthly Revenues for GGCC: JULY 2025 - $10,682.10**
   c. **FY2025 Total Actuals: $920,496.16**
   d. **Available: $33,903.84 (**96.4% Revenues Gain for FY2025)

2. **Operating Expenses:**
   a. **FY2025 Amended: $749,000.00**
   b. **Actual Monthly Expenses for GGCC: JULY 2025 - $27,152.23**
   c. **FY2025 Total Actuals: $503,561.61**
   d. **Available: $167,551.16 (**77.6% Consumption of Expenses for FY2025)

VIII. **Community Center & Wheels Park Facilities Updates**
Mr. Coriano requested a motion from the board to place all facility report items as "Open Item" if a continuously report is needed for that item. Mr. Brice entered the motion; it was seconded by Ms. Bettinger. All members present were in favor. The motion was carried.

A. Community Center:

1. A/C Units in Gymnasium (Open Item)

We had a situation with the A/C units in the gym where all four of the units went down. One unit, once shut down, was leaking water from the mezzanine and it made a huge mess. The Director and Assistant Director of Facilities came by to do a walk through and had their team respond to the situation. Mr. Coriano stated most of the issues were repaired during the week and only ceiling tiles repairs are left.

2. Floor's Cleaning & Waxing

Mr. Coriano spoke with the Cleaning Contractor Supervisor concerning waxing the floors schedule and the floors throughout both buildings will be cleaned and waxed starting August 14th, 2025. We estimate it to be a four-day project.

3. Restroom Floors (Open Item)

Mr. Coriano had Ms. Roxberry provide an update on this issue. Ms. Roxberry stated that she got all the quotes back, from their general contractors. However, they lost their project manager to the Transportation Department. So, until they fill that position, we will not be able to move forward on any of our projects due to currently not having an assigned Project Manager. Ms. Tuff stated that the renovations on the restroom floors are not an emergency situation, but these projects have been sitting in front of them for at least two years.

4. Gym Floor (Open Item)

Mr. Coriano had Ms. Roxberry provide an update on this issue. Ms. Roxberry stated that this item is in the same boat as the restroom renovation. We can't move forward without a project manager.

5. Marquee Sign (Open Item)

Mr. Coriano had Ms. Roxberry provide an update on this issue. Ms. Roxberry stated that they did have proof for the sign. She went to the County Communication Board to ask about the egret that the Advisory Board had asked to incorporate. She was told we have to use the County logo, and we must follow the same format that they are using for the other County parks. The best reference would be the North Collier Regional Park sign, which follows the blue and white background with the logo on the sign, so we'll not be able to incorporate the egret. Ms. Bettinger asked if the County would fast tracking painting our awnings and doors, etc. to match the blue then? If not, it will look bad. You have a blue sign and a beautiful building with all green. Ms. Roxberry stated that because the logo is blue, the wording will be blue. Now the blue that you see on the bottom of the sign; that's just the way the proof is. The bottom of the sign will remain the metal that it is typically black in color. Mr. Brice asked how quickly we could turn the project and Ms. Roxberry stated that there was already a Purchase Order; the Advisory Board just needed to approve the proof, and she could call them tomorrow to see when they could get started. Ms. Tuff stated that, though she is disappointed that the egret couldn't be included, she understands that we would be held to the same standards for the County parks. Ms. Tuff called for a motion to approve the proof for the new marquee sign. Mr. Brice entered the motion; it was seconded by Ms. Bettinger. All members present were in favor. The motion was carried.

6. Other Improvement Requests:

Facility Interior Lighting and Floors

Mr. Coriano stated that we would be looking at the next fiscal year for the introduction of replacing the interior lighting and floors for the facility.

B. Wheels Skate & BMX Park

1. **Roof -** The new roof has been installed and that project is completed.

2. **Skate Park Maintenance & Skate Lite**
   We got confirmation that Ramp Doctors is officially dissolved. So, we no longer have a contractor for the maintenance of the skate park. We will have to find another vendor to maintain the wood pieces in the Skate Park. Ms. Roxberry confirmed that Mr. Johnson did send his formal dissolution letter to the County Procurement Department and ask to be removed from the County vendor list.

3. **Announcing Tower Tarp Replacement**
   Ms. Roxberry stated that Facilities might have a vendor for the tarp replacement under FEMA funding.

IX. Old Business

Mr. Coriano gave updates on the following Old Business Items.

A. Consideration of Senior Center moving into Community Center

Where concluded with this item in the last meeting, with Mr. Hanrahan wanting to invite some people to attend this meeting to answer any questions/concerns from the Advisory Board.

Mr. Dunnuck stated that no decision has been made yet, but from a larger perspective he wanted to tell them what the projects entail and what they are trying to achieve. The County has received three different grant buckets to renovate the Senior Center and bring it up a much nicer facility. Part of it is a hardening project, which will make it hurricane proof. The grants have timelines with them, and there are some federal ties that Ms. Sonntag can tell them more about. As part of those federal ties, we must relocate the program. They must keep the program as a whole during construction. Construction timeline is about 18 months. Ms. Bettinger stated that the project was not going to take 18 months. Being we are in Collier County; it will be much longer in reality. Mr. Dunnuck stated that with his and Mr. Delony's leadership they should be able to manage the project within those constraints. He explained the Auditorium is the better location to run their programs and the food services can utilize the kitchen as a drop-off area. One of the things that the grant program does allow for is lease payment. He wasn't sure if that had been brought up at the last meeting or not. Ms. Tuff stated that it was brought up, but they weren't given any numbers. Mr. Dunnuck stated that it would be a rental on an hourly basis with square footage, which is what Ms. Belpedio had looked at. Ms. Bettinger asked if that would be retail or not for profit rates. Mr. Dunnuck stated that they were looking at in terms of they had to go to churches and other places. It's not a set fee. Ms. Belpedio with Real Property stated that they have an in-house real property appraiser. What he will do is value the space, and they must give fair market value. They will work with the grant people and make sure that the Center is made whole.

Ms. Bettinger stated that 2026 is an election year. Where are you going to put the primary and election day voting? Voting takes up the whole Auditorium because they can lock the room to secure the machines. There isn't anywhere else in the facility that you can move voting, because of all the programs. Mr. Dunnuck stated that they would have to work that out with the Supervisor of Elections. He stated that these are things that they want brought forward now, so that they have time to work it out. He stated that they have looked at alternative locations, but they haven't found anything that is suitable. They think this is the most logical location, and it would be their staff recommendation. Ms. Tuff stated that last month they were told there would also be a need for offices. Mr. Dunnuck stated that they could work that out. Office space can all be compromised and it will work out.

*Collier County Commissioner Burt Saunders joined the meeting via a phone call. He stated that it would be nice to be able to work this matter out. He has been working on this project for about five or six years, and he would really like to see it get finished. He is hoping that they can find a way to make a resolution so that the Community Center can continue with their operations and the Senior Center is able to use the facilities until we get that project finished. (Call ended)

Ms. Bettinger stated that in the last meeting we noted all the projects that we have or want to complete. Now we don't have a project manager to push them through. So, do we have to sacrifice our renovations for theirs? These renovations, especially for the bathrooms, are way overdue. Ms. Tuff stated she hopes that we will not have to put all our projects on hold so they can complete theirs.

Ms. Sonntag stated due to the location of this facility and the number of seniors that walk to that facility and take the bus, they wanted to keep it within the neighborhood of the participants that go to the Senior Center. Ms. Belpedio stated that, while they do feel that the Center is truly the best fit. They understand that it would affect the programs that go on in this building. So, it was not their intention to come in and displace anybody, but we are where we are. They have spent the past six months looking at 32 places, which included 14 churches. Larger retail places want to have longer leases. The scope of work was approximately 5,000 – 7,000sqft. The places that they can get into have restrictions on the uses that they would seek to be used for the Senior Center programs. They don't want the seniors to be in an area without transit and they are still actively looking at other places.

Ms. Sonntag stated that she would be heading up the group that will be writing the contract. The contract will be brought here for consideration. The Advisory Board can just come up with a list of things that need to be incorporated/accommodated. Ms. Tuff stated that as she understood it, the Senior Center has four basic needs. They need office space for three people. All our offices are already doubled up. Mr. Dunnuck stated that they would figure it out. Ms. Tuff asked if he what he was saying then that they wouldn't need to be in offices? Mr. Dunnuck stated that if they are going to be able to lease the Auditorium and the Kitchen area; he thinks the Senior Center can work around the office issue. Ms. Tuff stated that we don't want to incur the costs of converting our Kitchen that we did before, when we had to take on the lunch program for the Senior Center. Ms. Sonntag stated that GA Foods caters for the lunch program. Their staff will bring in the prepackaged lunches, they will serve, and they will clean up the lunch service. Ms. Belpedio stated that a good number of the seniors just pick up the lunch, and don't eat it there. Mr. Brice asked what's the time frame of the project would be. Mr. Dunnuck stated that they would like to target the beginning of February 2026; with the project looking like an 18-month construction. He would want to have it finished before the Center got into it's second cycle of summer camp. Mr. Coriano stated that his main concern would be summer camp. The program would have to be completely modified; we would definitely have fewer groups coming in; which would be a loss of revenue. This year we had 135 children, and we used all of our rooms. Mr. Coriano stated for Room B we also have AARP come in with their fre tax program from January to April. They use the East Lobby for waiting room space. The other big issue would be the voting that is done in the Auditorium. Ms. Tuff stated that the last item that she really wanted to address was the food banks. The Senior Center used to have a pantry inside. Mr. Dunnuck stated no need for pantry and that they will make sure that they enforce that.

Mr. Dunnuck asked if the County was able to get our restrooms renovated in advance, would that work? Ms. Tuff asked if that was a legitimate thing that would happen, though. Mr. Dunnuck stated that he thought there would be a way to get the bathrooms done ASAP. He thinks there is viability in all of that. He believes that 18-months is a doable timeframe for the project, and he thinks they could possibly get the restrooms done before February.

Ms. Richberg stated that she keeps on hearing "we'll make it work." What can we make work? She is not hearing HOW it will work. Ms. Tuff stated that she was trying to get there with them. She wants to figure out what they mean by to do and hold them to it. She doesn't want them to try to move into offices because 'it didn't work out' in the Auditorium. Mr. Dunnuck stated that is a compromise that the Senior Center would need to make on their side. Ms. Tuff stated that she didn't want the program to impact the Studio Players. Mr. Coriano stated that the Studio Players rehearsals are late in the day, but they do have set changes, their 'Line Up' for the Naples Daily News, and Thursday night shows. That will be a consideration that we will have to make. We already mentioned AARP & voting. Ms. Tuff suggested that rather than make a decision tonight. The Advisory Board will give the County a list of questions to be answered, and they can come back for the September meeting with answers. We anticipate being able to make a decision then. Mr. Coriano brought up the fact that the Advisory Board would have to reschedule the September meeting because it would fall on Labor Day.
Ms. Tuff suggested Wednesday, September 3rd. All members present agreed.

Ms. Tuff stated that at the September Advisory Board meeting, in regard to the Golden Gate Community Center temporarily housing the Senior Center, the Senior Center will only have access to use the Auditorium and the Kitchen from 9am – 3pm, Monday - Friday. They will not have the use of a separate room to run the Senior Fit program. We would like to know the cost of what the Community Center would be paid. The Senior Center will not have office space available to them. The County/Senior Center needs to provide who will be responsible for set up & tear down of their programs each day. The County needs to provide the amount of rent that they would pay the Center for the use of the Auditorium and the Kitchen. Most importantly, all six of the Golden Gate Community Center's restrooms will be redone before the proposed move-in date in February 2026.
Ms. Richberg asked if there was going to be a "cancellation clause" for the contract. Mr. Dunnuck stated that if there were concerns, then they would try to sit down and mitigate those concerns.

B. New FY Budget Preparations

Ms. Roxberry stated that there is a Budget it was presented to the County Commissioners and Krystal Kinsel back in April at their first Budget workshop. Their second Budget workshop is scheduled for September 5.

X. New Business

Mr. Coriano gave updates on the following New Business items:

A. Parks & Recreation Regional Manager Re-Alignment:

There has been another change in regional leadership. We are back to four regions. The Golden Gate Community Center is now in Region 1, along with Golden Gate Community Park, North Collier Regional Park, and Beaches & Water.
Mr. Mike Osorio is our new Regional Manager for the new Region 1.

B. End of Camp Collier Summer Camp 2025

Mr. Coriano showed the Advisory Board the video recap of Summer Camp 2025, compiled by Ms. Carly Del Pozo, GGCC Program Leader.

C. Special Event Planning (Halloween & Winterfest)

Mr. Coriano stated that we hadn't made a final decision on what we were going to be doing for our Halloween event this year.
Ms. Tuff suggested that we could reach out to the area businesses and do a trunk or treat thing in the parking lot.

Halloween: Friday, October 24th
Winterfest: Friday, December 19th

XI. Member Comments:

+Ms. Tuff stated that she knows that we didn't get what we wanted (regarding the Senior Center), but she thought that they all had a good conversation.

+Mr. Brice asked to add to the Agenda about charging the church for storage of their equipment.

+Ms. Bettinger stated that she would PASS.

+Ms. Richberg stated that she would PASS.

XII. Adjournment

With no further topics for discussion, Ms. Tuff called for a motion to adjourn the Meeting. Ms. Bettinger entered the motion, Mr. Brice seconded the motion, and all agreed. The Meeting was adjourned at 8:19PM.

Golden Gate Community Center Advisory Board

Kaydee Tuff

Kaydee Tuff, Chairman

These minutes approved by the Board on 9/4/2025 as presented,

or as amended _____.

Next Meeting, Wednesday, September 3rd, 2025, at 6:00PM
Golden Gate Community Center • 4701 Golden Gate Parkway, Rm. C, Naples, FL 34116

GOLDEN GATE COMMUNITY CENTER
ADVISORY BOARD
AGENDA

September 3rd, 2025
6:00p.m.

I. Call to Order

II. Attendance – Establish a Quorum

III. Pledge of Allegiance

IV. Approval of Agenda

V. Approval of Minutes – August 4th, 2025

VI. Public Comments

VII Monthly Budget Report

FY2025 = 1605 – 157710

A. Revenues:
1. FY2025 Amended: **$954,400.00**
2. Actual Monthly Revenues for GGCC: **AUG - $15,491.71**
3. FY2025 Total Actuals: **$937,561.63**
4. Available: **$16,838.37**

B. Operating Expenses:
1. FY2025 Amended: **$749,000.00**
2. Actual Monthly Expenses for GGCC: **AUG - $15,673.16**
3. FY2025 Total Actuals: **$530,117.38**
4. Available: **$164,386.44**

VIII. Community Center & Wheels Park Facilities Updates

A. Community Center:

1. Restroom Floors (Open Item)

2. Gym Floor (Open Item)

3. Marquee Sign (Open Item)

C. Wheels Skate & BMX Park:

1. Wheels Room #1 & #2.

2. Announcing Tower Tarp Replacement (Open Item)

IX. Old Business

A. Consideration of Senior Center moving into Community Center

B. Parks & Recreation Regions Re-alignments

C. End of Summer Camp 2025

D. Special Events Planning (Halloween & Winterfest)

X. New Business

A. Storage Charge for Room Rentals

B. Winter/Spring 2026 Programs

XI. Member Comments

XII. Adjournment

The next meeting is scheduled for Monday, October 6th, 2025,
Golden Gate Community Center, Room C
4701 Golden Gate Pkwy, Naples FL 34116

News Releases

Golden Gate Community Center Advisory Board

Post Date: 08/28/2025 4:00 PM

Notice of Public Meeting

Golden Gate Community Center Advisory Board
Collier County, Florida

September 3, 2025

6:00 p.m.

Notice is hereby given that the **Golden Gate Community Center Advisory Board** will meet on **Wednesday, September 3,** at **6:00 p.m.** This meeting will be held at the Golden Gate Community Center, Conference Room C, 4701 Golden Gate Parkway, Naples, Florida.

About the public meeting:

Two or more members of the Board of County Commissioners may be present and participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting of that board.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call the Collier County Parks & Recreation Division at (239) 252-4000.

Return to full list >>

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

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September 4, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Collier County Community Redevelopment Agency
Immokalee Community Redevelopment Advisory Board
Collier County, Florida

September 17, 2025
9:00 a.m.

Notice is hereby given that the **Immokalee Community Redevelopment Advisory Board** will meet on Wednesday**, September 17th** at **9:00 a.m.** This will be a Hybrid Remote Meeting, and it will be held at the CareerSource SWFL, 750 South 5th Street, Immokalee, Florida. Some of the Board Members and staff may be appearing remotely, with staff present in person. The public may attend either remotely or in person.

Individuals who would like to participate remotely should email Yuridia Zaragoza at Yuridia.Zaragoza@colliercountyfl.gov by September 16th at 4:00 p.m.

The agenda will be posted on the Immokalee CRA's website at https://immokaleecra.com/meetings-information-1.

Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting of those boards, councils or agencies.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as

possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Yuridia Zaragoza at (239) 867-0025**.**

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Collier County Community Redevelopment Agency
IMMOKALEE CRA
The Place to Call Home!

CRA Board

Commissioner
William McDaniel Jr.
Co-Chair
District 5

Commissioner
Dan Kowal
Co-Chair
District 4

Commissioner
Burt L. Saunders
District 3

Commissioner
Chris Hall
District 2

Commissioner
Rick LoCastro
District 1

CRA Advisory Board

Mike Facundo
Chairman

Bernardo Barnhart
Vice-Chair

Mark Lemke
Anne Goodnight
Yvar Pierre
Paul Thein
Lupita Vazquez Reyes
Jimmy Nieves
Oscar Lugo
Edward "Ski" Olesky
Estil Null

CRA Staff

John Dunnuck
Executive Director
Facilities & CRA

Christie Betancourt
CRA Assistant Director

Yvonne Blair
CRA Project Manager

Yuridia Zaragoza
CRA Operations Support
Specialist I

Meeting of the Collier County Community Redevelopment Agency
Immokalee Community Redevelopment Advisory Board.

AGENDA
Hybrid Remote Public Meeting
(*Please see details below)

Immokalee CRA
750 South 5th Street
CareerSource SWFL
Immokalee, FL 34142
239.867.0025

September 17, 2025 – 9:00 A.M.

A. Call to Order.
B. Pledge of Allegiance and Prayer.
C. Roll Call and Announcement of a Quorum.
D. Voting Privileges for Board Members via Zoom. *(Action Item)*
E. Approval of Agenda. *(Action Item)*
F. Approval of Consent Agenda. *(Action Item)*
   1. Minutes
      i. Immokalee CRA Board Meeting for August 20, 2025 (Enclosure 1)
   2. Budget Reports (Enclosure 2)
   3. Code Enforcement Report (Enclosure 3)
   4. Staff Reports
      i. Assistant Director Report (Enclosure 4)
      ii. Project Manager Report (Enclosure 5)
      iii. Project Manager Field Observation Report (Enclosure 6)
      iv. Community Meetings (Enclosure 7)
G. Public Comments
H. Announcements.
   1. Public Comment speaker slips
   2. Communications Folder
I. Other Agencies.
   1. FDOT updates
   2. Other Community Agencies
      i. Immokalee Water and Sewer District (IWSD)
      ii. Collier County Code Enforcement
      iii. Collier County Parks and Recreation
      iv. Immokalee Eastern Chamber of Commerce
J. Community Presentations.
   1. Collier Area Transit – Fare Study (Enclosure 8)
K. Old Business.
   1. Contactor Maintenance Reports
      i. A&M Property Maintenance Report & Schedule (Enclosure 9)
   2. Development Report by Johnson Engineering (Enclosure 10)
   3. 2025/2026 Strategic Plan Update
   4. Budget Update

5. New Market Road Commercial Project (Parcel along Pinellas Street)
    i. Vacating the Alley update
6. Brief Staff project update
    i. Immokalee Sidewalk Phase III – Eustis Ave. and W. Delaware Ave.
    ii. First Street Corridor Safety Project

L. New Business
M. Public Comments on General Topics not on the Current or Future Agenda.
N. Next Meeting Date. The **CRA Board** will meet on ***Wednesday, October 29, 2025,*** at 8:30 A.M. at the **Immokalee Community Park**.
O. Adjournment

*** Hybrid Remote Public Meeting**

Some Advisory Board members and staff may be appearing remotely, with staff present in person. The public may attend either virtually or in person.

If you would like to provide public comment, participate, and/or attend the meeting, please contact Yuridia Zaragoza via email at Yuridia.Zaragoza@colliercountyfl.gov by September 16, 2025, at 4:00 P.M.

You may attend the meeting in person on September 17, 2025, at the CareerSource SWFL Conference Room, 750 South 5th Street, Immokalee, FL 34142.

The public is reminded that the CDC and Department of Health recommend social distancing and avoiding public gatherings when possible.

All meetings will be publicly noticed in the W. Harmon Turner Building (Building F), posted at the Immokalee Public Library, and provided to the County Public Information Department for distribution. Please contact Yuridia Zaragoza at 239.867.0025 for additional information. In accordance with the American with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact Christie Betancourt at least 48 hours before the meeting. The public should be advised that members of the CRA/MSTU Advisory Committee are also members of other Boards and Committees, including, but not limited to: the Immokalee Fire Commission. In this regard, matters coming before the Advisory Committee/Board may come before one or more of the referenced Board and Committees from time to time.

MINUTES

Meeting of the Collier County Community Redevelopment Agency Immokalee Community Redevelopment Advisory Board on August 20, 2025. The Advisory Board members, staff, and public appeared virtually and in person.

Hybrid Remote Public Meeting
CareerSource
750 South 5th Street
Immokalee, FL 34142

A. Call to Order.
The meeting was called to order by CRA Chair Michael "Mike" Facundo at 8:31 A.M.

B. Pledge of Allegiance and Moment of Silence.
Michael "Mike" Facundo led the Pledge of Allegiance and the opening prayer.

C. Roll Call and Announcement of a Quorum.
Christie Betancourt opened a roll call. A quorum was announced for the CRA Board.
CRA Advisory Board Members Present in Person:
Michael "Mike" Facundo, Bernardo Barnhart (8:36 A.M..), Patricia "Anne" Goodnight, Paul Thein, Lupita Vazquez Reyes, Jimmy Nieves, Oscar Lugo, and Edward "Ski" Olesky.
CRA Advisory Board Members Present via Zoom:
None.
CRA Advisory Board Members Absent/Excused:
Mark Lemke, Yvar Pierre, and Estil Null.
Others Present in Person:
Andrea Halman, Yolanda Flores, Dr. Jaime Khemraj, Sarah Harrington, Misty Smith, Kaitlyn Zindle, Jennifer Flores, Sarah Catala, Lee Van Gelder, Armando Yzaguirre, Cherryle Thomas, Joseph Mucha, Hugo Osorio, Tim Denardis, Said Gomez, and Commissioner William "Bill" L. McDaniel, Jr.
Others Present via Zoom:
Ahmed El, Tricia de Cambria, Melissa Silva, Lorraine Lantz and Kyle Pryce.

Staff Present in Person: John Dunnuck, Christie Betancourt, Yvonne Blair, and Yuridia Zaragoza.

D. Voting Privileges for Board Members via Zoom
Staff commented that a Board member may attend via Zoom.

CRA Action: ***Ms. Patricia "Anne" Goodnight made a motion to allow board members to Zoom Privileges. Ms. Lupita Vazquez Reyes seconded the motion, and it passed by unanimous vote. 6-0.***

E. Approval of Agenda.
Staff presented the Agenda to the board for approval. The Agenda was approved as presented.

CRA Action: ***Ms. Patricia "Anne" Goodnight made a motion to approve the Agenda as presented. Mr. Jimmy Nieves seconded the motion, and it passed by unanimous vote. 6-0.***

F. Approval of Consent Agenda
1. Minutes
   i. Joint CRA & MSTU Advisory Board Meeting for June 18, 2025 (Enclosure 1)
2. Budget Reports (Enclosure 2)
3. Code Enforcement Report (Enclosure 3)
4. Staff Reports
   i. Assistant Director Report (Enclosure 4)
   ii. Project Manager Report (Enclosure 5)
   iii. Project Observation Field Report (Enclosure 6)
   iv. Community Meetings (Enclosure 7)

Staff presented the Consent Agenda to the boards for approval. The Consent Agenda was approved as presented.

CRA Action: ***Ms. Patricia "Anne" Goodnight made a motion to approve the Consent Agenda as presented. Mr. Jimmy Nieves seconded the motion, and it passed by unanimous vote. 6-0.***

G. Announcements.
1. Public Comments speaker slips
   CRA Staff commented on the public 3-minute speaker slip policy for each Topic. The Board will give more time if they feel it's necessary.

2. Communications Folder
   Staff reviewed the communication folder with the board and members of the public. Included in the folder were the public notice of the Immokalee Community Redevelopment Advisory Board Meeting, CAT Fare Study Notice, CRA College Intern newsletter, complete resolution of the Immokalee Water and Sewer District connection fees and other community events.

H. Other Agencies
1. FDOT Updates
   No Updates.
2. Other Community Agencies
   i. Immokalee Water and Sewer District (IWSD) (Enclosure 8)
   Ms. Misty Smith provided a brief recap of IWSD staff's attendance at the Lipman Backpack Giveaway Event. This year staff decided to have the artwork of the Drop Savers Contest winner on the bags to distribute to community members at the backpack event.

   Ms. Misty Smith and Ms. Sarah Catala provided information on their upcoming Board Meeting and Rate Study Public Hearing.

   Ms. Sarah Catala, Executive Director of Immokalee Water and Sewer District (IWSD), provided information on the ten locations of the Advanced Meters as part of their Smart Infrastructure Utility Project. The IWSD has been able to prevent several sanitary sewer overflows.

Ms. Christie Betancourt asked about the coverage area of the connection fee. Ms. Sarah Catala said the coverage area includes the Central Service Area, which includes all of Immokalee and the area going North along State Road 29 up to the Roundabout. The IWSD is currently in the preliminary stages of planning for the construction of new lines along State Road 29.

A brief discussion was held on commercial deposit fees. Ms. Sarah Catala clarified that the fees are based on the EDU (Equivalent Dwelling Unit) and meter sizes. The connection fees are separate. The connection fees will help recover the cost of expanding the system capacity to accommodate growth. Ms. Catala provided further information on the connection fees that are effective after October 1, 2025. The connection fees will be enacted for new developments. She clarified that certain cases pertaining to redevelopment may be charged a connection fee or a portion of a connection fee.

Ms. Lupita Vazquez Reyes asked about the deficiencies that exist in the system and if the residents are affected by this. Ms. Sarah Catala commented on the water affordability and said the deficiencies in the system would be related to areas that have older pipes that may need replacement and regular maintenance.

Mr. Michael "Mike" Facundo commented on the IWSD needs to have a system that accommodates to the growth of the community. Mr. Facundo asked if the IWSD could present in a future meeting and provide information on the connection fee and their 5-year plan.

Ms. Sarah Catala also provided information on the Florida Bill that went through Legislature to eliminate fluoride from drinking water. After much discussion on this matter, the IWSD Board decided to act and suspend the district from adding fluoride to drinking water. The IWSD Board decided to take the savings from the elimination of fluoride, and have it donated towards the Healthcare Network, so that they can provide their services through their mobile dental care for the community of Immokalee. Healthcare Network will monitor how the money is spent, and they will provide an update to the IWSD Board.

If anyone is interested in attending the IWSD Board meeting virtually, they may contact Ms. Sarah Catala.

ii. Collier County Code Enforcement

Mr. Joseph "Joe" Mucha introduced himself. He previously worked in Immokalee from 2015 to 2017. He has returned to the Immokalee Community. If anyone needs any assistance with Code Enforcement, he is open to helping out.

Mr. Joe Mucha is also working on the Community Cleanup, which will most likely be held on September 13, 2025. However, Utilities needs to check the site. Once confirmed, staff will provide the information to community members.

iii. Collier County Parks and Recreation

Mr. Said Gomez provided updates on the Immokalee parks. Park staff recently worked with 105.5 The Beat, who were looking to give backpacks away. They held this backpack giveaway event at Immokalee South Park. This event was successful; 105.5 The Beat gave away around 150 backpacks.

The Summer programs at the Immokalee Community Park and South Park were very successful. Overall, participants for both parks were around 90 kids. Park staff are now taking in VPK for both locations.

As of now, the Immokalee Sports Complex fields are open. Mr. Manny Tourn and the Pop Warner group are using the fields. Park staff are working with both these organizations, especially with the overall growth of their participants. Mr. Gomez is hoping to find additional field space with the Interlocal Agreement with Eden Park, as well as getting creative and using the outfield as well.

Mr. Said Gomez also provided information on the fitness center at the Immokalee Sports Complex. Park staff see around 400 participants a day. This shows the growth of the community. Staff are also kicking off the swimming lessons at the Immokalee Sports Complex.

iv. Immokalee Eastern Chamber of Commerce

Ms. Melissa Silva provided a comment on Zoom. The 29th Cherryle Thomas Christmas Around the World Parade will Parade and Gala event will be held on December 6, 2025.

The Immokalee Eastern Chamber of Commerce will also have its 2nd Annual Jail & Bail Fundraiser on November 7th - proceeds of that event are going towards the parade & gala.

They would like everyone to participate in their first annual 5K Trail Run - this event will be a Chamber and Rotary of Immokalee Club event - all proceeds will benefit the parade & gala event. This event is scheduled for Saturday, October 25, 2025. They'll release details about the 5k and how to register.

v. Healthcare Network of Southwest Florida

Dr. Jaime Khemraj introduced herself. She is the Chief Medical Officer at Healthcare Network. She commented on the support of the dental screening services with their mobile units. They are committed to ensuring health care for everyone.

She provided updates on the Healthcare Network. In compliance with a new Florida Law, 9th – 12th Graders will need an electrocardiogram (EKG) should they wish to participate in sports. Healthcare Network is offering sports physicals for $25. Should the finding of EKG be discovered, Healthcare Network has partnered with a specialist/cardiologist in Collier County to assist in backing up the network's primary care providers' interpretation and help connect that child to a specialty provider.

Healthcare Network has been asked by Collier County Community and Human Services Director, Kristi Sontag, to support developing an infectious disease plan for implementation to high-risk groups, one of which is Immokalee and Golden Gate. Healthcare Network is in the process of meeting every month, if anyone is interested in participating, they are welcome to email Dr. Khemraj.

Healthcare Network is also implementing its second community advisory group meeting on September 26 at 3:30 p.m. at the Marion E. Fether Building in Immokalee. If anyone would like to comment on the services and care the Healthcare Network provides to them, they are welcome to attend this meeting.

I. Community Presentations

No presentations.

J. Old Business

1. Contractor Maintenance Reports

i. A&M Property Maintenance Report & Schedule (Enclosure 9)

Mr. Armando Yzaguirre provided updates on A&M Property Maintenance. Mr. Yzaguirre commented that everything is going as normal. A&M staff had difficulties this past month with the street sweeper schedule, since it has been raining. Other than that, there are no other major issues.

As for the homeless, A&M staff have noticed that there is low activity within the Zocalo area; however, there seem to be many homeless individuals present on the 9th Street Property.

Mr. Yzaguirre provided an update on the irrigation at the Cemetery. The irrigation work has been completed. A&M staff had to remove a lot of the pavers along the side of the sidewalk. A pop-up line was installed near the center; the rest consisted of drips or bubblers. Mr. Yzaguirre commented that A&M would like to donate Javelin along the fence line until CRA staff figure out the next steps. Mr. Yzaguirre has also run new irrigation at the small section near the turning lane in front of the cemetery at the end of the median.

ii. New Market Road Commercial Project (Parcel along Pinellas Street)

a. Vacating the Alley (Enclosure 10)

Staff provided a summary of the previous time the item was presented to the board on May 21, 2025. Mr. Hugo Osorio, Project Manager with Boral Engineering, is working with Mr. Timothy Denardis on a proposed commercial plaza along New Market Road and Pinellas Street. The project is about 42,000 square feet (+/- six lots).

As part of the Site Development Plan, the applicant submitted an alley vacating request for a 20-foot-wide alley lying between Lots 2-7, Block 2. Per Collier County, any alley or easement verification must include public benefit, which may be financial or in-kind.

The Collier County Transportation Department directed the applicant to seek a recommendation from the Immokalee CRA to ensure the proposed public benefit aligns with the CRA goals and community priorities.

On May 21, 2025, the Advisory Board voted anonymously to provide a Letter of Support for vacating the alley, with the recommendation that any future public benefits be directed towards the Immokalee CRA. However, CRA Staff have not finalized the Letter of Support due to the Advisory Board's input on the type of community benefit to recommend as part of the County's review.

Ms. Christie Betancourt provided a couple of recommendations that included direct financial contribution to the CRA Capital Account, enhanced landscaping or streetscape improvement beyond standard requirements or additional public amenities.

Mr. John Dunnuck commented that when the County gives up something, they are also looking to gain something. Staff would like the input from the Advisory Board on the specific benefit to the Immokalee CRA.

Ms. Christie Betancourt also commented on the property closeness to a proposed development on Westclox and SR 29. Potentially, a roundabout is set to be done.

Mr. Hugo Osorio reintroduced himself and Mr. Timothy Denardis. He has received feedback from the County Staff. Staff have asked Mr. Osorio and Mr. Denardis to come back to the board to clarify and be specific about the benefits. The County is also looking at vacating this alley to address the drainage issues that may arise. Mr. Osorio commented on the standard within the SDP, so they are looking to have proper drainage.

Ms. Lorraine Lantz introduced herself; she is with Collier County Transportation Planning. Her group provided comments to Mr. Osorio and Denardis on the public benefits and requirements. She clarified that they are one of the reviewers and said the Developer Review is the group that does the actual vacation process. Typically, with vacations, staff look at what type of easement it is and look at the disciplines to see what type of impact the project has if it's vacated. Originally, Ms. Lorraine Lantz and her group were not able to find a public benefit regarding this project; however, they suggested that Mr. Osorio and Denardis come back to the CRA to see if there is anything the developer is willing to contribute to that may be above their requirement. The Road Maintenance and Facilities group has mentioned that there is an opportunity for an in-kind swap.

There is an easement of about 8 acres that is in a different location on the same property. If the developer is willing to make the swap, the developer would take on the drainage impact of that property to improve and maintain it. Ms. Lantz reiterated that County staff would like to know if there is something else in the area that could be of interest to the Immokalee CRA.

Mr. Facundo asked for clarification on the alternative easement that the County may need.

Ms. Lantz commented that 3,000 square feet is of value to the County and the Community. It's a platted access easement. For the County to give this right up, they would like something of value in return. It was conceptually discussed that the County would like an easement parallel to Jefferson Ave that would go from Pinellas Street to SR 29 and somewhere on the North side that would go to the New Market area. Ms. Lantz commented that Mr. Marshall Miller, who is with Stormwater Road Maintenance, is the one who brought this up and said there could be an easement that the County could trade for compensation on the easement alley that would be vacated.

Mr. Facundo asked if sketches could be provided to show the easement that is being negotiated.

Ms. Lantz followed up and said that at this time, she does not have a sketch or legal description. A discussion was held on the options that could be further discussed, which include delegating the authority to the Transportation Department to negotiate the easement or recommending a different alternative.

Mr. Facundo commented that in a normal development, an appraisal of value can be made. If done this way, this can lead to the developer paying the County and possibly having the funds go back to the CRA. He recommended that a decision not be made without first understanding what the best use is for the property and discussing all options.

Mr. John Dunnuck provided clarification on what the board could recommend and said that the property can be appraised for cash value, which could then lead to right-of-way improvement or any other alternative that puts the decision back in the hands of the County.

Mr. Denardis commented that it's a good idea to figure out the cash value of the alley. However, he expressed his concern about the price being unaffordable to buy and how it could potentially lead to no development and having just a vacant lot for the next years to come.

Mr. Facundo followed up and commented that he understood Mr. Timothy Denardis' concerns; however, the board would like to do their due diligence and weigh in all the options before a final decision is made.

After much discussion from the board, they directed staff to obtain an in-house valuation analysis of the 20' alley (3,311 sq. ft, 0.08 acres) and to explore a suggested on-kind swap based on drainage improvements, to determine the best contribution to the CRA area.

Mr. Facundo wanted to make the motion, so he handed over the gavel to Vice-Chair Bernardo Barnhart. Staff will provide an update at the next CRA meeting.

CRA Action: ***Mr. Michael "Mike" Facundo made a motion to direct CRA staff obtain an in-house valuation analysis of the 20' alley (3,311 S.F., 0.08 Acres +/-) proposed for vacation, and to work with Collier County Transportation staff to provide the Immokalee Community Redevelopment Advisory Board with (1) the valuation results, and (2) sketches/details of the potential in-kind easement swap for drainage improvements, so the Board may determine the most appropriate public benefit contribution to the Immokalee CRA area before making a final recommendation to the County. Ms. Patricia "Anne" Goodnight seconded the motion, and it passed by unanimous vote. 7-0.***

2. Development Report by Johnson Engineering (Enclosure 11)
   Ms. Kaitlyn Zindle provided an overview of the August Development Report. Ms. Zindle highlighted new developments. The new development review petitions included Lee County Elementary Co-op Immokalee Warehouse, Park View Community Center – Results Care Physical Therapy Pain & Wellness, Iglesia Cristiana, and the Immokalee Government Center.

   Ms. Christie Betancourt commented on the available property listing completed by CRA Intern Karen Fernandez Rua and the assistance this listing can provide to developers. The Development Reports have been helpful to staff in providing status for projects that have been making progress. Ms. Betancourt commented on the changes that are set to be made soon. Winn-Dixie is closing, and it will become an ALDI. A brief discussion was held on these changes and what they can mean for the Immokalee community.

3. Advisory Board update
   i. New Board Orientation
      Staff have met with all board members except for Mr. Edward "Ski" Olesky. Staff will do so in the upcoming days. Staff have gone over the Bylaws, Roberts Rule of Order, and the Agenda.

   ii. New Board Meeting Agenda
      Staff provided the board members with a draft outline of the Agenda. Staff discussed the time and location of the upcoming meetings. As of now, staff have been notified that the conference room will not be available after this month; however, if there are any changes, staff will make the Board aware. The Immokalee CRA Board will be meeting at the Immokalee Community Park. They are not open until 9 a.m., so staff are proposing to meet at 9.00 a.m. Due to the programming done at the Immokalee Community Park, staff are unable to set up the day before, so they will be setting up before the meeting starts.

      Staff provided the board with a couple of items for discussion. This included whether the board would like to continue doing the opening prayer or have a moment of silence. Staff will also start sending all items in the Communication Folder to the board members; unless it's a big file, staff will then share it via a link. Another item discussed was adding Public Comments before the announcement and having another section of Public Comments on general topics, not on the current or future agenda. Ms. Christie Betancourt provided clarification on the Public comments not in the current or future agenda and said that anything that has not been discussed in the Agenda can be discussed in this item.

The Board members supported the start time of 9:00 a.m.

A discussion was held by the board members on whether they should continue with an opening prayer or a moment of silence. Information was given on what is done by the Board of Collier County Commissioners. Staff also provided a brief history of what was previously done by the CRA Board.

After much discussion, each board member gave their input as follows:
1. Michael "Mike" Facundo - Opening Prayer
2. Edward "Ski" Olesky - Moment of Silence
3. Jimmy Nieves - Opening Prayer
4. Paul Thein - Opening Prayer
5. Lupita Vazquez Reyes - Ms. Reyes feels that the County should be accessible and said that the moment of silence feels very inclusive. This allows each person to pray with their own belief.
6. Patricia "Anne" Goodnight - No opinion on this matter.
7. Bernardo Barnhart - Opening Prayer
8. Oscar Lugo - Opening Prayer

The board made a motion to continue the opening prayer.

CRA Action: ***Ms. Patricia "Anne" Goodnight made a motion to have the Immokalee Community Redevelopment Advisory Board continue with an opening prayer. Mr. Bernardo Barnhart seconded the motion, and it passed by unanimous vote. 6-1.***

iii. 2025 Calendar update (Enclosure 12)
Staff asked that the board make a recommendation on the start time of the Immokalee Community Redevelopment Advisory Board. After a brief discussion, the Board made a motion to start at 9:00 a.m.

CRA Action: ***Ms. Patricia "Anne" Goodnight made a motion to have the Immokalee Community Redevelopment Advisory Board meeting start at 9:00 A.M. Mr. Jimmy Nieves seconded the motion, and it passed by unanimous vote. 7-0.***

iv. FRA Conference
If any board member is interested in attending the 2025 Florida Redevelopment Association, they may contact CRA staff to register and make accommodations. If a board member is attending for the first time, staff will ask that the board members attend the CRA Board Training Course.

4. 2025/2026 Strategic Plan Update
Staff will present the Strategic Plan Update to the Board of Collier County Commissioners in the upcoming meetings. Staff are putting a draft together to take it to the County Attorney and process this item.

5. Budget Update
   i. Tentative Budget Report (Enclosure 13)
   Staff presented the tentative budget that has been posted on the Immokalee CRA website.

6. Parks & Recreation South Park Project (Enclosure 14)
   Staff presented the Parks and Recreation South Park project. The Immokalee CRA has funds up to $50,000 for Parks and Recreation Improvements for a project that is being brought forward by Parks and Recreation staff.

   The first proposal was over $50,000; however, Parks and Recreation staff asked a different vendor, and they presented this second proposal at a cost of about $40,000.

   Staff reiterated that the Immokalee CRA Board approved their priority listing and included in this listing was $50,000 for a Capital Project for Parks and Recreation within the Immokalee Area.

   Mr. Said Gomez provided a recap of the steps taken by Parks and Recreation staff to find a vendor that could offer the services needed for a cost under $50,000. He commented that staff would like to have a shade over the Immokalee South Park playground. A discussion was held on all the other options waved due to the higher cost of $50,000. This included improvements to Ann Olesky Park and Dreamland Park.

   Staff and board members discussed the overall cost of this project and what is included within the cost, which includes the actual shade, permitting, and installation of this project. This structure being aligned as a sail shade will allow staff to avoid additional attention to permitting. Also discussed were the vendor process for the County and the need for a vendor to follow the policy if they are interested in doing business with the County.

   Commissioner McDaniel reiterated the process that vendors must go through if they are looking to do business with the County.

   Mr. Paul Thein asked if Parks and Recreation staff have considered the replacement cost in their budget.

   Mr. Said Gomez commented that Parks and Recreation staff have a maintenance process that will most likely play a part if this project is approved.

   Mr. Michael “Mike” Facundo commented on the importance of maintaining an item like this shade structure, especially during the hurricane season, and making sure staff are aware of how to minimize the damage to items like this.

   Commissioner McDaniel commented on the efforts of the Board of Collier County Commissioners with the creation of a new fund for Capital Asset Replacement and Maintenance.

He commented on the importance of taking into consideration of having a sustaining infrastructure for the community as well as a plan for the growth within the community.

Mr. Jimmy Nieves asked if any other facility in Collier County has something similar to this shade project. Mr. Said Gomez commented that the only other park that has something similar is North Collier Regional Park. Ms. Patricia "Anne" Goodnight commented that the school district has a couple of them installed.

Mr. Oscar Lugo asked if the survey and pipeline services are budgeted. Mr. Said Gomez commented that an SDP may not be needed due to this project not being an actual shade structure, since there will be no solid roof.

CRA Action: Mr. Paul Thein made a motion to fund the Parks and Recreation Immokalee South Park Project with the allocated $50,000 under Fund 1026- Immokalee CRA – Park & Recreation. Ms. Lupita Vazquez Reyes seconded the motion, and it passed by unanimous vote. 7-0.

7. Brief Staff Project update
   i. Immokalee Sidewalk Phase III – Eustis Ave. and W Delaware Ave.
   Staff provided information on the progress of the Immokalee Sidewalk Phase III project. Staff have gone out to Bid, and they received one bid of over 1.1 million, which was from Marquee Development Inc. A pre-construction meeting was held in May 2025. Before staff could issue a Notice to Proceed, staff had to do some things for the Grant. The grant is for the amount of $987,000, which has almost covered the expenses for this project. Staff had to put out an advertisement in English, Spanish, and Creole for jobs for the project with Marquee Development Inc. An advertisement was also put out in the Naples Daily News, and a permit was also pulled for this project. Marquee Development Inc. is coordinating with its manufacturer for the drainage structure. Staff anticipate issuing a Notice to Proceed on September 8, 2025. Overall, this is scheduled to be a nine-month project, and it includes sidewalks and drainage improvements.

   ii. First Street Corridor Safety Project
   A bid opening will be held on August 21, 2025, at 3 p.m. Staff will be attending the bid opening. The First Street Corridor Safety Project is from Main Street down Immokalee School Road. Due to many right-of-way issues, staff had to phase this project out. Some existing and proposed improvements are outside the Right-of-Way, so acquisitions will need to be made. There are about 18 easements, which are mostly on the East side of the road. Staff can move forward with the South side portion of this project, where eleven lights are going to be improved, five existing and six additional where there are no lights at all.

   Staff have received 18 legal descriptions and sketches that will be provided to the Transportation Department so that they can assist CRA staff with the process of acquisitions. There are 60% Plans for Phase II of this project, which are currently being reviewed.

The County and other utility providers have until Friday to provide their comments. There is an estimate of 12 to 18 months for the acquisition process.

Ms. Christie Betancourt commented that staff will probably have two projects under construction within the next few weeks. Extra funding of $200,000 was awarded for the acquisitions. It has been put on the record that the Immokalee CRA will be awarded for the second phase of this project.

K. New Business.

L. Citizen Comments.

Mr John Dunnuck recognized Ms. Cherryle Thomas. Ms. Cherryle Thomas commented on her efforts with being a part of the Immokalee Lighting Beautification MSTU Board. Ms. Thomas clarified that Ms. Dorcas Howard and Mrs. Florence Jelks were the designers of the blue light poles.

Commissioner McDaniel complimented the efforts of the boards' merging and the progress of the board. He also commented on the new start time and location of the upcoming meetings.

Commissioner McDaniel provided information on the Williams Ranch acquisition. The acquisition is moving forward. Remediations of the standards that were set in the contract have been completed. If all goes well, direction will be given to staff to initiate the comprehensive plan amendment to start the process to zone the farm fields in the South appropriately for uses.

Commissioner McDaniel also commented on the efforts of getting a road right-of-way to extend Little League Road down through the property to get to Immokalee Road. This will allow for another access point out of town. Commissioner McDaniel provided further information on the Rural Land Stewardship Area (RLSA) and how this will allow for water retention and detention as well as water quality improvements. He further provided information on the generated credit that is given for an RSLA. A brief discussion was held on a pedestrian path in the Williams property. If it can be coordinated with the FPL Easement, then it's possible to have a path in the property.

M. Next Meeting Date

The newly created **Immokalee Community Redevelopment Advisory Board** will meet on Wednesday, **August 20, 2025**, at 9:00 A.M. at CareerSource SWFL.

N. Adjournment

Meeting adjourned at 10:36 A.M.

**** Zoom Meeting chat is attached to the minutes for the record.***

Zoom Chat
August 20, 2025 Immokalee CRA Hybrid Public Meeting

00:44:52 Melissa Silva: Good morning, I'm having technical difficulties but we have three upcoming community events. Chrisite - can you please share? We are proud to co-host this year's 29th Annual Cherryle Thomas Christmas Around the World Parade & Gala on Saturday, December 6, also in partnership with Collier County Parks & Rec.
00:45:20 Melissa Silva: We also have our 2nd Annual Jail & Bail Fundraiser on November 7th - proceeds of that event are going towards the parade & gala.
00:45:37 Christie Betancourt: Will do.
00:46:23 Melissa Silva: We'd like everyone to participate in our first annual 5K Trail Run - this event will be Chamber and Rotary of Immokalee Club event - all proceeds with benefit the parade & gala - scheduled for Saturday, October 25
00:46:40 Melissa Silva: We'll release details about the 5k today and how to register
00:47:37 Melissa Silva: sorry - we're co-hosting this year's parade with the Rotary Club of Immokalee
00:58:54 Lorraine Lantz: Christie - we spoke to the developer yesterday about the public benefit and opportunities for a easement swap based on drainage
00:59:13 Lorraine Lantz: I can speak if you want
01:16:45 Lorraine Lantz: the vacation group meets once a month
01:17:06 Lorraine Lantz: I will coordinate with you

Collier County Community Redevelopment Agency

IMMOKALEE CRA

The Place to Call Home

Certification of Minutes Approval Form

Prepared by:

Christie Betancourt, CRA Assistant Director
Immokalee Community Redevelopment Area

Approved by:

Michael "Mike" Facundo, Chairman

The Minutes for the August 20, 2025, CRA Advisory Board were approved by the CRA Advisory Board on September 17, 2025, as presented.

The next meeting will be a CRA Advisory Board meeting and will be held on October 29, 2025, at 9:00 A.M. at the Immokalee Community Park.

All meetings will be publicly noticed in the W. Harmon Turner Building (Building F), posted at the Immokalee Public Library and provided to the County Public Information Department for distribution. Please call Christie Betancourt, at 239-867-0028 for additional information. In accordance with the American with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact Christie Betancourt, CRA Assistant Director, at least 48 hours before the meeting. The public should be advised that members of the CRA Advisory Board are also members of the other Boards and Committees, including, but not limited to: Immokalee Fire Commission, and the Collier County Housing Authority; etc. In this regard, matters coming before the Advisory Board may come before one or more of the referenced Board and Committees from time to time.

AGENDA
CONSERVATION COLLIER
LAND ACQUISITION ADVISORY COMMITTEE

September 3, 2025, 9:00 A.M.
Growth Management Community Development
Conference Room 609/610

All interested parties are invited to attend, and to register to speak. Individuals who would like to participate in person must complete and submit a speaker form. Members of the public who would like to participate remotely should register HERE to complete the online speaker registration form. Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues. Individuals who register online will receive an email in advance of the public hearing detailing how they can participate remotely in this meeting. For additional information about the meeting, please call 239-252-2961 or email conservationcollier@colliercountyfl.gov

1. **Roll Call**
    - A. **Approval of CCLAAC members attending the meeting remotely**
2. **Approval of Agenda**
3. **Approval of August 6, 2025, Meeting Minutes**
4. **Old Business**
    - A. **Acquisition Updates**
      Current Acquisition Status report is updated monthly in advance of CCLAAC meeting and provided as part of the meeting packet. The report is posted online under Acquisition News at: www.conservationcollier.com
    - B. **Budget Update**
5. **New Business**
    - A. **Recognize Tom Mortenson**
    - B. **Brewers Landing Preserve Update** *(Swallow Tail Kites)* **- Angel**
    - C. **Initial Criteria Screening Report (ICSR) and Ranking**
        1. Everglades Outpost
        2. Dr. Robert H. Gore III Preserve TPMA
            a. Castillo
6. **Subcommittee Reports**
    - A. **Lands Evaluation & Management –** Chair, Ron Clark – last meeting June 5, 2024 – *Upcoming Meeting Tentative 10/1/2025 Directly after the CCLAAC Meeting; backup date October 7.*
    - B. **Outreach –** Chair, John Courtright - last meeting April 23, 2025
    - C. **Ordinance, Policy and Rules –** Chair, Michele Lenhard - last meeting December 18, 2023
7. **Staff Communications to Committee**
    - A. **Miscellaneous**
        1. **Re-ranking of B-category properties planned for October 1, 2025 CCLAAC**
    - B. **Upcoming events**
        1. **Sunflower Viewing October 8-12 at Pepper Ranch**
        2. **Florida Panther Festival November 1 at Zoo**
    - C. **BCC Items Related to Conservation Collier**
        1. **Previously Heard**
            a. **8/12/2025:** No BCC Meeting

b. **8/26/2025:** Purchase Agreement Golden Land Partners; May & June Active Acquisition Lists; 2025 Cycle Target Protection Areas.

2. **Upcoming**
   a. **9/09/2025:** Resolution Amending Resolution No. 2007-300 the Purchasing Policy for Conservation Collier
   b. **9/23/2025:** 2026 FWC Youth Hunt Memorandum of Agreement.

8. **Chair and Committee Member Comments**
9. **Public Comments**
10. **Staff Comments**
11. **Next Meeting October 1, 2025**
12. **Adjourn**

Committee Members: Please email conservationcollier@colliercountyfl.gov no later than noon Tuesday, September 2, 2025, if you cannot attend this meeting or if you have a conflict and will abstain from voting on an agenda topic.

Collier County Government

Communications, Government & Public Affairs
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Naples, Florida 34112-5746

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August 18, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Conservation Collier Land Acquisition Advisory Committee
Collier County, Florida

September 3, 2025
9:00 am

Notice is hereby given that the **Conservation Collier Land Acquisition Advisory Committee (CCLAAC)** will meet on **Wednesday, September 3, 2025,** at **9:00 a.m.** This will be a Hybrid Remote meeting, and it will be held at the Growth Management Community Development Conference Room 609/610, 2800 North Horseshoe Drive Naples, Florida. The public may attend either remotely or in person.

Individuals who would like to participate in person must complete and submit a speaker form prior to the beginning of the discussion about the item. Individuals who would like to participate remotely must complete and submit the online speaker registration form prior to the beginning of the discussion about the item.

Individuals who would like to participate remotely should register in advance of the meeting at https://colliercountyfl.webex.com/weblink/register/rbc7759fad1ceb79de066dfc0c3059525 After registering, you will receive a confirmation email containing information about joining the meeting. Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting of those boards, councils or agencies.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as

possible, but no later than 48 hours before the scheduled event. Such reasonable accommodation will be provided at no cost to the individual.

For more information, call (239) 252-2961 or email conservationcollier@colliercountyfl.gov

###

August 6, 2025

MINUTES OF THE CONSERVATION COLLIER LAND ACQUISITION ADVISORY COMMITTEE MEETING

Naples, Florida, August 6, 2025

LET IT BE REMEMBERED, the Conservation Collier Land Acquisition Advisory Committee in and for the County of Collier, having conducted business herein, met on this date at 9:00A.M. in REGULAR SESSION at the Growth Management Department Building, 2800 North Horseshoe Drive, Naples Florida with the following members present:

CHAIR: Michele Lenhard
VICE CHAIR: Ron Clark
Gary Bromley
Rhys Watkins
John Courtright
Nick Pearson
Austin Howell
Oriany Brito
Christopher Satter

ALSO PRESENT: Summer Araque, Environmental Supervisor, Conservation Collier
Melissa Hennig, Environmental Specialist, I
Jamie Cook, Director, Development Review Division
Sally Ashkar, Assistant County Attorney
Jennifer Belpedio, Real Property Manager
Matthew Denison, Environmental Manager
Kathlene Drew, Administrative Support Specialist, II

1. **Roll Call**
   Chair Lenhard called the meeting to order at 9:00AM. Roll call was taken and a quorum was established with 7 Members present.

   A. **Approval of CCLAAC Members attending the meeting remotely**
   All Members were present in the Conference Room

2. **Approval of Agenda**
   Mr. Clark moved to approve the Agenda. Second by Mr. Pearson. Carried unanimously 7 – 0.

3. **Approval of the July 2, 2025 Meeting Minutes**
   Mr. Courtright moved to approve the minutes of the July 2, 2025 meeting as presented. Second by Mr. Clark. Carried unanimously 7– 0.

Mr. Bromley and Mr. Watkins arrived at 9:02am and a quorum of 9 was present.

4. **Old Business**
   B. **Acquisition Updates** - *Current Acquisition Status report updated monthly in advance of CCLAAC meeting provided as part of meeting packet and under Acquisition News at www.conservationcollier.com* for information purposes. The report will be updated monthly (last updated 5/27/25) including parcels the County has acquired to date, offers made by the County, pending acquisitions and those properties where the owner withdrew the application.
   Ms. Araque presented the PowerPoint *"Conservation Collier Acquisition Update – August 6, 2025"* for information purposes: She noted:
   - Approved by the Board of County Commissioners (BCC): Cypress Cove Landkeepers (Gore Nature Center) scheduled closing 8/8/25; Lautz, closing 8/15/25; Symphony, 9/12/25; and Williams Farm, closing TBD.
   - Upcoming BCC 8/26/25: HK Investments, Van Cleef and Golden Land Partners.
   - Staff is holding off on 16 A-List property acquisition appraisals until the Board revises the Purchasing Policy.
   - The Target Protection Mailing Area item was moved to the 8/26/25 Board of County Commissioners (BCC) Agenda.

   Ms. Cook provided an update on a parcel adjacent to Everglades Airpark noting:
   - The County has had interest in acquiring the parcel for at least 10 years and prior negotiations stalled with the landowner.
   - Recently, the landowner approached the County with a new offer to purchase the property.
   - The BCC is considering partnering any acquisition with other County Departments such as Conservation Collier, Affordable Housing (residential use), Parks and Recreation (boat ramp), etc.
   - A formal offer has not been made by the County, and she will keep the Committee updated on the status of the proposed acquisition.

   During Committee discussion, the following was noted:
   - The parcel is not part of the airport runway facility, and no designated areas have been proposed for the partners which may be involved in the acquisition.

- The property is in flood zone VE.
- Any participation requested from Conservation Collier will be presented to the Committee via the normal acquisition process.

5. New Business

A. CCLAAC Review of Report from Collier Clerk titled "Review of Conservation Collier Land Acquisition Program"

Ms. Cook provided the document *"Review of Conservation Collier Land Acquisitalion Program" Report No: SPC-2025-01 July 22, 2025"* and PowerPoint *"Collier County Conservation Collier OIG Audit - CCLAAC Meeting August 6, 2025"* highlighting:

- On February 11, 2025 the BCC directed Staff to review the Conservation Collier Purchasing Policy and make any necessary changes with respect to mitigation of wetlands.
- On February 17, 2025 the Clerk's Office of Inspector General (OIG) issued an Engagement Letter notifying the Department Head of the review of the Land Acquisition Program including the appraisal process (content, price, vendor contracts) and determining the price paid for properties compared to fair market values.
- The analysis included 26 properties with a total acquisition value of $7,975,456.
- On July 22, 2025 the OIG released the report with 13 recommendations for the Program as follows:

Recommendation 1: The County's Real Property Management factor mitigation costs into the County's decision making process for purchasing land parcels as part of the Conservation Collier Land Acquisition Program.

Recommendation 2: The County's Real Property Management establish appraisal standards disallowing the use of Collier County-purchased properties as comparable sales to ensure effective evaluation of the market and mitigate the risk of setting the price for future purchases

Recommendation 3: The County's Real Property Management staff proactively address high variances in appraisal adjustments with third-party appraisers to enhance the County's appraisal review process and its assessment of reasonable sales offers.

Recommendation 4: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to update guidelines regarding location and zoning into the Conservation Collier Land Acquisition Program's purchasing process.

Recommendation 5: Recommendation 5: County management request a revision to the County purchasing policy (Collier County Resolution 2023-10) to allow Real Property Management staff to use the lower appraisal value as the appraised value for price negotiations.

Recommendation 6: The County's Real Property Management evaluate landowner value estimates and existing listing prices as part of the County's decision-making process in determining price negotiations and sales offers to mitigate potential financial risks.

Recommendation 7: The County's Real Property Management use real estate market tools and applications to obtain current market information prior to proceeding with County land purchase offers.

Recommendation 8: The County's Real Property Management implement a formal internal review process including checking and verifying appraisal information to ensure accuracy of data and enhance its due diligence.

Recommendation 9: The County's Real Property Management evaluate internal controls to ensure offer acceptances do not exceed the 30-day acceptance period, as stipulated in the County's offer letter and policy.

Recommendation 10: The County's Real Property Management evaluate their use of appraisal values exceeding one year of the appraisal effective date and consider obtaining new comparative sales or establishing time limits for sales closure to ensure property appraisal values remain relevant to any market adjustments.

Recommendation 11: Conservation Collier staff review existing property purchase records and records management procedures to ensure compliance with the records requirements set forth in Title XI, Section 125.355 of the Florida Statutes.

Recommendation 12: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to require written procedures regarding third-party appraisals for any County land purchases.

Recommendation 13: The County's Real Property Management establish formal written procedures for land purchases including appraisal reviews, price negotiations, and closings to ensure maximized savings to Collier County taxpayers.

- The general conclusion is, of the $7,975,456 expended on the 26 acquisitions, a potential savings of $815,923 may have been a result for the taxpayers,if measures to
- address the report findings were implemented.

During Committee discussion with Staff, the following was noted:

- The properties selected for review were randomly chosen during the 2022 -2023 time period.
- The Committee recommendations should focus on are #3 involving wetlands mitigation offsets and #5, offer prices.
- With respect to #5, there was consensus the recommendation is problematic as paying no more than the lowest appraised value is not a feasible negotiating strategy.
- Concern about developing written procedures will delay the acquisition process and the application may be withdrawn by the seller.
- A buyer of a large parcel is generally aware of the required mitigation costs and assumes the responsibility.
- The current process for acquiring properties which may require remediation is suitable. Adding a requirement for a detailed analysis of the wetland/wildlife mitigation required for the potential use of a large piece of property which may be developed in a variety of ways is time consuming and difficult for the appraiser and extends the time required to complete the acquisition.

Ms. Belpedio noted there is currently a framework for the acquisition process including a checklist utilized when the appraisal is obtained to look for issues.

Speaker

Brad Cornell, Audubon of the Western Everglades and Audubon Florida agreed with the Committee's focus. Restricting the process to paying the lowest appraised value indicates the County is not a good faith negotiator and market transactions do not necessarily focus solely on the lowest appraised value and the seller's estimate. The current process considers mitigation as reasonably as possible, and it is difficult to determine the costs of mitigation on a large parcel without a site development plan developed.

During Committee discussion, the following concerns were raised:

- The difficulty in determining actual mitigation costs for wetlands/wildlife.
- Changes in the process which may delay acquisitions of property and discourage owners from utilizing the Program.
- Being locked in on the lowest appraised value when negotiating purchases.

Staff noted only properties valued greater than $500,000 require multiple appraisals as those less only require one.

Mr. Watkins moved for the Committee to provide the following comments to the Board of County Commissioners:

1. ***They support the Report which is a useful review of the Program.***
2. ***An explanation should be provided on the rationale for the properties selected for the analysis.***
3. ***The current process for acquiring properties which may require remediation is suitable. Adding a requirement for a detailed analysis of the wetland/wildlife mitigation required for the potential use of a large piece of property which may be developed in a variety of ways is time consuming and difficult for the appraiser and extends the time required to complete the acquisition.***
4. ***The average of the 2 appraisals should be the maximum County purchase price for the parcel under consideration given the County generally initially offers less than appraised value, however Staff currently has the flexibility to negotiate the final agreement. Requiring the lowest appraised price be paid for the property may not indicate to the seller the County is negotiating the transaction in good faith and they may pursue another buyer for the property.***

Second by Mr. Bromley. Carried unanimously 9 – 0.

Ms. Hennig noted the $815,923 calculated for savings to the taxpayer includes approximately $500,000 for properties over $500,000 where the County did not pay the lowest of the 2 appraisals for the property. This finding does not note the prices paid for the acquisitions conformed to the policy in force at the time.

B. CCLAAC Review of revised Purchasing Policy as a result of Clerk's review (companion to 5.A.)

Ms. Cook presented the document *"A Resolution amending Resolution No. 20007-300 as amended revising the purchase policy for the acquisition of lands by the Conservation Collier lands acquisition program"* for consideration. She noted the policy has been revised based on the OIG review and provided an overview of the proposed changes. The Committee noted:

- They previously recommended the wetlands determinations costs be borne by the County, however it was not adopted by the Board of County Commissioners.
- It would be beneficial to clarify the definition of certain terms.
- Concern on automatically deducting the reconciled costs of the property which may give the seller pause in participating in the Program.

Speaker

Brad Cornell, Audubon of the Western Everglades and Audubon Florida noted the document should be reviewed and clarified regarding the appraisals as there is conflicting information in sections. He supports the existing process including the assumption multi project parcels are entirely wetlands. He recommended the following language be incorporate into *Section II.A.(1)c as follows: "Before the County orders any appraisal, the owner may provide an informal wetland determination for the property, no older than five years, at their sole cost and expense, unless the property has already been identified as a wetland by Conservation Collier staff for parcels of simple and clear status and based on best available data. For parcels with unclear or complicated wetland status, the County will provide an informal wetland determination, unless the parcel is part of a multi-parcel project, in which case all properties are identified and appraised as wetlands. The appraisal will not proceed until the determination is received and reviewed."*

Mr. Watkins moved for the Committee to recommend the following to the Board of County Commissioners:

1. ***Staff to clarify the definition of the terms such as initial offer, offer, purchase price, appraised value, etc.***
2. ***They support the Audubon Western Everglades recommendation for a revision to Section II.A.(1)c as follows: "Before the County orders any appraisal, the owner may provide an informal wetland determination for the property, no older than five years, at their sole cost and expense, unless the property has already been identified as a wetland by Conservation Collier staff for parcels of simple and clear status and based on best available data. For parcels with unclear or complicated wetland status, the County will provide an informal wetland determination, unless the parcel is part of a multi-parcel project, in which case all properties are identified and appraised as wetlands. The appraisal will not proceed until the determination is received and reviewed."***
3. ***The initial offer amount for a parcel under consideration that costs over $500,000 shall be no more than the lowest of the 2 appraisals.***
4. ***The maximum purchase price of a property should be no greater than the average of the 2 appraisals.***
5. ***They agree with the proposed changes to Sections II.A.3 and Section II.B.7.***

Second by Mr. Courtright. Carried unanimously 9 – 0.

C. Conservation Collier Acquisition Fund Balance (as requested by CCLAAC July 2, 2025)
Ms. Araque provided the PowerPoint *"Conservation Collier Acquisition Budget Report"* and provided an overview of the funds for property acquisitions noting there will be $25,108,700 available for new purchases in FY2026 (the amount is in addition to the funds already encumbered for approved purchase including Williams Farm, Lautz, Symphony, etc.). The estimate is based on projections for the upcoming budget which will be effective October 1, 2025.

6. Subcommittee Reports

A. Lands Evaluation & Management – Chair, Ron Clark – Next meeting October 1, 2025, - immediately following regular CLAAC meeting.

B. Outreach – Chair, John Courtright – Last meeting April 23, 2025
No update necessary.

C. Ordinance Policy and Rules – Chair, Michele Lenhard - Last meeting December 18, 2023
No update necessary.

7. Coordinator Communications

A. Miscellaneous
None

B. BCC Items Related to Conservation Collier
Ms. Araque provided the following updates:

1. **Previously Heard**
   a. **7/08/2025: Pepper Ranch Volunteer Host Agreement; adopt a Resolution establishing the Proposed Millage Rates as the Maximum Property Tax Rates**
   b. **7/22/2025: No BCC Meeting**

2. **Upcoming**
   a. **8/12/2025: 2025 TPMA; May & June Active Acquisition Lists**

   b. **8/26/2025: Resolution Amending Resolution No. 2007-300 the Purchasing Policy for Conservation Coller; Agreement for Sale & Purchase Golden Land Partners, HK Investment & VanCleef**

8. Chair/Committee Member Comments
None

9. Public General Comments
None

10. Staff Comments
None

11. Next Meeting – September 3, 2025

There being no further business for the good of the County, the meeting was adjourned by order of the chair at 11:29AM.

Conservation Collier Land Acquisition Advisory Committee

Michele Lenhard, Chair

These minutes approved by the Committee on 8-6-25 as presented _____ or as amended _____.

SUMMARY PAGE

ACQUISITION SUMMARY OF ALL CYCLE 10, 11A, 11B, and 12A PROPERTIES				
	Total Acres	Appraised Value	Purchase Price	Total number of properties
ACQUIRED PROPERTIES (CYCLE 10, 11A, 11B, 12A, and 12B)	**752.00**	**$17,785,535**	**$17,283,049**	**115**
PROPERTIES PENDING ACQUISITION (CYCLE 11B, 12A, 12B, 2024, and 2025)	**2,450.99**	**TBD**	**TBD**	**26**

ACQUIRED PROPERTIES (February 2022 - Present)						
Property Name	Preserve	Cycle	Size (ac)	Appraised Value	Purchase Price	Acquisition Status
Varney, Gail	Red Maple Swamp Preserve	10	1.14	$14,250	$14,250	Closed 2/14/22
Caberera, Mercedes	Red Maple Swamp Preserve	10	9.16	$114,500	$114,500	Closed 3/21/22
McLaughlin Trust, Geraldine	Red Maple Swamp Preserve	10	4.61	$57,625	$57,625	Closed 3/21/22
Setser, Carrie, Larry, and Ruby	Red Maple Swamp Preserve	10	5.00	$62,500	$62,500	Closed 3/21/22
Dessing, Carol A.	Winchester Head Preserve	10	1.14	$18,810	$18,810	Closed 3/28/22
Gonzalez, Isabel	Panther Walk Preserve	10	1.14	$50,000	$50,000	Closed 6/16/22
Rudnick, Carol - *Donation*	Dr. Robert H. Gore III Preserve	10	1.59	N/A	N/A	Closed 6/30/22
Gorman, Herman and Alice	Winchester Head Preserve	10	1.14	$18,810	$18,810	Closed 9/26/22
Popp, Joe	Rivers Road Preserve	10	19.40	$630,000	$630,000	Closed 9/26/22
Selvig, Maribeth - *Donation*	Panther Walk Preserve	10	1.14	N/A	N/A	Closed 9/26/22
Hussey Trust	North Belle Meade Preserve	10	256.00	$2,072,500	$2,072,500	Closed 11/14/22
Burns, Sandra	Panther Walk Preserve	10	1.14	$30,000	$30,000	Closed 1/30/23
Johnson, Tim R	Panther Walk Preserve	10	1.14	$30,000	$30,000	Closed 1/30/23
Meyer Trust	Panther Walk Preserve	10	1.59	$72,000	$72,000	Closed 1/30/23
Sanchez, PS & NE	Panther Walk Preserve	10	2.73	$63,000	$63,000	Closed 1/30/23
Thommen, William F	Panther Walk Preserve	10	5.00	$100,000	$100,000	Closed 1/30/23
Wright, David	Panther Walk Preserve	10	1.14	$30,000	$30,000	Closed 1/30/23
Zhuang, Joseph	Panther Walk Preserve	10	2.73	$63,000	$63,000	Closed 1/30/23
Aguilar, Jorge	Panther Walk Preserve	10	1.14	$40,000	$40,000	Closed 2/13/23
Pena, John	Panther Walk Preserve	10	2.27	$52,000	$52,000	Closed 2/13/23
Hofmann, Adelaida	Dr. Robert H. Gore III Preserve	10	1.59	$36,000	$36,000	Closed 2/27/23
D & J Investors	Panther Walk Preserve	10	1.14	$40,000	$40,000	Closed 6/9/23
Joyce, David	Panther Walk Preserve	10	2.27	$52,000	$52,000	Closed 6/9/23
Arnay, Henrietta	Panther Walk Preserve	10	1.14	$30,000	$30,000	Closed 6/16/23
Behnke, Lois	Panther Walk Preserve	10	1.14	$57,000	$57,000	Closed 6/16/23
Grossman, Barry	Panther Walk Preserve	10	2.73	$63,000	$63,000	Closed 6/16/23
Charles, Paulette	Dr. Robert H. Gore III Preserve	10	1.14	$25,100	$22,500	Closed 6/30/23
Toro, Michael	Winchester Head Preserve	10	1.59	$39,800	$35,820	Closed 6/30/23
Blocker, Brian	Pepper Ranch Preserve	10	24.50	$220,000	$220,000	Closed 7/7/23

ACQUIRED PROPERTIES (February 2022 - Present), cont'd						
Property Name	Preserve	Cycle	Size (ac)	Appraised Value	Purchase Price	Acquisition Status
Guerra, Sigrid	Red Maple Swamp Preserve	10	1.14	$20,500	$20,500	Closed 7/7/23
Ruben Trust	Winchester Head Preserve	10	1.59	$39,800	$39,800	Closed 7/7/23
Zani, Paul	Dr. Robert H. Gore III Preserve	10	2.27	$49,900	$49,900	Closed 7/7/23
Castillo, Jose	Red Maple Swamp Preserve	10	5.41	$89,300	$84,835	Closed 7/14/23
Quevedo, Odalys	Dr. Robert H. Gore III Preserve	10	1.14	$28,000	$26,600	Closed 7/14/23
Sparkman Tamara Gibson	Panther Walk Preserve	10	1.14	$33,000	$33,000	Closed 7/14/23
Joyce, Martin and Elizabeth	Panther Walk Preserve	10	2.27	$61,300	$55,170	Closed 8/17/23
Martinez, Abel Chavez	Red Maple Swamp Preserve	10	2.27	$40,900	$36,000	Closed 8/17/23
Rodriguez (f.k.a. Lopez), Terri	Panther Walk Preserve	10	1.59	$42,900	$38,610	Closed 8/17/23
Salgado, Julio	Panther Walk Preserve	10	2.73	$73,700	$70,110	Closed 8/17/23
Fesser, Ivan	Winchester Head Preserve	10	2.27	$56,800	$53,960	Closed 9/1/23
Trofatter, Frederick	Winchester Head Preserve	10	1.14	$28,000	$25,650	Closed 9/7/23
Berman Trust, R F	Dr. Robert H. Gore III Preserve	11A	1.14	$30,000	$28,500	Closed 9/15/23
Craparo, Stephen	Dr. Robert H. Gore III Preserve	10	1.64	$44,000	$39,600	Closed 9/15/23
Fleming, Albert	Dr. Robert H. Gore III Preserve	10	1.64	$39,000	$37,500	Closed 9/15/23
Repola, Andrea	Panther Walk Preserve	11A	1.14	$45,000	$42,800	Closed 9/15/23
Vaz, Maurice J	Panther Walk Preserve	11A	1.59	$57,500	$57,000	Closed 9/15/23
Bailey, Charles E	Dr. Robert H. Gore III Preserve	10	1.14	$25,000	$25,000	Closed 9/20/23
Arias, Eladio	Dr. Robert H. Gore III Preserve	10	3.16	$63,000	$52,900	Closed 9/22/23
Arias, Eladio	Dr. Robert H. Gore III Preserve	10	3.78	$66,000	$63,200	Closed 9/22/23
Moody Crawford, Jim H	Pepper Ranch Preserve	10	59.79	$505,000	$505,000	Closed 9/22/23
McGinnis, Patricia	Panther Walk Preserve	11A	1.14	$45,000	$42,800	Closed 11/17/23
Scalley, William J and Martha	Panther Walk Preserve	11A	1.14	$45,000	$42,800	Closed 11/17/23
Trigoura, Delsina	Dr. Robert H. Gore III Preserve	11A	1.14	$30,000	$30,000	Closed 11/17/23
Perona, Barbara	Winchester Head Preserve	11A	1.59	$39,800	$39,800	Closed 12/1/23
Scotti, Mary	North Belle Meade Preserve	11A	8.74	$135,500	$128,700	Closed 12/1/23
Fontela, Maricel Aleu	Dr. Robert H. Gore III Preserve	11A	1.14	$25,700	$25,700	Closed 12/8/23
Sponseller, Robert	North Belle Meade Preserve	11A	5.00	$90,000	$90,000	Closed 12/8/23
VanCleave, Matthew	Rivers Road Preserve	11A	0.50	$52,500	$52,500	Closed 12/8/23
Weir Trust, Celine	Dr. Robert H. Gore III Preserve	11B	2.27	$39,500	$37,500	Closed 12/8/23

ACQUIRED PROPERTIES (February 2022 - Present), cont'd						
Property Name	Preserve	Cycle	Size (ac)	Appraised Value	Purchase Price	Acquisition Status
Wilson Trust	Winchester Head Preserve	11B	1.59	$39,800	$39,800	Closed 12/8/23
Brewer, Richard	N/A	11B	14.78	$451,000	$405,900	Closed 12/15/23
Dibala Wood Trust	Dr. Robert H. Gore III Preserve	11B	18.28	$275,000	$261,300	Closed 12/15/23
Hackmann, Charles	Panther Walk Preserve	10	2.73	$70,000	$63,000	Closed 12/15/23
Annecy Marco LLC / Barfield	Marco Island	11A	2.13	$3,140,000	$3,140,000	Closed 1/5/24
Perez Castro, Pedro	Dr. Robert H. Gore III Preserve	11A	1.17	$29,000	$27,600	Closed 1/5/24
South Terra Corp	Marco Island	11A	0.56	$1,720,000	$1,620,000	Closed 1/5/24
Geren, Jonathan	North Belle Meade Preserve	11A	7.84	$129,500	$129,500	Closed 1/12/24
Gutierrez, Michael	North Belle Meade Preserve	11A	4.88	$85,400	$81,100	Closed 1/12/24
Bailey, Scott and Christopher	Winchester Head Preserve	11B	1.59	$39,800	$38,500	Closed 1/19/24
Dredge Management Assoc LLC	Shell Island Preserve	11B	18.73	$1,592,500	$1,512,875	Closed 1/19/24
English Trust	Pepper Ranch Preserve	11B	59.01	$515,000	$463,500	Closed 1/19/24
Williams	Nancy Payton Preserve	11B	0.50	$60,000	$60,000	Closed 1/19/24
Mooney/Hankins-Colon	Winchester Head Preserve	11B	1.59	$39,800	$39,800	Closed 2/16/24
A & T Kleinberger Rev Trust	Dr. Robert H. Gore III Preserve	12A	5.00	$110,000	$104,500	Closed 3/15/24
Rodriguez, Mario & Gisela	Panther Walk Preserve	12A	5.46	$158,400	$158,400	Closed 7/12/24
Murawski Trust	North Belle Meade Preserve	12A	4.87	$45,000	$42,750	Closed 7/24/24
Land Genie LLC	Dr. Robert H. Gore III Preserve	12A	2.73	$62,790	$62,790	Closed 8/9/24
Taylor, Ernesto & Ana	Dr. Robert H. Gore III Preserve	12A	5.00	$103,750	$98,650	Closed 8/9/24
Whittingham Corporation	Panther Walk Preserve	12A	1.59	$46,110	$45,990	Closed 8/16/24
Walsh, Nancy	Red Maple Swamp Preserve	12A	1.14	$20,520	$19,494	Closed 8/21/24
Arnold Trust	Dr. Robert H. Gore III Preserve	12A	7.16	$148,570	$141,140	Closed 8/23/24
Beckert, Marc & Elizabeth	Dr. Robert H. Gore III Preserve	12A	1.14	$26,220	$24,910	Closed 8/23/24
Granados, Nelson	Dr. Robert H. Gore III Preserve	12A	5.15	$106,860	$106,860	Closed 8/23/24
JA Moulton Trust	Dr. Robert H. Gore III Preserve	12A	7.17	$148,780	$141,340	Closed 8/23/24
Woodworth, Richard	Dr. Robert H. Gore III Preserve	12A	2.27	$52,210	$49,600	Closed 8/23/24
CDL Naples Investment LLC	Dr. Robert H. Gore III Preserve	12A	2.73	$62,790	$59,650	Closed 8/30/24
Langell Trust	Dr. Robert H. Gore III Preserve	12A	2.81	$61,120	$58,060	Closed 9/6/24
Hughes, Jeffrey & Melissa	Panther Walk Preserve	12A	1.59	$46,110	$46,110	Closed 9/11/24

ACQUIRED PROPERTIES (February 2022 - Present), cont'd						
Property Name	Preserve	Cycle	Size (ac)	Appraised Value	Purchase Price	Acquisition Status
Sardinas, Martha	Dr. Robert H. Gore III Preserve	12A	2.34	$53,820	$53,820	Closed 9/13/24
Volpe Trust	North Belle Meade Preserve	12A	8.50	$109,000	$103,550	Closed 9/13/24
Wilson, Kyle & Lisa Mason	Panther Walk Preserve	12A	1.59	$46,110	$46,110	Closed 9/20/24
Aristizabal	McIlvane Marsh Preserve	12A	5.00	$20,000	$20,000	Closed 10/25/24
Arndt, Linda	Winchester Head Preserve	12A	1.14	$31,920	$30,320	Closed 11/1/24
Ayra, Anacely	Dr. Robert H. Gore III Preserve	12A	3.18	$69,170	$65,710	Closed 11/1/24
Erickson, Gerald	Dr. Robert H. Gore III Preserve	12B	1.14	$26,220	$24,910	Closed 11/7/24
Ebanks, Marvin	Winchester Head Preserve	12A	1.14	$31,920	$31,920	Closed 11/8/24
Cassity, Cina Lu	Panther Walk Preserve	12A	1.59	$46,110	$46,110	Closed 12/6/24
Catania, James	Winchester Head Preserve	12A	1.14	$31,920	$30,320	Closed 12/6/24
SD Orange Blossom - *Donation*	Dr. Robert H. Gore III Preserve	12A	1.14	N/A	N/A	Closed 12/16/24
SD Orange Blossom - *Donation*	Winchester Head Preserve	12A	1.14	N/A	N/A	Closed 12/16/24
James F. Dinwiddie Rev Trust	Panther Walk Preserve	12A	1.14	$33,060	$33,060	Closed 12/19/24
Radel, Mark	Panther Walk Preserve	12A	1.14	$33,060	$33,060	Closed 12/19/24
Seepersad, Kausil	Dr. Robert H. Gore III Preserve	12B	1.14	$26,220	$24,910	Closed 12/19/24
Vikon Corporation	Panther Walk Preserve	12B	1.59	$50,880	$50,880	Closed 1/16/25
Dennison, Robert	Dr. Robert H. Gore III Preserve	12A	2.73	$62,790	$62,790	Closed 1/17/25
Ngo/Huynh/Lieu	Panther Walk Preserve	12B	2.73	$87,360	$87,360	Closed 1/31/25
Stone Trust	Panther Walk Preserve	12B	5.00	$141,250	$141,250	Closed 2/14/25
JOL Property Ventures	Panther Walk Preserve	12B	1.14	$36,480	$36,480	Closed 3/20/25
Martinez, Abel Chavez	Panther Walk Preserve	12B	1.14	$36,480	$36,480	Closed 3/27/25
Fernandez, Erik	Winchester Head Preserve	12A	1.59	$44,520	$44,520	Closed 4/10/2025
Descoteau, Donn & Donna	Dr. Robert H. Gore III Preserve	11B	1.14	$25,100	$25,100	Closed 4/23/2025
Fish, Monica	Panther Walk Preserve	12B	1.14	$36,480	$36,480	Closed 4/23/2025
Hendrix House	I-75 and Everglades Blvd.	12B	17.66	$502,500	$502,500	Closed 6/12/2025
Cypress Cove Conservancy	Dr. Robert H. Gore III Preserve	12B	10.00	$721,000	$648,900	Closed 8/8/2025
Lautz, Cameron	Panther Walk Preserve	12B	2.27	$72,640	$72,640	Closed 8/15/2025
TOTAL ACQUIRED PROPERTIES			**752.00**	**$17,785,535**	**$17,283,049**	**Total number of properties = 115**

PROPERTIES PENDING ACQUISITION						
Property Name	Preserve	Cycle	Size (ac)	Appraised Value	Purchase Price	Acquisition Status
Symphony Properties	N/A	12A	150.00	$4,015,000	$4,015,000	Purchase Agreement approved on 10/22/2024; Closing scheduled for 9/12/2025
Williams Farms	N/A	2024	1,410.00	$11,980,000	$11,980,000	Purchase Agreement approved by BCC 5/28/2024; Closing pending
Golden Land Partners	North Belle Meade Preserve	2024	6.25	$29,000	$29,000	Purchase Agreement approved by BCC 8/26/2025; Closing pending
Subtotal - Properties with Board Approved Purchase Agreements			1,566.25	$16,024,000	$16,024,000	Subtotal number of properties = 3
HK Investment	Marco Island	12B	0.37	TBD	TBD	Offer accepted; Purchase Agreement scheduled for 7/8/2025 BCC
Van Cleef	Marco Island	12B	0.43	TBD	TBD	Offer accepted; Purchase Agreement scheduled for 7/8/2025 BCC
Wildcat Acres	N/A	12B	73.60	TBD	TBD	Offer accepted; Purchase Agreement pending clear access
Wildflowerz Ranch	N/A	12B	639.17	TBD	TBD	Offer accepted; Purchase Agreement pending
Wilson	North Belle Meade Preserve	2024	5.00	TBD	TBD	Appraisal ordered
Edwards Trust	N/A	2025	65.00	TBD	TBD	Appraisal not yet ordered
Golden Land Partners	N/A	2025	20.00	TBD	TBD	Appraisal not yet ordered
Berman Trust parcel 1	I-75 and Everglades Blvd.	2025	5.00	TBD	TBD	Appraisal not yet ordered
Berman Trust parcel 2	I-75 and Everglades Blvd.	2025	1.59	TBD	TBD	Appraisal not yet ordered
Echavarria	I-75 and Everglades Blvd.	2025	3.05	TBD	TBD	Appraisal not yet ordered
Family Onyx	I-75 and Everglades Blvd.	2025	2.73	TBD	TBD	Appraisal not yet ordered
Morales	I-75 and Everglades Blvd.	2025	2.27	TBD	TBD	Appraisal not yet ordered
Pancham	I-75 and Everglades Blvd.	2025	2.73	TBD	TBD	Appraisal not yet ordered
Tran	I-75 and Everglades Blvd.	2025	2.27	TBD	TBD	Appraisal not yet ordered
Lucarelli	N/A	2025	5.00	TBD	TBD	Appraisal not yet ordered
Simmons Trust	North Belle Meade Preserve	2025	38.94	TBD	TBD	Appraisal not yet ordered
Dabreo	Brewer's Landing	2025	2.73	TBD	TBD	Appraisal not yet ordered
Harden	Dr. Robert H. Gore III Preserve	2025	2.73	TBD	TBD	Appraisal not yet ordered
Perez	Dr. Robert H. Gore III Preserve	2025	5.00	TBD	TBD	Appraisal not yet ordered
Reina	Dr. Robert H. Gore III Preserve	2025	2.27	TBD	TBD	Appraisal not yet ordered
Rivera	Dr. Robert H. Gore III Preserve	2025	2.27	TBD	TBD	Appraisal not yet ordered
Wilcox	Panther Walk Preserve	2025	1.59	TBD	TBD	Appraisal not yet ordered
Bennett	Nancy Payton Preserve	2025	1.00	TBD	TBD	Appraisal not yet ordered
Subtotal - Properties with Board Approval of Purchase Agreements Pending			884.74	TBD	TBD	Subtotal number of properties = 23
TOTAL PROPERTIES PENDING ACQUISITION			**2,450.99**	**TBD**	**TBD**	**Total number of properties = 26**

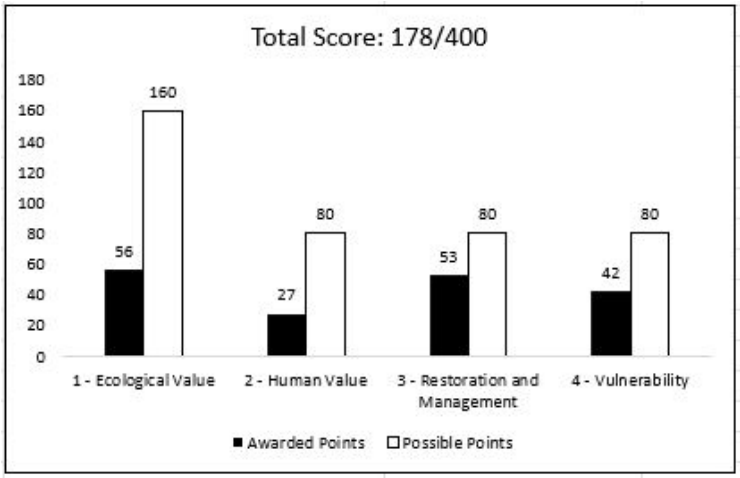
A-LIST PROPERTIES THAT WILL NOT BE ACQUIRED AT THIS TIME						
Property Name	Preserve	Cycle	Size (ac)	Appraised Value	Final Offer Amount	Acquisition Status
Amaranth Trust, Forrest G	N/A	10	71.16	N/A	N/A	Property withdrawn
Anderson, Charles	Panther Walk Preserve	10	2.27	$64,000	$64,000	Offer not accepted
Anderson, Charles	Panther Walk Preserve	10	1.14	N/A	N/A	Sold to another
Argay, Lorraine D	Dr. Robert H. Gore III Preserve	10	7.05	$81,000	$81,000	Offer not accepted
Arnold, Emily	Pepper Ranch Preserve	10	5.00	N/A	N/A	Property withdrawn
Arnold, Vanette	Panther Walk Preserve	10	1.14	$30,000	$30,000	Offer not accepted
Big Hammock - Area I (Barron Collier Partnership)	Pepper Ranch Preserve	10	257.3	$900,000	$900,000	Offer not accepted
Casasierra Realty LLC	Winchester Head Preserve	10	1.14	N/A	N/A	Property withdrawn
Cedeno, Kenneth	Dr. Robert H. Gore III Preserve	10	2.81	$56,000	$56,000	Offer not accepted
Dahche, Ahmand	Panther Walk Preserve	10	5.00	$130,000	$130,000	Offer not accepted
D'Angelo, Eugene	Dr. Robert H. Gore III Preserve	10	5.00	$100,000	$100,000	Offer not accepted
Erjavec, Eugene	Rivers Road Preserve	10	4.92	$200,000	$200,000	Offer not accepted
Eschuk, Shari	Rivers Road Preserve	10	4.78	$180,000	$180,000	Offer not accepted
Fischer Trust, Addison	Marco Island	10	0.63	N/A	N/A	Property withdrawn
Haughton, Veronica	Panther Walk Preserve	10	2.73	N/A	N/A	Sold to another
Higdon Trust, Garey D	Winchester Head Preserve	10	1.59	N/A	N/A	Sold to another
Macrina, Kathleen	Panther Walk Preserve	10	1.14	N/A	N/A	Sold to another
Moylan, Paul E	Panther Walk Preserve	10	2.73	$63,000	$63,000	Offer not accepted
Ortega, Berardo	Panther Walk Preserve	10	1.14	$30,000	$30,000	Property withdrawn
Three Brothers	Panther Walk Preserve	10	2.73	$63,000	$63,000	Offer not accepted
WISC Investment - Inlet Dr	Marco Island	10	0.39	$429,000	$429,000	Purchase Agreement not approved by BCC
Agua Colina	Marco Island	11A	0.63	$1,120,000	$1,120,000	Purchase Agreement not approved by Board
Berman Rev Trust, R F	Panther Walk Preserve	11A	1.17	N/A	N/A	Property withdrawn
Chestnut, Diane	Marco Island	11A	0.53	$627,500	$627,500	Offer not accepted
Colon, Donna & Patricia Mack	Dr. Robert H. Gore III Preserve	11A	2.27	N/A	N/A	Sold to another
S & B Properties of Marco LLC	Marco Island	11A	0.50	$570,000	$570,000	Offer not accepted
Starnes, Hugh	Caracara Prairie Preserve	11A	4.54	$250,000	$250,000	Offer not accepted
Buckley Enterprises	Nancy Payton Preserve	11B	80.00	$780,000	$780,000	Offer not accepted
Khoury	Otter Mound Preserve	11B	0.43	N/A	N/A	Sold to another
Lie, Run He	Nancy Payton Preserve	11B	0.50	$80,000	$80,000	Offer not accepted

A-LIST PROPERTIES THAT WILL NOT BE ACQUIRED AT THIS TIME, cont'd						
Property Name	Preserve	Cycle	Size (ac)	Appraised Value	Final Offer Amount	Acquisition Status
Owl Hammock	N/A	11B	7,378.00	N/A	N/A	Acquired by State of Florida
Relevant Radio, Inc.	McIlvane Marsh Preserve	11B	10.46	$126,350	$126,350	Offer not accepted
Sit/Chew	Nancy Payton Preserve	11B	3.00	$390,000	$390,000	Offer not accepted
Smith & Montgomery	Dr. Robert H. Gore III Preserve	11B	2.73	N/A	N/A	Property withdrawn
Bleka, Joseph & Christina	Dr. Robert H. Gore III Preserve	12A	2.34	$53,820	$53,820	On-hold until title is clear
Veneziano, Steve	Panther Walk Preserve	12A	1.14	$33,060	$33,060	Offer not accepted
Wilson, Rebecca	Winchester Head Preserve	12A	1.14	$29,000	$29,000	Offer not accepted
Eid	Dr. Robert H. Gore III Preserve	12B	2.27	$52,210	$49,600	Offer not accepted
Lynch	Winchester Head Preserve	12B	1.14	$31,920	$30,320	Offer not accepted
Parraga	Dr. Robert H. Gore III Preserve	12B	2.81	$61,120	$58,060	Offer not accepted
Pritchard	Dr. Robert H. Gore III Preserve	12B	2.27	$52,210	$49,600	Offer not accepted
Sunny Florida Investments, Inc	Dr. Robert H. Gore III Preserve	12B	1.14	$26,220	$24,910	Offer not accepted
D & J Investors	North Belle Meade Preserve	2024	5.00	$52,000	$52,000	Offer not accepted
Santamaria	Caracara Prairie Preserve	2024	61.10	N/A	N/A	Property withdrawn
TOTAL PROPERTIES THAT WILL NOT BE ACQUIRED AT THIS TIME			**7,946.90**	**N/A**	**N/A**	**Total number of properties = 44**

Conservation Collier
Initial Criteria Screening Report
Everglades Outpost



Owner Names: EC LAND HOLDINGS LLC
Folio Number: 83490600008, 83490720001, 83491160000, 83491440005, 83491840003
Size: 33.5 acres proposed for Conservation Collier (52.77 total)
Staff Report Date: September 2025



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1. Introduction

The Conservation Collier Program (Program) is an environmentally sensitive land acquisition and management program approved by the Collier County Board of County Commissioners (Board) in 2002 and by Collier County Voters in 2002 and 2006. The Program was active in acquisition between 2003 and 2011, under the terms of the referendum. Between 2011 and 2016, the Program was in management mode. In 2017, the Collier County Board reauthorized Conservation Collier to seek additional lands (2/14/17, Agenda Item 11B). On November 3, 2020, the Collier County electors approved the Conservation Collier Re-establishment referendum with a 76.5% majority.

This Initial Criteria Screening Report (ICSR) has been prepared for the Conservation Collier Program to meet requirements specified in the Conservation Collier Implementation Ordinance, 2002-63, as amended, and for purposes of the Conservation Collier Program. The sole purpose of this report is to provide objective data to demonstrate how properties meet the criteria defined by the ordinance.

The following sections characterize the property location, elaborate on the initial and secondary screening criteria scoring, and describe potential funding sources, appropriate use, site improvements, and estimated management costs.

2. Summary of Property

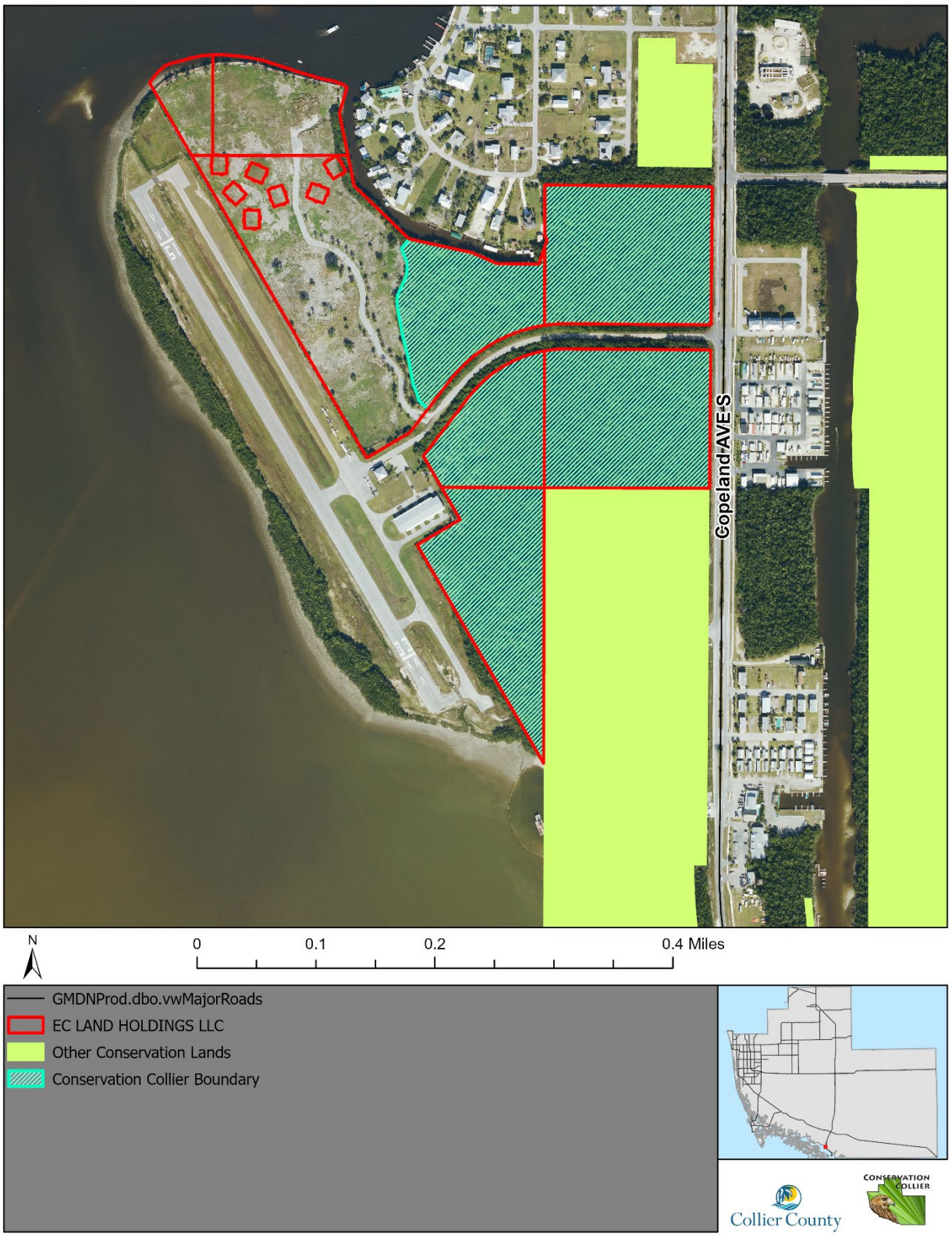


Figure 1 - Parcel Location Overview



Figure 2 – Close-up

2.1 Summary of Property Information

Table 1 – Summary of Property Information

Characteristic	Value	Comments
Name	Everglades Outpost	EC Land Holdings LLC
Folio Number(s)		83490600008, 83490720001, 83491160000, 83491440005, 83491840003
Target Protection Area (Ord. 2002-63, Section 10.3)	TPA	This is within a TPA (Urban land) however not within a TPMA
Size	52.77 acres	Approximately 33.5 acres proposed for Conservation Collier
Section, Township, and Range	S , Twn , R	S14 and S23, Twn 53, R 29
Zoning Category/TDRs	Residential Tourist	No information due to Everglades Zoning; No TDRs
FEMA Flood Map Category	VE 14ft	Coastal areas with a 1% or greater chance of flooding and an additional hazard associated with storm waves. These areas have a 26% chance of flooding over the life of a 30-year mortgage.
Existing structures		None within portion proposed for Conservation Collier
Adjoining properties and their Uses		Single Family residences to the north, airpark to the west, roadway to the east, Everglades National Park – mangroves and visitor center - to the south
Development Plans Submitted	None	The Conservation Collier program has no plans of development
Known Property Irregularities	Adjacent airpark	
Other County Dept Interest	None	

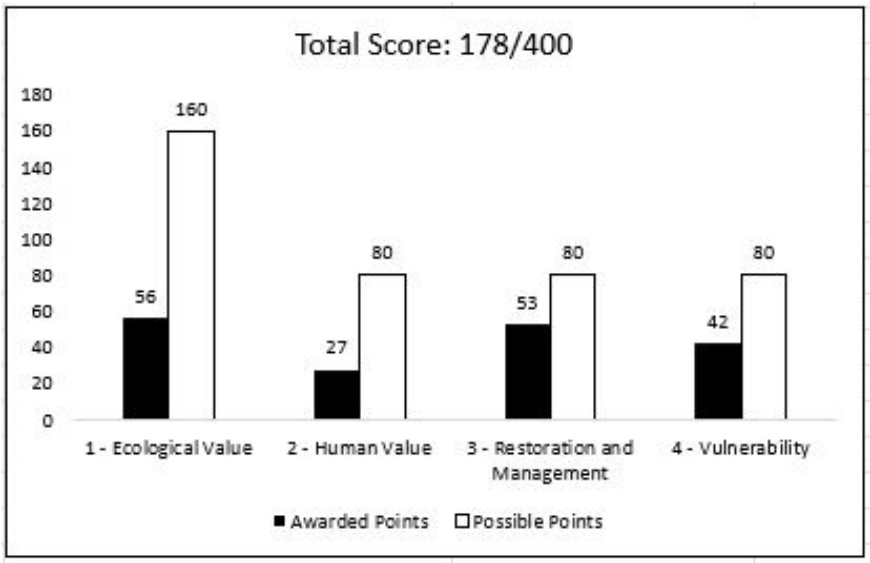


Figure 3 - Secondary Criteria Score

Table 2 – Secondary Criteria Score Summary

Criteria	Awarded Weighted Points	Possible Weighted Points	Awarded/Possible Points
1 - Ecological Value	**56**	**160**	**35%**
1.1 - Vegetative Communities	17	53	33%
1.2 - Wildlife Communities	11	27	40%
1.3 - Water Resources	8	27	30%
1.4 - Ecosystem Connectivity	20	53	38%
2 - Human Values	**27**	**80**	**34%**
2.1 - Recreation	0	34	0%
2.2 - Accessibility	23	34	67%
2.3 - Aesthetics/Cultural Enhancement	4	11	38%
3 - Restoration and Management	**53**	**80**	**66%**
3.1 - Vegetation Management	43	55	79%
3.2 - Remediation and Site Security	9	23	40%
3.3 - Assistance	0	2	0%
4 - Vulnerability	**42**	**80**	**53%**
4.1 - Zoning and Land Use	40	58	69%
4.2 - Development Plans	2	22	10%
Total	**178**	**400**	**44%**

2.2 Summary of Initial Screening Criteria Satisfaction (Ord. 2002-63, as amended, Sec. 12)

Criteria 1: CLIP Priority 1 Natural Community

Does the property contain Upland Hardwood Forest, Scrub, Coastal Upland, Dry Prairie, or Upland Pine? **NO**

Criteria 2: CLIP Priority 2 Natural Community

Does the property contain Pine Flatwoods or Coastal Wetlands? **YES**

Mangroves

Criteria 3: Other Native, Natural Communities

Does the property contain other native, natural communities? **N/A**

Criteria 4: Human Social Values

Does the property offer cultural values, appropriate access for natural resource-based recreation, and the enhancement of the aesthetic setting of Collier County? **YES**

The property offers the enhancement of the aesthetic setting of Collier County for a natural wetland buffer, >25ac of no development and is visible from a paved public road.

Criteria 5: Water Resources

Does the property offer opportunities for protection of water resource values, including aquifer recharge, water quality enhancement, protection of wetland dependent species habitat, wildfire risk reduction, storm surge protection, and flood control? **YES**

Yes, contains wetlands and holds water, even if very little, during the wet season.

Criteria 6: Biological and Ecological Value

Does the property offer significant biological values, including biodiversity and listed species habitat? **NO**

The parcel provides little to wildlife habitat due to its limited tidal change. The area is in high salinity and stagnation of water allows for little biodiversity. Removal of exotic vegetation would provide foraging habitat for listed wading bird species.

Criteria 7: Enhancement of Current Conservation Lands

Does the property enhance and/or protect the environmental value of current conservation lands through function as a buffer, ecological link, or habitat corridor? **NO**

Parcel is adjacent to small conservation easements to the north and south, but they are state/federal owned and developed on. Connectivity is at a minimum/none, due to also the road to the east blocking and the airport to the west.

Criteria 8: Target Area

Is the property within a Board-approved target protection mailing area? **NO**

The Everglades Outpost parcel met 3 out of the 8 Initial Screening Criteria.

3. Initial Screening Criteria

3.1 Ecological Values

3.1.1 Vegetative Communities

All parcels contain mangrove swamp except for the northwest portion of parcel 83491440005, dominated by black mangrove (*Avicennia germinans*), with some white mangrove (Laguncularia racemosa) and buttonwood (*Conocarpus erectus*).

Exotic plant density appears to be 25% on all parcels. Brazilian pepper is found along the roads through the parcels with Brazilian pepper, Java Plum, and some Australian Pine scattered throughout the mangrove swamp. Old world climbing fern is expected in the mangroves of both parcels.

No listed plant species were observed; however, it is highly probable that multiple *Tillandsia* species exist within both parcels.

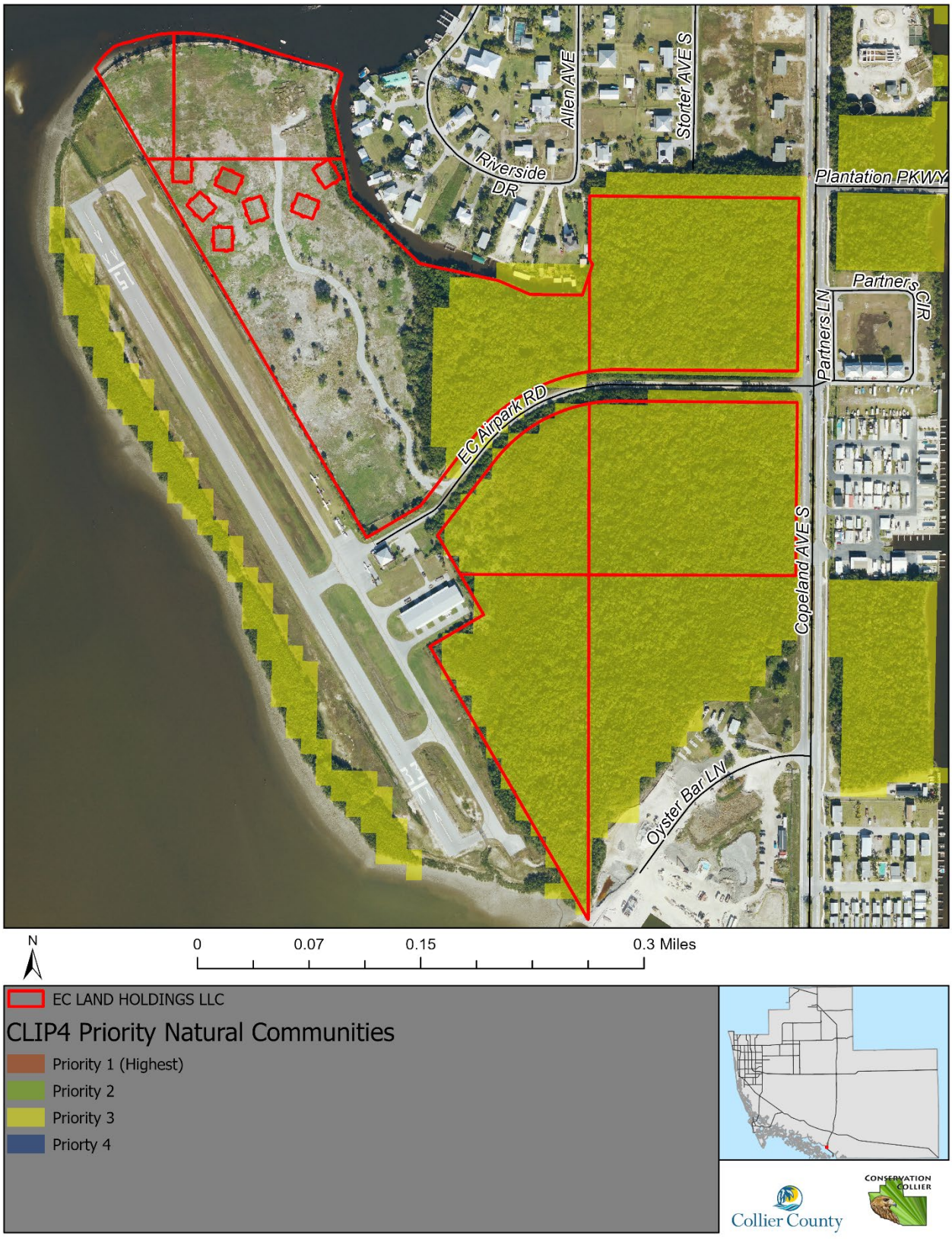


Figure 4 - CLIP4 Priority Natural Communities

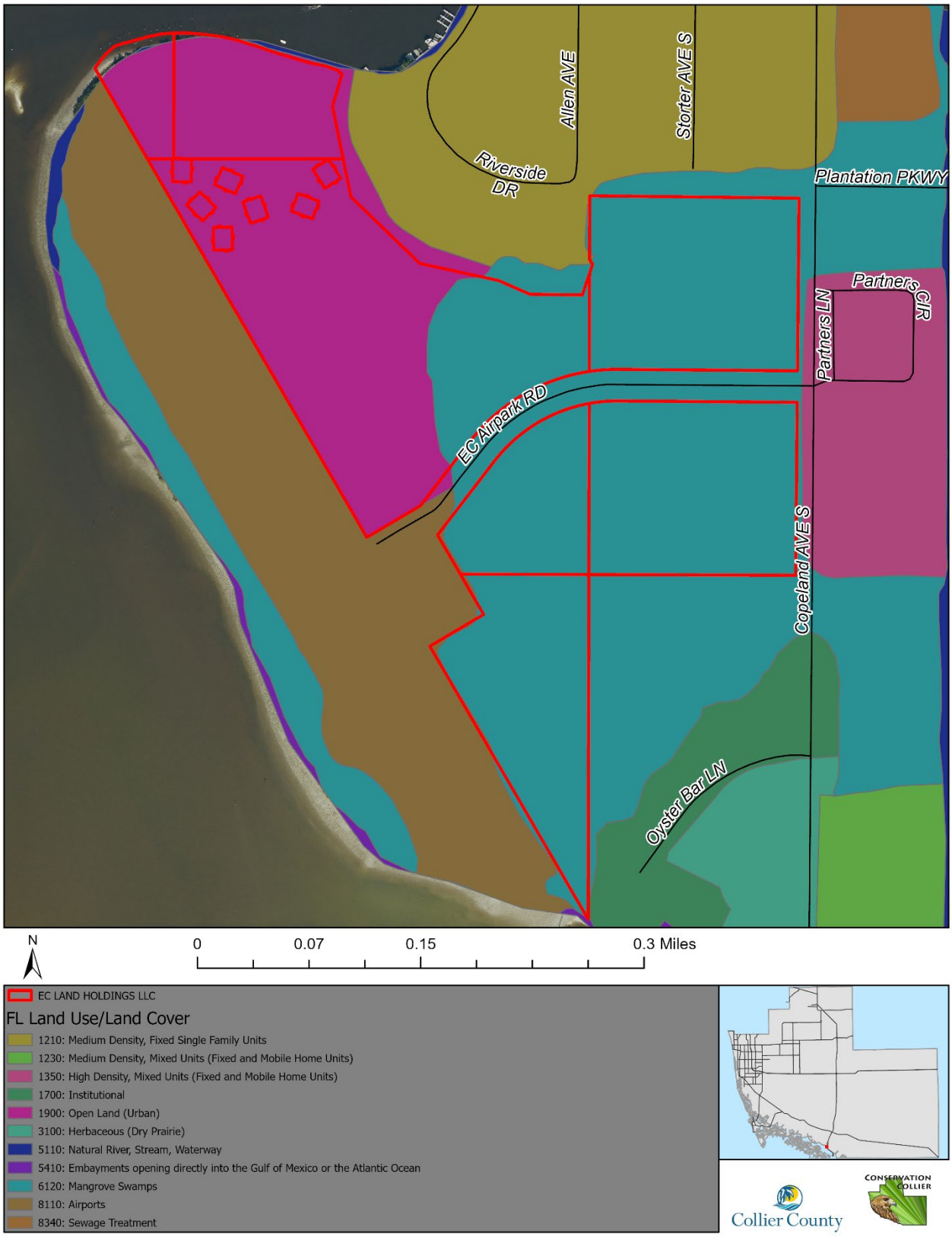


Figure 5 - Cooperative Land Cover Classification System



Figure 6 – Representative mangrove swamp within parcel 83491160000



Figure 7 – Representative mangrove swamp within parcel 83491440005

3.1.2 Wildlife Communities

These parcels provide cover and potential foraging areas for the wading birds that utilize the adjacent Everglades National Park, many of which are listed. It is highly probable that white-crowned pigeon (*Patagioenas leucocephala*) utilizes these parcels, as the species has been documented in the area and a potential observation was made during the site visit

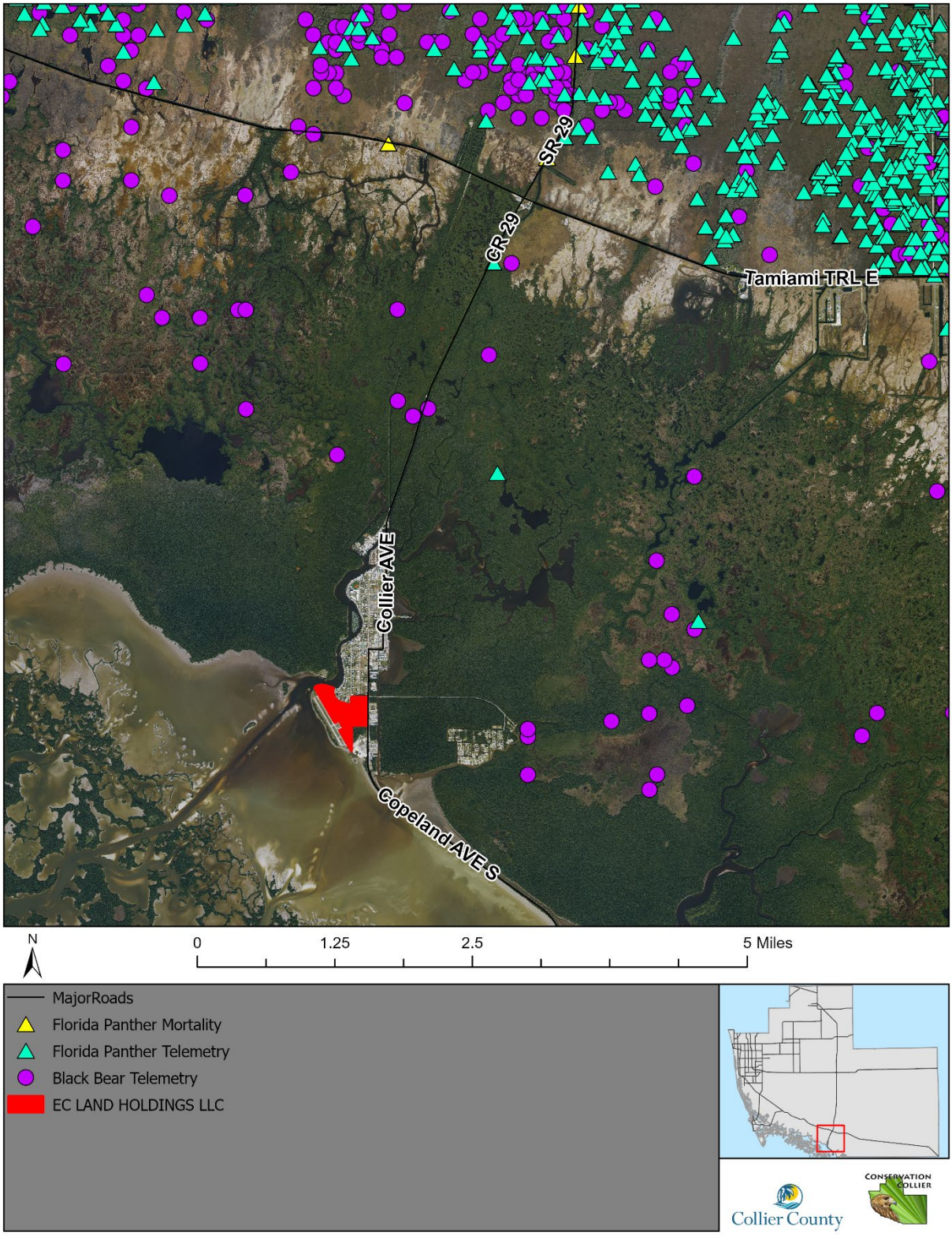


Figure 9 - Wildlife Spatial Data (i.e., telemetry, roosts, etc)

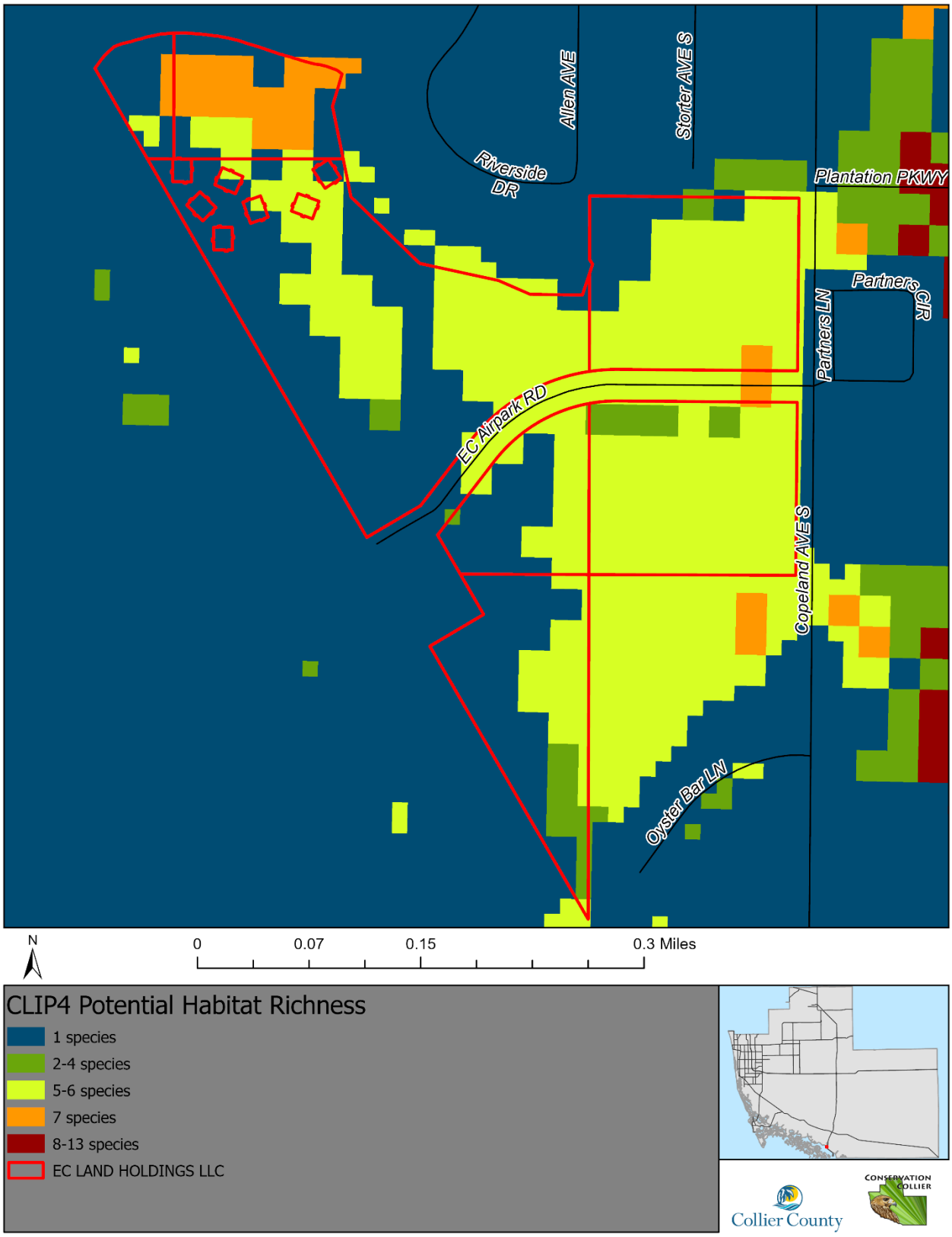


Figure 10 - CLIP4 Potential Habitat Richness

3.1.3 Water Resources

While neither parcel is mapped to contribute significantly to the aquifer, parcels contain wetland vegetation communities and hold some throughout the year. The parcels also provide protection from storm surge. Although neither parcel is adjacent to a designated Outstanding Water Body, both are within approximately 1,500 feet of Outstanding Florida Waters.

Soils data is based on the Soil Survey of Collier County Area, Florida (USDA/NRCS, 1990). All parcels contain hydric soils. Mapped soils show that “Durbin and Wulfert Mucks, Frequently Flooded” - a very poorly drained soil found in tidal mangrove swamps – comprises 100% of the Conservation Collier hatched boundary.

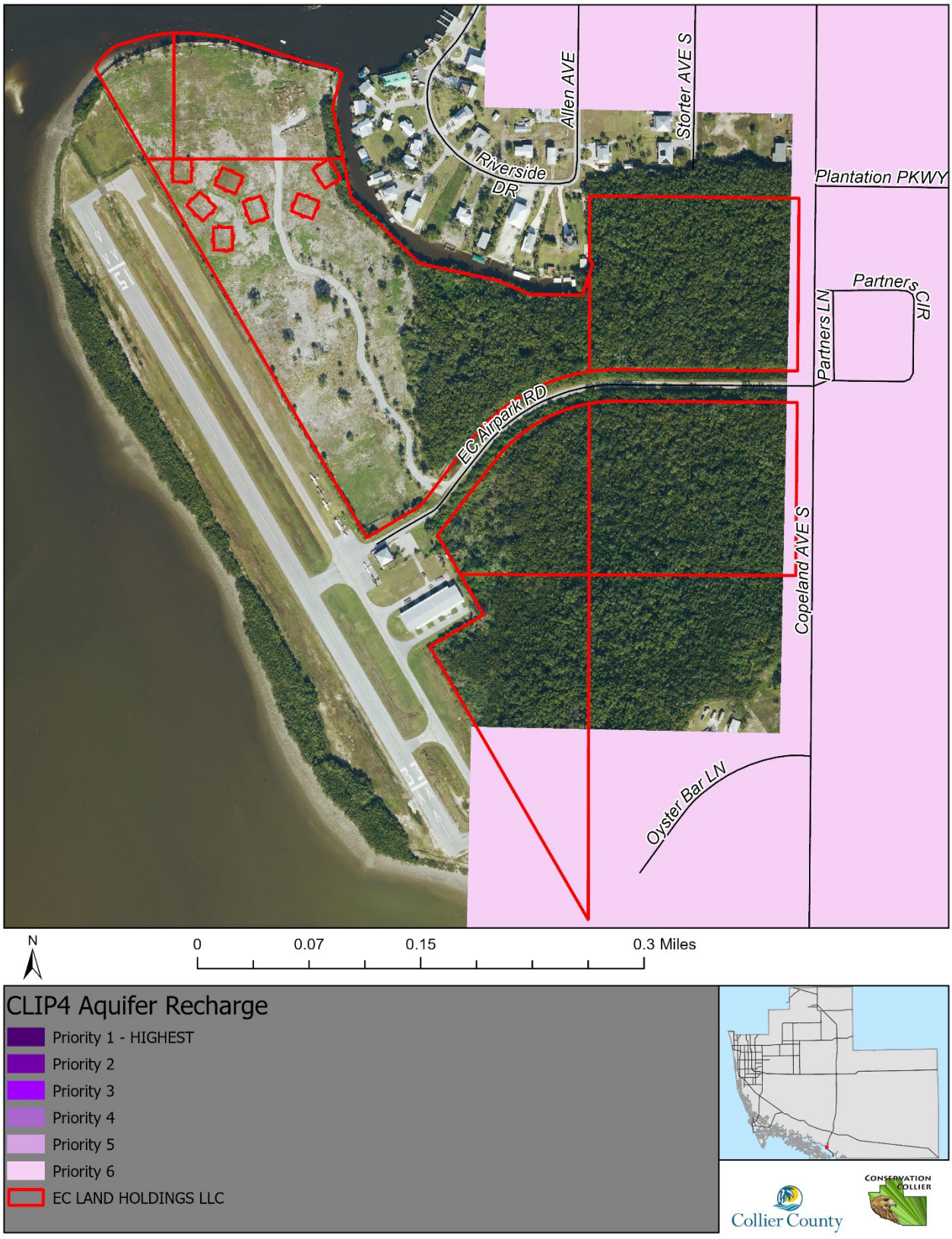


Figure 11 – CLIP4 Aquifer Recharge Priority and Wellfield Protection Zones

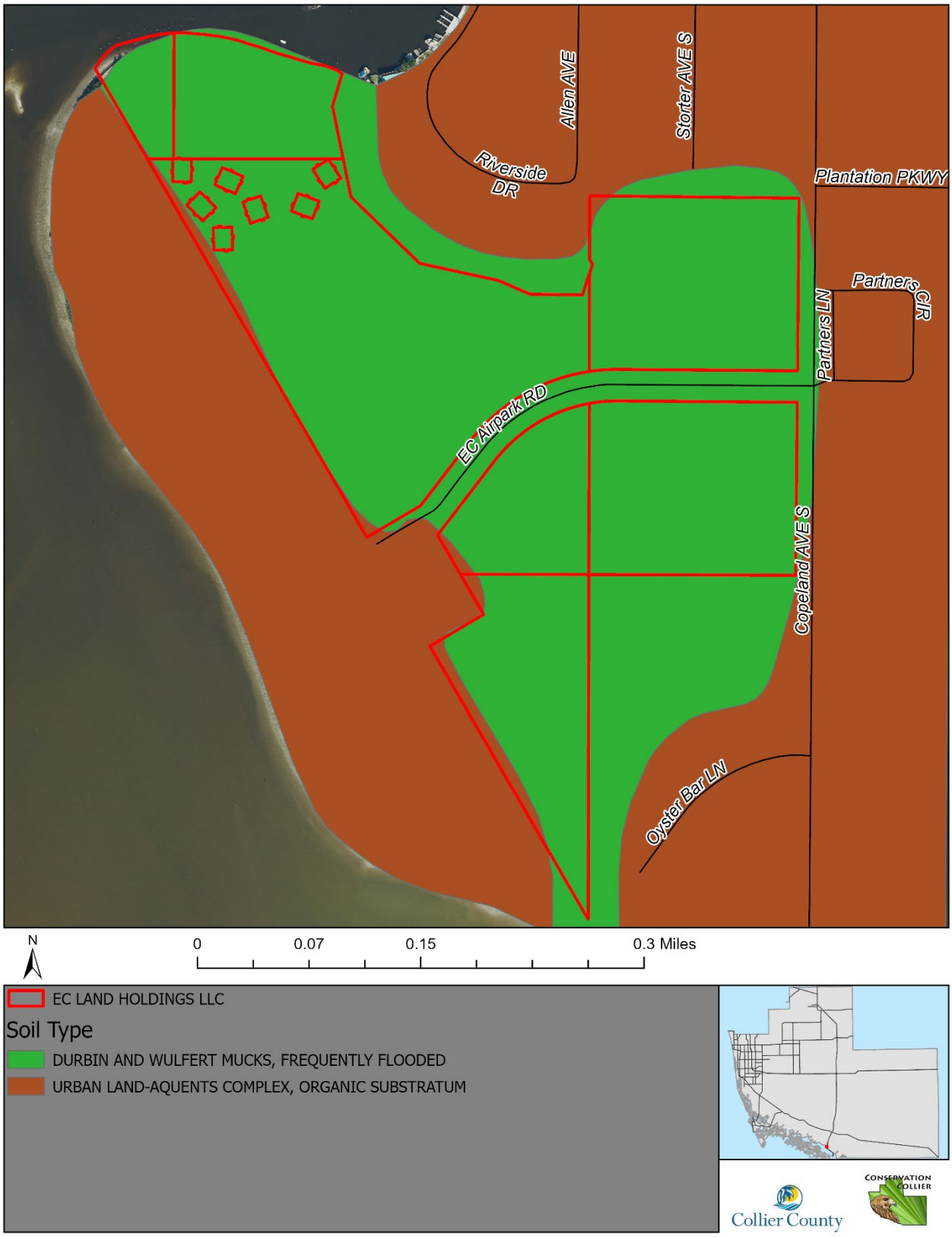


Figure 12 - Collier County Soil Survey

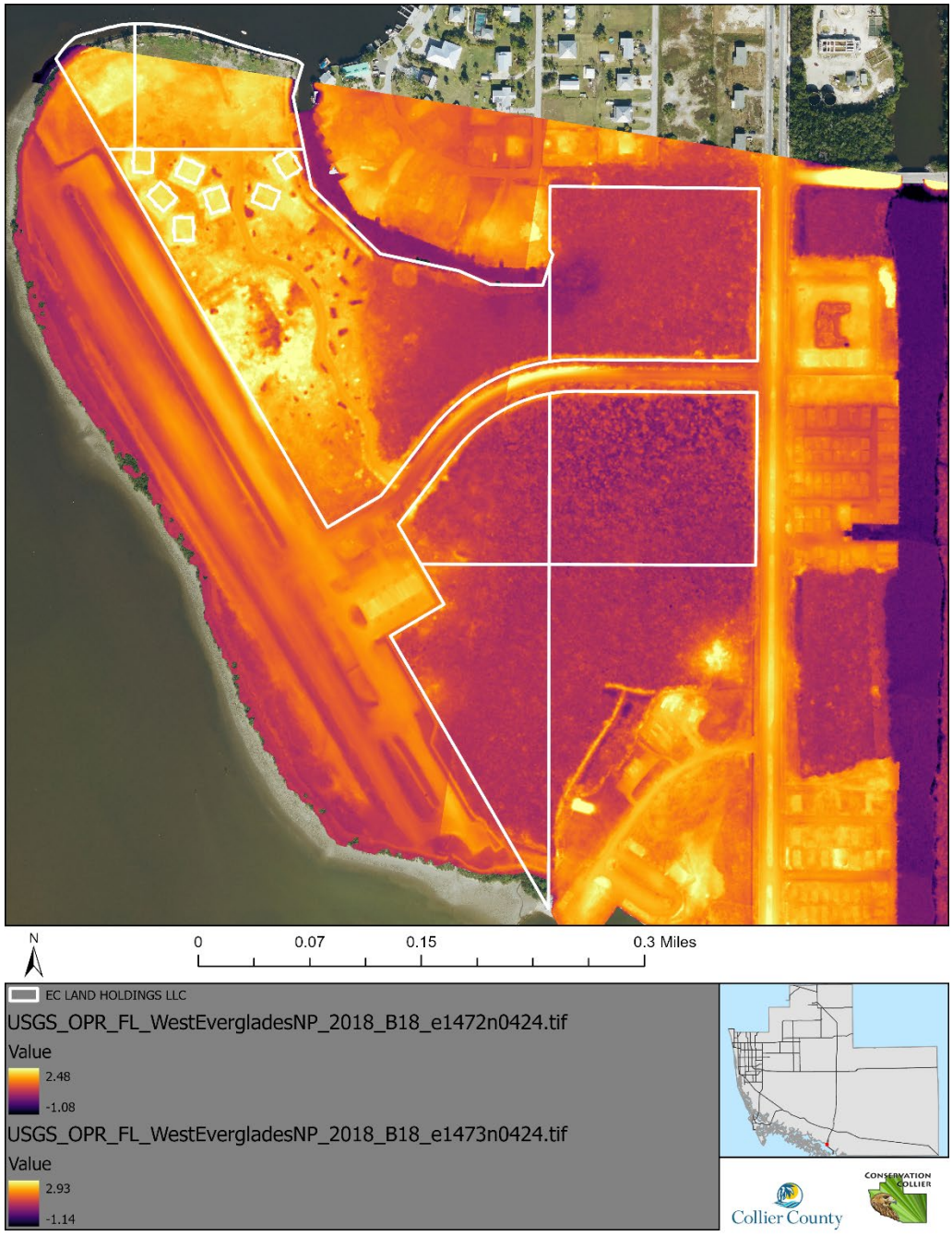


Figure 13 LIDAR Elevation Map (in meters)

LiDAR from USGS for Everglades was not flown on its initial Collier County assessment and was flown at a later date. Due to this, bringing the LiDAR into GIS is in Meters, not Feet. Conservation Collier did not have time to process a conversion of the data. Here is the range in feet in the above '*Figure 13*'

2018_B18_e1472n0424 – (8.14 FT to -3.54 FT)

2018_B18_e1473n0424 – (9.61 FT to -3.74 FT)

3.1.4 Ecosystem Connectivity

The parcels are adjacent to Everglades National Park but the southernmost portion of the adjacent parcel within the park is developed land. With Copeland Ave S to the east and the airport to the west, there are some barriers of connectivity to Big Cypress National Preserve and Green Heart of the Everglades but it is within crossing territory.

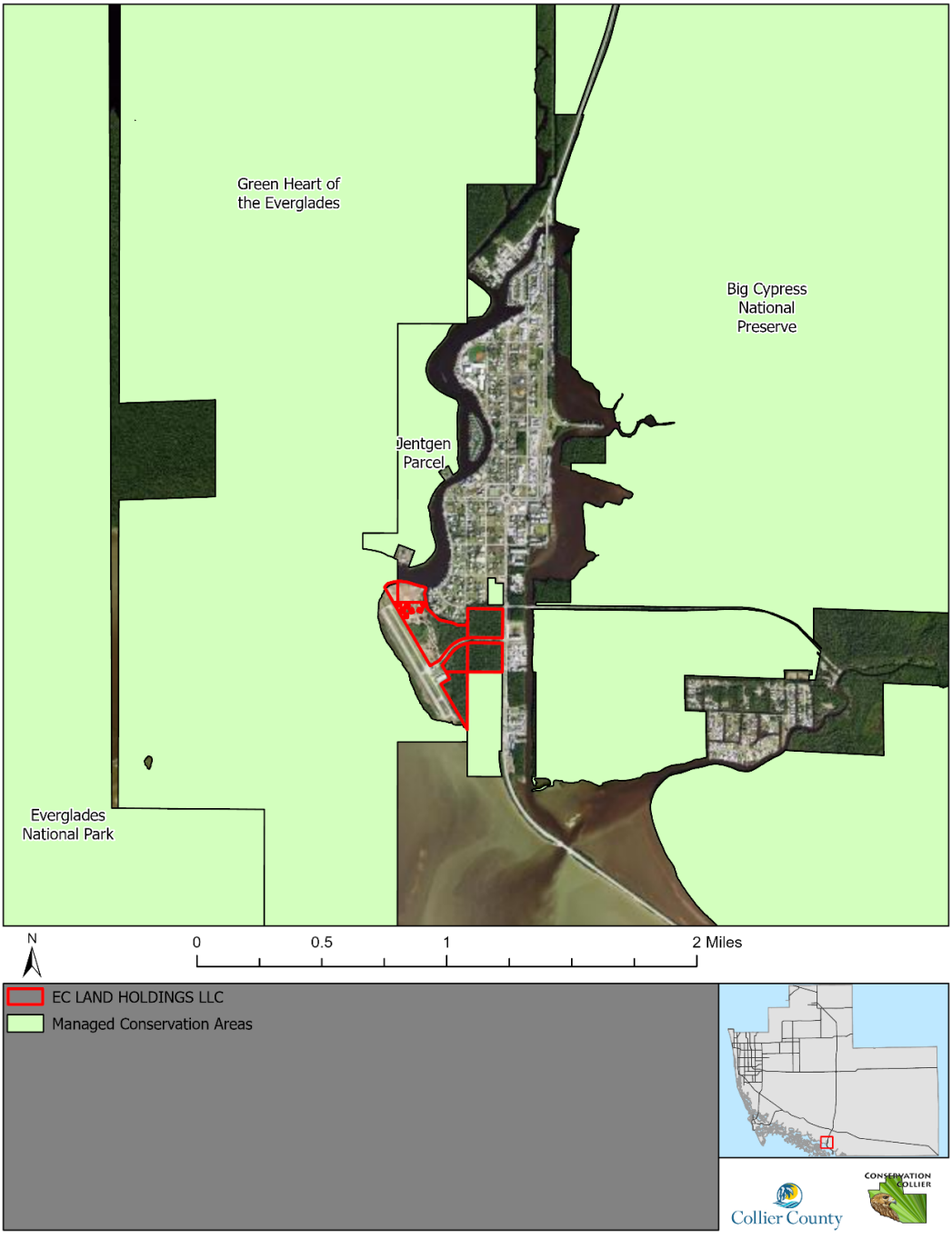


Figure 14 - Conservation Lands

3.2 Human Values

3.2.1 Recreation

These parcels would not provide public recreation.

3.2.2 Accessibility

These parcels are not accessible to the public.

3.2.3 Aesthetic/Cultural Enhancement

The property offers the enhancement of the aesthetic setting of Collier County for a natural wetland buffer, >25ac of no development and is visible from a paved public road.

3.2 Restoration and Management

3.3.1 Vegetation Management

3.3.1.1 Invasive Vegetation

Twenty-five percent of the parcels is covered with invasive vegetation – primarily Brazilian Pepper and Java Plum. A few stands of Australian pine also exist within the parcels. Brazilian Pepper lines the edges of the roadways as a seed source deeper into the mangrove swamp.

3.3.1.2 Prescribed Fire

These parcels contain wetlands that would not be part of a prescribed fire burn rotation.

3.3.2 Remediation and Site Security

No site security issues appear to exist within the parcel.

3.3.3 Assistance

Assistance from other agencies or organizations is not anticipated.

3.4 Vulnerability

3.4.1 Zoning and Land Use

These parcels are zoned '*Residential Tourist'* with an overlay of '*Under Regulatory Agencies Which Supersede The City's Jurisdiction*'

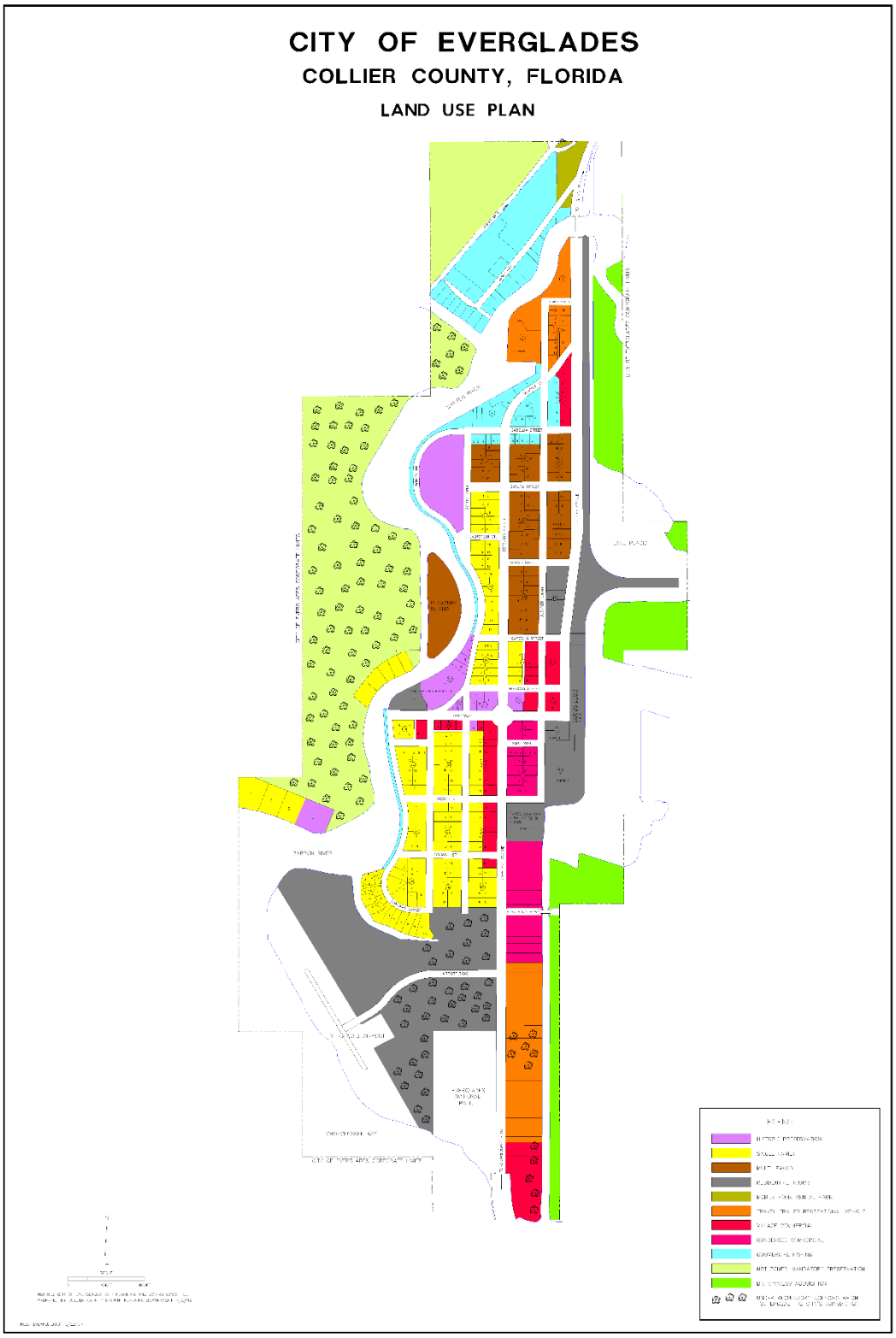


Figure 15 – Zoning

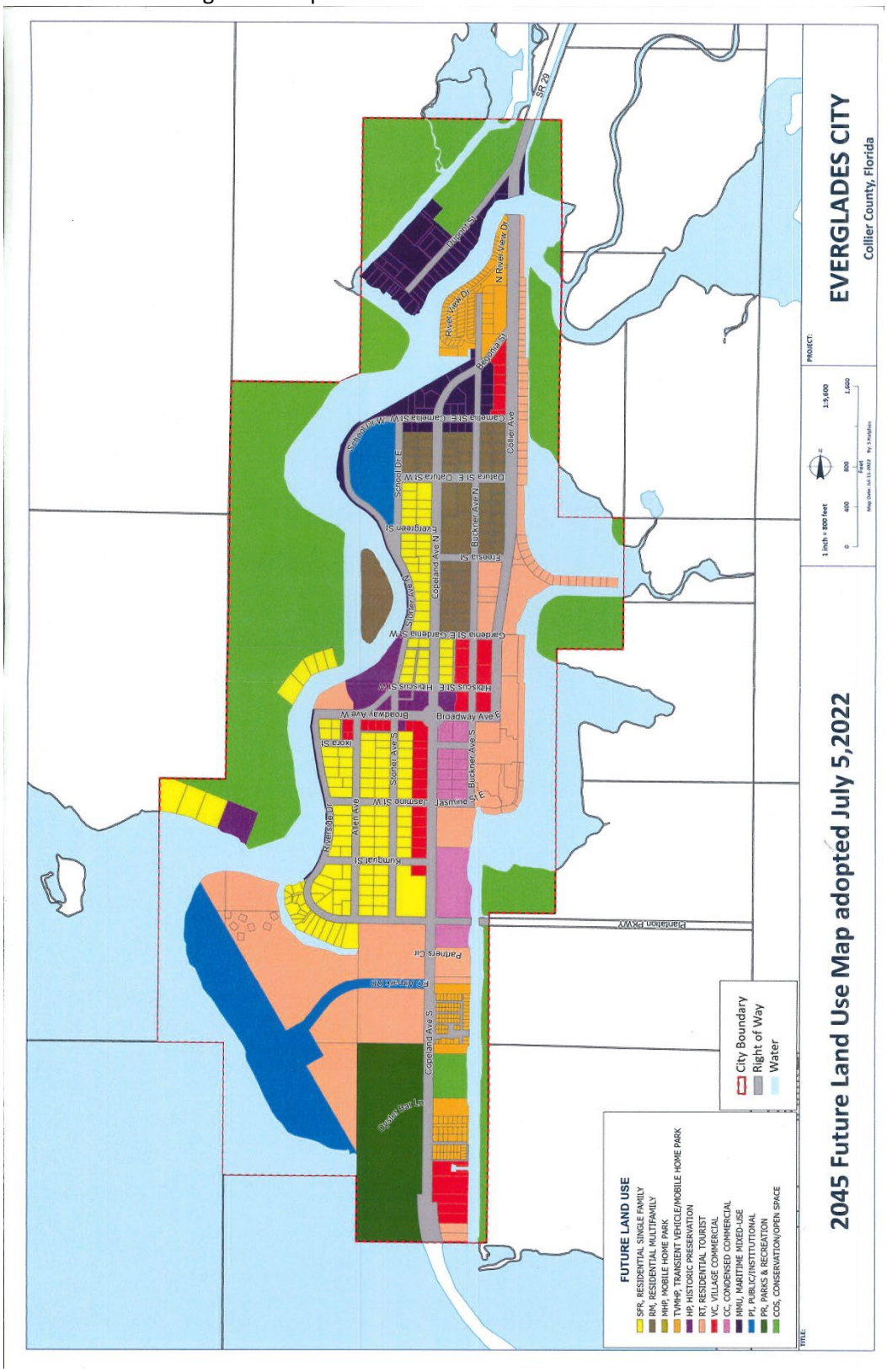


Figure 16 – Future Land Use

3.4.2 Development Plans

The hatched Conservation Collier portion of 33.5 acres is not planned for development by the program.

4. Acquisition Considerations

No additional considerations at this time.

5. Management Needs and Costs

Table 3 - Estimated Costs of Site Remediation, Improvements, and Management

Management Element	Initial Cost	Annual Recurring Cost	Comments
Invasive Vegetation Removal	$75,000	$15,000	Initial assumes cost of removal of Brazilian Pepper along road since cannot mulch into wetland. Brazilian Pepper, Java Plum, Australian Pine kill in place treatment inside mangrove swamp.

6. Potential for Matching Funds

There are no known matching funds or partnership opportunities for acquisition in this area.

7. Secondary Criteria Scoring Form

Property Name: Everglades Outpost			
Target Protection Mailing Area: N/A			
Folio(s): 83490600008, 83490720001, 83491160000, 83491440005, 83491840003			
Secondary Criteria Scoring	**Possible Points**	**Awarded Points**	**Percentage**
1 - Ecological Value	**160**	**56**	**35**
2 - Human Value	**80**	**27**	**34**
3 - Restoration and Management	**80**	**53**	**66**
4 - Vulnerability	**80**	**42**	**53**
TOTAL SCORE	**400**	**178**	**44**

1 - ECOLOGICAL VALUES (40% of total)	**Possible Points**	**Awarded Points**	**Comments**
1.1 VEGETATIVE COMMUNITIES	**200**	**65**	
1.1.1 - Priority natural communities (Select highest score)			
a. Parcel contains CLIP4 Priority 1 communities (1130 - Rockland Hammock, 1210 - Scrub, 1213 - Sand Pine Scrub, 1214 - Coastal Scrub, 1312 - Scrubby Flatwoods, 1610 - Beach Dune, 1620 - Coastal Berm, 1630 - Coastal Grasslands, 1640 - Coastal Strand, or 1650 - Maritime Hammock)	100		
b. Parcel contains CLIP4 Priority 2 communities (22211 - Hydric Pine Flatwoods, 2221 - Wet Flatwoods, or 1311 - Mesic Flatwoods)	60		
c. Parcel contains CLIP4 Priority 3 communities (5250 - Mangrove Swamp, or 5240 - Salt Marsh)	50		
d. Parcel contains CLIP4 Priority 4 communities (5250 - Mangrove Swamp)	25	25	Only Mangrove Swamp
1.1.2 - Plant community diversity (Select the highest score)			
a. Parcel has ≥ 3 CLC native plant communities (Florida Cooperative Land Cover Classification System native plant communities)	20		
b. Parcel has ≤ 2 CLC native plant communities	10	10	Mangrove
c. Parcel has 0 CLC native plant communities	0		
1.1.3 - Listed plant species (excluding commercially exploited species) (Select the highest score)			
a. Parcel has ≥5 CLC listed plant species	30		
b. Parcel has 3-4 CLC listed plant species	20		
c. Parcel has ≤ 2 CLC listed plant species	10		
d. Parcel has 0 CLC listed plant species	0	0	
1.1.4 - Invasive Plant Infestation (Select highest score)			
a. 0 - 10% infestation	50		
b. 10 - 25% infestation	40		
c. 25 - 50% infestation	30	30	
d. 50 - 75% infestation	20		

e. ≥75% infestation	10		
1.2 - WILDLIFE COMMUNITIES	**100**	**40**	
1.2.1 - Listed wildlife species (Select the highest score)			
a. Listed wildlife species documented on the parcel	80		
b. Listed wildlife species documented on adjacent property	60		
c CLIP Potential Habitat Richness ≥5 species	40	40	
d. No listed wildlife documented near parcel	0		
1.2.2 - Significant wildlife habitat (Rookeries, roosts, denning sites, nesting grounds, high population densities, etc) (Select highest score)			
a. Parcel protects significant wildlife habitat (Please describe)	20		
b. Parcel enhances adjacent to significant wildlife habitat (Please describe)	10		
c. Parcel does not enhance significant wildlife habitat	0	0	
1.3 - WATER RESOURCES	**100**	**30**	
1.3.1 - Aquifer recharge (Select the highest score)			
a. Parcel is located within a wellfield protection zone or within a CLIP4 Aquifer Recharge Priority 1 area	40		
b. Parcel is located within a CLIP4 Aquifer Recharge Priority 2 or 3 area	30		
c. Parcel is located within a CLIP4 Aquifer Recharge Priority 4 or 5 area	20		
d. Parcel is located within a CLIP4 Aquifer Recharge Priority 6 area	0	0	
1.3.2 - Surface Water Protection (Select the highest score)			
a. Parcel is contiguous with and provides buffering for an Outstanding Florida Waterbody	30		
b. Parcel is contiguous with and provides buffering for a creek, river, lake, canal or other surface water body	20		
c. Parcel is contiguous with and provides buffering for an identified flowway	15		
d. Wetlands exist on site	10	10	
e. Parcel does not provide opportunities for surface water quality enhancement	0		
1.3.3 - Floodplain Management (Select all that apply)			
a. Parcel has depressional or slough soils	10		
b. Parcel has known history of flooding and is likely to provide onsite water attenuation	10	10	
c. Parcel provides storm surge buffering	10	10	
d. Parcel does not provide floodplain management benefits	0		
1.4 - ECOSYSTEM CONNECTIVITY	**200**	**75**	
1.4.1 - Acreage (Select Highest Score)			
a. Parcel is ≥ 300 acres	150		
b. Parcel is ≥ 100 acres	100		
b. Parcel is ≥ 50 acres	75		

c. Parcel is ≥ 25 acres	25	25	
d. Parcel is ≥ 10 acres	15		
e. Parcel is < 10 acres	0		
1.4.2 - Connectivity (Select highest score)			
a. Parcel is immediately contiguous with conservation lands	50	50	
b. Parcel is not immediately contiguous, but parcels between it and nearby conservation lands are undeveloped	25		
c. Parcel is isolated from conservation land	0		
ECOLOGICAL VALUES TOTAL POINTS	**600**	**210**	
ECOLOGICAL VALUES WEIGHTED SCORE (Awarded Points/Possible Points*160)	**160**	**56**	

2 - HUMAN VALUES (20%)	Possible Points	Awarded Points	Comments
2.1 - RECREATION	**120**	**0**	
2.1.1 - Compatible recreation activities (Select all that apply)			
a. Hunting	20		
b. Fishing	20		
c. Water-based recreation (paddling, swimming, etc)	20		
d. Biking	20		
e. Equestrian	20		
f. Passive natural-resource based recreation (Hiking, photography, wildlife watching, environmental education, etc)	20		
g. Parcel is incompatible with nature-based recreation	0	0	
2.2 - ACCESSIBILITY	**120**	**80**	
2.2.1 - Seasonality (Select the highest score)			
a. Parcel accessible for land-based recreation year round	20		
b. Parcel accessible for land-based recreation seasonally	10		
c. Parcel is inaccessible for land-based recreation	0	0	
2.2.2 - Vehicle access (Select the highest score)			
a. Public access via paved road	50	50	
b. Public access via unpaved road	30		
c. Public access via private road	20		
d. No public access	0		
2.2.3 - Parking Availability (Select the highest score)			
a. Minor improvements necessary to provide on-site parking	40		
b. Major improvements necessary to provide on-site parking (Requires site development plan)	25		
b. Public parking available nearby or on adjacent preserve	20	20	
c. Street parking available	10		
d. No public parking available	0		
2.2.4 - Pedestrian access (Select the highest score)			
a. Parcel is easily accessible to pedestrians (within walking distance of housing development)	10	10	

b. Parcel is not easily accessible to pedestrians	0		
2.3 - AESTHETICS/CULTURAL ENHANCEMENT	**40**	**15**	
2.3.1 - Aesthetic/cultural value (Choose all that apply)			
a. Mature/outstanding native vegetation	5	5	
b. Scenic vistas	5		
c. Frontage enhances aesthetics of public thoroughfare	10	10	
d. Archaeological/historical structures present	15		
e. Other (Please describe)	5		
f. None	0		
HUMAN VALUES TOTAL SCORE	**280**	**95**	
HUMAN VALUES WEIGHTED SCORE (Awarded Points/Possible Points*80)	**80**	**27**	

3 - RESTORATION AND MANAGEMENT (20%)	Possible Points	Awarded Points	Comments
3.1 - VEGETATION MANAGEMENT	**120**	**95**	
3.1.1 - Invasive plant management needs (Select the highest score)			
a. Minimal invasive/nuisance plant management necessary to restore and maintain native plant communities (<30%)	100		
b. Moderate invasive/nuisance plant management necessary to restore and maintain native plant communities (30-65%)	75	75	
c. Major invasive/nuisance plant management necessary to restore and maintain native plant communities (>65%)	50		
d. Major invasive/nuisance plant management and replanting necessary to restore and maintain native plant communities (>65%)	25		
e. Restoration of native plant community not feasible	0		
3.1.2 - Prescribed fire necessity and compatibility (Select the highest score)			
a. Parcel contains fire dependent plant communities and is compatible with prescribed fire or parcel does not contain fire dependent plant communities	20	20	
b. Parcel contains fire dependent plant communities and is incompatible with prescribed fire	0		
3.2 - REMEDIATION AND SITE SECURITY	**50**	**20**	
3.2.1 - Site remediation and human conflict potential (Dumping, contamination, trespassing, vandalism, other) (Select the highest score)			
a. Minimal site remediation or human conflict issues predicted	50		
b. Moderate site remediation or human conflict issues predicted (Please describe)	20	20	
c. Major site remediation or human conflict issues predicted (Please describe)	5		
d. Resolving site remediation or human conflict issues not feasible	0		
3.3 - ASSISTANCE	**5**	**0**	
3.4.1 - Management assistance by other entity			
a. Management assistance by other entity likely	5		
b. Management assistance by other entity unlikely	0	0	
RESTORATION AND MANAGEMENT TOTAL SCORE	**175**	**115**	

RESTORATION AND MANAGEMENT WEIGHTED SCORE (Awarded Points/Possible Points*80)	**80**	**53**	

4 - VULNERABILITY (20%)	Possible Points	Awarded Points	Comments
4.1 - ZONING AND LAND USE	**130**	**90**	
4.1.1 - Zoning and land use designation (Select the highest score)			
a. Zoning allows for Single Family, Multifamily, industrial or commercial	100	75	
b. Zoning allows for density of no greater than 1 unit per 5 acres	75		
c. Zoning allows for agricultural use /density of no greater than 1 unit per 40 acres	50		
d. Zoning favors stewardship or conservation	0		
4.1.2 - Future Land Use Type (Select the highest score)			
a. Parcel designated Urban	30	15	
b. Parcel designated Estates, Rural Fringe Receiving and Neutral, Agriculture	25		
c. Parcel designated Rural Fringe Sending, Rural Lands Stewardship Area	5		
d. Parcel is designated Conservation	0		
4.2 - DEVELOPMENT PLANS	**50**	**5**	
4.2.1 - Development plans (Select the highest score)			
a. Parcel has been approved for development	20		
b. SFWMD and/or USACOE permit has been applied for or SDP application has been submitted	15		
c. Parcel has no current development plans	0	0	
4.2.2 - Site characteristics amenable to development (Select all that apply)			
a. Parcel is primarily upland	10		
b. Parcel is along a major roadway	10		
c. Parcel is >10 acres	5	5	
d. Parcel is within 1 mile of a current or planned commercial or multi-unit residential development	5		
VULNERABILITY TOTAL SCORE	**180**	**95**	
VULNERABILITY WEIGHTED SCORE (Awarded Points/Possible Points*80)	**80**	**42**	

8. Additional Site Photos _



Roadside photo of northern parcel 83491440005



Roadside photo of southern parcel 83491440005



Roadside photo of southern parcel 83491160000



White mangrove along roadway of all parcels

APPENDIX 1 – Critical Lands and Water Identification Maps (CLIP) Definitions

This report makes use of data layers from the Florida Natural Areas Inventory and University of Florida Critical Lands and Waters Identification Project (CLIP4). CLIP4 is a collection of spatial data that identify statewide priorities for a broad range of natural resources in Florida. It was developed through a collaborative effort between the Florida Areas Natural Inventory (FNAI), the University of Florida GeoPlan Center and Center for Landscape Conservation Planning, and the Florida Fish and Wildlife Conservation Commission (FWC). It is used in the Florida Forever Program to evaluate properties for acquisition. CLIP4 is organized into a set of core natural resource data layers which are representative of 5 resource categories: biodiversity, landscapes, surface water, groundwater and marine. The first 3 categories have also been combined into the Aggregated layer, which identifies 5 priority levels for natural resource conservation.

Below is a description of each of the three CLIP4 data layers used in this report.

Figure 4 - CLIP4 Priority Natural Communities

Consists of 12 priority natural community types: upland glades, pine rocklands, seepage slopes, scrub, sandhill, sandhill upland lakes, rockland hammock, coastal uplands, imperiled coastal lakes, dry prairie, upland pine, pine flatwoods, upland hardwood forest, or coastal wetlands. These natural communities are prioritized by a combination of their heritage global status rank (G-rank) and landscape context, based on the Land Use Intensity Index (subset of CLIP Landscape Integrity Index) and FNAI Potential Natural Areas. Priority 1 includes G1-G3 communities with Very High or High landscape context. Priority 2 includes G1-G3 Medium and G4 Very High/High. Priority 3 includes G4 Medium and G5 Very High/High. Priority 5 is G5 Medium.

This data layer was created by FNAI originally to inform the Florida Forever environmental land acquisition program. The natural communities were mapped primarily based on the FNAI/FWC Cooperative Land Cover (CLC) data layer, which is a compilation of best-available land cover data for the entire state. The CLC is based on both remote-sensed (from aerial photography, primarily from water management district FLUCCS data) and ground-truthed (from field surveys on many conservation lands) data.

Figure 10. Potential Habitat Richness CLIP4 Map

This CLIP version 4.0 data layer is unchanged from CLIP v3.0. FWC Potential Habitat Richness. Because SHCAs do not address species richness, FWC also developed the potential habitat richness layer to identify areas of overlapping vertebrate species habitat. FWC created a statewide potential habitat model for each species included in their analysis. In some cases, only a portion of the potential habitat was ultimately designated as SHCA for each species. The Potential Habitat Richness layer includes the entire potential habitat model for each species and provides a count of the number of species habitat models occurring at each location. The highest number of focal species co-occurring at any location in the model is 13.

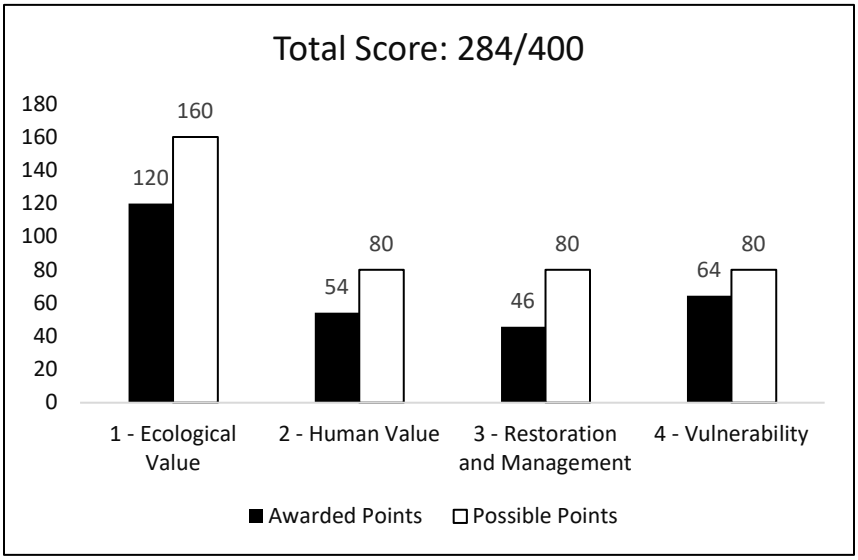
Figure 11: CLIP4 Aquifer Recharge Priority and Wellfield Protection Zones

High priorities indicate high potential for recharge to an underlying aquifer system (typically the Floridan aquifer but could be intermediate or surficial aquifers in some portions of the state). The highest priorities indicate high potential for recharge to springs or public water supplies. This figure also includes Wellfield Protection Zones. Collier County Wellfield Protection Zones are referenced in the Land Development Code and updated in 2010 by Pollution Control and Prevention Department Staff. The public water supply wellfields, identified in section 3.06.06 and permitted by the SFWMD for potable water to withdraw a minimum of 100,000 average gallons per day (GPD), are identified as protected wellfields, around which specific land use and activity (regulated development) shall be regulated under this section.

Conservation Collier
Initial Criteria Screening Report
Gore TPMA



Target Protection Mailing Area Parcels and Acreage: 78 parcels (179.6 ac)
Application Parcel Owner: Pedro and Omaida Castillo
Staff Report: September 3, 2025
(Original Report Date: August 3, 2022)



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1. Introduction

The Conservation Collier Program (Program) is an environmentally sensitive land acquisition and management program approved by the Collier County Board of County Commissioners (Board) in 2002 and by Collier County Voters in 2002 and 2006. The Program was active in acquisition between 2003 and 2011, under the terms of the referendum. Between 2011 and 2016, the Program was in management mode. In 2017, the Collier County Board re-authorized Conservation Collier to seek additional lands (2/14/17, Agenda Item 11B). On November 3, 2020, the Collier County electors approved the Conservation Collier Re-establishment referendum with a 76.5% majority.

This Initial Criteria Screening Report (ICSR) has been prepared for the Conservation Collier Program to meet requirements specified in the Conservation Collier Implementation Ordinance, 2002-63, as amended, and for purposes of the Conservation Collier Program. The sole purpose of this report is to provide objective data to demonstrate how properties meet the criteria defined by the ordinance.

The following sections characterize the property location, elaborate on the initial and secondary screening criteria scoring, and describe potential funding sources, appropriate use, site improvements, and estimated management costs.

This Initial Criteria Screening Report evaluates the entire Robert H. Gore III Preserve Target Protection Mailing Area (TPMA). The current TPMA includes a total of 78 parcels (179.6 acres). Parcels within the Robert H. Gore III Preserve TPMA, which is outside the multi-parcel project area, must be evaluated by the Conservation Collier Land Acquisition Advisory Committee (CCLAAC) and placed on the recommended Conservation Collier Active Acquisition List for Board consideration.

2. Summary of Property

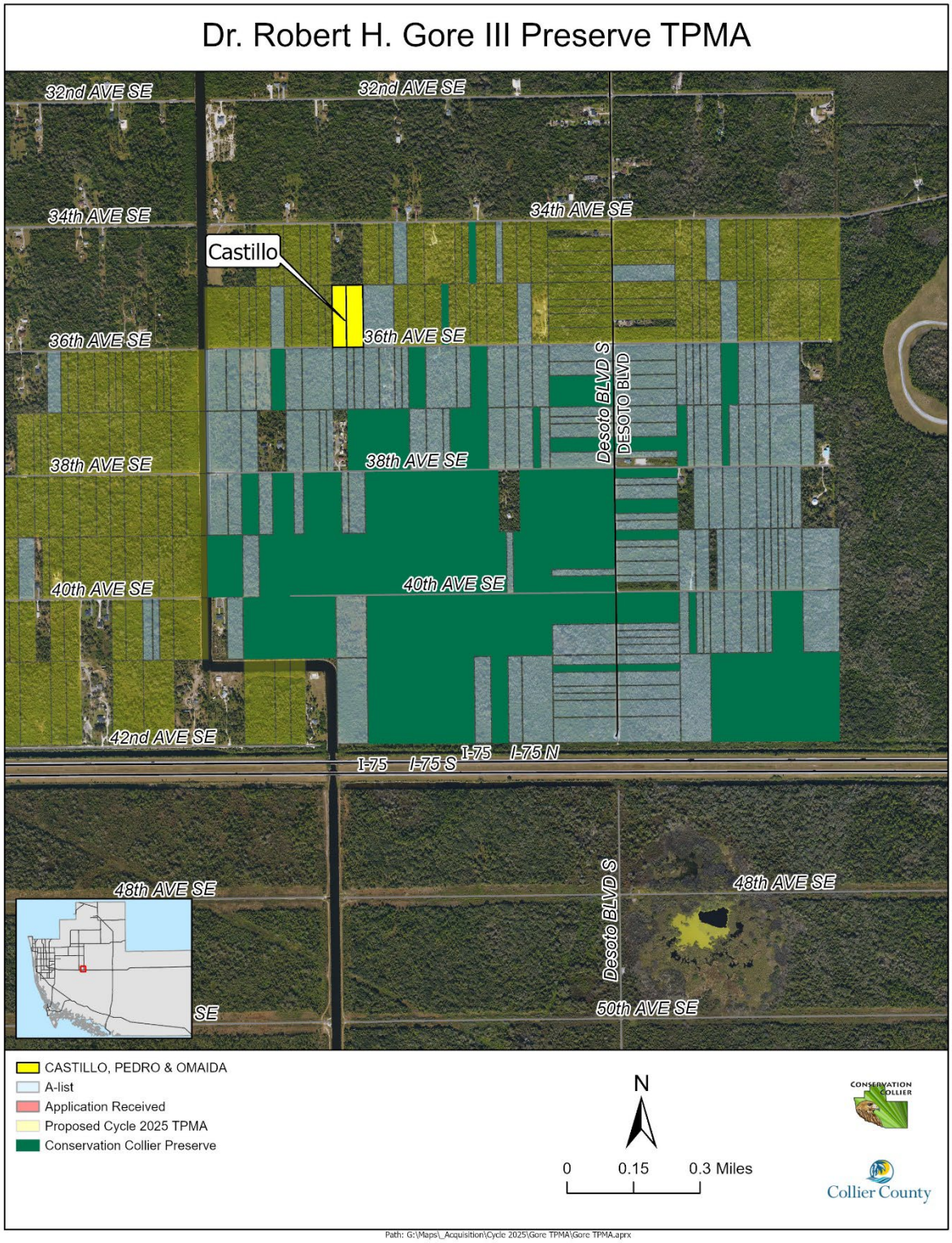


Figure 1 - Parcel Location Overview

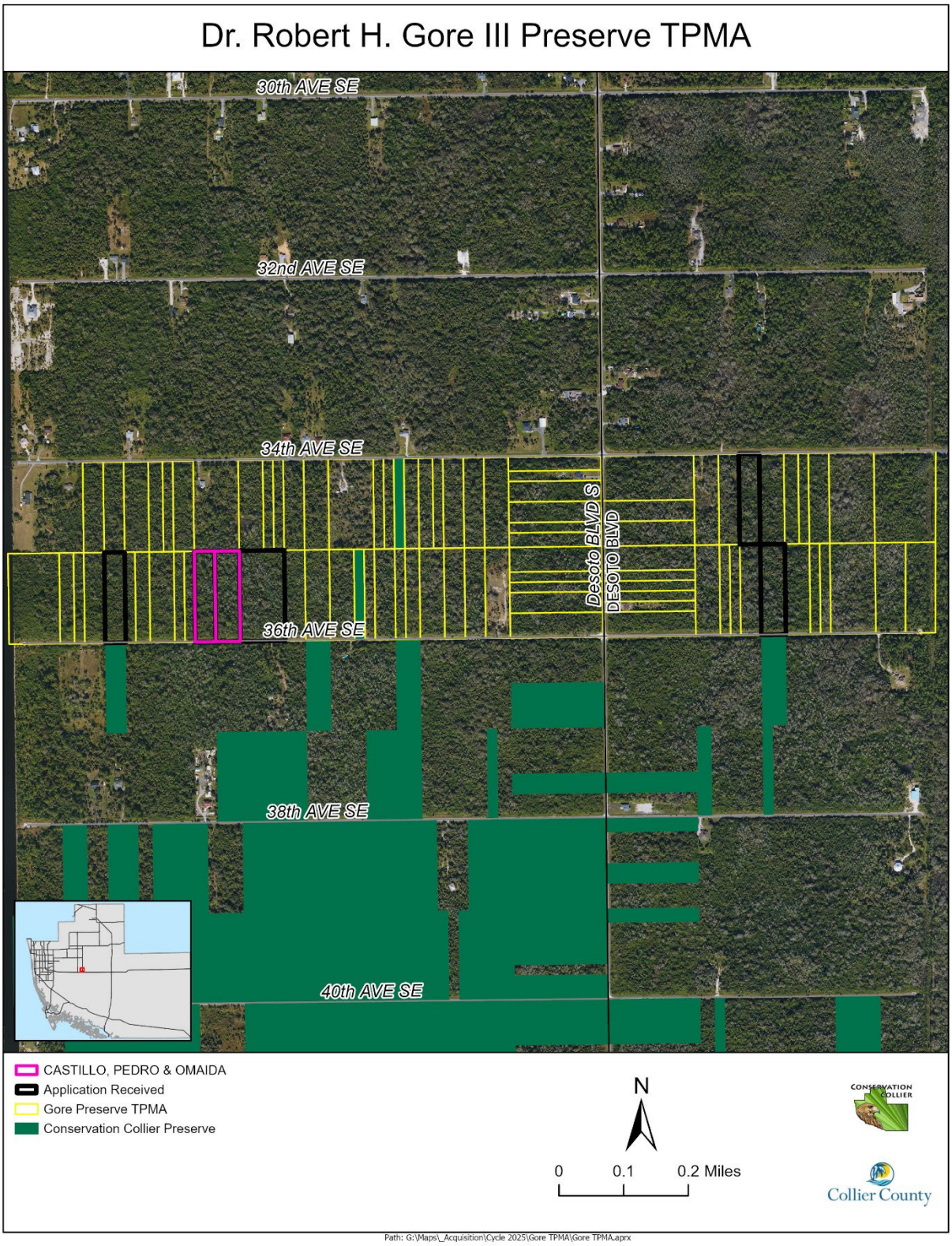


Figure 2 - Parcel Close-up

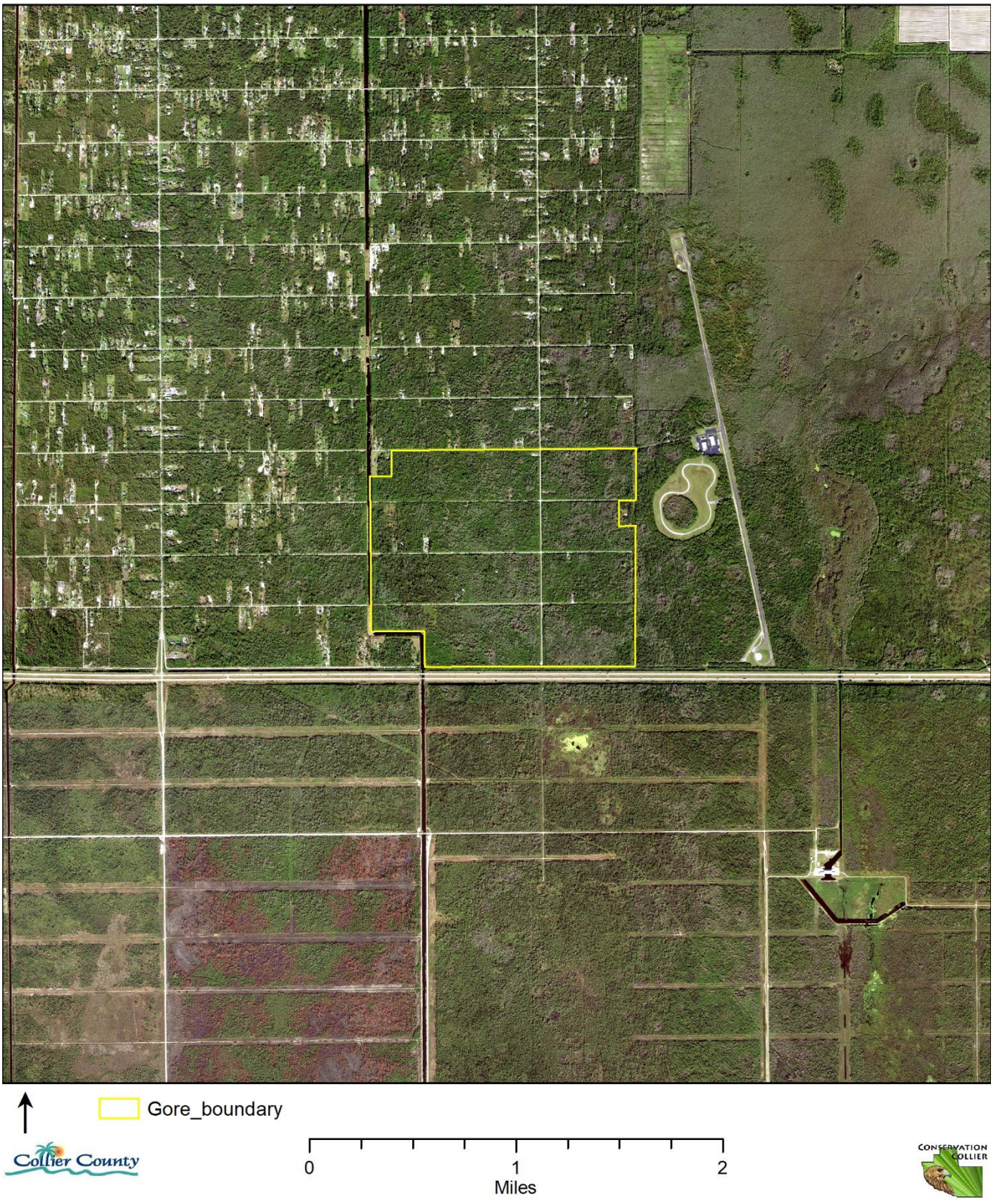


Figure 3 – Aerial of Multi-parcel Project and TPMA boundary

2.1 Summary of Property Information

Table 1 – Summary of Property Information

Characteristic	Value	Comments
Name	Multiple	Pedro and Omaida Castillo have applied
Folio Number	78 Parcels	179.6 parcels – current application folios are: 41618920007 & 41618960009
Target Protection Area	NGGE	Within Dr. Robert H. Gore III Preserve Target Protection Mailing Area
Size	177.9 total acres	Current application is 5.0 acres
Section, Township, and Range	S32 and S33, T49S, R28E	Sections 32 and 33, Township 49S, Range 28E
Zoning Category/TDRs	Estates	1 unit per 2.25 acres
FEMA Flood Map Category	AH, with some small areas AE and X500	AH and AE- Area close to water hazard that has a one percent chance of experiencing shallow flooding between one and three feet each year. X500 – low flood risk
Existing structures	none	
Adjoining properties and their Uses	Conservation, Residential, Easement and roadway	TPMA parcels are adjacent to existing Dr. Robert H. Gore III Preserve parcels, undeveloped land, limited residential inholdings, Desoto Blvd, and bordered on the east by conservation easement and the Florida Panther National Wildlife Refuge and south by Picayune Strand State Forest.
Development Plans Submitted	None	
Known Property Irregularities	None known	
Other County Dept Interest	Transportation	Desoto Blvd. may be widened, and an I-75 interchange may be developed in this area in the future

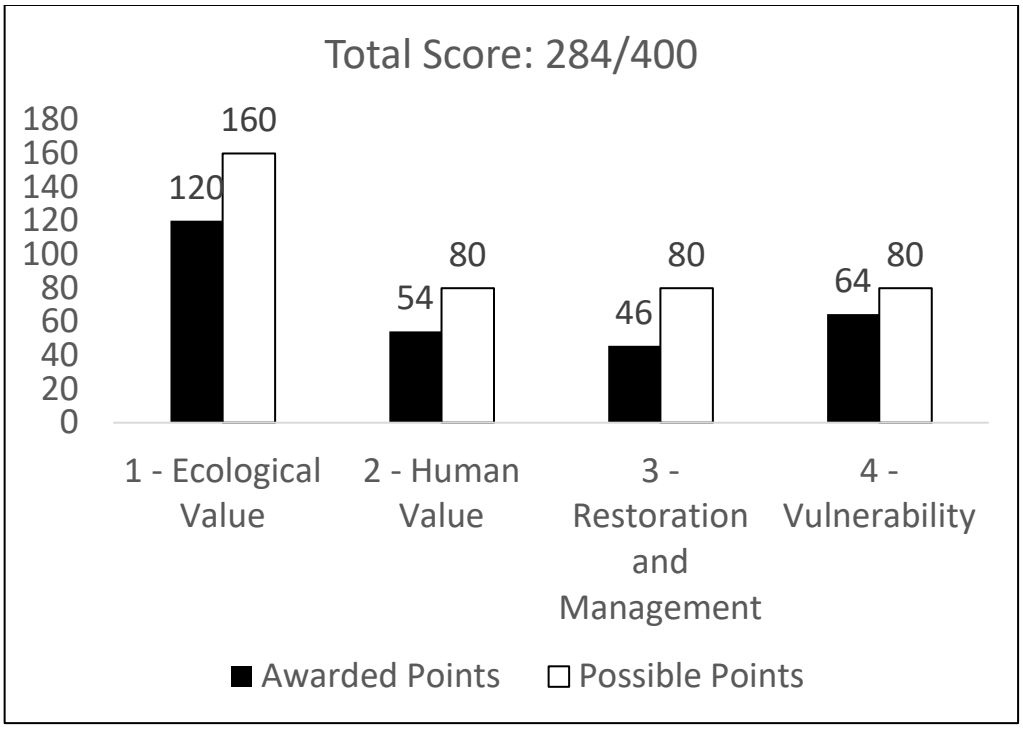


Figure 4 - Secondary Criteria Score

Table 2 - Secondary Criteria Score Summary

Criteria	Awarded Weighted Points	Possible Weighted Points	Awarded/Possible Points
1 - Ecological Value	**120**	**160**	**75%**
1.1 - Vegetative Communities	32	53	60%
1.2 - Wildlife Communities	24	27	90%
1.3 - Water Resources	11	27	40%
1.4 - Ecosystem Connectivity	53	53	100%
2 - Human Values	**54**	**80**	**68%**
2.1 - Recreation	23	34	67%
2.2 - Accessibility	27	34	79%
2.3 - Aesthetics/Cultural Enhancement	4	11	38%
3 - Restoration and Management	**46**	**80**	**57%**
3.1 - Vegetation Management	23	55	42%
3.2 - Remediation and Site Security	23	23	100%
3.3 - Assistance	0	2	0%
4 - Vulnerability	**64**	**80**	**81%**
4.1 - Zoning and Land Use	56	58	96%
4.2 - Development Plans	9	22	40%
Total	**284**	**400**	**71%**

2.2 Summary of Initial Screening Criteria Satisfaction (Ord. 2002-63, Sec. 10)

Criteria 1: CLIP Priority 1 Natural Community

Does the property contain Upland Hardwood Forest, Scrub, Coastal Upland, Dry Prairie, or Upland Pine? **NO**

Criteria 2: CLIP Priority 2 Natural Community

Does the property contain Pine Flatwoods or Coastal Wetlands? **YES**

TPMA contains Pine Flatwoods.

Criteria 3: Other Native, Natural Communities

Does the property contain other native, natural communities? **N/A**

The parcels also Cypress, Cypress- Mixed Hardwoods, Mixed Wetland Hardwoods, and Mixed Scrub-Shrub Wetland, but already contain a CLIP Priority 2 Natural Community.

Criteria 4: Human Social Values

Does the property offer cultural values, appropriate access for natural resource-based recreation, and the enhancement of the aesthetic setting of Collier County? **YES**

These parcels are in North Golden Gate Estates. They have access from four public roads: Desoto Blvd., 34th Ave. SE, and 36th Ave. SE. Desoto is paved road, both 34th Ave. SE and 36th Ave. SE are unpaved but passable by vehicle. Properties could accommodate seasonal outdoor recreation with some clearing for trails.

Criteria 5: Water Resources

Does the property offer opportunities for protection of water resource values, including aquifer recharge, water quality enhancement, protection of wetland dependent species habitat, wildfire risk reduction, storm surge protection, and flood control? **YES**

Hydric soils exist on just over 81% of the parcels; wetland indicators noted, and numerous wetland dependent plants species noted.

Criteria 6: Biological and Ecological Value

Does the property offer significant biological values, including biodiversity and listed species habitat? **YES**

FWC telemetry shows use by panther and black bear. Habitat for Florida bonneted bats and Everglades snail kites.

Criteria 7: Enhancement of Current Conservation Lands

Does the property enhance and/or protect the environmental value of current conservation lands through function as a buffer, ecological link or habitat corridor? **YES**

Parcels will enhance the Dr. Robert Gore III Preserve. Parcels are within a historic wetland that connects with the Florida Panther National Wildlife Refuge (FPNWR) to the east; however, they are separated by Desoto and the old Harley Davidson Test Track. Picayune Strand State Forest (PSSF) is located across I-75 to the south and Fakahatchee Strand State Preserve to the SE across I-75. Wildlife ledges under Miller and FakaUnion canals connect to PSSF.

Criteria 8: Target Area

Is the property within a Board-approved target protection mailing area? **YES**

Dr. Robert H. Gore III Preserve TPMA

The Dr. Robert H. Gore III Preserve TPMA parcels met 6 out of the 8 Initial Screening Criteria.

3. Initial Screening Criteria

3.1 Ecological Values

3.1.1 Vegetative Communities

Characterization of Plant Communities present:

Native plant communities that make up the TPMA parcels as indicated through the Cooperative Land Cover Classification System and ground and aerial observations include: Cypress, Cypress- Mixed Hardwoods, Mixed Wetland Hardwoods, Mixed Scrub-Shrub Wetland, Pine Flatwood.

Ground Cover: Ground cover species observed bidens (*Bidens alba*), winged sumac (*Rhus copallinum* L.), morning-glory (*Ipomoea sagittata* Poir), sweet acacia (*Vachellia farnesiana*) and various epiphytic ferns

Midstory: Midstory species included beautyberry (Callicarpa americana), marlberry (*Ardesia escallonioides*), wild coffee (*Psychotria nervosa* and *P. sulzneri*), myrsine (*Myrsine floridana*), Carolina willow (*Salix caroliniana*), pond apple (*Annona glabra*), and buttonbush (*Cephalanthus occidentalis*).

Canopy: The canopy for most of the parcels consists of, in order of abundance, a mix of cypress (*Taxodium distichum*) cabbage palm (*Sabal palmetto*), red maple (*Acer rubrum*), bay (*Persea sp.*), and slash pine (*Pinus elliottii*). Laurel oak *(Quercus laurifolia)* were also observed in various areas. In depressional areas, pop ash (*Fraxinus caroliniana*) was observed.

As a result of historic efforts to develop the Golden Gate Estates and habitat alterations that reduced the hydroperiod, some parcels within the TPMA have transitioned to pine flatwoods with upland vegetation in the understory.

In general, the condition of the on-site native plant communities varied from moderate to poor as a result of the consistent infestation level throughout each community type by invasive, exotic plant species. The native plant communities found throughout the TPMA, while heavily impacted by exotics, feature mature native trees and a diverse midstory and understory where native plant species occur. Because of this persistence of a rich diversity of native plant species throughout the impacted communities found within the preserve, restoration forecasts are optimistic following intensive efforts to kill and remove the exotic plant species dominating the landscape.

Table 4. Listed Plant Species

Common Name	Scientific Name	State Status	Federal Status
Butterfly orchid	*Encyclia tempensis*	CE	n/a
Twisted airplant	*Tillandsia flexuosa*	T	n/a
common wild pine	*Tillandsia fasciculata*	T	n/a
reflexed wild pine	*Tillandsia balbisiana*	T	n/a
giant air plant	*Tillandsia utriculata*	E	n/a

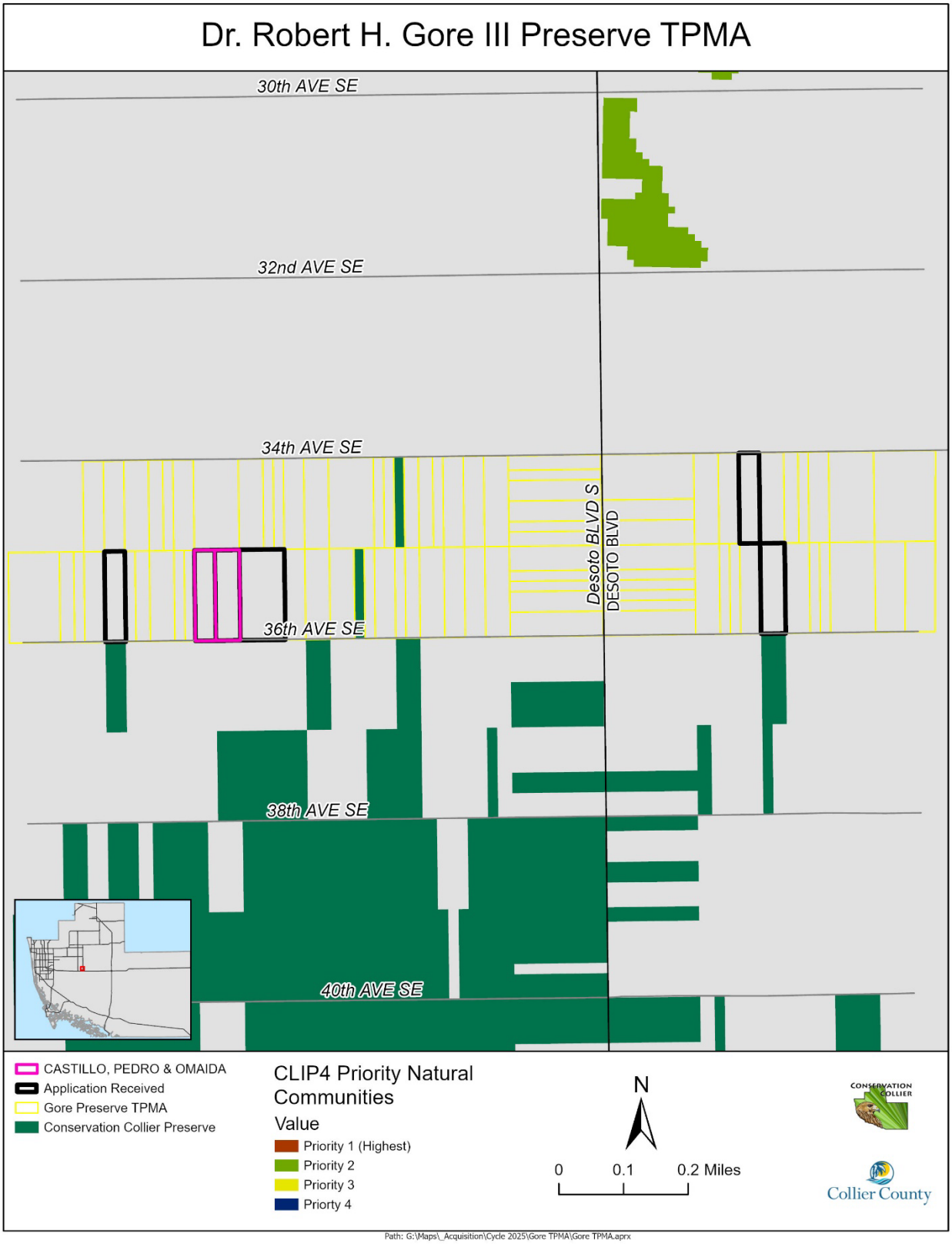


Figure 5 - CLIP4 Priority Natural Communities

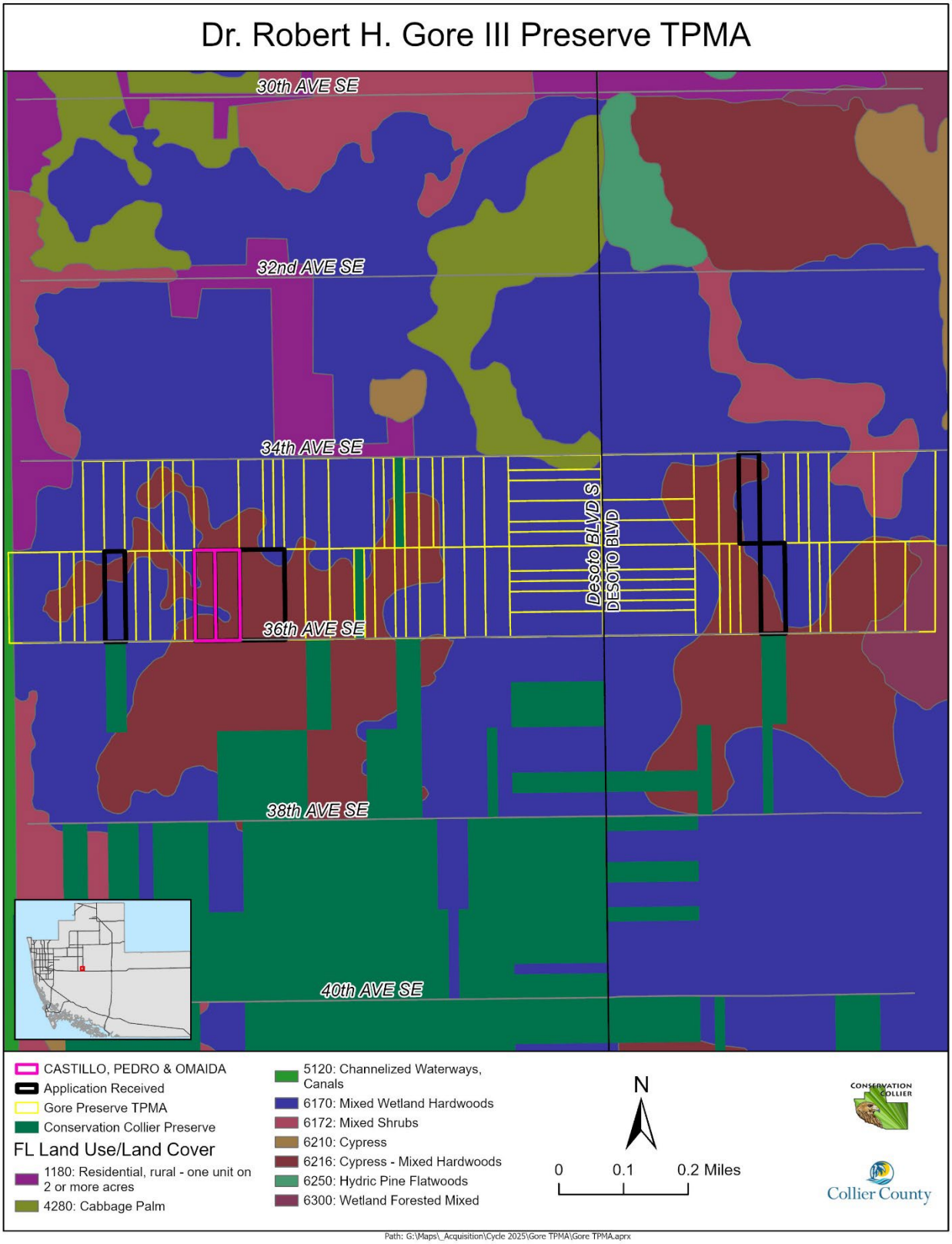


Figure 6 - Florida Cooperative Land Cover Classification System



Figure 7 – Cypress/Tupelo



Figure 8 – Mixed Wetland Hardwoods



Figure 9 – Mixed Shrub/Scrub Wetlands



Figure 10 – Transportation

3.1.2 Wildlife Communities

As a result of regional connectivity, Florida panther, Florida black bear, wild turkey, white-tailed deer, spotted skunk, bobcat, grey fox, red-headed woodpeckers, and coyote are commonly sighted on the wildlife cameras located throughout the existing Gore Preserve lands. As the parcels within the Gore TPMA are adjacent to or near the acquired lands, it is reasonable that the TPMA parcels would provide similar habitat for species observed on preserve lands. Table 5 details imperiled species that are likely found or have been observed utilizing the parcels within the Gore TPMA. Figure 10 provides a reference to the utilization of the TPMA by the Federally Endangered Florida panther.

Table 5 – Listed Wildlife Species

Common Name	Scientific Name	Status	Observation Documented
American Alligator	*Alligator mississippiensis*	FT (S/A)	Yes
Audobon's crested caracara	*Polyborus plancus audubonii*	FT	Within 2 miles
Big Cypress fox squirrel	*Sciurus niger avicennia*	ST	No
Cassius blue butterfly	*Leptotes cassius theonus*	FT (S/A)	No
Ceraunus blue butterfly	*Hemiargus ceraunus antibubastus*	FT (S/A)	No
Eastern indigo snake	*Dymarchon corais couperi*	FT	No
Everglade snail kite	*Rostrhamus sociabilis plumbeus*	FE	Within 3 miles
Everglades mink	*Neovison vison evergladensis*	ST	Within 10 miles
Florida bonneted bat	*Eumops floridanus*	FE	Within 5 miles
Florida panther	*Puma Felis concolor coryi*	SE	Yes
Florida sandhill crane	*Antigone canadensis pratensis*	ST	Yes
Gopher tortoise	*Gopherus polyphemus*	ST	Within 2 miles
Little blue heron	*Egretta caerulea*	ST	Yes
Red-cockaded woodpecker	*Picoides borealis*	FE	Within 5 miles
Roseate spoonbill	*Platalea ajaja*	ST	Yes
Sherman's short-tailed shrew	*Blarina shermani*	ST	No
Tricolored heron	*Egretta tricolor*	ST	Yes
Wood stork	*Mycteria americana*	FT	Yes

FE= Federally Endangered, FT= Federally Threatened, FT (S/A) = Federally Threatened for Similar Appearance, SE= State Endangered, ST = State Threatened,



Figure 11 - Wildlife Spatial Data (i.e., telemetry, roosts, etc)

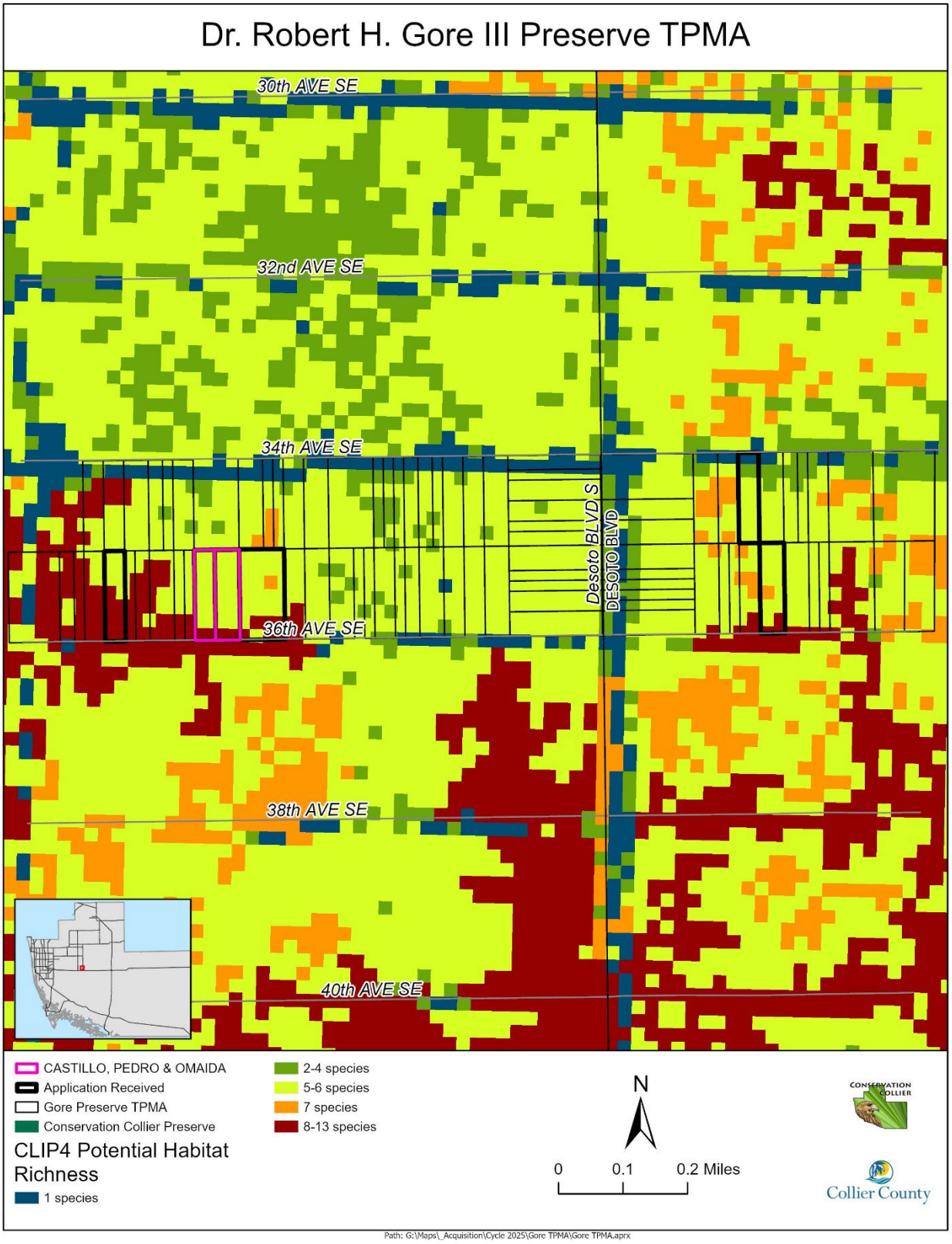


Figure 12 - CLIP4 Potential Habitat Richness

3.1.3 Water Resources

The project area provides moderate recharge of the surficial aquifer. Surface water pooling and storage throughout the wet season are observed in the depressional cypress sloughs, roadside swales, and seasonal ponds that make up the wetlands throughout the TPMA. Changes to the regional hydrology through the installation of roadways, swales, and the Faka-Union canal have facilitated a significant infestation of the native plant communities by exotic, invasive plant species. As a result of these hydrologic manipulations, areas noted on the map as freshwater forested wetlands have been observed to remain dry throughout the wet season. Wetland dependent wildlife species such as wood stork, little blue heron, and roseate spoonbill have been observed utilizing the seasonally flooded wetlands throughout the TPMA.

Soils data is based on the Soil Survey of Collier County Area, Florida (USDA/NRCS, 1990). Mapped soils on this parcel show the TPMA is comprised of mainly non-hydric soils. Hallandale Fine Sand, nearly level, poorly drained soils associated with flatwoods, are mapped within 59% of the TPMA. Boca, Riviera, Limestone Substratum and Copeland Fine Sand, Depressional soils, hydric, very poorly drained soils found in depressions, swamps, and marshes, are mapped within 35% of the TPMA. Hallandale and Boca Fine Sand, hydric, very poorly drained soils found in depressions, swamps, and marshes, are mapped within 6% of the TPMA.

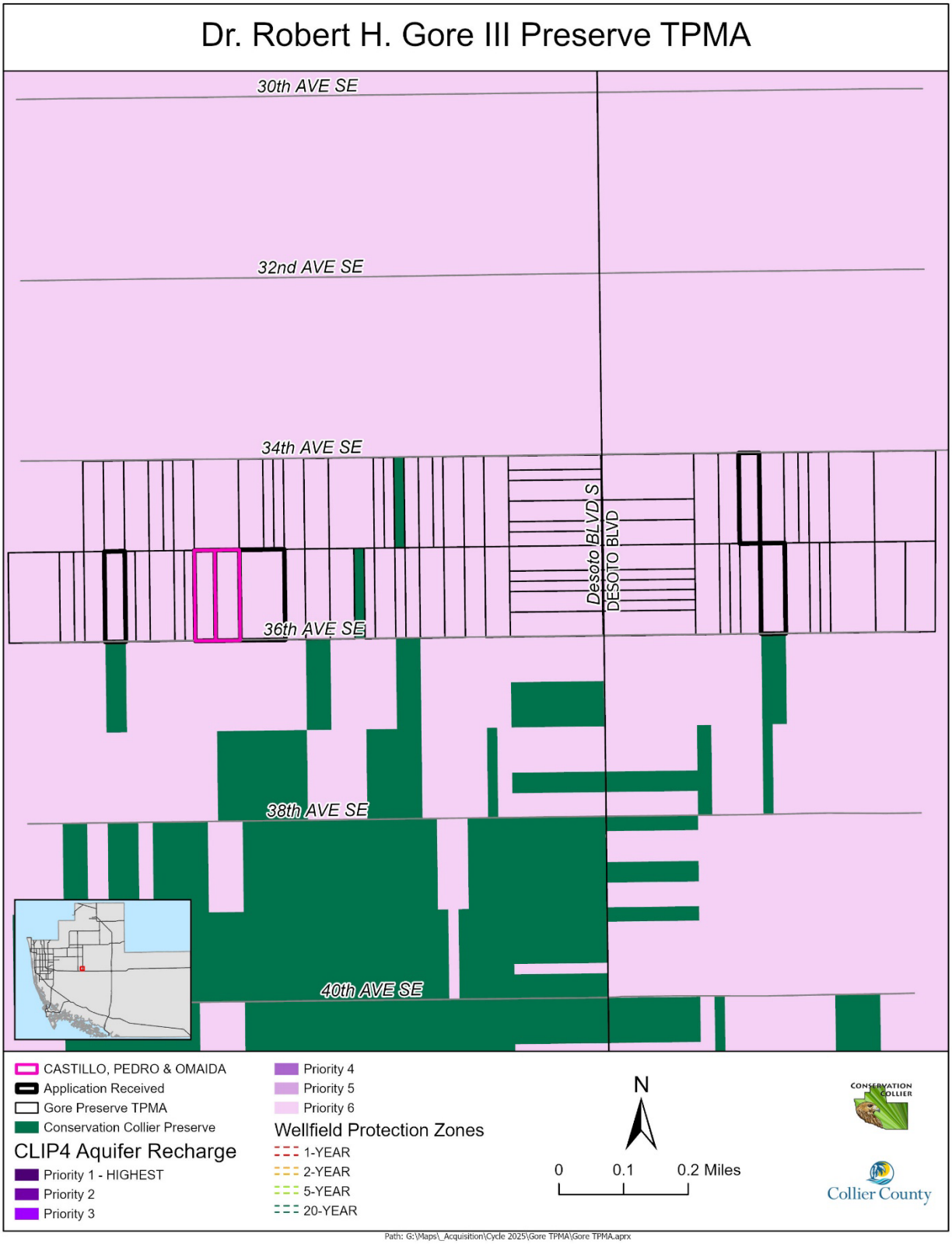


Figure 13 – CLIP4 Aquifer Recharge Priority and Wellfield Protection Zones

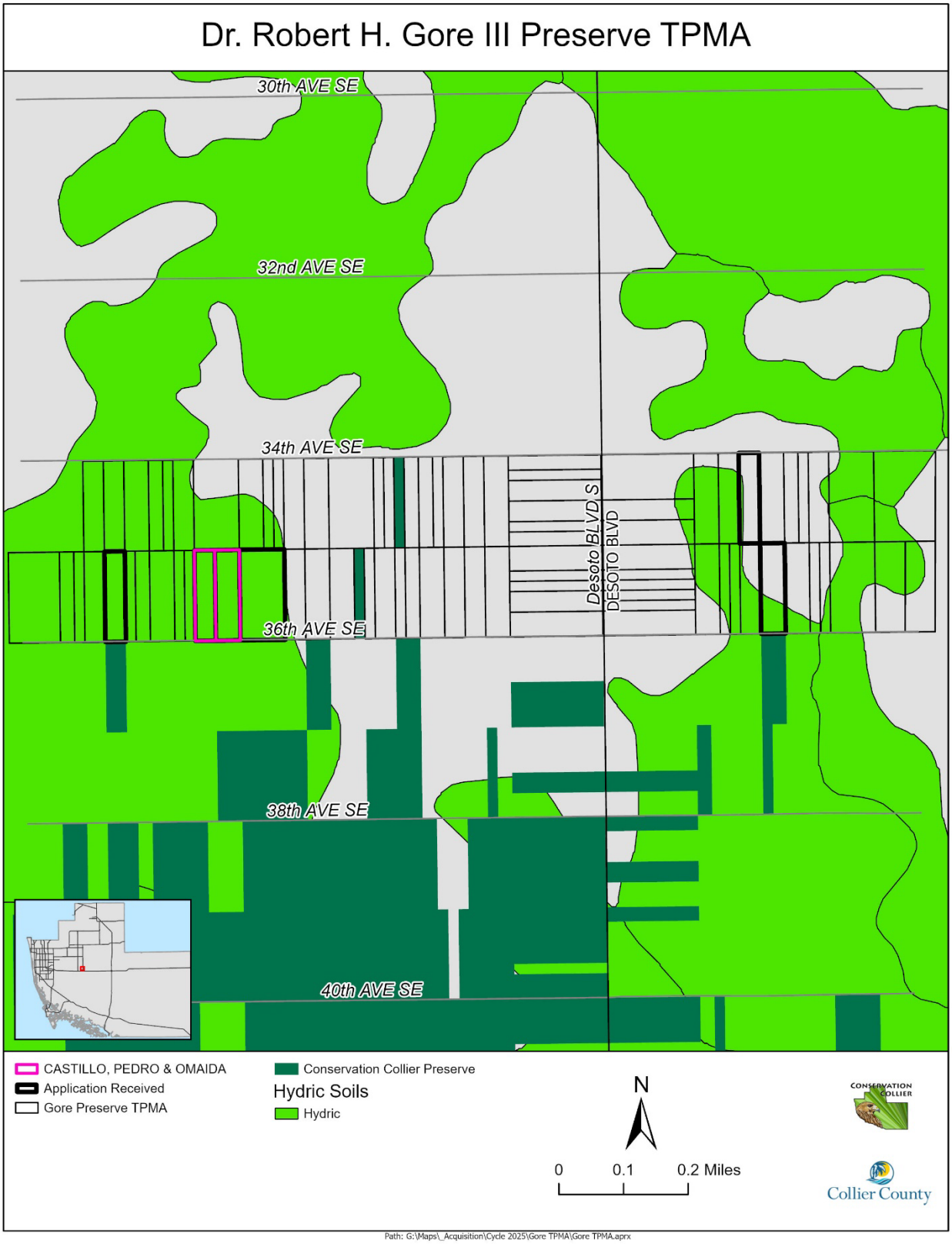


Figure 14 - Collier County Soil Survey

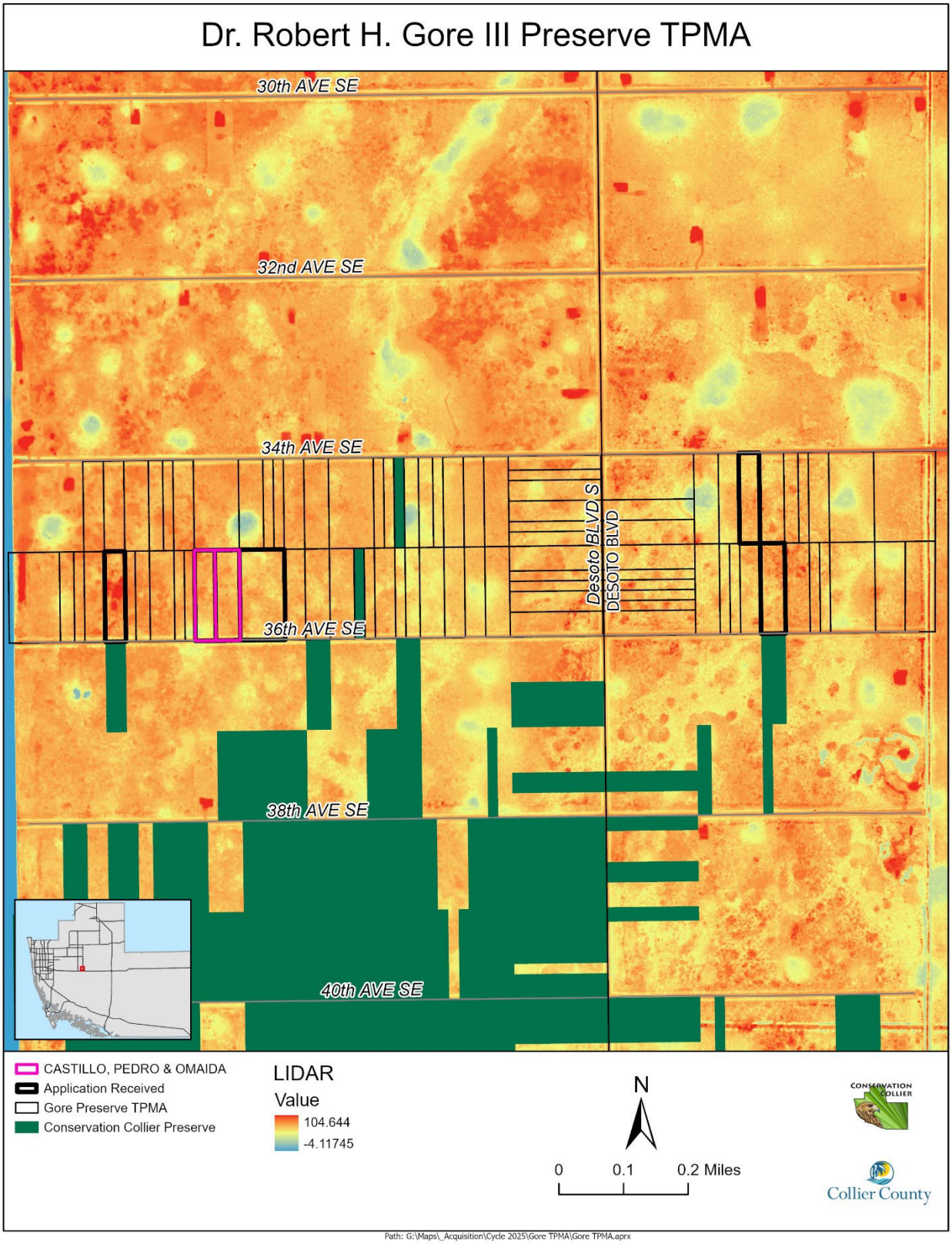


Figure 15 - LIDAR Elevation Map

3.1.4 Ecosystem Connectivity

The parcels within the Gore TPMA provide habitat and dispersal corridors for a significant number of imperiled and common wildlife species. The TPMA parcels are located within 1 mile of the Florida Panther National Wildlife Refuge, Picayune Strand State Forest and Fakahatchee Strand State Preserve, as well as the low-density development of the Northern Golden Gate Estates residential area. A wildlife crossing exists beneath I-75 which provides connectivity between the Gore TPMA and Picayune Strand State Forest.

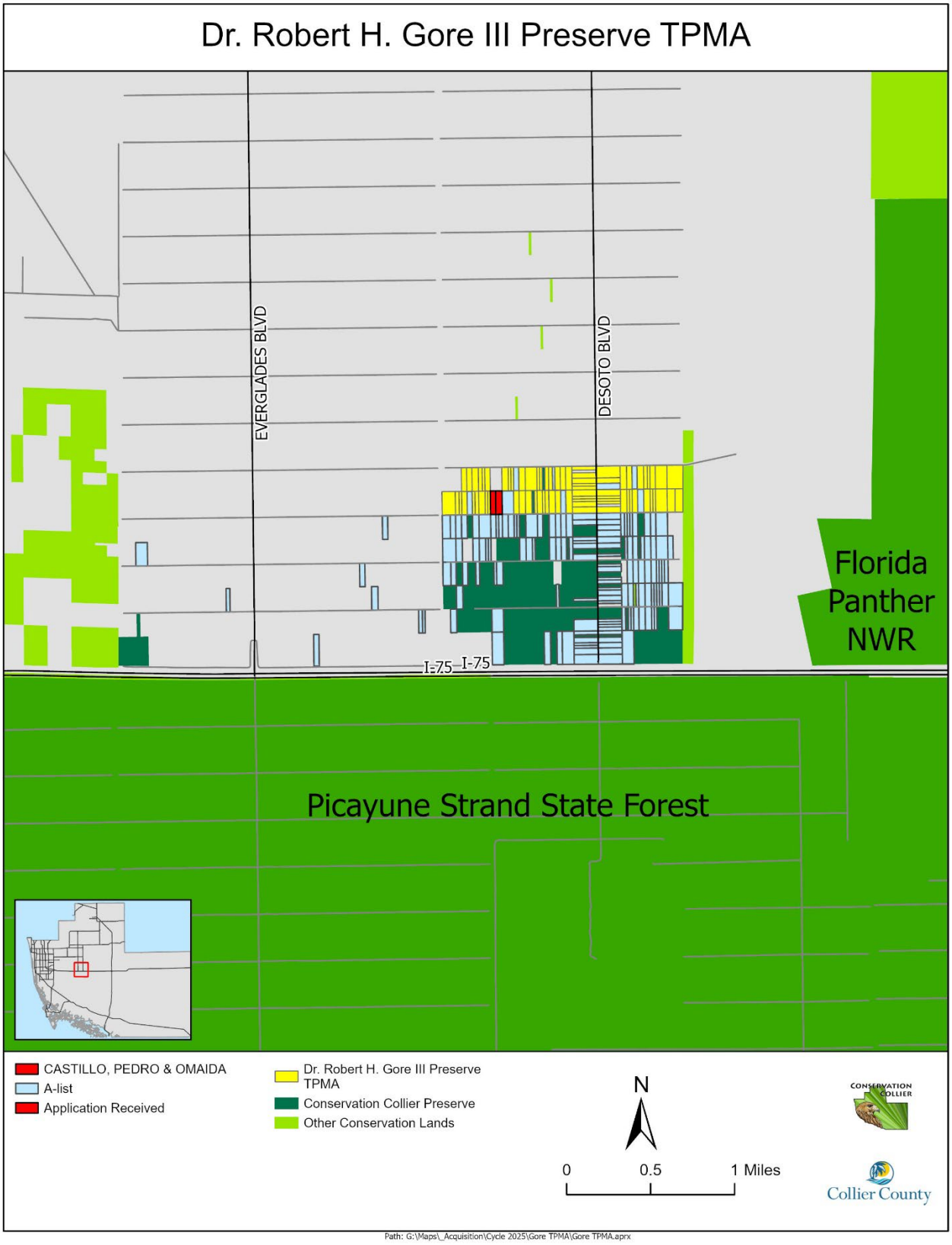


Figure 16 - Conservation Lands

3.2 Human Values

3.2.1 Recreation

Acquisition of the parcels within the Gore TPMA would be an expansion of the existing Conservation Collier Dr. Robert H. Gore III Preserve. The Dr. Robert H. Gore III Preserve currently provides 1.5 miles of hiking trails with conceptual plans for expansion in the coming years dependent on acquisitions. Overall, it is important to note that adding onto the preserve will provide additional acreage that will not be developed and in turn will be available for wildlife utilization. The addition of trails and site improvements to these parcels will be evaluated and reviewed. Potential public use opportunities for the parcels within the TPMA include:

Hiking: Some of the parcels could be incorporated into the preserve trail system.
Nature Photography: These properties provide opportunities for nature photography.
Birdwatching: Parcels will provide opportunities for birdwatching and are included in an annual Christmas Bird Count Route.
Kayaking/Canoeing: The parcels do not provide opportunities for kayaking or canoeing. However, the preserve as a whole may have such opportunities in the future along the canal as budgeting and permitting consideration allow.
Hunting: Hunting opportunities will be assessed with each management plan update to the preserve. The limited acreage and existing private inholdings indicate that hunting would not be a compatible land use at this time.
Fishing: Acquisition of TPMA parcels may provide opportunities for fishing in the future along the canal as budgeting and permitting consideration allow.

Environmental Education: Programs and special events could be held within the existing Gore Nature Center parcel, if acquired.

3.2.2 Accessibility

Additional passive recreational hiking trails may be considered for incorporation on the parcels within the Gore TPMA. Parcels within the TPMA are accessible via Desoto Blvd, 36th Ave SE, and 34th Ave SE. The Cypress Cove Conservancy parcel has been developed for public natural resource based educational opportunities containing walking trails, a main building, an education center, a small gazebo, a chickee hut, and a gravel parking lot.

3.2.3 Aesthetic/Cultural Enhancement

The TPMA parcels are visible along Desoto Blvd, 36th Ave SE, and 34th Ave SE and would contribute to preserving the natural aesthetics of the Golden Gate Estates.



Figure 17 – Dr. Robert H. Gore III Preserve Hiking Trail

3.2 Restoration and Management

3.3.1 Vegetation Management

3.3.1.1 Invasive Vegetation

Approximately 50-65% of the plant communities within the TPMA parcels are infested with invasive vegetation – primarily Brazilian pepper. Other species of concern include lantana, mission grass, cogon grass, and Boston fern.

3.3.1.2 Prescribed Fire

The TPMA parcels contain fire dependent communities that have experienced decades of fire suppression and hydrologic changes that have resulted in a significant dry down of wetland habitats. The TPMA parcels and surrounding areas have significant wildfire risk and would be unlikely candidates for maintenance through controlled burning until significant fuel reduction took place within the parcels and surrounding private lands.

3.3.2 Remediation and Site Security

Parcels within the Gore TPMA experience occasional ATV trespass issues and some illegal dumping in the road right of ways. Consideration must be made to preventing ATV trespass if incorporating public use opportunities onto acquisition parcels.

3.3.3 Assistance

The FWC Invasive Plant Management Section (IPMS) has provided funding assistance for exotic vegetation removal within the Gore Preserve in the past. Opportunities exist for additional funding assistance to offset initial exotic removal costs.

3.4 Vulnerability

3.4.1 Zoning and Land Use

The parcels are Zoned as Estates. Estates zoning provides lands for low density residential development in a semi-rural to rural environment, with limited agricultural activities. Allowable density is 1 unit per 2.25 acres, or 1 unit per lot if under 2.25 acres. In addition to low density residential density with limited agricultural activities, the E district is also designed to accommodate as Conditional Uses, Development that provides services for and is compatible with the low density residential, semi-rural and rural character of the E district.

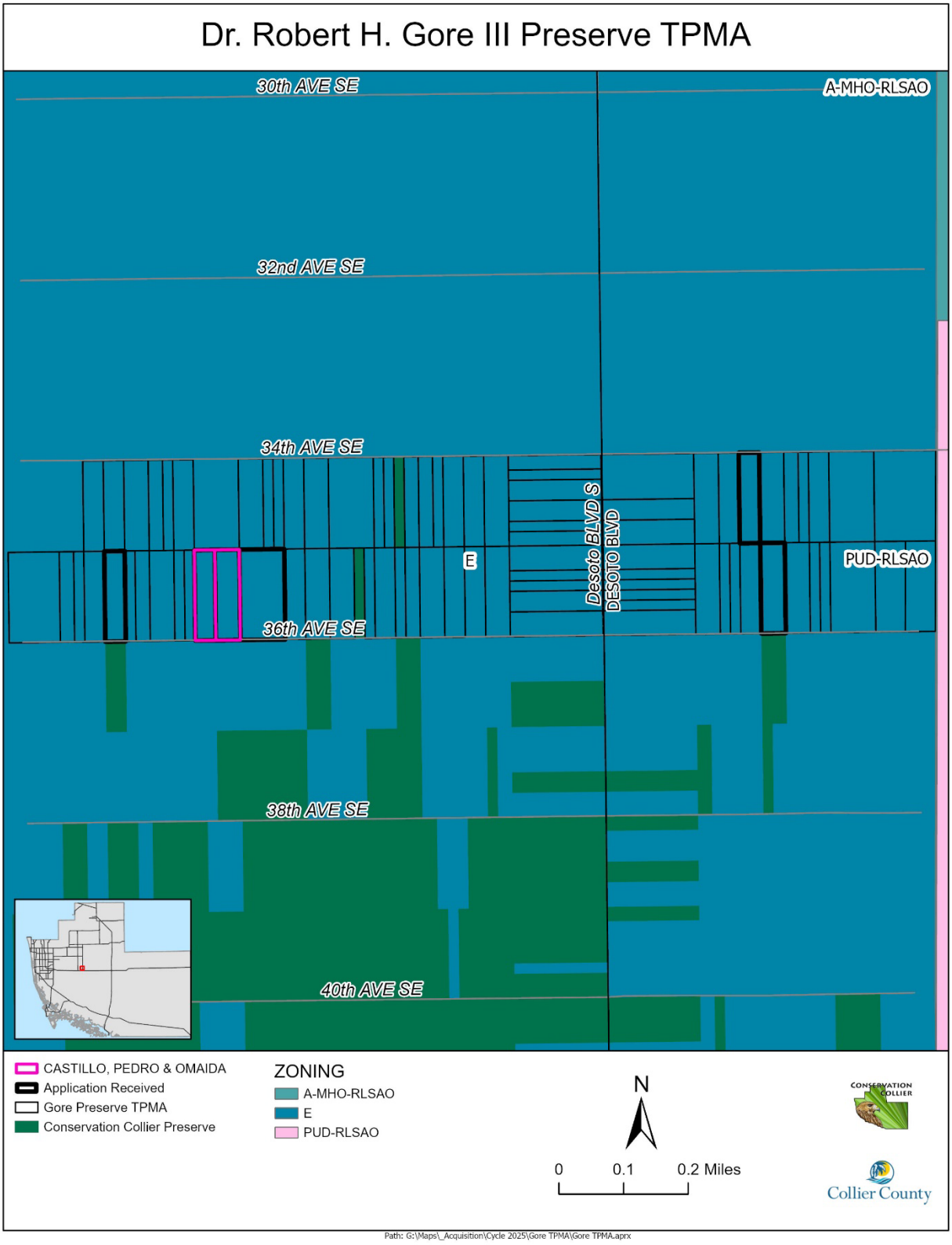


Figure 18 – Zoning

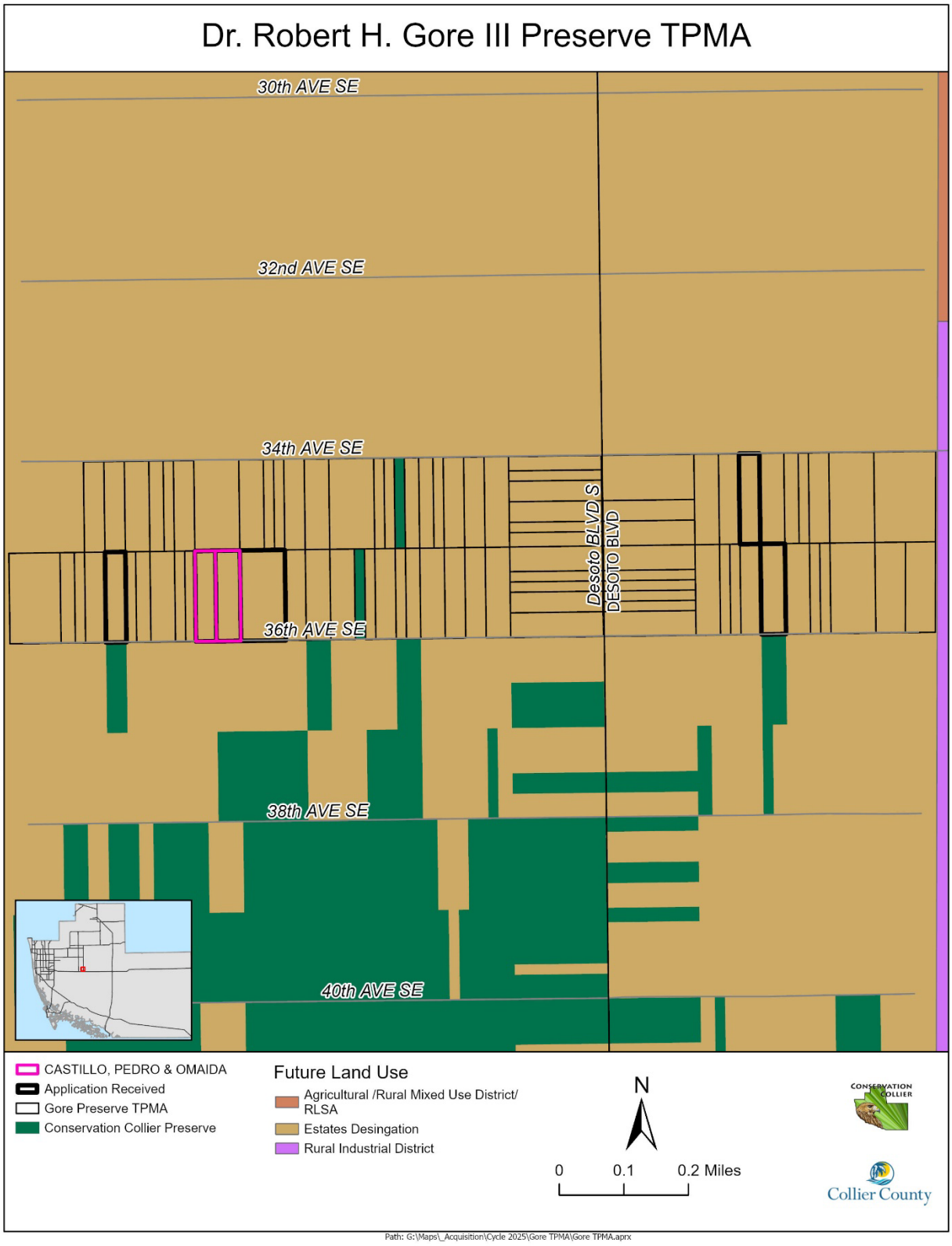


Figure 19 –Future Land Use

3.4.2 Development Plans

The parcels within the Gore TPMA are within an area being rapidly targeted for development for clearing and new home construction.

4. Acquisition Considerations

Staff would like to bring the following items to the attention of the Advisory Committee during the review of this property. The following does not affect the scoring. The following are items that will be addressed in the Executive Summary to the Board of County Commissioners if this property moves forward for ranking.

Trash and dumping concerns will be reviewed and highlighted on a parcel-by-parcel basis as applications are received. A telephone pole and some large plastic piping was observed on the Rivera parcel. There is potential for an I-75 Interchange in the area of the Gore TPMA, and a roadway expansion and stormwater ponds may be needed in the near future. If these properties are approved for the A-List, staff will take this information into consideration when planning amenities and public access on the site. Additionally, when applicable, language will be memorialized in the Purchase Agreements and related closing documents to ensure Collier County Transportation will be able to purchase a portion of the properties from Conservation Collier for future right-of-way, if and when needed, at the original per-acre acquisition cost.

5. Management Needs and Costs

Table 6 - Estimated Costs of Site Remediation, Improvements, and Management

Management Element	Initial Cost	Annual Recurring Cost	Comments
Invasive Vegetation Removal	$89,800	$44,900	Acquired lands within the Gore TPMA would be treated on an annual basis and acreage incorporated into the existing preserve maintenance to reduce acreage cost. Initial estimated $500/acre cost will be higher for newly acquired parcels and should reduce over time with continued maintenance to an estimated $250/acre
Trail Construction and Signage	$5,000	$100	If public access trails are incorporated into acquisition parcels
TOTAL	**$93,950**	**$44,600**	

6. Potential for Matching Funds

The primary partnering agencies for conservation acquisitions, and those identified in the ordinance are the Florida Communities Trust (FCT) and The Florida Forever Program. The following highlights potential for partnering funds, as communicated by agency staff.

Florida Communities Trust - Parks and Open Space Florida Forever grant program: The FCT Parks and Open Space Florida Forever grant program provides grant funds to local governments and nonprofit organizations to acquire conservation lands, urban open spaces, parks and greenways. Application for this program is typically made for pre-acquired sites up to two years from the time of acquisition. The Parks and Open Space Florida Forever grant program assists the Department of Environmental Protection in helping communities meet the challenges of growth, supporting viable community development and protecting natural resources and open space. The program receives 21 percent Florida Forever appropriation.

Florida Forever Program: Staff has been advised that the Florida Forever Program is concentrating on funding parcels already included on its ranked priority list. This parcel is not inside a Florida Forever priority project boundary. Additionally, the Conservation Collier Program has not been successful in partnering with the Florida Forever Program due to conflicting acquisition policies and issues regarding joint title between the programs.

7. Secondary Criteria Scoring Form

Property Name: Gore TPMA			
Target Protection Mailing Area: Gore			
Folio(s): 79 parcels – 179.6 ac.			
Secondary Criteria Scoring	**Possible Points**	**Awarded Points**	**Percentage**
1 - Ecological Value	**160**	**120**	**75**
2 - Human Value	**80**	**54**	**68**
3 - Restoration and Management	**80**	**46**	**57**
4 - Vulnerability	**80**	**64**	**81**
TOTAL SCORE	**400**	**284**	**71**

1 - ECOLOGICAL VALUES (40% of total)	**Possible Points**	**Awarded Points**	**Comments**
1.1 VEGETATIVE COMMUNITIES	**200**	**120**	
1.1.1 - Priority natural communities (Select highest score)			
a. Parcel contains CLIP4 Priority 1 communities (1130 - Rockland Hammock, 1210 - Scrub, 1213 - Sand Pine Scrub, 1214 - Coastal Scrub, 1312 - Scrubby Flatwoods, 1610 - Beach Dune, 1620 - Coastal Berm, 1630 - Coastal Grasslands, 1640 - Coastal Strand, or 1650 - Maritime Hammock)	100		
b. Parcel contains CLIP4 Priority 2 communities (22211 - Hydric Pine Flatwoods, 2221 - Wet Flatwoods, or 1311 - Mesic Flatwoods)	60	60	Mesic flatwoods in areas where wetland hardwoods have transitioned from hydrologic changes
c. Parcel contains CLIP4 Priority 3 communities (5250 - Mangrove Swamp, or 5240 - Salt Marsh)	50		
d. Parcel contains CLIP4 Priority 4 communities (5250 - Mangrove Swamp)	25		
1.1.2 - Plant community diversity (Select the highest score)			
a. Parcel has ≥ 3 CLC native plant communities (Florida Cooperative Land Cover Classification System native plant communities)	20	20	
b. Parcel has ≤ 2 CLC native plant communities	10		
c. Parcel has 0 CLC native plant communities	0		
1.1.3 - Listed plant species (excluding commercially exploited species) (Select the highest score)			
a. Parcel has ≥5 CLC listed plant species	30		
b. Parcel has 3-4 CLC listed plant species	20	20	
c. Parcel has ≤ 2 CLC listed plant species	10		
d. Parcel has 0 CLC listed plant species	0		

1.1.4 - Invasive Plant Infestation (Select highest score)			
a. 0 - 10% infestation	50		
b. 10 - 25% infestation	40		
c. 25 - 50% infestation	30		
d. 50 - 75% infestation	20	20	
e. ≥75% infestation	10		
1.2 - WILDLIFE COMMUNITIES	**100**	**90**	
1.2.1 - Listed wildlife species (Select the highest score)			
a. Listed wildlife species documented on the parcel	80	80	FL panther
b. Listed wildlife species documented on adjacent property	60		
c CLIP Potential Habitat Richness ≥5 species	40		
d. No listed wildlife documented near parcel	0		
1.2.2 - Significant wildlife habitat (Rookeries, roosts, denning sites, nesting grounds, high population densities, etc) (Select highest score)			
a. Parcel protects significant wildlife habitat (Please describe)	20		
b. Parcel enhances adjacent to significant wildlife habitat (Please describe)	10	10	adjacent to Gore
c. Parcel does not enhance significant wildlife habitat	0		
1.3 - WATER RESOURCES	**100**	**40**	
1.3.1 - Aquifer recharge (Select the highest score)			
a. Parcel is located within a wellfield protection zone or within a CLIP4 Aquifer Recharge Priority 1 area	40		
b. Parcel is located within a CLIP4 Aquifer Recharge Priority 2 or 3 area	30		
c. Parcel is located within a CLIP4 Aquifer Recharge Priority 4 or 5 area	20		
d. Parcel is located within a CLIP4 Aquifer Recharge Priority 6 area	0	0	
1.3.2 - Surface Water Protection (Select the highest score)			
a. Parcel is contiguous with and provides buffering for an Outstanding Florida Waterbody	30		
b. Parcel is contiguous with and provides buffering for a creek, river, lake, canal or other surface water body	20	20	Faka Union canal
c. Parcel is contiguous with and provides buffering for an identified flowway	15		
d. Wetlands exist on site	10		
e. Parcel does not provide opportunities for surface water quality enhancement	0	0	
1.3.3 - Floodplain Management (Select all that apply)			
a. Parcel has depressional or slough soils	10	10	
b. Parcel has known history of flooding and is likely to provide onsite water attenuation	10	10	
c. Parcel provides storm surge buffering	10		

d. Parcel does not provide floodplain management benefits	0		
1.4 - ECOSYSTEM CONNECTIVITY	**200**	**200**	
1.4.1 - Acreage (Select Highest Score)			
a. Parcel is ≥ 300 acres	150	150	177.9 ac.
b. Parcel is ≥ 100 acres	100		
b. Parcel is ≥ 50 acres	75		
c. Parcel is ≥ 25 acres	25		
d. Parcel is ≥ 10 acres	15		
e. Parcel is < 10 acres	0		
1.4.2 - Connectivity (Select highest score)			
a. Parcel is immediately contiguous with conservation lands	50	50	Dr. Robert H. Gore III Preserve
b. Parcel is not immediately contiguous, but parcels between it and nearby conservation lands are undeveloped	25		
c. Parcel is isolated from conservation land	0	0	
ECOLOGICAL VALUES TOTAL POINTS	**600**	**450**	
ECOLOGICAL VALUES WEIGHTED SCORE (Awarded Points/Possible Points*160)	**160**	**120**	

2 - HUMAN VALUES (20%)	**Possible Points**	**Awarded Points**	**Comments**
2.1 - RECREATION	**120**	**80**	
2.1.1 - Compatible recreation activities (Select all that apply)			
a. Hunting	20		
b. Fishing	20	20	
c. Water-based recreation (paddling, swimming, etc)	20		
d. Biking	20	20	
e. Equestrian	20	20	
f. Passive natural-resource based recreation (Hiking, photography, wildlife watching, environmental education, etc)	20	20	
g. Parcel is incompatible with nature-based recreation	0		
2.2 - ACCESSIBILITY	**120**	**95**	
2.2.1 - Seasonality (Select the highest score)			
a. Parcel accessible for land-based recreation year round	20	20	
b. Parcel accessible for land-based recreation seasonally	10		
c. Parcel is inaccessible for land-based recreation	0		
2.2.2 - Vehicle access (Select the highest score)			
a. Public access via paved road	50	50	
b. Public access via unpaved road	30		
c. Public access via private road	20		
d. No public access	0		
2.2.3 - Parking Availability (Select the highest score)			

a. Minor improvements necessary to provide on-site parking	40		
b. Major improvements necessary to provide on-site parking (Requires site development plan)	25	25	
b. Public parking available nearby or on adjacent preserve	20		
c. Street parking available	10		
d. No public parking available	0		
2.2.4 - Pedestrian access (Select the highest score)			
a. Parcel is easily accessible to pedestrians (within walking distance of housing development)	10		
b. Parcel is not easily accessible to pedestrians	0		
2.3 - AESTHETICS/CULTURAL ENHANCEMENT	**40**	**15**	
2.3.1 - Aesthetic/cultural value (Choose all that apply)			
a. Mature/outstanding native vegetation	5	5	Mature Cypress and pine
b. Scenic vistas	5		
c. Frontage enhances aesthetics of public thoroughfare	10	10	adjacent to Desoto Blvd
d. Archaeological/historical structures present	15		
e. Other (Please describe)	5		
f. None	0		
HUMAN VALUES TOTAL SCORE	**280**	**190**	
HUMAN VALUES WEIGHTED SCORE (Awarded Points/Possible Points*80)	**80**	**54**	

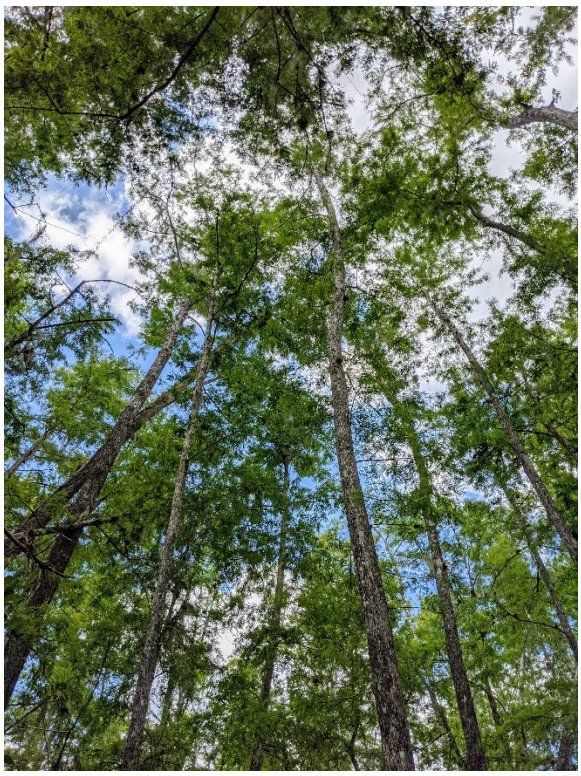
3 - RESTORATION AND MANAGEMENT (20%)	Possible Points	Awarded Points	Comments
3.1 - VEGETATION MANAGEMENT	**120**	**50**	
3.1.1 - Invasive plant management needs (Select the highest score)			
a. Minimal invasive/nuisance plant management necessary to restore and maintain native plant communities (<30%)	100		
b. Moderate invasive/nuisance plant management necessary to restore and maintain native plant communities (30-65%)	75		
c. Major invasive/nuisance plant management necessary to restore and maintain native plant communities (>65%)	50	50	High invasive density but equally high native seed source and diversity intermixed.
d. Major invasive/nuisance plant management and replanting necessary to restore and maintain native plant communities (>65%)	25		
e. Restoration of native plant community not feasible	0		

3.1.2 - Prescribed fire necessity and compatibility (Select the highest score)			
a. Parcel contains fire dependent plant communities and is compatible with prescribed fire or parcel does not contain fire dependent plant communities	20		
b. Parcel contains fire dependent plant communities and is incompatible with prescribed fire	0	0	Fire unlikely to be safely contained
3.2 - REMEDIATION AND SITE SECURITY	**50**	**50**	
3.2.1 - Site remediation and human conflict potential (Dumping, contamination, trespassing, vandalism, other) (Select the highest score)			
a. Minimal site remediation or human conflict issues predicted	50	50	ATV trespass and minimal potential dumping
b. Moderate site remediation or human conflict issues predicted (Please describe)	20		
c. Major site remediation or human conflict issues predicted (Please describe)	5		
d. Resolving site remediation or human conflict issues not feasible	0		
3.3 - ASSISTANCE	**5**	**0**	
3.3.1 - Management assistance by other entity			
a. Management assistance by other entity likely	5		
b. Management assistance by other entity unlikely	0	0	
RESTORATION AND MANAGEMENT TOTAL SCORE	**175**	**100**	
RESTORATION AND MANAGEMENT WEIGHTED SCORE (Awarded Points/Possible Points*80)	**80**	**46**	

4 - VULNERABILITY (20%)	Possible Points	Awarded Points	Comments
4.1 - ZONING AND LAND USE	**130**	**125**	
4.1.1 - Zoning and land use designation (Select the highest score)			
a. Zoning allows for Single Family, Multifamily, industrial or commercial	100	100	Estates
b. Zoning allows for density of no greater than 1 unit per 5 acres	75		
c. Zoning allows for agricultural use /density of no greater than 1 unit per 40 acres	50		
d. Zoning favors stewardship or conservation	0		
4.1.2 - Future Land Use Type (Select the highest score)			
a. Parcel designated Urban	30		
b. Parcel designated Estates, Rural Fringe Receiving and Neutral, Agriculture	25	25	

c. Parcel designated Rural Fringe Sending, Rural Lands Stewardship Area	5		
d. Parcel is designated Conservation	0		
4.2 - DEVELOPMENT PLANS	**50**	**20**	
4.2.1 - Development plans (Select the highest score)			
a. Parcel has been approved for development	20		
b. SFWMD and/or USACOE permit has been applied for or SDP application has been submitted	15		
c. Parcel has no current development plans	0	0	
4.2.2 - Site characteristics amenable to development (Select all that apply)			
a. Parcel is primarily upland	10	10	
b. Parcel is along a major roadway	10	5	
c. Parcel is >10 acres	5	5	
d. Parcel is within 1 mile of a current or planned commercial or multi-unit residential development	5		
VULNERABILITY TOTAL SCORE	**180**	**145**	
VULNERABILITY WEIGHTED SCORE (Awarded Points/Possible Points*80)	**80**	**64**	

8. Additional Site Photos



Mature Cypress within Gore TPMA



Faka-Union canal with opportunities for enhance public access amenities



Typical site conditions of wetland hardwood communities that have transitioned to mesic flatwood.



Castillo property



Castillo property view looking north from 36th Ave. SE

APPENDIX 1 – Critical Lands and Water Identification Maps (CLIP) Definitions

This report makes use of data layers from the Florida Natural Areas Inventory and University of Florida Critical Lands and Waters Identification Project (CLIP4). CLIP4 is a collection of spatial data that identify statewide priorities for a broad range of natural resources in Florida. It was developed through a collaborative effort between the Florida Areas Natural Inventory (FNAI), the University of Florida GeoPlan Center and Center for Landscape Conservation Planning, and the Florida Fish and Wildlife Conservation Commission (FWC). It is used in the Florida Forever Program to evaluate properties for acquisition. CLIP4 is organized into a set of core natural resource data layers which are representative of 5 resource categories: biodiversity, landscapes, surface water, groundwater and marine. The first 3 categories have also been combined into the Aggregated layer, which identifies 5 priority levels for natural resource conservation.

Below is a description of each of the three CLIP4 data layers used in this report.

Figure 5 - CLIP4 Priority Natural Communities

Consists of 12 priority natural community types: upland glades, pine rocklands, seepage slopes, scrub, sandhill, sandhill upland lakes, rockland hammock, coastal uplands, imperiled coastal lakes, dry prairie, upland pine, pine flatwoods, upland hardwood forest, or coastal wetlands. These natural communities are prioritized by a combination of their heritage global status rank (G-rank) and landscape context, based on the Land Use Intensity Index (subset of CLIP Landscape Integrity Index) and FNAI Potential Natural Areas. Priority 1 includes G1-G3 communities with Very High or High landscape context. Priority 2 includes G1-G3 Medium and G4 Very High/High. Priority 3 includes G4 Medium and G5 Very High/High. Priority 5 is G5 Medium.

This data layer was created by FNAI originally to inform the Florida Forever environmental land acquisition program. The natural communities were mapped primarily based on the FNAI/FWC Cooperative Land Cover (CLC) data layer, which is a compilation of best-available land cover data for the entire state. The CLC is based on both remote-sensed (from aerial photography, primarily from water management district FLUCCS data) and ground-truthed (from field surveys on many conservation lands) data.

Figure 12 - Potential Habitat Richness CLIP4 Map

This CLIP version 4.0 data layer is unchanged from CLIP v3.0. FWC Potential Habitat Richness. Because SHCAs do not address species richness, FWC also developed the potential habitat richness layer to identify areas of overlapping vertebrate species habitat. FWC created a statewide potential habitat model for each species included in their analysis. In some cases, only a portion of the potential habitat was ultimately designated as SHCA for each species. The Potential Habitat Richness layer includes the entire potential habitat model for each species and provides a count of the number of species habitat models occurring at each location. The highest number of focal species co-occurring at any location in the model is 13.

Figure 13 - CLIP4 Aquifer Recharge Priority and Wellfield Protection Zones

High priorities indicate high potential for recharge to an underlying aquifer system (typically the Floridan aquifer but could be intermediate or surficial aquifers in some portions of the state). The highest priorities indicate high potential for recharge to springs or public water supplies. This figure also includes Wellfield Protection Zones. Collier County Wellfield Protection Zones are referenced in the Land Development Code and updated in 2010 by Pollution Control and Prevention Department Staff. The public water supply wellfields, identified in section 3.06.06 and permitted by the SFWMD for potable water to withdraw a minimum of 100,000 average gallons per day (GPD), are identified as protected wellfields, around which specific land use and activity (regulated development) shall be regulated under this section.



BREWERS LANDING & BARFIELD BURROWS

Land Management Update

CONSERVATION COLLIER

Angel Kelley
9/03/2025

BREWERS LANDING



Swallow-tailed Kite Surveys Conducted

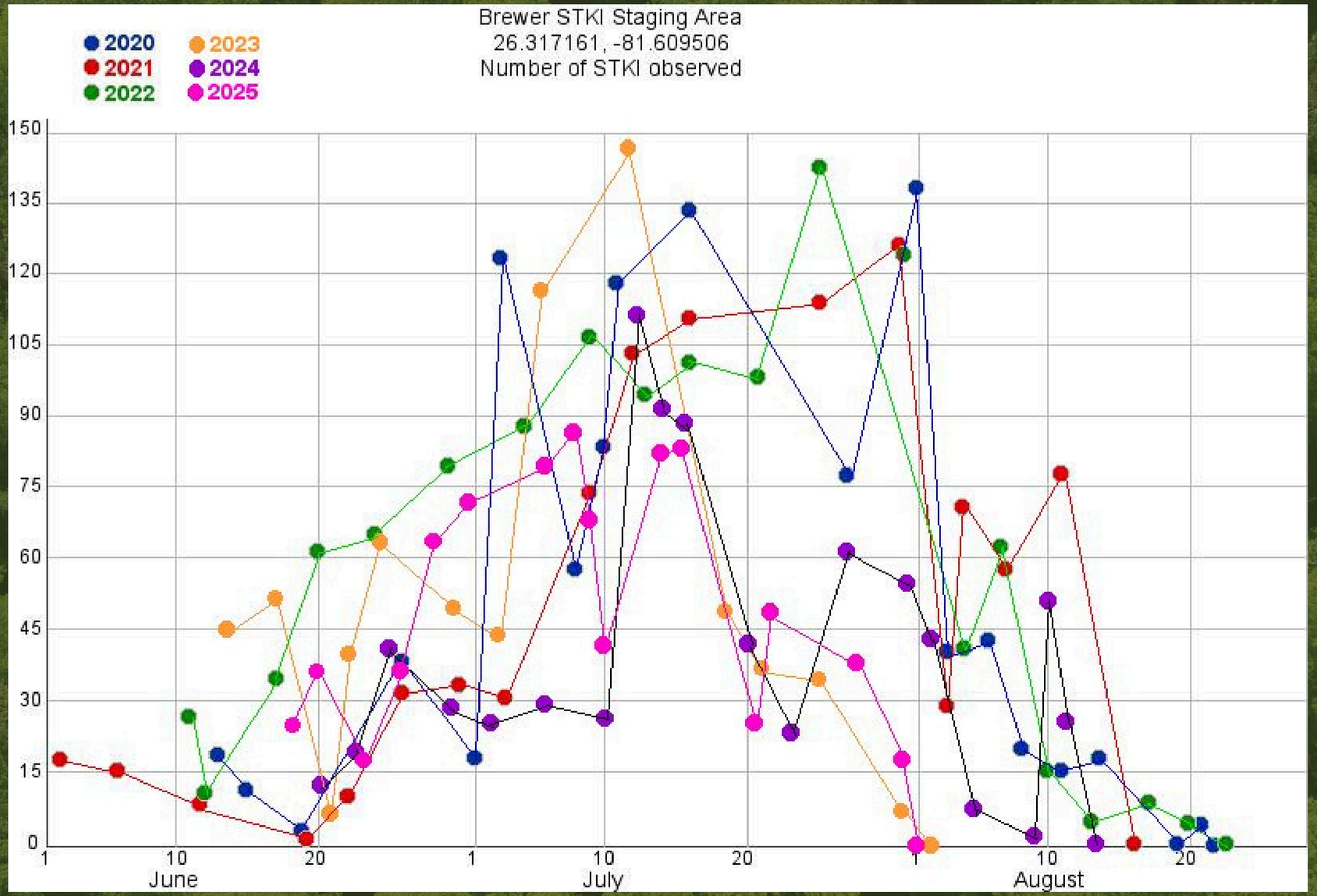
Begins in June, Ends in August

CONSERVATION COLLIER



Arrived = 6/18
Departed = 8/1

CONSERVATION COLLIER

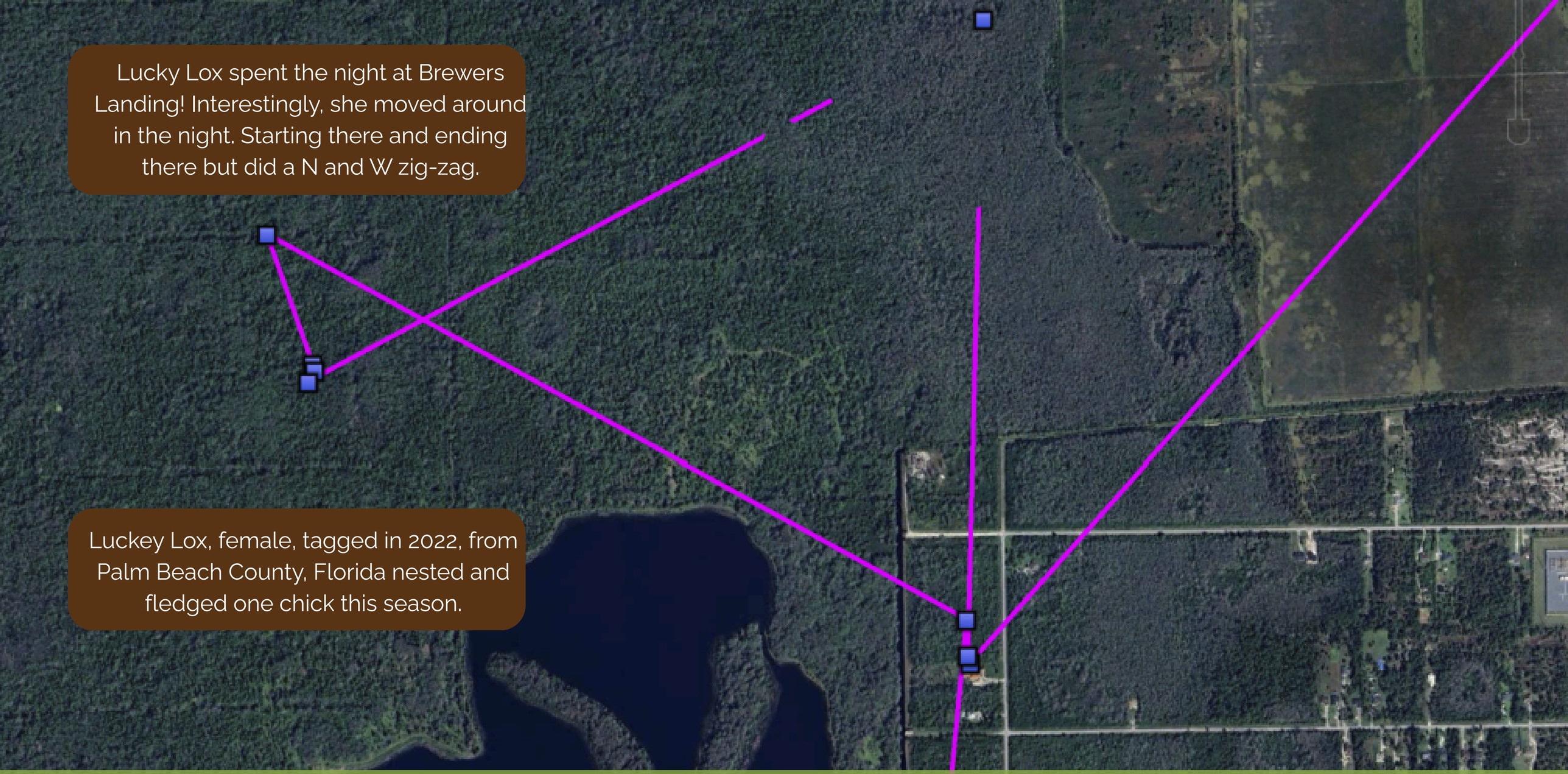


CONSERVATION COLLIER

Avian Research and Conservation Institute (ARCI) tags and tracks kites via satellite. One of their tagged kites stopped at Brewers Landing for a night!



CONSERVATION COLLIER



CONSERVATION COLLIER



CONSERVATION COLLIER



CONSERVATION COLLIER



CONSERVATION COLLIER












CONSERVATION COLLIER

BARFIELD BURROWS



CONSERVATION COLLIER

Gopher Tortoise Surveys Conducted

140+ burrows on both lots - more every visit!

Helped us determine fencing plans, native plants to add, land management practices



CONSERVATION COLLIER

Burrowing Owls



CONSERVATION COLLIER



Hand Removal Exotics

Guinea Grass, Carrotwood, Brazilian Pepper, Crows Foot Grass, Tropical Almond, and more

CONSERVATION COLLIER



CONSERVATION COLLIER



CONSERVATION COLLIER

Native Plant Planting!

145 plants added - 16 species



CONSERVATION COLLIER





New pine trees!



CONSERVATION COLLIER

Fencing on North lot



CONSERVATION COLLIER

Fencing on North lot



CONSERVATION COLLIER



CONSERVATION COLLIER

Eagles Return!

1 week early this year - Aug 19th

Both eagles on preserve as of Aug 24th



CONSERVATION COLLIER

Restoration in Progress

Corkystem Passionvine with Gulf Fritillary caterpillars

Tersa Sphinx Moth caterpillar

CONSERVATION COLLIER



Future Plans

- Concrete Pad
- Kiosk & Bench
- More Native Plants
- Educational Signage
- More Fence Planning

CONSERVATION COLLIER



THANK YOU!



Angel Kelley

Angel.Kelley@colliercountyfl.gov

CONSERVATION COLLIER

AGENDA
CONSERVATION COLLIER
LAND ACQUISITION ADVISORY COMMITTEE

August 6, 2025, 9:00 A.M.
Growth Management Community Development
Conference Room 609/610

All interested parties are invited to attend, and to register to speak. Individuals who would like to participate in person must complete and submit a speaker form. Members of the public who would like to participate remotely should register HERE to complete the online speaker registration form. Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues. Individuals who register online will receive an email in advance of the public hearing detailing how they can participate remotely in this meeting. For additional information about the meeting, please call 239-252-2961 or email conservationcollier@colliercountyfl.gov

1. **Roll Call**
   - **A. Approval of CCLAAC members attending the meeting remotely**
2. **Approval of Agenda**
3. **Approval of July 2, 2025, Meeting Minutes**
4. **Old Business**
   - **A. Acquisition Updates**
     Current Acquisition Status report is updated monthly in advance of CCLAAC meeting and provided as part of the meeting packet. The report is posted online under Acquisition News at: www.conservationcollier.com
5. **New Business**
   - **A.** CCLAAC Review of Report from Collier Clerk titled "Review of Conservation Collier Land Acquisition Program"
   - **B.** CCLAAC Review of revised Purchasing Policy as a result of Clerk's review (companion to 5.A.)
   - **C.** Conservation Collier Acquisition Fund Balance (as requested by CCLAAC July 2, 2025)
   - **D.** Initial Criteria Screening Report (ICSR) and Ranking
     1. Dr. Robert H. Gore III Preserve TPMA
        a. Castillo
     2. Everglades Outpost
6. **Subcommittee Reports**
   - **A. Lands Evaluation & Management –** Chair, Ron Clark – last meeting June 5, 2024
     Upcoming meetings needed for September & October to be discussed.
   - **B. Outreach –** Chair, John Courtright - last meeting April 23, 2025
   - **C. Ordinance, Policy and Rules –** Chair, Michele Lenhard - last meeting December 18, 2023
7. **Coordinator Communications**
   - **A. Miscellaneous**
   - **B. BCC Items Related to Conservation Collier**
     1. **Previously Heard**
        a. **8/26/2025:** 2025 TPMA; May & June Active Acquisition Lists; Agreement for Sale & Purchase Golden Land Partners
     2. **Upcoming**

a. **9/9/2025:** Resolution Amending Resolution No. 2007-300 the Purchasing Policy for Conservation Coller

8. **Chair and Committee Member Comments**
9. **Public Comments**
10. **Staff Comments**
11. **Next Meeting September 3, 2025**
12. **Adjourn**

Committee Members: Please email conservationcollier@colliercountyfl.gov no later than noon Monday, August 4, 2025, if you cannot attend this meeting or if you have a conflict and will abstain from voting on an agenda topic.

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

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July 24, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Conservation Collier Land Acquisition Advisory Committee
Collier County, Florida

August 6, 2025
9:00 am

Notice is hereby given that the **Conservation Collier Land Acquisition Advisory Committee (CCLAAC)** will meet on **Wednesday, August 6, 2025,** at **9:00 a.m.** This will be a Hybrid Remote meeting, and it will be held at the Growth Management Community Development Conference Room 609/610, 2800 North Horseshoe Drive Naples, Florida. The public may attend either remotely or in person.

Individuals who would like to participate in person must complete and submit a speaker form prior to the beginning of the discussion about the item. Individuals who would like to participate remotely must complete and submit the online speaker registration form prior to the beginning of the discussion about the item.

Individuals who would like to participate remotely should register in advance of the meeting at https://colliercountyfl.webex.com/weblink/register/r26cef72dda3909662faf2abeb746aec2 After registering, you will receive a confirmation email containing information about joining the meeting. Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting of those boards, councils or agencies.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as

possible, but no later than 48 hours before the scheduled event. Such reasonable accommodation will be provided at no cost to the individual.

For more information, call (239) 252-2961 or email conservationcollier@colliercountyfl.gov

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August 6, 2025

MINUTES OF THE CONSERVATION COLLIER LAND ACQUISITION ADVISORY COMMITTEE MEETING

Naples, Florida, August 6, 2025

LET IT BE REMEMBERED, the Conservation Collier Land Acquisition Advisory Committee in and for the County of Collier, having conducted business herein, met on this date at 9:00A.M. in REGULAR SESSION at the Growth Management Department Building, 2800 North Horseshoe Drive, Naples Florida with the following members present:

CHAIR: Michele Lenhard
VICE CHAIR: Ron Clark
Gary Bromley
Rhys Watkins
John Courtright
Nick Pearson
Austin Howell
Oriany Brito
Christopher Satter

ALSO PRESENT: Summer Araque, Environmental Supervisor, Conservation Collier
Melissa Hennig, Environmental Specialist, I
Jamie Cook, Director, Development Review Division
Sally Ashkar, Assistant County Attorney
Jennifer Belpedio, Real Property Manager
Matthew Denison, Environmental Manager
Kathlene Drew, Administrative Support Specialist, II

1. **Roll Call**
   Chair Lenhard called the meeting to order at 9:00AM. Roll call was taken and a quorum was established with 7 Members present.

   A. **Approval of CCLAAC Members attending the meeting remotely**
   All Members were present in the Conference Room

2. **Approval of Agenda**
   Mr. Clark moved to approve the Agenda. Second by Mr. Pearson. Carried unanimously 7 – 0.

3. **Approval of the July 2, 2025 Meeting Minutes**
   Mr. Courtright moved to approve the minutes of the July 2, 2025 meeting as presented. Second by Mr. Clark. Carried unanimously 7– 0.

Mr. Bromley and Mr. Watkins arrived at 9:02am and a quorum of 9 was present.

4. **Old Business**
   B. **Acquisition Updates** - *Current Acquisition Status report updated monthly in advance of CCLAAC meeting provided as part of meeting packet and under Acquisition News at www.conservationcollier.com* for information purposes. The report will be updated monthly (last updated 5/27/25) including parcels the County has acquired to date, offers made by the County, pending acquisitions and those properties where the owner withdrew the application.
   Ms. Araque presented the PowerPoint *"Conservation Collier Acquisition Update – August 6, 2025"* for information purposes: She noted:
   - Approved by the Board of County Commissioners (BCC): Cypress Cove Landkeepers (Gore Nature Center) scheduled closing 8/8/25; Lautz, closing 8/15/25; Symphony, 9/12/25; and Williams Farm, closing TBD.
   - Upcoming BCC 8/26/25: HK Investments, Van Cleef and Golden Land Partners.
   - Staff is holding off on 16 A-List property acquisition appraisals until the Board revises the Purchasing Policy.
   - The Target Protection Mailing Area item was moved to the 8/26/25 Board of County Commissioners (BCC) Agenda.

   Ms. Cook provided an update on a parcel adjacent to Everglades Airpark noting:
   - The County has had interest in acquiring the parcel for at least 10 years and prior negotiations stalled with the landowner.
   - Recently, the landowner approached the County with a new offer to purchase the property.
   - The BCC is considering partnering any acquisition with other County Departments such as Conservation Collier, Affordable Housing (residential use), Parks and Recreation (boat ramp), etc.
   - A formal offer has not been made by the County, and she will keep the Committee updated on the status of the proposed acquisition.

   During Committee discussion, the following was noted:
   - The parcel is not part of the airport runway facility, and no designated areas have been proposed for the partners which may be involved in the acquisition.

- The property is in flood zone VE.
- Any participation requested from Conservation Collier will be presented to the Committee via the normal acquisition process.

5. **New Business**
   A. **CCLAAC Review of Report from Collier Clerk titled "Review of Conservation Collier Land Acquisition Program"**
   Ms. Cook provided the document *"Review of Conservation Collier Land Acquisitalion Program" Report No: SPC-2025-01 July 22, 2025"* and PowerPoint *"Collier County Conservation Collier OIG Audit - CCLAAC Meeting August 6, 2025"* highlighting:
   - On February 11, 2025 the BCC directed Staff to review the Conservation Collier Purchasing Policy and make any necessary changes with respect to mitigation of wetlands.
   - On February 17, 2025 the Clerk's Office of Inspector General (OIG) issued an Engagement Letter notifying the Department Head of the review of the Land Acquisition Program including the appraisal process (content, price, vendor contracts) and determining the price paid for properties compared to fair market values.
   - The analysis included 26 properties with a total acquisition value of $7,975,456.
   - On July 22, 2025 the OIG released the report with 13 recommendations for the Program as follows:

   Recommendation 1: The County's Real Property Management factor mitigation costs into the County's decision making process for purchasing land parcels as part of the Conservation Collier Land Acquisition Program.

   Recommendation 2: The County's Real Property Management establish appraisal standards disallowing the use of Collier County-purchased properties as comparable sales to ensure effective evaluation of the market and mitigate the risk of setting the price for future purchases

   Recommendation 3: The County's Real Property Management staff proactively address high variances in appraisal adjustments with third-party appraisers to enhance the County's appraisal review process and its assessment of reasonable sales offers.

   Recommendation 4: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to update guidelines regarding location and zoning into the Conservation Collier Land Acquisition Program's purchasing process.

   Recommendation 5: Recommendation 5: County management request a revision to the County purchasing policy (Collier County Resolution 2023-10) to allow Real Property Management staff to use the lower appraisal value as the appraised value for price negotiations.

   Recommendation 6: The County's Real Property Management evaluate landowner value estimates and existing listing prices as part of the County's decision-making process in determining price negotiations and sales offers to mitigate potential financial risks.

   Recommendation 7: The County's Real Property Management use real estate market tools and applications to obtain current market information prior to proceeding with County land purchase offers.

Recommendation 8: The County's Real Property Management implement a formal internal review process including checking and verifying appraisal information to ensure accuracy of data and enhance its due diligence.

Recommendation 9: The County's Real Property Management evaluate internal controls to ensure offer acceptances do not exceed the 30-day acceptance period, as stipulated in the County's offer letter and policy.

Recommendation 10: The County's Real Property Management evaluate their use of appraisal values exceeding one year of the appraisal effective date and consider obtaining new comparative sales or establishing time limits for sales closure to ensure property appraisal values remain relevant to any market adjustments.

Recommendation 11: Conservation Collier staff review existing property purchase records and records management procedures to ensure compliance with the records requirements set forth in Title XI, Section 125.355 of the Florida Statutes.

Recommendation 12: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to require written procedures regarding third-party appraisals for any County land purchases.

Recommendation 13: The County's Real Property Management establish formal written procedures for land purchases including appraisal reviews, price negotiations, and closings to ensure maximized savings to Collier County taxpayers.

- The general conclusion is, of the $7,975,456 expended on the 26 acquisitions, a potential savings of $815,923 may have been a result for the taxpayers,if measures to
- address the report findings were implemented.

During Committee discussion with Staff, the following was noted:

- The properties selected for review were randomly chosen during the 2022 -2023 time period.
- The Committee recommendations should focus on are #3 involving wetlands mitigation offsets and #5, offer prices.
- With respect to #5, there was consensus the recommendation is problematic as paying no more than the lowest appraised value is not a feasible negotiating strategy.
- Concern about developing written procedures will delay the acquisition process and the application may be withdrawn by the seller.
- A buyer of a large parcel is generally aware of the required mitigation costs and assumes the responsibility.
- The current process for acquiring properties which may require remediation is suitable. Adding a requirement for a detailed analysis of the wetland/wildlife mitigation required for the potential use of a large piece of property which may be developed in a variety of ways is time consuming and difficult for the appraiser and extends the time required to complete the acquisition.

Ms. Belpedio noted there is currently a framework for the acquisition process including a checklist utilized when the appraisal is obtained to look for issues.

Speaker

Brad Cornell, Audubon of the Western Everglades and Audubon Florida agreed with the Committee's focus. Restricting the process to paying the lowest appraised value indicates the County is not a good faith negotiator and market transactions do not necessarily focus solely on the lowest appraised value and the seller's estimate. The current process considers mitigation as reasonably as possible, and it is difficult to determine the costs of mitigation on a large parcel without a site development plan developed.

During Committee discussion, the following concerns were raised:

- The difficulty in determining actual mitigation costs for wetlands/wildlife.
- Changes in the process which may delay acquisitions of property and discourage owners from utilizing the Program.
- Being locked in on the lowest appraised value when negotiating purchases.

Staff noted only properties valued greater than $500,000 require multiple appraisals as those less only require one.

Mr. Watkins moved for the Committee to provide the following comments to the Board of County Commissioners:

1. ***They support the Report which is a useful review of the Program.***
2. ***An explanation should be provided on the rationale for the properties selected for the analysis.***
3. ***The current process for acquiring properties which may require remediation is suitable. Adding a requirement for a detailed analysis of the wetland/wildlife mitigation required for the potential use of a large piece of property which may be developed in a variety of ways is time consuming and difficult for the appraiser and extends the time required to complete the acquisition.***
4. ***The average of the 2 appraisals should be the maximum County purchase price for the parcel under consideration given the County generally initially offers less than appraised value, however Staff currently has the flexibility to negotiate the final agreement. Requiring the lowest appraised price be paid for the property may not indicate to the seller the County is negotiating the transaction in good faith and they may pursue another buyer for the property.***

Second by Mr. Bromley. Carried unanimously 9 – 0.

Ms. Hennig noted the $815,923 calculated for savings to the taxpayer includes approximately $500,000 for properties over $500,000 where the County did not pay the lowest of the 2 appraisals for the property. This finding does not note the prices paid for the acquisitions conformed to the policy in force at the time.

B. CCLAAC Review of revised Purchasing Policy as a result of Clerk's review (companion to 5.A.)

Ms. Cook presented the document *"A Resolution amending Resolution No. 20007-300 as amended revising the purchase policy for the acquisition of lands by the Conservation Collier lands acquisition program"* for consideration. She noted the policy has been revised based on the OIG review and provided an overview of the proposed changes. The Committee noted:

- They previously recommended the wetlands determinations costs be borne by the County, however it was not adopted by the Board of County Commissioners.
- It would be beneficial to clarify the definition of certain terms.
- Concern on automatically deducting the reconciled costs of the property which may give the seller pause in participating in the Program.

Speaker

Brad Cornell, Audubon of the Western Everglades and Audubon Florida noted the document should be reviewed and clarified regarding the appraisals as there is conflicting information in sections. He supports the existing process including the assumption multi project parcels are entirely wetlands. He recommended the following language be incorporate into *Section II.A.(1)c as follows: "Before the County orders any appraisal, the owner may provide an informal wetland determination for the property, no older than five years, at their sole cost and expense, unless the property has already been identified as a wetland by Conservation Collier staff for parcels of simple and clear status and based on best available data. For parcels with unclear or complicated wetland status, the County will provide an informal wetland determination, unless the parcel is part of a multi-parcel project, in which case all properties are identified and appraised as wetlands. The appraisal will not proceed until the determination is received and reviewed."*

Mr. Watkins moved for the Committee to recommend the following to the Board of County Commissioners:

1. ***Staff to clarify the definition of the terms such as initial offer, offer, purchase price, appraised value, etc.***
2. ***They support the Audubon Western Everglades recommendation for a revision to Section II.A.(1)c as follows: "Before the County orders any appraisal, the owner may provide an informal wetland determination for the property, no older than five years, at their sole cost and expense, unless the property has already been identified as a wetland by Conservation Collier staff for parcels of simple and clear status and based on best available data. For parcels with unclear or complicated wetland status, the County will provide an informal wetland determination, unless the parcel is part of a multi-parcel project, in which case all properties are identified and appraised as wetlands. The appraisal will not proceed until the determination is received and reviewed."***
3. ***The initial offer amount for a parcel under consideration that costs over $500,000 shall be no more than the lowest of the 2 appraisals.***
4. ***The maximum purchase price of a property should be no greater than the average of the 2 appraisals.***
5. ***They agree with the proposed changes to Sections II.A.3 and Section II.B.7.***

Second by Mr. Courtright. Carried unanimously 9 – 0.

C. **Conservation Collier Acquisition Fund Balance (as requested by CCLAAC July 2, 2025)**
Ms. Araque provided the PowerPoint *"Conservation Collier Acquisition Budget Report"* and provided an overview of the funds for property acquisitions noting there will be $25,108,700 available for new purchases in FY2026 (the amount is in addition to the funds already encumbered for approved purchase including Williams Farm, Lautz, Symphony, etc.). The estimate is based on projections for the upcoming budget which will be effective October 1, 2025.

6. **Subcommittee Reports**
   A. **Lands Evaluation & Management** – Chair, Ron Clark – Next meeting October 1, 2025, - immediately following regular CLAAC meeting.

   B. **Outreach** – Chair, John Courtright – Last meeting April 23, 2025
   No update necessary.

   C. **Ordinance Policy and Rules** – Chair, Michele Lenhard - Last meeting December 18, 2023
   No update necessary.

7. **Coordinator Communications**

A. Miscellaneous
None

B. BCC Items Related to Conservation Collier
Ms. Araque provided the following updates:

1. **Previously Heard**
   a. **7/08/2025: Pepper Ranch Volunteer Host Agreement; adopt a Resolution establishing the Proposed Millage Rates as the Maximum Property Tax Rates**
   b. **7/22/2025: No BCC Meeting**

2. **Upcoming**
   a. **8/12/2025: 2025 TPMA; May & June Active Acquisition Lists**

   b. **8/26/2025: Resolution Amending Resolution No. 2007-300 the Purchasing Policy for Conservation Coller; Agreement for Sale & Purchase Golden Land Partners, HK Investment & VanCleef**

8. Chair/Committee Member Comments
None

9. Public General Comments
None

10. Staff Comments
None

11. Next Meeting – September 3, 2025

There being no further business for the good of the County, the meeting was adjourned by order of the chair at 11:29AM.

Conservation Collier Land Acquisition Advisory Committee

Michele Lenhard, Chair

These minutes approved by the Committee on 8-6-25 as presented _____ or as amended _____.

Property/Project Area Name	Size (ac)	CCLAAC Recommended Ranking	CCLAAC Ranking Date	Board Ranking	Board Ranking Date
Bennett - Nancy Payton	**1.00**	A	6/4/2025	TBD	8/26/2025
Dabreo - Brewers Landing	**2.73**	A	4/2/2025	A	5/27/2025
Dr. Robert H. Gore III	**12.27**				
Harden	2.73	A	3/5/2025	A	5/27/2025
Rivera	2.27	A	3/5/2025	A	5/27/2025
Perez	5.00	A	4/2/2025	A	5/27/2025
Reina	2.27	A	5/7/2025	TBD	8/26/2025
Edwards Trust	**65.00**	A	1/8/2025	A	4/22/2025
Golden Land Partners	**20.00**	A	1/8/2025	A	4/22/2025
I-75/Everglades Blvd.	**19.64**				
Berman Trust parcel 1	5.00	A	2/5/2025	A	4/22/2025
Berman Trust parcel 2	1.59	A	2/5/2025	A	4/22/2025
Echavarria	3.05	A	2/5/2025	A	4/22/2025
Family Onyx	2.73	A	2/5/2025	A	4/22/2025
Morales	2.27	A	2/5/2025	A	4/22/2025
Tran	2.27	A	3/5/2025	A	5/27/2025
Pancham	2.73	A	5/7/2025	TBD	8/26/2025
Lucarelli	**5.00**	A	2/5/2025	A	4/22/2025
North Belle Meade	**55.19**				
D & J Investors	5.00	A	9/11/2024	A	10/22/2024
Golden Land Partners	6.25	A	9/11/2024	A	10/22/2024
Wilson	5.00	A	11/6/2024	A	1/14/2025
Simmons Trust	38.94	A	2/5/2025	A	4/22/2025
Wilcox - Panther Walk	**1.59**	A	3/5/2025	A	5/27/2025
Santamaria	**61.10**	A	4/3/2024	**Property withdrawn**	
Seminole Gulf Railway	**15.51**	A	7/2/2025	TBD	TBD
Williams Farms	**1,410.00**	A	4/3/2024	A	5/14/2024
A-LIST TOTAL	**1,607.93**				
Dively Trust	10.00	B	5/1/2024	B	6/25/2024
Parang Trust	2.73	B	10/2/2024	B	1/14/2025
B-LIST TOTAL	**12.73**				
B & G Landholdings	21.68	C	7/3/2024	C	10/22/2024
Bacon	0.86	C	9/11/2024	C	10/22/2024
Durr/Roemer	2.50	C	9/11/2024	C	10/22/2024
1063 Shadowlawn	1.89	C	12/4/2024	C	1/14/2025
Karlsson	0.33	C	1/8/2025	C	4/22/2025
C-LIST TOTAL	**27.26**				



Conservation Collier Acquisition Updates

August 6, 2025



Purchase Agreements

Approved by BCC – UPCOMING CLOSINGS

- Cypress Cove Gore Nature Center – Scheduled for closing 8/8/25– THIS FRIDAY
- Lautz (Panther Walk 2.27 acres) – BCC May 27th – closing 8/15/25
- Symphony (150 acres) – closing tentatively scheduled for 9/12/25
- **Williams Farms – closing TBD

Upcoming to BCC – items moved from July 8

- HK Investment (Marco) – August 26
- Van Cleef (Marco) – August 26
- Golden Land Partners (North Belle Meade) – August 26

Pending A-list Property Appraisals (after revised Purchasing Policy approved by BCC)

1. Brewers Landing TPMA – Dabreo 2.73 acres
2. Dr. Robert H. Gore III TPMA – 3 parcels; 10.00 acres
3. Edwards Trust (west of Picayune) – 65.00 acres
4. Golden Land Partners (west of Picayune) – 20 acres
5. I-75 and Everglades TPMA – 6 parcels; 16.91 acres
6. Lucarelli (north Naples) – 5.00 acres
7. North Belle Meade TPMA - 2 parcels; 43.94 acres
8. Panther Walk TPMA – Wilcox 1.59 acres

Other Acquisition Updates

- Moved from 6/24 to 8/26 BCC – Target Protection Mailing areas
- Moved from 6/24 to 8/26 BCC - May & June AAL

Crystal K. Kinzel
Clerk of the Circuit Court and Comptroller
Collier County, Florida

3315 Tamiami Trail East, Suite 102
Naples, Florida 34112-5324
www.collierclerk.com

Review of Conservation Collier Land Acquisition Program

Report No: SPC-2025-01

July 22, 2025

Crystal K. Kinzel
Collier County Clerk of the Circuit Court & Comptroller
www.collierclerk.com

OFFICE OF INSPECTOR GENERAL
3315 Tamiami Trail East, Suite 102
Naples, FL 34112-5324

July 22, 2025

Trinity Scott
Department Head
Transportation Management Services

James (Jamie) French
Department Head
Growth Management and Community Development

Subject: Review of Conservation Collier Land Acquisition Program (OIG Report No. SPC-2025-01)

Dear Ms. Scott and Mr. French:

As part of an assessment of Collier County land acquisitions, the Office of Inspector General (OIG) conducted a review aimed at evaluating the policies, procedures, and process in place to acquire land under the Conservation Collier Land Acquisition Program. Our review included evaluating appraisal costs as well as appraisal values and content to ensure Collier County taxpayers are paying a fair price for conservation parcels.

Our report identified several areas for improvement and therefore, the OIG provides thirteen (13) recommendations to the County for consideration.

This review was limited to the County's acquisition of certain parcels, as a part of a sampling. Please be advised that the OIG intends to conduct further reviews of selection and rank scoring criteria, as well as other parcels that may have additional concerns.

We appreciate the cooperation and courtesies provided to our office during the review. If you have questions, please contact me at Michael.Ryan@CollierClerk.com or (239) 252-8438.

Respectfully submitted,

Michael T. Ryan
Inspector General

Cc: Crystal Kinzel, Clerk of the Circuit Court and Comptroller
Amy Patterson, County Manager

EXECUTIVE SUMMARY

WHY AND WHAT WE DID

OIG conducted a review of the Collier County Conservation Collier Land Acquisition Program (CCLAP). Our review was part of a larger project intended to review land acquired by Collier County government. The objectives of the review were to: 1) review the appraisal process for CCLAP land purchases, including appraisal content, price, and vendor contracts, and 2) determine the price paid compared to fair market values for land purchases.

OIG reviewed Conservation Collier land acquired in 2023-2025 per County financial records. Our review included examining policies, procedures, appraisal cost, and appraisal reports. Specifically, appraisal reports were reviewed for appraisal methodologies, comparatives sales, mitigation cost factors, and general content. In addition, land purchase prices were compared to available market data.

As part of the review, OIG benchmarked two other counties' policies and procedures pertaining to conservation land acquisition.

WHAT WE RECOMMEND

We issued 13 recommendations to address the County's valuation of properties under the CCLAP. In response, County management concurred with all recommendations.

The County's response to each recommendation can be found in the Recommendations section of this report. The County's formal response is provided in Appendix A of this report.

WHAT WE FOUND

The Conservation Collier Land Acquisition Program (CCLAP) purchasing policy under County Resolution 2023-10 does not require mitigation cost factoring in the offer. Development of wetlands would typically cost at least $30,000 for low quality wetland parcels—92 percent of properties reviewed included wetlands. Additionally, in one sample reviewed, a wildlife mitigation costs varied between two appraisals by 46 percent—a difference of over $766,000.

OIG found use of County-owned property as comparative sales—in one case, the actual subject property. Use of County-owned properties can affect market evaluation and cause the County to risk setting the price for future similar purchases. Two reviewed appraisals included out-of-county properties or properties with zoning differences. The absence or variances of adjustments for either physical location or zoning may impact property value calculations. Furthermore, use of market adjustments varied in appraisals—potentially increasing the risk of unreliable appraisal values for the County.

In addition, the County requires using the average of the two appraisals as the appraised value rather than the lowest value—in OIG's sampling of 26 properties, use of the lowest appraisal value as a basis for offers may have resulted in a potential savings of more than $272,000 in County funds. Additionally, the County entered at least one agreement in which the full appraisal price must be paid, per the agreement terms.

In our sampling, OIG discovered at least three instances in which the County paid higher than the landowner's estimated appraisal value or above the listed sales price—such as one Marco Island property purchased for $420,000 over the applicant's estimated value, and a Panther Walk Preserve property for more than $50,000 above.

Calculation errors, along with incorrect comparable sales references, were found in appraisal information yet County staff accepted the information.

In some instances, County staff did not reevaluate appraisal values for any market changes for appraisals exceeding one year. As a result, the risk of inaccurate appraisal values may increase with any market fluctuations that occur over time compared to the effective appraisal date.

Lastly, Resolution 2023-10 does not require the County to have written procedures regarding the appraisal process. By establishing detailed procedures and appraisals review standards, County staff will be better positioned to save taxpayer funds in Conservation Collier land purchases.

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OBJECTIVES, SCOPE, AND METHODOLOGY

OBJECTIVES AND SCOPE

The Collier County Clerk of the Circuit Court and Comptroller, Office of Inspector General (OIG) conducted a review of the Conservation Collier Land Acquisition Program (CCLAP). The objectives of our review were to: 1) review the appraisal process for CCLAP land purchases, including appraisal content, price, and vendor contracts, and 2) determine the price paid compared to fair market values for land purchases.

The scope of the review covered CCLAP land acquired from October 1, 2023, through March 30, 2025.

METHODOLOGY

In performing this review, OIG reviewed the County's appraisal process with the Transportation Management Services Department's Real Property Management (formerly, Real Estate Property Division), to include conducting an analysis on the appraisal content for land purchases. This analysis included a sampling of 26 properties that the County purchased for nearly $8 million. In addition, we reviewed appraisal service contracts and completed a comparative analysis of CCLAP appraisals against the County Property Appraiser's Office assessments, along with a comparative analysis of the land purchase prices against real estate market conditions at the time purchased. Lastly, we benchmarked land purchase process best practices of two other Florida counties and conducted interviews.

This review was conducted in accordance with the Association of Inspectors General's *Principles and Standards for Offices of Inspector General*.

BACKGROUND

CCLAP is one of the primary programs administrated by Collier County operations that regularly purchases land. The Conservation Collier mission is to acquire, preserve, restore, and maintain vital and significant threatened natural lands, forest, upland, and wetland communities located in Collier County, for the benefit of present and future generations.

Since 2003, Conservation Collier has been acquiring properties throughout Collier County from willing sellers. Properties acquired must meet specific criteria including rare habitat, aquifer recharge, flood control, water quality protection, and listed species habitat. At the program's inception, the Collier County Board of County Commissioners (BCC), appointed a Conservation Collier Land Acquisition Advisory Committee (CCLAAC) to consider and make recommendations on offered properties. The CCLAAC's recommendations have resulted in BCC approval for and acquisition of locations throughout Collier County.

The Collier County Growth Management and Community Development Department's Review Division (herein, referred to as Conservation Collier staff) and the Transportation Management Services Department's Real Property Management (RPM) coordinate efforts to make these acquisitions possible. Financial records indicate that Conservation Collier paid $3.9 million in 2023, and $8 million for land purchases in 2024.

OPPORTUNITIES FOR IMPROVEMENT

Policies are guiding principles in how business is intended to be conducted. The CCLAP's implementation is guided by the policies established under Collier County Ordinance 2024-17. This ordinance provides policy and high-level procedures to carry out the initiatives of the program.

A purchasing policy is established under Collier County Board Resolution 2023-10. This policy provides guidelines for the methodology in obtaining appraisals, establishes a requirement for an appraisal review by RPM, and sets time limits for appraisal validity when offers are extended to landowners.

OIG reviewed both the ordinance and resolution for appropriate content, accuracy, clarity and completeness. In addition, the ordinance and resolution served as criteria in performing our review of 2023-2025 CCLAP land acquisitions. During the review of appraisals, OIG found that the CCLAP purchasing policy requires revisions related to the following areas to strengthen the County's decision-making process on purchase offers:

1. Mitigation costs,
2. County-purchased properties used for comparable sales,
3. Comparable sale adjustments, and
4. Average appraisal values.

Finding 1: Mitigation Costs Are Not Completely Factored into County Offers

OIG found that mitigation costs are not completely factored into the County's decision-making process when making land purchase offers.

WETLANDS

OIG found that the County's purchasing policy requires staff to use the appraisal value to provide an offer to the landowner; however, the appraisal value does not always incorporate wetland development mitigation costs due to the methodology, i.e., sale approach methodology, being used.

OIG noted 23 out of 26 samples (92 percent) included wetlands, which are protected by federal law, on the parcel. The Federal "Clean Water Act" Section 404 ensures there is no net loss of wetland functions.[1] To accommodate times where wetland functions must be impacted, the State of Florida allows for wetland mitigation to balance the functional losses and gains to wetlands.[2] When a developer will impact wetlands, they are required to obtain a Uniform Mitigation Assessment Method assessment to determine the quality of wetlands to be impacted. Based on the assessment, wetlands are rated low, average, or high quality. According

[1] The U.S. Army Corps of Engineers and U.S. Environmental Protection Agency define "wetlands" as "*areas that are inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas.*" How Wetlands are Defined and Identified under CWA Section 404 | US EPA.

[2] According to the Florida Department of Environmental Protection, "wetlands mitigation" is defined as – "*A wetland enhancement, restoration, creation and/or preservation project that serves to offset unavoidable wetland impacts is known as wetland mitigation or compensatory mitigation. The ecological benefits of a mitigation project should compensate for the functional loss resulting from the permitted wetland impact.*"

to Conservation Collier staff, mitigation credits must be obtained for the wetland impacts, and the costs range from $30,000 to over $400,000:

Quality Rating	Mitigation Credit Cost
Low	$30,000-50,000
Average	$80,000-100,000
High	$400,000 or higher

Since the purpose in acquiring these parcels of land is conservation, the County typically is not required to pay these mitigation credits; however, that would not apply to anyone purchasing the land for development.

As an example, OIG determined that 4 of our 26 samples were related to Panther Walk properties, which are mainly hydric mapped soils.[3] Given that the nature of hydric soils is that the area is under water for at least a portion of the year, mitigation costs to develop such properties may likely be higher.

Therefore, it may be in the best interest of Collier County taxpayers for the County to factor these costs into the offer presented to the landowner.[4]

WILDLIFE

OIG found examples in which wildlife mitigation costs were factored into the appraisal process; however, variances existed. For example —

Marco Island Preserve – Annecy Marco Property (Parcel ID: 5719904005) Purchase (Sample 5)

There is a 46 percent variation regarding the mitigation costs for wildlife between the two appraisal reports.

One appraiser reported an eagle's nest on the property and made a minus 15 percent adjustment for the absence of an eagle's nest on all comparable property sales. This adjustment calculated out to be an average of $284,343 in sales price reduction on each comparable property. In addition, due to the presence of tortoises, a minus 20 percent adjustment was made for the lack of tortoise presence on any comparable property. This adjustment calculated to an average of $379,124 in sales price reduction on each property, which contrasted the appraiser's narrative explanation, estimating $770,000 total cost to remove the tortoises.

In the second appraisal report (23-64), the appraisal report cited an estimated cost of $1,429,968 to relocate all the tortoises on the subject site.

Appraisal Report	Eagle	Tortoise	Total
Report 6280-TS	$284,343	$379,124	$663,467
Report 23-64	$0	$1,429,968	$1,429,968
TOTAL WILDLIFE MITIGATION COST DIFFERENCE			**$766,501 (46%)**

[3] According to the United States Department of Agriculture, Natural Resources Conservation Service, a hydric soil is a soil that formed under conditions of saturation, flooding, or ponding long enough during the growing season to develop anaerobic conditions in the upper part. See Hydric Soils | Natural Resources Conservation Service (last visited April 28, 2025).

[4] OIG cannot provide actual remediation cost dollars, as the County would need to conduct a mitigation cost survey, i.e., Uniform Mitigation Assessment Method, of properties to determine the required expenditures.

Marco Island Preserve – South Terra Corp Property (Parcel ID: 58105440009) Purchase (Sample 21)

There is a 63 percent variation regarding the mitigation costs for wildlife between the two appraisal reports.

One appraisal report (23-165) deducted $140,000 for the removal of 15 tortoises ($6,600 per tortoise) although 30 tortoises were documented in the Conservation Collier Initial Criteria Screening report provided to the appraiser.

In the second appraisal report (2023-091), the appraisal report made a 10 percent downward adjustment on comparative sales 2-6 to account for 30 gopher tortoises. This adjustment calculated to an average of $228,795 in sales price reduction on each comparative sale. Although comparative sale 1 had gopher tortoises, no adjustment was made. However, the property listed an estimated removal cost of $300,000.

Appraisal Report	Tortoise
Report 2023-091	$228,795
Report 23-165	$140,000
TOTAL WILDLIFE MITIGATION COST DIFFERENCE	**$88,795 (63%)**

Although the sales approach methodology is cited as the most appropriate approach for a vacant lot, it does not factor the mitigation costs for developing wetlands or wildlife removal. As a result, these mitigation costs are not fully considered in the County's purchase offer and could potentially result in paying a higher price compared to other buyers.

OIG recommends that —

Recommendation 1: The County's Real Property Management factor mitigation costs into the County's decision-making process for purchasing land parcels as part of the Conservation Collier Land Acquisition Program.

Finding 2: Appraisals Include County-Owned Properties as Comparable Sales

During the review, OIG noted that 2 out of 26 samples contained a total of three comparable sales relating to County-owned properties.

Pepper Ranch Preserve – English Trust Property (Parcel ID: 00053560005) Purchase (Sample 6)

The appraiser used two Collier County pending sales properties as comparative sales:

Comparative Sale	Description	Sale Date	Amount
3	**Parcel ID:** 00053815006 **Location:** Trafford Oaks Road, Immokalee, FL 34142 **Total Area:** 24.50 acres	Pending	$220,000
4	**Parcel ID:** 00053440002, 00053813008, & 00053805003 **Location:** Trafford Oaks Road, Immokalee, FL 34142 **Total Area:** 59.79 acres	Pending	$505,000

The unit value was calculated based on the average adjusted sales prices of comparative sales 3-5, including the two Collier County pending sales noted above, which impacted the final sales estimate of $8,443 per acre.

Shell Island Preserve – Dredge Management Property (Parcel ID: 742040001) Purchase (Sample 9)

One of the two appraisers used two prior Collier County land purchases as comparative sales, one of which was the same property parcel as the subject property:

Comparative Sale	Description	Sale Date	Amount
1	**Parcel ID:** 00766160006, 00766080005, 00764400001, 00766120004, 00760040009, and 00767200004 **Location:** Tamiami Trail East, Naples, FL 34114 **Total Area:** 26.99 acres	8/11/22	$1,850,000
3	**Parcel ID:** 742040001 **(Subject of Appraisal)** **Location:** Collier Blvd & Port Au Prince Dr **Total Area:** 18.73 acres	2/3/22	$1,500,000

This appraiser's final estimated value was based solely on comparative sale three – the actual subject property of the appraisal.

The current purchasing policy does not provide comparative sales use parameters as part of the CCLAP appraisal process. In benchmarking other counties, OIG discovered that as part of the appraisal process, Lee County does not compare other land owned by the County in order to evaluate the outside real estate market on similar properties. Problems associated with using county-owned land may include the county government setting the price and inadvertently increasing the price on itself.

Under the Collier County purchasing policy, disallowing the use of County-purchased property is not a current requirement provided to third-party appraisers, as part of the CCLAP appraisal process.

As a result, appraisal values may be skewed when Collier County property purchases are used as comparative sales, since they are not reflective of what other buyers would pay for the same type of land.

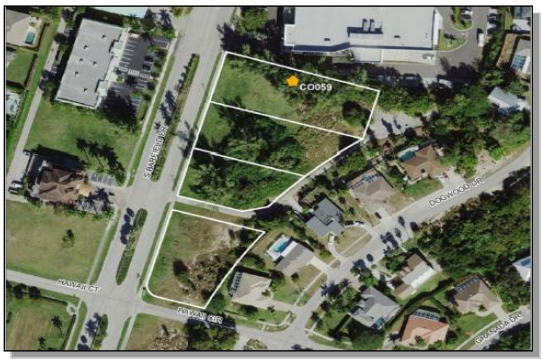
OIG recommends that —

Recommendation 2: The County's Real Property Management establish appraisal standards disallowing the use of Collier County-purchased properties as comparable sales to ensure effective evaluation of the market and mitigate the risk of setting the price for future purchases.

Finding 3: Market Adjustments for Comparable Sales Varied in Appraisals

OIG found that the use of market adjustments varied in appraisals. Overall, market adjustments made to comparative sales ranged from 0.2 percent to 21 percent. As an example —

Marco Island Preserve – Annecy Marco Property (Parcel ID: 5719904005) Purchase (Sample 5)



On December 6, 2023, the County paid $3,140,000 for the Annecy Marco Property. This property was vacant commercial land that combined four parcels—5719904005 (the subject property), 57199000003 (191 S. Barfield), 57198960005 (201 N. Barfield) and 57198920003 (221 S. Barfield)—for a combined area of 2.13 gross acres. According to one report, there was a lack of feasibility of this property as a commercial venture.

One appraisal report, which was issued to the County on March 2, 2023, estimated the property value at $2,880,000. Some of the comparative sales were deemed "superior" properties based on location and condition without adjustment.

In reviewing the two third-party appraisal reports for this property, it was determined that one appraiser made no adjustments for comparative sales from 2022. Conversely, the other appraiser made market change adjustments of +4.7 to +5.3 percent on every 2022 comparative sale listed in the 2023 appraisal report. Per the appraiser's report, this adjustment was due to the lack of available commercial property on Marco Island at that time.

Comparable sales used in appraisals are evaluated by appraisers to determine the appraisal value of the subject property. The appraiser may use market adjustments to sale prices to ensure similarity to the property being appraised.

Inconsistencies in market adjustments used by appraisers increases the risk of unreliable appraisal values.

OIG recommends that —

Recommendation 3: The County's Real Property Management staff proactively address high variances in appraisal adjustments with third-party appraisers to enhance the County's appraisal review process and its assessment of reasonable sales offers.

Finding 4: Out-of-County Comparative Sales and Zoning Affect Appraisal Values

In 2 out of 26 properties reviewed, OIG found that the comparable sales an indication of value for properties out-of-county did not have any adjustments to account for physical location. For example —

Pepper Ranch Preserve – English Trust Property (Parcel ID: 53560005) Purchase (Sample 6)

In acquiring the English Trust property, which is 59 acres located in Immokalee, OIG noted that appraisers were utilizing comparative sales that were distant from the parcel being acquired. In the appraisal report, the appraiser used one comparative sale from outside of Collier County that was used in calculating the final estimated appraisal value:

Comparative	Location	County	Distance
5	Labelle	Hendry	22.1 miles

The use of out-of-county property did not have any adjustments to account for physical location.

Conversely, the second appraiser used comparable sales from Naples—all of which were considerably smaller properties.

Comparative	Location	Zip Code
1	Naples – Golden Gate	34117
2	Naples – Golden Gate	34117
3	Naples – North of Immokalee Road	34120
4	Naples – North of Immokalee Road	34120

The first two comparable sales were adjusted upward by 10 percent for location, whereas the other two comparative sales were both adjusted downward by 25 percent for location. According to Collier County Property Appraiser (CCPA) records, the 2022-2023 sales for parcels over 50 acres in these zip code locations and excluding Collier County purchases averaged $35,920 per acre, which indicates all comparative sales should have been adjusted downward.

OIG reviewed 2022-2024 sales prices for the same section, township, range, and use code as the English Trust property and noted that the overall price paid per acre by other landowners was $6,651, which is $1,203 per acre lower than the $7,854 per acre that the County paid in 2024.

Shell Island Preserve – Dredge Management Property (Parcel ID: 00742040001) Purchase (Sample 9)

OIG noted that one appraiser used comparative sales that were both distant and located in another county from the parcel being acquired. However, no adjustments were made for out- of-county sales comparatives.

Comparative	Location	County	Distance
2	Bonita Springs	Lee	25 miles
4	Estero	Lee	36 miles

In addition to location adjustments, OIG noted that the zoning of the subject property did not match the zoning of three comparative properties. In those instances, no adjustment was made to account for the different zones.

OIG reviewed 2022-2024 sales prices for the same section, township, range, and use code as the Shell Island Preserve property and noted that only one sale had occurred. In 2023, a landowner paid $76,964 per acre for property in that area, whereas in January 2024, the County paid $80,772 per acre—**$3,808 more per acre**.

Although zoning is currently reviewed as part of the property appraisal, the County's purchasing policy does not identify any zoning criteria for comparable sales as part of the CCLAP appraisal process. Furthermore, differences existed in how zoning adjustments were determined; therefore, property values may not be accurately calculated without taking into consideration the comparable properties in different zones.

OIG recommends that —

Recommendation 4: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to update guidelines regarding location and zoning into the Conservation Collier Land Acquisition Program's purchasing process.

Finding 5: Average Appraisal Value Requirement Increased Purchase Cost

Section 125.355 of the Florida Statutes requires obtaining two appraisals for property purchase amounts over $500,000. However, there is not a statutory requirement that precludes the County from offering less than the appraised value on any conservation land purchase. According to the offer methodology prescribed in the County's purchasing policy, "the appraised value will be equal to the average of the two appraisals."

Using the average of the two appraisals to be "*the appraised value"* requires County staff to negotiate offers from a higher appraised value than what could otherwise be used and impacts both mass appraisals and high-value property purchases.

MASS APPRAISALS

In our sampling review of 26 CCLAP property purchases, OIG found that mass average appraisals were obtained in 13 out of the 26 purchases. This type of mass average appraisal was commonly used in the Robert Gore Preserve, Winchester Preserve, and Panther Preserve areas, where the parcels are primarily similar. Since multiple parcels are purchased using the appraisal value, two appraisals were obtained for each preserve.

Panther Walk Preserve – Fish Property (Parcel ID: 39150520003) Purchase (Sample 26)

As an example, there were two third-party market study appraisals completed for the Panther Walk Preserve, which were issued in July 2024. The appraisers used a combined total of 14 comparative sales to determine a value of parcels with an acreage of 1.14-2.73 acres and containing between 75 percent to 100 percent wetlands. Ten out of 14 comparative sales had market adjustments between +0.1 to +5.9 percent. Both appraisers used the "Hughes" property as a sales comparative.

The Hughes property (PID 39151680007) was a 1.59 acreage comparative sale with a listed sale price of $54,900, dated July 10, 2024. One appraisal report referenced that the property listing contained a comment that it was a "firm price as the county will buy the lot in the near future."[5]

The property was originally part of a September 2023 mass average appraisal in which one appraiser estimated at $28,000 per acre and the other appraiser estimated $30,000 per acre. Per the County's purchasing policy, an average of the two appraisals was required to determine the appraised value. Therefore, County staff calculated an appraised value of $29,000 per acre. Had staff been allowed to accept the lower of the two appraisal amounts, the County would have saved $1,000 per acre or $1,590 total for the 1.59-acre property.

In July 2024, the BCC approved the purchase of the Hughes property at a price of $46,110. However, the deed was not transferred or payment made, until September 2024. Both appraisers used the Hughes property as a July 2024 comparative sale (when the sale was pending) with a price of $54,900, referencing the realty company as the source of sale verification. Consequently, the incorrect sale price ($54,900) inflated the actual sale price ($46,110) by approximately 19 percent, or $8,800, for comparative sales purposes.

OIG also noted that the subsequent 2024 mass appraisal value of $32,000 was 10 percent higher than the 2023 appraisal value of $29,000 per acre, even though one appraiser only suggested a +5.9 percent annual increase for 2024 market adjustments, and the second appraiser made no market adjustments.

In addition, if the appraisal value is too high, the County may overpay for all parcels in the multi-project parcel area. This averaging of the appraisal values can be problematic in areas such as Panther Walk Preserve due to an existing memorandum of understanding between the County and Florida Wildlife Corridor Foundation, which requires the County to offer 100 percent of the appraised value to be reimbursed 50 percent for land purchases.

HIGH-VALUE PROPERTIES

As an example, the table below shows that on two property purchases listed, more than $272,000 in County funds could have potentially been saved, if policy allowed the use of the lowest appraisal value.

[5] This point was raised by a County Commissioner during a BCC meeting held on February 11, 2025.

Sample No.	Property and PID	Appraisal Average	Cost Paid	Lowest Appraisal Value	Cost Difference Using Lower Amount
5	ANNECY MARCO PROPERTY; PID 57199040005 combined with 57199000003, 57198960005, and 57198920003	$ 3,140,000	$ 3,140,000	$ 2,880,000	$ 260,000
9	DREDGE MANAGEMENT PROPERTY; PID 742040001	$1,592,500	$ 1,512,875	$ 1,500,000	$ 12,875
Potential Taxpayer Cost Savings					**$ 272,875**

The current County purchasing policy requires that an average of the estimated appraised values is used as the appraised value.[6] This requirement can lead to a higher payment amount than would otherwise be paid if using the lowest appraisal value.

OIG recommends that —

Recommendation 5: County management request a revision to the County purchasing policy (Collier County Resolution 2023-10) to allow Real Property Management staff to use the lower appraisal value as the appraised value for price negotiations.

Finding 6: County Purchases Sometimes Exceeded Landowner Value Estimates or List Price

OIG found that in certain instances, the County paid either above the landowner's estimated property value at the time of submitting the CCLAP application or the listed sales price. For example –

Marco Island Preserve – South Terra Corp. Property (Parcel ID: 58105440009) Purchase (Sample 21)

The landowner applied to the CCLAP on April 18, 2022. The application indicated an appraisal value estimate of $1,200,000. On December 6, 2023, the County closed on the South Terra Corp. property at $1,620,000—**$420,000 above the stated application estimated value**.

Panther Walk Preserve – Hackman Property (Parcel ID: 39150600004) Purchase (Sample 25)

The landowner applied to the CCLAP on July 12, 2021. The application indicated an appraisal value of $12,236 for the 2.5-acre parcel. On December 15, 2023, the County closed on the Hackman property at $63,000—**$50,764 above the stated application appraisal value**.

Panther Walk Preserve – McGinnis Property (Parcel ID: 39150600004) Purchase (Sample 1)

According to one publicly available online listing source, the property was listed for $38,000 in 2023, when the County purchased it for $42,800—**$4,800 above the listed price**. The 2023 listing price was reduced from $56,000 in 2022 and was on the market for 1,091 days. Upon discussing the issue with RPM, OIG discovered

[6] According to Resolution 2023-10 Purchasing Policy, when the estimated value of a property is over $500,000, two appraisals are required. It states, "*The appraised value will be equal to the average of the two appraisals.*" Conservation Collier staff are allowed to determine the offer amount, but they cannot exceed the appraised value.

that staff were not aware of the property listing. Checking for current property listings as part of the County's review process can help mitigate the potential risk of paying above list price for properties.

In reviewing the process, OIG determined that the County does not have procedures to address these factors as part of the overall land acquisition process, which can impact the County's decision-making on negotiating an offer price. In addition, RPM staff voiced concerns over limited access to market tools and applications, such as Multiple Listing Service or other available commercial real estate information, to compare and analyze market data.

OIG recommends that —

Recommendation 6: The County's Real Property Management evaluate landowner value estimates and existing listing prices as part of the County's decision-making process in determining price negotiations and sales offers to mitigate potential financial risks.

Recommendation 7: The County's Real Property Management use real estate market tools and applications to obtain current market information prior to proceeding with County land purchase offers.

Finding 7: County Staff Accepted Appraisal Information Containing Errors

During the review, OIG found errors, including calculation and date errors, as well as incorrect comparable sales references, in some of the appraisal information provided to the County. As an example –

Marco Island Preserve – Annecy Marco Property (Parcel ID: 57199040005) Purchase (Sample 5)

One appraiser concluded a final sales estimate of $30.41 per square foot based on weighting the sales comparatives. OIG recalculated the weighted sales comparatives and determined a weighted average of $29.87 per square foot, which was $0.54 lower than the appraiser's calculation. The price difference would mean the final appraisal value was $50,194 too high (92,952 square feet X $0.54).

Panther Walk Preserve – Fish Property (Parcel ID: 39150520003) Purchase (Sample 26)

One appraiser had mathematical errors on every sales comparative when calculating the sales price per acre. The errors caused further miscalculations in the appraisal leading to an overall average variance of $15 per adjusted acre unit price.

Uniform Standards of Professional Appraisal Practice (USPAP) Standards Rule 1-1, General Development Requirements, states: "In developing a real property appraisal, an appraiser must: (c) not render appraisal services in a careless or negligent manner, such as by making a series of errors that, although individually might not significantly affect the results of an appraisal, in the aggregate affects the credibility of those results."

Although these errors did not significantly change the existing appraisal values, RPM staff accepted the reports. Accepting appraisals without validating appraisal content and calculations could impact price negotiations with landowners.

OIG recommends that —

Recommendation 8: The County's Real Property Management implement a formal internal review process including checking and verifying appraisal information to ensure accuracy of data and enhance its due diligence.

Finding 8: County Staff Did Not Reevaluate Appraisal Values for Market Changes

OIG found that in some instances, County staff did not reevaluate the appraisal values for any changes in current market conditions, despite the time lapse between the appraisal and the date of either the County's final purchase offer or sales closing.[7]

APPRAISAL VALUE TIMING IN OFFERS

When reviewing the timeline between the appraisal report and closing on the property, OIG noticed a trend of higher-than-average process delays—exceeding the County's 2.5-month average time—in making an offer to landowners for purchases relating to multi-parcel appraisals. Specifically, OIG noted 4 out of 26 samples within multi-parcel appraisals used the same appraisal and had offers that were over one year from the appraisal value effective dates. As one example —

Robert Gore Preserve – Kleinberger Property (Parcel ID: 41500480008) Purchase (Sample 10)

Conservation Collier staff could not locate the application for the 2.73-acre Kleinberger property. Based on an August 23, 2022, appraisal report, the property appraised value was $60,060, effective August 1, 2022. The appraisal report prescribed a marketing period of 12 months, which would make this appraisal value effective through August 1, 2023.[8]

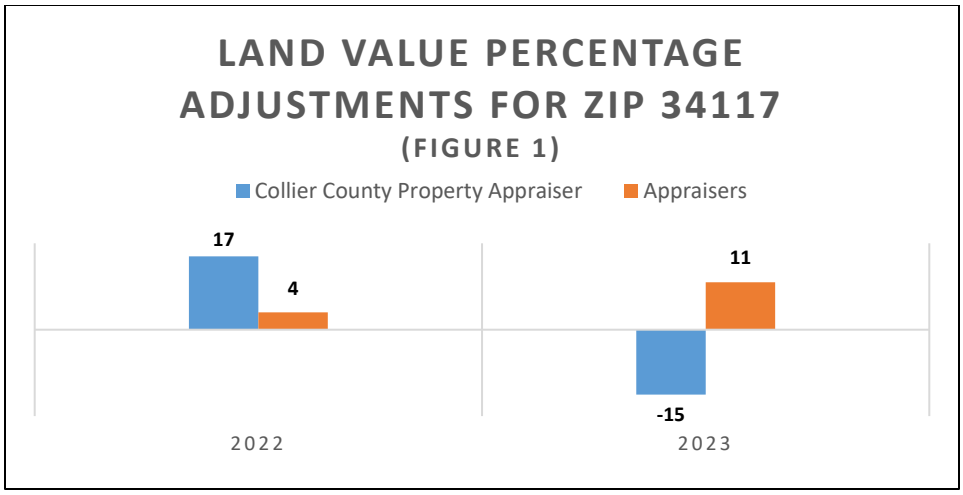
On September 23, 2022, RPM staff presented the initial offer of $110,000 for a combination of two parcels (PID 41500440006 and 41500480008). Per the Conservation Collier Project Design Report, RPM issued a second offer of $104,500 on October 26, 2023. This date exceeded the market value effective period by 1 year 2 months and 25 days.

In reviewing the corresponding appraisal, the appraiser used comparative sales from 2021 and made an overall market adjustment increase of four percent to reflect the 2022 market.

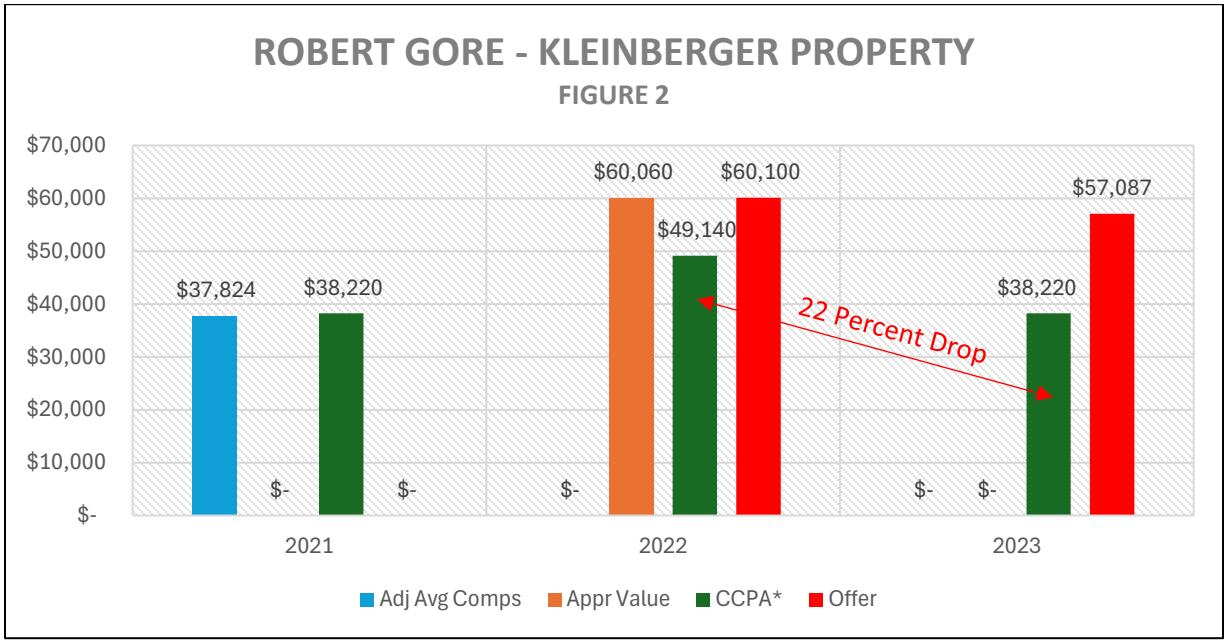
OIG reviewed all assessed property values for our samples within the same zip code (34117) for 2022-2024 appraisals and noted that the appraisers' land value percentage adjustments increased, whereas CCPA percentage adjustments decreased during this period (**see Figure 1**).

[7] Appraisers commonly listed the market value period as 6-12 months.

[8] The appraisal report defines "Marketing Time" as "*an opinion of the amount of time it might take to sell a real or personal property interest at the concluded market value level during the period immediately after the effective date of an appraisal.*"



According to the CCPA, assessed land property values in the same area declined overall 15 percent in 2023; however, the offer for the Kleinberger parcel was only decreased by five percent. In addition, the CCPA property value dropped 22 percent between 2022 and 2023 (**see Figure 2**).



* CCPA values were adjusted one year to reflect prior year data collected for tax assessments.

If the Kleinberger property offer had been lowered by at least the overall CCPA 15 percent market drop reflected in the area, it would have potentially saved County taxpayers $9,015.

The purchase was presented to the BCC on January 9, 2024, and the property sale closed for $104,500 on March 15, 2024.

APPRAISAL VALUE TIMING IN CLOSING

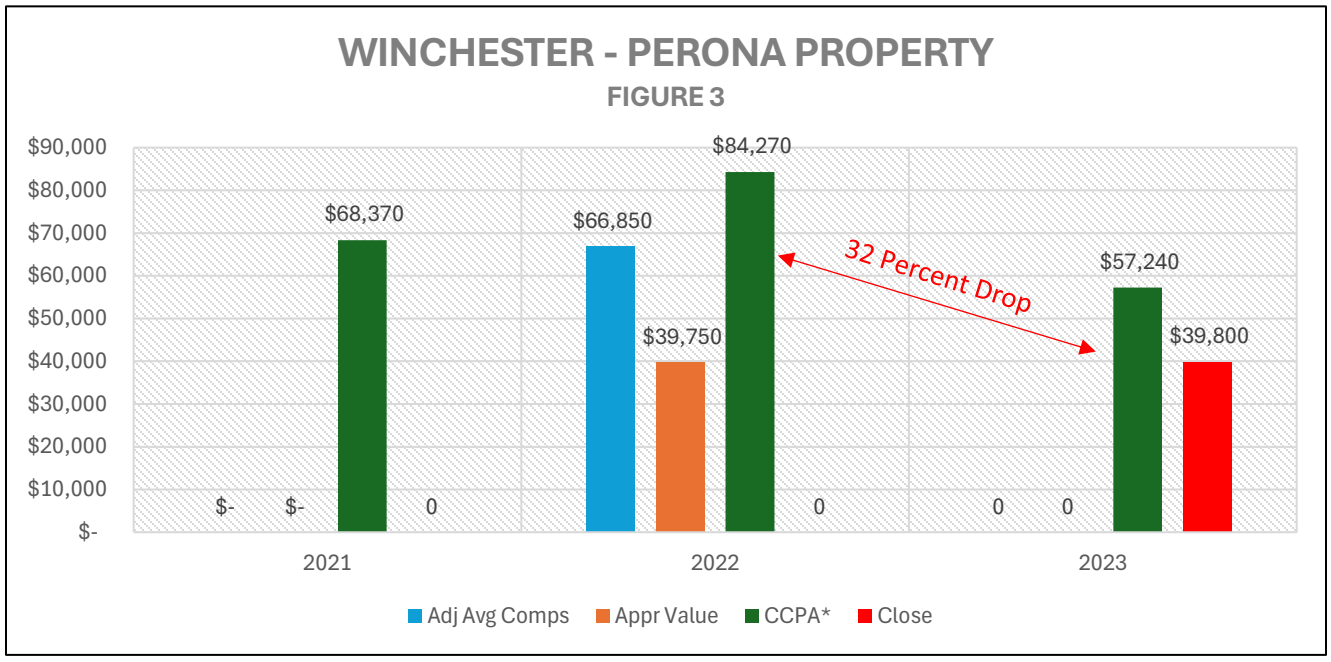
In addition, OIG noted that appraisal values were more than one year old from the appraisal market value date at sales closing. This timing difference often made the estimated price higher than current market values,

especially by the time the property closed. As an example, OIG examined three properties associated with the Winchester Head Preserve.

Winchester Head Preserve – Perona Property (Parcel ID: 39957360000) Purchase (Sample 16)

Conservation Collier staff could not locate the application for the 1.59-acre Perona property. Based on an August 20, 2022, appraisal report, the property appraised value was $39,750, effective August 13, 2022. On September 22, 2022, RPM staff presented the initial offer of $39,800. Per the BCC agenda Executive Summary report, the County offer was accepted on June 22, 2023. (*The accepted offer exceeded the 30-day acceptance period documented in the offer letter by eight months.*)

The purchase was presented to the BCC on September 12, 2023. On November 7, 2023, the County closed on the Perona property at $39,800. (*By the time of closing, the appraisal value was 1 year 2 months and 25 days past the effective date of the appraisal.*) There have been no sales of the property since at least 1973; however, the CCPA listed a 2024 assessed value of $57,240.



* CCPA values were adjusted one year to reflect prior year data collected for tax assessments.

In the Winchester Preserve samples reviewed, the same appraisal report was used for the purchase of each parcel. The comparative sales used in the appraisal were from 2022. The appraiser made an overall market adjustment increase of two percent to reflect the 2022 market. According to the CCPA, assessed property values in the same area for the four Winchester Preserve samples declined by 32 percent in 2023 (**see Figure 3**); however, no offers were decreased. If the 2022 offer for the Perona property had had been lowered by the 32 percent drop before the closing, it could have potentially saved taxpayers $12,736.

Winchester Head Preserve – Wilson Trust Property (Parcel ID: 39959560002) Purchase (Sample 19)

Conservation Collier staff could not locate the application for the 1.59-acre Wilson Trust property. Based on an August 20, 2022, appraisal report, the property appraised value was $39,750 effective August 13, 2022. On September 22, 2022, RPM staff presented the initial offer of $39,800.

Per the Conservation Collier Project Design report, a second offer was issued on April 11, 2023; however, staff could not locate the second offer letter.[9] Per the BCC agenda Executive Summary report, the offer was accepted on April 28, 2023.

The purchase was presented to the BCC on October 10, 2023. On November 20, 2023, the County closed the Wilson property at $39,800. (*By the time of closing, the appraisal value was 1 year 3 months and 7 days past the effective date of the appraisal*). The property had been owned by the Wilson family since 1977. The CCPA listed a 2024 assessed value of $57,240. If the 2023 offer had been lowered by the 32 percent drop before the closing, it could have potentially saved taxpayers $12,736.

Winchester Head Preserve – Mooney & Haskins Property (Parcel ID: 39953720000) Purchase (Sample 18)

Conservation Collier staff could not locate the application for the 1.59-acre Mooney & Haskins property. Based on an August 20, 2022, appraisal report, the property appraised value was $39,750 effective August 13, 2022. On September 22, 2022, RPM staff presented the initial offer of $39,800. Per the Conservation Collier Project Design report, a second offer was issued on May 15, 2023; however, Conservation Collier staff could not locate the second offer letter.[10] According to the BCC agenda Executive Summary report, the offer was accepted on May 15, 2023. The purchase agreement was dated September 12, 2023.

The purchase was presented to the BCC on November 14, 2023. On February 16, 2024, the County closed the Wilson property at $39,800. (*By the time of closing, the appraisal value was 1 year 6 months and 3 days past the effective date of the appraisal.*) Previous sale information was not available on the CCPA website due to confidentiality; however, the CCPA listed a 2024 assessed of $57,240. If the 2023 offer had been lowered by the 32 percent drop before the 2024 closing, it could have potentially saved taxpayers $12,736.

Although the County does not have a policy governing a time requirement for appraisal values, OIG used the maximum period of 12 months, which is based upon marketing period provided by appraisers. The root cause of the issue in the samples above is primarily due to offer renegotiations due to policy changes.

As a result, the risk of inaccurate appraisal values may increase with any market fluctuations that occur over time compared to the effective appraisal date.

OIG recommends that —

Recommendation 9: The County's Real Property Management evaluate internal controls to ensure offer acceptances do not exceed the 30-day acceptance period, as stipulated in the County's offer letter and policy.

Recommendation 10: The County's Real Property Management evaluate their use of appraisal values exceeding one year of the appraisal effective date and consider obtaining new comparative sales or establishing time limits for sales closure to ensure property appraisal values remain relevant to any market adjustments.

Recommendation 11: Conservation Collier staff review existing property purchase records and records management procedures to ensure compliance with the records requirements set forth in Title XI, Section 125.355 of the Florida Statutes.

[9] Per Florida Statutes, Title XI, § 125.355, "*The county shall maintain complete and accurate records of every such appraisal, offer, and counteroffer.*"

[10] Ibid.

Finding 9: County Lacks Written Procedures for Land Acquisition

In reviewing RPM processes, OIG requested procedures from RPM staff; however, officials advised that written procedures did not exist.

A procedure is a description of the operational processes necessary to implement policy. A properly developed and approved procedure ensures that policy is implemented efficiently and applied consistently. Many of the procedures used by Conservation Collier staff are outlined in the ordinances. In addition, staff uses a 'Conservation Collier Program Manual', and high-level property review procedures established at a January 2024 BCC meeting.

OIG found that the County's purchasing policy does not require Conservation Collier staff to have written procedures regarding the review of third-party appraisals, price negotiations, and sales closing. The lack of procedures can allow for due diligence gaps or inconsistencies in carrying out directives prescribed by County ordinances.

In discussing the purchasing policy with County officials, OIG noted that some key stakeholders in the process were not afforded an opportunity to provide feedback regarding the resolution draft prior to its establishment. Without identifying and incorporating all the key stakeholders, there is a potential for inadvertent gaps in policy design and content.

OIG recommends that —

Recommendation 12: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to require written procedures regarding third-party appraisals for any County land purchases.

Recommendation 13: The County's Real Property Management establish formal written procedures for land purchases including appraisal reviews, price negotiations, and closings to ensure maximized savings to Collier County taxpayers.

OBSERVATIONS

Costs for appraisals range from $33 to $2,800 and are disclosed to the public in the Executive Summary reports provided by Conservation Collier staff in BCC meeting agenda packets. Different cost strategies are utilized by Conservation Collier to keep costs low for county taxpayers. For example, Conservation Collier paid $675 for a single 1.14-acre parcel appraisal in the Robert Gore Preserve in 2023; however, a parcel with the same 1.14 acreage in the same preserve only cost $33 in 2024, when combined into Conservation Collier's cost of obtaining two mass appraisals for a multi-parcel project. In this example, the County's use of a mass appraisal cost strategy resulted in a cost savings of $642 per parcel.

CONCLUSION

Based on OIG's analysis of the 26 sampled property purchases, the County's implementation of measures to address the report findings may have resulted in a potential overall savings of over $815,000 in County funds. This amount represents potential cost savings that may have occurred if staff reviewed appraisal calculations

for accuracy and were allowed to use the lower appraisal amount, the sales listing price, or landowner estimates. Additional cost savings may be gained by addressing other areas identified in this report.

# Transactions Reviewed	Total Value of Transactions	Potential County Savings
26	$7,975,456	$815,923

RECOMMENDATIONS

OIG provided a draft of this report to County management for review and comment on the findings and recommendations. The following recommendations were issued. The County provided the following management response(s). The County's full response is provided in Appendix A.

OIG recommends that —

Recommendation 1: The County's Real Property Management factor mitigation costs into the County's decision-making process for purchasing land parcels as part of the Conservation Collier Land Acquisition Program.

Management Response: Concurred – Mitigation costs are already accounted for in the County's land acquisition process, as they are inherently reflected in the appraised value of a property using the sales comparison approach. This method captures market-based factors, including any known or anticipated mitigation obligations, which in turn inform the County's purchase decisions. This existing practice ensures that mitigation costs are indirectly but effectively considered in evaluating property value.

On multiparcel projects, wetland mitigation has always been taken into consideration. Unless the owner can prove otherwise, the 75-100% price is what is offered for these parcels. This cost is typically lower than or equal to the mitigation costs, as mitigation costs were noted in the IG's report.

a. Example: Mitigation costs for low quality: $30,000 - $50,000 per acre
b. Winchester Head: $28,000 per acre
c. Panther Walk: $32,000 per acre
d. Gore Preserve: $22,500 per acre

Management agrees with the Inspector General's recommendation to enhance transparency for mitigation costs. Language was prepared prior to the issuance of this report for consideration by the Board that would explicitly incorporate the consideration of mitigation costs into the Collier County Purchasing Policy, as set forth in Resolution 2023-10 ("Purchasing Policy").

Recommendation 2: The County's Real Property Management establish appraisal standards disallowing the use of Collier County-purchased properties as comparable sales to ensure effective evaluation of the market and mitigate the risk of setting the price for future purchases.

Management Response: Concurred – Management agrees with the Inspector General's recommendation to enhance clarity and strengthen the County's appraisal framework. Language was prepared prior to the issuance of this report for consideration by the Board that would explicitly disallow the use of Collier County–purchased properties as comparable sales in future appraisals.

Recommendation 3*:* The County's Real Property Management staff proactively address high variances in appraisal adjustments with third-party appraisers to enhance the County's appraisal review process and its assessment of reasonable sales offers.

Management Response: Concurred – The Purchasing Policy recognizes that a significant disparity between appraisals, regardless of the reason, warrants further review. Section (B) Offer Amount Methodology, subsection 1b states: "Should the two appraised values differ by an amount greater than 20% of the lowest appraisal, a third appraisal will be ordered and the two appraisals nearest in appraised value will be averaged to arrive at the appraised value…"

Real Property Management will develop an appraisal review checklist to ensure adjustments by third-party appraisers are applied consistently to the subject property.

Recommendation 4: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to update guidelines regarding location and zoning into the Conservation Collier Land Acquisition Program's purchasing process.

Management Response: Concurred – County management, in coordination with key stakeholders and staff, will propose revisions to the Purchasing Policy for the Board's consideration. Any updates would aim to reinforce the role of these factors within the appraisal-based valuation process, while recognizing that unique conservation opportunities may, at times, warrant flexibility beyond standard zoning or location criteria.

While the review references assessed values from the Collier County Property Appraiser (CCPA) to support its findings, it is important to clarify that these values are developed for taxation purposes and are not intended to reflect real-time market activity. Because property taxes in Florida are paid in arrears, CCPA assessed values are based on prior-year data and therefore often lag behind current market trends. Additionally, appraisal methods used for tax assessments do not account for parcel-specific conditions, zoning nuances, or conservation value. By contrast, USPAP-compliant appraisals rely on recent comparable sales and individualized property analysis. For these reasons, CCPA assessments should be used with caution when evaluating the market trends and the appropriateness of negotiated purchase prices.

OIG Response: The CCPA assessed values noted in Finding 8, reflect the CCPA's "Market Value" as reported on property tax forms. The CCPA defines "market value" as "fair market value or just value as determined by the property appraiser pursuant to Florida State Statute[s]." OIG acknowledges that CCPA market values are based off mass appraisals using prior market data; therefore, we adjusted the market value data by one year. OIG views CCPA market value information as useful in reviewing overall market trends when appraised values are being used for more than one year.

Furthermore, we recognize that parcel-specific information is more useful in physical adjustments, such as location and zoning; therefore, OIG used CCPA property sales values within the same zip codes of the properties reviewed in our examination of location adjustments made by appraisers, as indicated in Finding 4.

Recommendation 5: County management request a revision to the County purchasing policy (Collier County Resolution 2023-10) to allow Real Property Management staff to use the lower appraisal value as the appraised value for price negotiations.

Management Response: Concurred – This is a policy decision to be determined by the Board of County Commissioners and the recommendation will be presented to the Board in the future for their consideration.

Recommendation 6: The County's Real Property Management evaluate landowner value estimates and existing listing prices as part of the County's decision-making process in determining price negotiations and sales offers to mitigate potential financial risks.

Management Response: Concurred –

<u>Use of Applicant's Stated Value</u>

While the value estimates submitted by landowners in program applications may offer general context, USPAP standards prohibit appraisers from considering owner-provided figures when determining fair market value. Appraisals must be developed independently, based solely on objective market data and professional judgment. For this reason, a seller's estimate cannot be used to influence or establish appraised value.

<u>Offers Based on Verified Listing Price</u>

The Purchasing Policy sets the appraised value as the maximum allowable offer amount. However, Management agrees that clarification of the Purchasing Policy would be helpful to ensure it is understood that the County's Real Property Management may offer significantly less than the appraised value when justified. In particular, if a property is actively listed at a lower price at the time the County is ready to make an offer, staff must recommend offering the verified listing price rather than the full appraised value.

To avoid any misunderstanding that the County is obligated to offer up to the appraised value, Management will present a revision to the policy to state explicitly that the appraised value serves as a ceiling, not a required offer amount, and that verified lower listing prices will be used as the offer amount to the Board for their consideration.

Recommendation 7: The County's Real Property Management use real estate market tools and applications to obtain current market information prior to proceeding with County land purchase offers.

Management Response: Concurred – Real Property Management has used CoStar, a real estate data platform, in the past and recognizes its value in supporting land acquisition decisions. Due to procurement challenges, access was temporarily limited. We are currently taking steps to resolve these issues and ensure consistent access to this important market tool moving forward.

Government entities do not typically have direct access to the Multiple Listing Service (MLS) database. In fact, approximately two years ago, the County's Real Property Management reached out to the Naples Area Board of Realtors to request access to MLS data. We were informed at that time that, as a government entity, we were not permitted to obtain access.

Management is in the early stages of developing a solicitation to engage licensed real estate agents for specific acquisition needs. Although a decision has not yet been made regarding the inclusion of Conservation Collier acquisitions, we will evaluate this option. Real estate agents have access not only to properties listed on the MLS but also to off-market properties that may be available. They also utilize current market tools and data to support their search and analysis. This expertise can help supplement our internal efforts, particularly in identifying strategic opportunities that may not be broadly marketed.

Recommendation 8: The County's Real Property Management implement a formal internal review process including checking and verifying appraisal information to ensure accuracy of data and enhance its due diligence.

Management Response: Concurred – For continuity of operations, a formalized checklist or documentation of process will be developed for use by Real Property Management.

Recommendation 9: The County's Real Property Management evaluate internal controls to ensure offer acceptances do not exceed the 30-day acceptance period, as stipulated in the County's offer letter and policy.

Management Response: Concurred – Management will evaluate internal controls to ensure compliance with the 30-day acceptance period outlined in County policy.

To support this, Management proposes to:

- Update the centralized tracking system to log offer dates and flag upcoming expirations.

- Develop an internal checklist or SOP to guide the County's Real Property Management team through actions following offer expiration, including steps based on whether owner re-engagement occurs within or after the six-month window.

These steps will help ensure that offer timelines are managed consistently in accordance with established policy.

Recommendation 10*:* The County's Real Property Management evaluate their use of appraisal values exceeding one year of the appraisal effective date and consider obtaining new comparative sales or establishing time limits for sales closure to ensure property appraisal values remain relevant to any market adjustments.

Management Response: Concurred – This is a policy decision to be determined by the Board of County Commissioners and the recommendation will be presented to the Board in the future for their consideration.

Recommendation 11: Conservation Collier staff review existing property purchase records and records management procedures to ensure compliance with the records requirements set forth in Title XI, Section 125.355 of the Florida Statutes.

Management Response: Concurred – Conservation Collier has brought in a manager who also has IT experience to address file management and record keeping.

Recommendation 12: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to require written procedures regarding third-party appraisals for any County land purchases.

Management Response: Concurred –We will work with stakeholders to develop written procedures that ensure compliance with the County's Purchasing Policy while maintaining the independence of the valuation process.

It is important to note that the County's Real Property Management in-house review appraiser provided the Office of the Inspector General with two (2) specific examples within the audit review period in which appraisal irregularities were identified, and corrections were successfully requested. These corrections directly resulted in a cost savings of $225,000 to the County. These instances were not acknowledged in the report, although they demonstrate that internal appraisal review controls were active and producing measurable results during the period under review.

OIG Response: OIG acknowledges that the County's Real Property Management provided two property examples in which appraisal irregularities were identified, and corrections were requested. However, these examples were not cited in our report, as they were determined to be outside the scope of our review. Specifically, it was determined that the County did not proceed with one of the property purchases, and the other was acquired in September 2022, which was outside the period of review.

Recommendation 13: The County's Real Property Management establish formal written procedures for land purchases including appraisal reviews, price negotiations, and closings to ensure maximized savings to Collier County taxpayers.

Management Response: Concurred – As noted in response to Recommendation 8**,** for continuity of operations, a formalized process will be developed for use by Real Property Management team members.

We agree that documented procedures can enhance consistency and transparency, we will continue to strive to continue to be good stewards of taxpayer funds.

APPENDIX A – MANAGEMENT RESPONSE

Collier County

June 27, 2025

Mr. Michael T. Ryan, Inspector General
Collier County Clerk of the Circuit Court & Comptroller
Office of Inspector General
3315 Tamiami Trail East, Suite 102
Naples, FL 34112-5324

Mr. Ryan,

On Wednesday, June 11, 2025, members of the Growth Management – Community Development and Transportation Management Services Departments, along with representatives from the County Manager's Office, met with the Office of Inspector General (OIG) to discuss the Conservation Collier Land Acquisition Program Review. The focus of the meeting was to discuss OIG's recommendations for improving the Conservation Collier Purchasing Policy, internal procedures, and appraisal methodologies.

Our response to these recommendations outlines both existing safeguards and several enhancements we plan to implement. These actions are aimed at strengthening policy clarity, improving procedural consistency, and reinforcing the integrity of our appraisal and acquisition practices. Many of these improvements were already in progress prior to this review and reflect our ongoing commitment to responsible land stewardship and public trust.

Recommendation 1: The County's Real Property Management factor mitigation costs into the County's decision-making process for purchasing land parcels as part of the Conservation Collier Land Acquisition Program.

Management Response: Concurred – Mitigation costs are already accounted for in the County's land acquisition process, as they are inherently reflected in the appraised value of a property using the sales comparison approach. This method captures market-based factors, including any known or anticipated mitigation obligations, which in turn inform the County's purchase decisions. This existing practice ensures that mitigation costs are indirectly but effectively considered in evaluating property value.

On multiparcel projects, wetland mitigation has always been taken into consideration. Unless the owner can prove otherwise, the 75-100% price is what is offered for these parcels. This cost is typically lower than or equal to the mitigation costs, as mitigation costs were noted in the IG's report.

a. Example: Mitigation costs for low quality: $30,000 - $50,000 per acre
b. Winchester Head: $28,000 per acre
c. Panther Walk: $32,000 per acre

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d. Gore Preserve: $22,500 per acre

Management agrees with the Inspector General's recommendation to enhance transparency for mitigation costs. Language was prepared prior to the issuance of this report for consideration by the Board that would explicitly incorporate the consideration of mitigation costs into the Collier County Purchasing Policy, as set forth in Resolution 2023-10 ("Purchasing Policy").

Recommendation 2: The County's Real Property Management establish appraisal standards disallowing the use of Collier County-purchased properties as comparable sales to ensure effective evaluation of the market and mitigate the risk of setting the price for future purchases.

Management Response: Concurred – Management agrees with the Inspector General's recommendation to enhance clarity and strengthen the County's appraisal framework. Language was prepared prior to the issuance of this report for consideration by the Board that would explicitly disallow the use of Collier County–purchased properties as comparable sales in future appraisals.

Recommendation 3: The County's Real Property Management staff proactively address high variances in appraisal adjustments with third-party appraisers to enhance the County's appraisal review process and its assessment of reasonable sales offers.

Management Response: Concurred – The Purchasing Policy recognizes that a significant disparity between appraisals, regardless of the reason, warrants further review. Section (B) Offer Amount Methodology, subsection 1b states: "Should the two appraised values differ by an amount greater than 20% of the lowest appraisal, a third appraisal will be ordered and the two appraisals nearest in appraised value will be averaged to arrive at the appraised value…"

Real Property Management will develop an appraisal review checklist to ensure adjustments by third-party appraisers are applied consistently to the subject property.

Recommendation 4: County management, in coordination with key stakeholders and staff, propose County purchasing policy (as described in Collier County Resolution 2023-10) revisions to the Board of County Commissioners to update guidelines regarding location and zoning into the Conservation Collier Land Acquisition Program's purchasing process.

Management Response: Concurred – County management, in coordination with key stakeholders and staff, will propose revisions to the Purchasing Policy for the Board's consideration. Any updates would aim to reinforce the role of these factors within the appraisal-based valuation process, while recognizing that unique conservation opportunities may, at times, warrant flexibility beyond standard zoning or location criteria.

While the review references assessed values from the Collier County Property Appraiser (CCPA) to support its findings, it is important to clarify that these values are developed for taxation purposes and are not intended

Collier County

to reflect real-time market activity. Because property taxes in Florida are paid in arrears, CCPA assessed values are based on prior-year data and therefore often lag behind current market trends. Additionally, appraisal methods used for tax assessments do not account for parcel-specific conditions, zoning nuances, or conservation value. By contrast, USPAP-compliant appraisals rely on recent comparable sales and individualized property analysis. For these reasons, CCPA assessments should be used with caution when evaluating the market trends and the appropriateness of negotiated purchase prices.

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Management Response: Concurred – Real Property Management has used CoStar, a real estate data platform, in the past and recognizes its value in supporting land acquisition decisions. Due to procurement challenges, access was temporarily limited. We are currently taking steps to resolve these issues and ensure consistent access to this important market tool moving forward.

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Management Response: Concurred – As noted in response to Recommendation 8, for continuity of operations, a formalized process will be developed for use by Real Property Management team members.

We agree that documented procedures can enhance consistency and transparency, we will continue to strive to continue to be good stewards of taxpayer funds.

Sincerely,

ScottTrinity Digitally signed by ScottTrinity Date: 2025.07.08 15:55:19 -04'00'

Trinity Scott, Department Head
Transportation Management Services

FrenchJames Digitally signed by FrenchJames Date: 2025.07.02 11:09:20 -04'00'

James French, Department Head
Growth Management Community Development

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APPENDIX B − CCLAP APPRAISAL PROCESS

PROPERTY SELECTION

Properties are selected by the CCLAC based on initial screening reports. The initial screening reports are used by Conservation Collier staff to ensure properties selected for the program meet established criteria. Properties are rated on conservation land criteria such as ecological value, human value, restoration and management, and vulnerability. While the top score would be 400 points, most of the initial screening reports for our samples ranged from 200 to 290. The selection process and property ratings were not a primary focus of this review.

APPRAISAL COST STRATEGY

Single Appraisals

A single appraisal is often used to evaluate the value of a single real property and is commonly used for real estate transactions, mortgages, and property tax assessments. Generally, Conservation Collier uses a single appraisal in cases where the parcel is a standalone property from other preserves or contains unique characteristics.

Mass Appraisals

A mass appraisal cost strategy is primarily used in multi-parcel projects, where parcels are primarily located in the same area and resemble the same physical characteristics. During our review of 2023-2025 land acquisitions, this strategy was primarily used in the Winchester Head Preserve, Robert Gore Preserve, and Panther Walk Preserve areas. In some instances, such as the Robert Gore Preserve, there was a mix of both appraisal strategies.

When the mass appraisal strategy is used, Conservation Collier takes the lowest appraised value (100 percent wetlands) to extend an offer on parcels with wetlands. With this cost strategy, it appears that properties bought within the area are used as comparative sales in the multi-parcel appraisal.

SALES APPROACH METHODOLOGY

In all CCLAP appraisals, the County's third-party appraisers used the sales approach methodology. Appraisers commonly refer to this methodology as the most appropriate methodology for vacant lots.

> According to at least one third-party appraiser's report, "The **Sales Comparison Approach** compares sales of similar properties with the subject property. Each comparable sale is adjusted for its inferior or superior characteristics. The values derived from the adjusted comparable sales form a range of value for the subject. By process of correlation and analysis, a final indicated value is derived. This approach is most reliable in an active market and is least reliable when valuing a property for which no direct comparable sales data is available."

COMPARABLE SALES

The sales approach used by appraisers require them to obtain comparable sales. Often, comparable sale properties are not exactly like the subject property. If a typical buyer would perceive the difference to be significant, then adjustment(s) must be made to the comparable sales so that in the end each offers a realistic indication of value for the subject.

Ideally, comparable sales should be recent and within an arm's length of the subject parcel being evaluated. If the appraiser is unable to find comparable sales within these parameters, they may obtain comparable sales from further in the past or obtain sales from a location farther away from the property.

Adjusting comparable sales is a two-step process. First, adjustments are made so that all the comparable sales meet the standard of a current "market" transaction.

1 - MARKET ADJUSTMENTS

Market adjustments are used by appraisers to bring the comparative sales of the properties into alignment with current market trends at the time of the appraisal. The objective of these adjustments is to bring historic sales current to the appraisal effective value as of date. To achieve this objective, the appraiser evaluates current market trends relating to the parcel being evaluated. The scope of reviewing the market can range from various property values in Collier County to a specific County zip code.

The appraiser will use the sale dates to estimate the market period and determine how the comparative sales period collectively corresponds to market conditions. If market adjustments are required, the appraiser evaluates each sale and makes the appropriate percentage adjustment. Two commonly used sources of information that OIG used in Conservation Collier property reviews include the Naples Area Board of Realtors and the Collier County Property Appraiser.

Naples Area Board of Realtors (NABOR)

The Naples Area Board of Realtors provides members and real estate agents with Multiple Listing Service (MLS) data.

Collier County Property Appraiser

The Collier County Property Appraiser (CCPA) office can provide sales history, warranty deed documents, land use information, and market values. Using their website you can determine:

1. How much was this parcel purchased for in the past?
2. Who previously owned the property?
3. What was the market value year over year?

This type of information can provide land buyers with valuable insights into the market specific to Collier County in making decisions about estimated property values. Both the RPM staff and the appraisers review this public information when reviewing land values. In addition, the CCPA office provides a market value for all parcels.

Per the CCPA's website: Of the 14 samples which closed in 2024, 11 were shown to be valued lower than in 2023. Two were valued higher and one remained the same.

During our review of Conservation Collier properties, we reviewed the CCPA sales history for each sample land purchase. The parcels did not have a lot of sales history prior to the purchase by Collier County.

Below illustrates a few of the Robert Gore Preserve properties we reviewed:

	Sale History		
Property	Owner	Date	Amount
Perez Castro Parcel: 41560600006 (4)	TerraTrust	2/20/2015	$6,000
	Castro	5/26/2015	$12,000
	Collier County	12/9/2023	$27,600
	Castro[11]	1/03/2024	$12,000
Trigoura Property Parcel: 41507440009 (2)	Stubbs	2/13/2019	$4,000
	Trigoura	5/22/2019	$16,000
	Collier County	11/1/2023	$30,000
Kleinberger Parcel: 41500480008 (10)	Davenport	10/19/2019	$41,200
	Kleinberger	11/25/2019	$0
	Collier County	3/15/2024	$104,500

Market Adjustments Explanation

If an appraiser determines that comparable sale dates require market adjustments to better reflect current market trends, they will add commentary providing an explanation of their view of the market trends in the appraisal. Such commentary explanations can be important to understand what information the appraiser is looking at to assess the market.

Out of the 26 samples reviewed, we reviewed the sales date of 198 comparative sales against the appraisal market value date (excluding listings and pending sales).

Time Between Comparative Sale Date and Appraisal Market Value Date	Count	Percentage
Under 6 Months	120	60%
Between 6-11 Months	59	30%
Over 1 Year	19	10%
Total	198	

2 - PHYSICAL ADJUSTMENTS

The second group of adjustments is made after an appropriate unit of comparison is chosen. These adjustments account for physical differences like location, physical characteristics and size. Sometimes adjustment is required for differences in the permitted land use (zoning) or in the availability of public service (infrastructure). When the adjustment process is complete, the unit value indications are reconciled and converted into an estimate of value for the subject.

[11] TerraTrust originally purchased this foreclosure property. In May 2015, Castro then purchased the property with a pending obligation. CCPA sales history records show that the deed transfer to Collier County on December 9, 2023, prior to a deed release to the prior property owner, Castro, in January 2024. OIG intends to further review this item.

APPRAISAL REVIEW

The RPM has staff which review appraisals as they are submitted by vendors. Appraisals are reviewed for appropriate content and must be electronically accepted before payment is made to the vendor. Approved appraisals are then available for staff to use in solicitations or offers.

MASS APPRAISAL INTENT SOLICITATION

In multi-parcel project areas, Conservation Collier staff will work with the CCLAC to approve areas to be solicited based upon the current program budget. Once approval is received, staff sends the letters of intent to landowners to raise awareness of the opportunity to participate in the program.

OFFER AND ACCEPTANCE

RPM staff are tasked with presenting an offer to the landowner. Per the current purchasing policy, staff are allowed to negotiate offers up to but not exceeding the appraised value of the property.

After the offer has been accepted by the landowner, Conservation Collier staff present the property to the BCC for final approval before closing.

CLOSING

The period between signing the contract and closing generally lasts between 60-90 days. Once the purchase is approved by the BCC, the RPM staff work with title companies to ensure that the title is clear, and everything is ready for closing.

OIG reviewed the time between the appraisal market value date:

Time Between Appraisal Market Value Date and Closing	Count	Percentage	Overall Average Time to Close
Under 6 Months	4	11%	8 Months
6 Months – 1 Year	24	69%	
Over 1 Year	7	20%	
Total	35		

As indicated in the above table, on average, it took a total of **eight months** to close on the purchase once the appraisal report was received.



ABBREVIATIONS

BCC	Board of County Commissioners
CCPA	Collier County Property Appraiser
CCLAAC	Conservation Collier Land Acquisition Advisory Committee
CCLAP	Conservation Collier Land Acquisition Program
MLS	Multiple Listing Service
RPM	Real Property Management
USPAP	Uniform Standards of Professional Appraisal Practice

Report Fraud, Waste, or Abuse of County Funds or Resources

Contact the Office of Inspector General

Online:
lighthouse-services.com/collierclerk

Email:
OIG@collierclerk.com

Confidential Hotline: 1-844-ClerkIG (253-7544)

Direct Phone: 1-239-252-8412

Mail:

Collier County Clerk of the Circuit Court
ATTN: Office of Inspector General
3315 Tamiami Trail East, Suite 102
Naples, FL 34112

In-Person:

Collier County Clerk of the Circuit Court
3315 Tamiami Trail East, Suite 316
Naples, FL 34112

RESOLUTION NO. 2025-_____

A RESOLUTION AMENDING RESOLUTION NO. 2007-300, AS AMENDED, REVISING THE PURCHASING POLICY FOR THE ACQUISITION OF LANDS BY THE CONSERVATION COLLIER LAND ACQUISITION PROGRAM.

WHEREAS, Collier County has recognized the need to plan for future growth and has initiated a long-term program, known as Conservation Collier, to acquire, protect, restore, and manage environmentally sensitive lands in perpetuity and to provide public open space for the benefit of present and future generations; and

WHEREAS, the Board of County Commissioners (Board) has created Conservation Collier and implemented its policies, goals, and objectives by adopting Ordinance No. 2002-63, as amended.

WHEREAS, the Conservation Collier Program seeks to acquire property based upon a reasonable and appropriate purchase price; and

WHEREAS, the Board first adopted Resolution No. 2003-195, to establish a methodology to value lands considered for acquisition; and

WHEREAS, the Board has since superseded Resolution No. 2003-195 with Resolution No. 2007-300, as amended by Resolution 2023-10, the updates made to clarify the acquisition process as the Conservation Collier Program evolved; and

WHEREAS, the Board has determined that additional updates to the Offer Amount Methodology are necessary, along with minor housekeeping revisions to ensure clarity.

NOW, THEREFORE, BE IT RESOLVED, BY THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA that Resolution 2007-300, as amended, is hereby amended as follows:

SECTION I. Findings

It is found and declared that:

(A) A written policy and procedure for how the Conservation Collier Program values land is required.

(B) The Collier County ~~Real Estate Services Section~~ Real Property Management has a current policy for the purchase of lands that incorporates State and Federal Land acquisition procedures.

(C) The CCLAAC, first in subcommittee and then after discussion by the full Committee on May 12, 2003, has unanimously recommended a policy for land purchasing in the Conservation Collier Program.

(D) The CCLAAC, first in subcommittee and then after discussion by the full Committee on May 14, 2007, has unanimously recommended an updated policy for land purchasing in the Conservation Collier Program.

SECTION II. Be it further resolved that the Collier County Board of County Commissioners hereby adopts the following Property Acquisition Policy for the Conservation Collier Program.

~~(A) Transfer of Development Rights (TDR):~~

~~1. For properties within the Rural Fringe Mixed Use District (RFMUD) "Sending" lands, property owners must do one of the following prior to the appraisal process:~~

~~a. Separate all four (4) TDR credits resulting in conveyance of the property to Conservation Collier, or~~

~~b. Separate the first two (2) TDR credits and discount the resulting property value by an amount agreed upon by Collier County and property owners to remove all prohibited exotic plants as identified in the Collier County Land Development Code, Section 3.05.08.~~

~~2. Once TDR credits are extinguished, Real Estate Services staff will proceed with ordering appraisal(s) based on the extinguishing of TDR credits.~~

~~(B)~~ (A) Offer Amount Methodology:

1. If the estimated value of the property is less than $500,000.00, ~~Real Estate Services staff~~ Real Property Management shall secure one narrative appraisal report from a licensed independent real estate appraiser on an approved list with Collier County and on the Florida Division of State Lands list of appraisers. The Offer Amount shall be determined by staff, but shall be no more than the appraised value as adjusted by the appraiser to reflect reconciled costs, unless the property has already been determined to be a wetland property and has been appraised as such. For purposes of this policy "reconciled costs," mean reasonable adjustments supported by appraiser's analysis to account for costs necessary to achieve marketable condition, including, but not limited to, mitigation expenses described in Chapter 373, Florida Statutes, as well as any softs costs, such as permitting and environmental remediation. The Offer Amount shall be the verified lower listing price when a verified listing price is available and is lower than the appraised value, . If the estimated value of the property is $500,000.00 or greater, ~~Real Estate Services staff~~ Real Property Management shall offer no more than the appraised value as adjusted by the appraiser to reflect reconciled costs, if applicable, and shall:

   a. Secure two narrative appraisal reports from licensed independent real estate appraisers on Collier County's and the Florida Division of State Land's list of approved appraisers. The appraised value will be equal to the average of the two appraisals. The Offer Amount shall be determined by staff, but shall be no more than the appraised value with adjustments, if applicable.

b. Should the two appraised values differ by an amount greater than 20% of the lowest appraisal, a third appraisal will be ordered, and the two appraisals nearest in appraised value will be averaged to arrive at the appraised value. The Offer Amount shall be determined by staff, but shall be no more than the appraised value with adjustments, if applicable. When a verified listing price is available and is lower than the lower of the two appraisals, the Offer Amount shall be the verified lower listing price. When more than one appraisal is obtained, the Offer amount shall be based on the lowest of the appraised values.

c. Before the County orders any appraisal, the owner must provide a wetland determination for the property, no older than five years, at their sole cost and expense, unless the property has already been identified as a wetland by Conservation Collier staff, in which case no such determination will be required. The appraisal will not proceed until the determination is received and reviewed.

3. All appraisals will be reviewed by Collier County's ~~Real Estate Services staff~~ Real Property Management appraiser and any appraisal that does not meet generally accepted appraisal standards will not be used. Either the appraiser must bring the appraisal to compliance or a replacement appraisal will be ordered. Properties listed for sale or pending properties shall not be used as comparable sales in the appraisals. Other Conservation Collier properties shall not be used as comparable sales in the appraisals. If comparable sales used in the appraisal are located outside Collier County, or if they differ significantly in zoning, land use designation, or development potential from the subject property, such differences must be clearly identified, and appropriate market-based adjustments must be applied and justified within the appraisal report.

4. Should the offer not be accepted by the owner within the thirty (30) day acceptance period, no further contact will be initiated by the ~~Real Estate Services staff~~ Real Property Management in respect to that offer. If the owner again contacts the County before six (6) monthshas elapsed from expiration of the offer, offering to sell the same property, the same offer can again be made upon certification of the existing appraisal by the County's ~~Real Estate~~ Real Property Management Appraiser. If the owner contacts the County after more than six (6) months have elapsed since expiration of the offer, and the property is still on the Active Acquisition List, a new appraisal shall be ordered by ~~Real Estate Services staff~~ Real Property Management pursuant to this policy, with the owner paying for this new appraisal in advance. Without such payment, a new appraisal shall not be ordered.

~~(C)~~ (B) Acquisition Process:

1. Upon authorization by the Board to proceed with acquisition of properties included on the "Active Acquisition List," ~~Real Estate Services staff~~ Real Property Management will perform a title search for each property on the Active Acquisition List.

2. Upon completion of the title searches, ~~Real Estate Services staff~~ Real Property Management will send letters to the owners of the properties on the Active Acquisition List outlining the appraisal and Offer Amount procedure and request a response regarding whether they remain favorable to going forward with the sale. Owners will

also be advised that the County will accept whole or partial land donations. ~~Real Estate Services staff~~ Real Property Management will follow-up by telephone within five (5) business days of the letter being mailed.

3. For all properties with positive responses from their owners, the ~~Real Estate Services staff~~ Real Property Management will order real estate appraisals in accordance with the policy outlined in the Offer Amount Methodology above. Appraisals will not be secured on property being donated.

4. Upon receipt of appraisals, Real Property Management Section's staff appraiser will provide a review and, if the appraisals meet appraisal standards, the staff appraiser will determine the Offer Amount according to the policy outlined in the Offer Amount Methodology above. Collier County will not agree to pay a higher amount nor give consideration to an owner's appraisal.

5. ~~Real Estate Services staff~~ Real Property Management will contact each owner and advise him or her of the Offer Amount for the property. A letter verifying the Offer Amount giving the owner 30 days from the date of mailing to accept the Offer Amount. ~~Real Estate Services staff~~ Real Property Management will follow-up by telephone within ten (10) business days of the letter being mailed.

6. Copies of appraisals will be made available to owners upon request.

7. Upon being advised by an owner of his or her acceptance of the Offer Amount, ~~Real Estate Services staff~~ Real Property Management, will order a Title Commitment and, upon its receipt, prepare a Purchase Contract. At the time of the owner's execution of the Contract, the appraisal relied upon to determine the Offer Amount shall not be more than one year old. If more than one year has elapsed since the date of the appraisal report, a new appraisal shall be obtained in accordance with this policy. The Contract will then be mailed to the owner for review and execution.

8. Upon receipt of a signed Contract from the property owner(s), ~~Real Estate Services staff~~ Real Property Management will present the Contract to the Board for approval. If approved, staff will present the Contract to the Chairman of the Board for execution. Staff will then proceed to clear title acceptable to the County Attorney's Office and schedule a closing date.

9. Post closing, ~~Real Estate Services staff~~ Real Property Management will record all required documents, secure a Title Insurance Policy, and release the property to the Environmental Services Department.

~~(D)~~ (C) Expenses:

1. Sellers shall be responsible for all documentary stamp taxes due on the recording of the conveyance instrument, pro-rated property taxes, costs associated with the satisfaction or release of any liens, encumbrances or exceptions necessary to clear title, including the recording fees on all curative instruments.
2. Collier County shall be responsible for the costs of appraisals, title commitments, title insurance, recording of conveyance instruments, environmental audits, and property surveys, if required by the County.

SECTION III. Effective Date.

This Resolution shall go into effect immediately upon its passage and adoption.

THIS RESOLUTION ADOPTED after motion; second and majority vote favoring same, this ____day of_____, 2025.

ATTEST:
CRYSTAL K. KINZEL, CLERK

By: _____
, Deputy Clerk

BOARD OF COUNTY COMMISSIONERS
COLLIER COUNTY, FLORIDA

By:_____
Burt L. Saunders, Chairman

Approved as form and legality:

_____
Sally A. Ashkar, Assistant County Attorney

Collier County

Conservation Collier – OIG Audit

CCLAAC Meeting
August 6, 2025

BACKGROUND:

- February 11, 2025: BCC Directed Staff to review Purchasing Policy and making any necessary changes with respect to mitigation of wetlands.
- February 17, 2025: OIG issued an Engagement Letter notifying Department Head of a review of the Land Acquisition Program:
  - Review the appraisal process (content, price, vendor contracts)
  - Determine the price paid compared to fair market values
- July 22, 2025: OIG released report
  - 9 Findings
  - 13 Recommendations

FINDING 1

- "Mitigation costs are not completely factored into County offers"
- Wetland Mitigation Example:

Was the cost to mitigate wetlands or endangered species taken into consideration? Yes, , according to a Conservation Collier Initial Criteria Screening Report dated December 7, 2022, the estimated initial cost for Initial Exotic Removal is estimated at $11,800 and ongoing annual estimated at $5,900.

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assessment of the subject property.

21. The person signing the report may have reviewed available flood maps and may have noted in the appraisal report whether the subject property is located in an identified Special Flood Hazard Area. We are not qualified to detect such areas and therefore do not guarantee such determinations. The presence of flood plain areas and/or wetlands may affect the value of the property, and the value conclusion is predicated on the assumption that wetlands are non-existent or minimal.

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Appraisal Report	Eagle	Tortoise	Total
Report 6280-TS	$284,343	$379,124	$663,467
Report 23-64	$0	$1,429,968	$1,429,968
TOTAL WILDLIFE MITIGATION COST DIFFERENCE			**$766,501 (46%)**

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- *Recommendation*: The County’s Real Property Management factor mitigation costs into the County’s decision-making process for purchasing lands as part of the Conservation Collier Land Acquisition Program.

FINDING 2

- "Appraisals Include County-Owned Properties as Comparable Sales"
- Subject Parcel: 742040001

Comparative Sale	Description	Sale Date	Amount
1	**Parcel ID:** 00766160006, 00766080005, 00764400001, 00766120004, 00760040009, and 00767200004 **Location:** Tamiami Trail East, Naples, FL 34114 **Total Area:** 26.99 acres	8/11/22	$1,850,000
3	**Parcel ID:** 742040001 **(Subject of Appraisal)** **Location:** Collier Blvd & Port Au Prince Dr **Total Area:** 18.73 acres	2/3/22	$1,500,000

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- *Recommendation*: The County’s Real Property Management establish appraisal standards disallowing the use of Collier County-purchased properties as comparable sales to ensure effective evaluation of the market and mitigate the risk of setting the price for future purchases.

FINDING 3

- "Market Adjustments for Comparable Sales Varied in Appraisals"

- *Recommendation*: The County's Real Property Management proactively address high variances in appraisal adjustments with third-party appraisers to enhance the County's appraisal review process and its assessment of reasonable sales offers.

FINDING 4

- “Out-of-County Comparative Sales and Zoning Affect Appraisal Values”
- Parcel: 742040001

Comparative	Location	County	Distance
2	Bonita Springs	Lee	25 miles
4	Estero	Lee	36 miles

FINDING 4

- “Out-of-County Comparative Sales and Zoning Affect Appraisal Values”

- *Recommendation*: County management, in coordination with key stakeholders, and staff, propose County purchasing policy revisions to the Board of County Commissioners to update guidelines regarding location and zoning into the Conservation Collier Land Acquisition Program’s purchasing process.

FINDING 5

- "Average Appraisal Value Requirement Increased Purchase Cost"

Sample No.	Property and PID	Appraisal Average	Cost Paid	Lowest Appraisal Value	Cost Difference Using Lower Amount
5	ANNECY MARCO PROPERTY; PID 57199040005 combined with 57199000003, 57198960005, and 57198920003	$ 3,140,000	$ 3,140,000	$ 2,880,000	$ 260,000
9	DREDGE MANAGEMENT PROPERTY; PID 742040001	$1,592,500	$ 1,512,875	$ 1,500,000	$ 12,875
Potential Taxpayer Cost Savings					**$ 272,875**

FINDING 5

- "Average Appraisal Value Requirement Increased Purchase Cost"

- *Recommendation*: County management request a revision to the County purchasing policy to allow Real Property Management to use the lower appraisal value as the appraised value for price negotiations.

FINDING 6

- “County Purchases Sometimes Exceeded Landowner Value Estimates or List Price”

- Example 1:
  - Applicant estimated: $1,200,000
  - Conservation Collier paid: $1,620,000

- Example 2:
  - Property listed for: $38,000
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FINDING 6

- "County Purchases Sometimes Exceeded Landowner Value Estimates or List Price"

- *Recommendation*: The County's Real Property Management evaluate landowner value estimates and existing listing prices as part of the County's decision-making process in determining price negotiations and sales offers to mitigate potential financial risks.

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- *Recommendation*: The County’s Real Property Management use real estate market tools and applications to obtain current market information prior to proceeding with County land purchase offers.

FINDING 7

- "County Staff Accepted Appraisal Information Containing Errors"

- Example:
  - Appraiser's Final Sales Estimate: $30.41 foot (based on weighting comparables)
  - OIG Calculation: $29.87 per square foot
  - Difference in Cost: $50,194

FINDING 7

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- *Recommendation*: The County’s Real Property Management implement a formal internal review process including checking and verifying appraisal information to ensure accuracy of data and enhance its due diligence.

FINDING 8

- "County Staff Did Not Reevaluate Appraisal Values for Market Changes"

- Example: Gore Preserve Parcel
  - Appraisal Complete: August 1, 2022 (valid 12 months)
  - Offer: September 23, 2022
  - 2nd Offer: October 26, 2023

- Example: Winchester Head Parcel
  - Appraisal: August 20, 2022
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FINDING 8

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- *Recommendation*: Conservation Collier staff review existing property purchase records and records management procedures to ensure compliance with records requirements set forth in Title XI, Section 125.355 of the Florida Statutes.

FINDING 9

- “County Lacks Written Procedures for Land Acquisition”

- Established Procedures:
  - Established procedures for review upon receipt of application
  - Conservation Collier Program Manual
  - Conservation Collier Annual Report

- Lack of Written Procedures:
  - Review of Third-Party Appraisals
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OVERALL CONCLUSIONS

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QUESTIONS?



Conservation Collier Acquisition Budget Summary

August 6, 2025



Remaining Pending A-list Properties – 8/6/2025

- 21 parcels
- 2,321.50 acres
- Estimated cost: $30,495,400

Property/Project Area Name	Size (ac)	CCLAAC Recommended Ranking	CCLAAC Ranking Date	Board Ranking	Board Ranking Date
Bennett - Nancy Payton	**1.00**	A	6/4/2025	TBD	8/12/2025
Dabreo - Brewers Landing	**2.73**	A	4/2/2025	A	5/27/2025
Dr. Robert H. Gore III	**12.27**				
Harden	2.73	A	3/5/2025	A	5/27/2025
Rivera	2.27	A	3/5/2025	A	5/27/2025
Perez	5.00	A	4/2/2025	A	5/27/2025
Reina	2.27	A	5/7/2025	TBD	8/12/2025
Edwards Trust	**65.00**	A	1/8/2025	A	4/22/2025
Golden Land Partners	**20.00**	A	1/8/2025	A	4/22/2025
HK Investment	**0.37**	A	3/6/2024	A	6/25/2024
I-75/Everglades Blvd.	**19.64**				
Berman Trust parcel 1	5.00	A	2/5/2025	A	4/22/2025
Berman Trust parcel 2	1.59	A	2/5/2025	A	4/22/2025
Echavarria	3.05	A	2/5/2025	A	4/22/2025
Family Onyx	2.73	A	2/5/2025	A	4/22/2025
Morales	2.27	A	2/5/2025	A	4/22/2025
Tran	2.27	A	3/5/2025	A	5/27/2025
Pancham	2.73	A	5/7/2025	TBD	8/12/2025
Lucarelli	**5.00**	A	2/5/2025	A	4/22/2025
North Belle Meade	**55.19**				
D & J Investors	5.00	A	9/11/2024	A	10/22/2024
Golden Land Partners	6.25	A	9/11/2024	A	10/22/2024
Wilson	5.00	A	11/6/2024	A	1/14/2025
Simmons Trust	38.94	A	2/5/2025	A	4/22/2025
Seminole Gulf Railway	**15.51**	A	7/2/2025	TBD	TBD
Van Cleef	**0.43**	A	3/6/2024	A	6/25/2024
Wilcox - Panther Walk	**1.59**	A	3/5/2025	A	5/27/2025
Wildcat Acres	**73.60**	A	3/6/2024	A	6/25/2024
Wildflowerz Ranch	**639.17**	A	3/6/2024	A	6/25/2024
Williams Farms	**1,410.00**	A	4/3/2024	A	5/14/2024
A-LIST TOTAL	**2,321.50**				

Estimate of FY26 Funds Remaining for Future Acquisitions

Total Acquisition Funds Remaining in FY25	$33,750,300
Total Ad Valorem Available for Acquisitions in FY26	+ $21,853,800
Total Available for Acquisitions in FY26	*$55,604,100*
Total of Pending A-list Properties	- $30,495,400
Total Available for Acquisitions in FY26	**$25,108,700**

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

colliercountyfl.gov
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facebook.com/CollierGov
youtube.com/CollierGov

September 11, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Lely Beautification MSTU Advisory Committee
Collier County, Florida

September 18, 2025
2:00 p.m.

Notice is hereby given that the **Lely Beautification Municipal Service Taxing Unit (MSTU) Advisory Committee** will meet on **Thursday, September 18, 2025,** at **2:00 p.m.** This will be a Hybrid Remote meeting and held in the Conference Room at the South Regional Library, 8065 Lely Cultural Pkwy, Naples, Florida. The public may participate either remotely or in person.

Individuals who would like to participate remotely should contact Rosio Garcia at Rosio.Garcia@colliercountyfl.gov by noon on September 18.

Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

The agenda will be available on the Collier County Government website at https://www.collierptne.com/mtsu/lely-golf-estates-beautification-advisory-committee/.

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Dan Schumacher at (239) 252-5775.

###

GOLF ESTATES BEAUTIFICATION MSTU

ADVISORY COMMITTEE

8300 Radio Road
Naples, FL 34104

AGENDA

September 18TH, 2025

I. CALL TO ORDER

II. ATTENDANCE

Kathleen Dammert - Vice Chair (10/1/26)
Dimitra Arneson (10/1/26)
Linda Rae Jorgensen (10/1/25)
Michael Mann (10/1/29)
Lisa McGarity (10/1/25)

Ellen Sheffey – Interim Director, PTNE
Dan Schumacher – Project Manager
Rosio Garcia – Operations Coordinator
Michael McGee – McGee & Associates
Armando Yzaguirre – A&M Property Maint.
Wendy Warren – Premier Staffing

III. APPROVAL OF AGENDA

IV. APPROVAL OF MINUTES – AUGUST 21, 2025

V. CHAIR'S REPORT

VI. CONTRACTOR REPORTS

- **A.** LANDSCAPE ARCHITECT'S REPORT – M°Gee & Associates (M&A)
- **B.** Landscape Maintenance – A&M Property Maintenance (A&M)

VII. PROJECT MANAGER'S REPORT – DAN SCHUMACHER

- **A.** BUDGET REPORT
- **B.** LIGHTING INSPECTION REPORT
- **C.** RADAR SPEED REPORTS
- **D.** Committee Terms Expiring & Re-applications
  - Linda Rae Jorgensen – re-application not received.
  - Lisa McGarity – on the September 23RD BCC Agenda for approval.

VIII. ONGOING BUSINESS

- **A.** Traffic Signage
- **B.** Sign Lights

IX. NEW BUSINESS

- **A.** 2025 Holiday Lighting

X. COMMITTEE MEMBER COMMENTS

XI. PUBLIC COMMENT

XII. ADJOURNMENT

NEXT MEETING:

OCTOBER 16TH, 2025 - CANCELLED -
NOVEMBER 20TH, 2025 AT 2:00 PM
South Regional Library
8065 Lely Cultural Pkwy
Naples, FL 34113, (239) 252-7542

GOLF ESTATES BEAUTIFICATION MSTU

ADVISORY COMMITTEE

8300 Radio Road
Naples, FL 34104

Minutes

August 21, 2025

I. Call to Order

The meeting was called to order at 2:10 P.M. Roll call was taken, and a quorum of four was established.

II. Attendance

Committee Members: Kathleen Dammert, Vice Chair; Linda Jorgensen (Excused), Michael Mann, Lisa McGarity, Dimitra Arneson
County Staff: Ellen Sheffey, Acting Director, PTNE (Excused); Dan Schumacher, Project Manager, PTNE Division; Rosio Garcia, Operations Analyst, PTNE Division; Keyla Castro, Operations Support Specialist, PTNE
Contractors: Mike McGee, Landscape Architect, McGee & Associates; Wendy Warren, Premier Staffing
Guests: Pat McCabe, Resident

III. Approval of Agenda

Ms. McGarity moved to approve the Agenda of the Lely Golf Estates Beautification MSTU Advisory Committee as amended:
Add: Item IX. A. -Holiday Décor Lighting.
Second by Mr. Mann. Carried unanimously 4 - 0.

IV. Approval of Minutes – July 17, 2025

Vice Chair Dammert moved to approve the Lely Golf Estates Beautification MSTU Advisory Committee meeting minutes of July 17, 2025, as amended:
Page 7, Item X – Committee Member Comments, Doral Sign Light Replacement, from "… (**Mr. Schumacher** thanked Mr. Mann for replacing the sign light on the entry side at Doral Circle and will confirm it is functioning properly.) …," to … **Pinehurst Sign Light Replacement**…
Mr. Schumacher thanked Mr. Mann for replacing the sign light on the entry side at **Pinehurst Circle** and will confirm it is functioning properly). ***Second by Mr. Mann. Carried unanimously 4 - 0.***

V. Chair's Report

Chair reports will commence pending the election of a Committee Chairperson.

VI. Contractor Reports

A. Landscape Architect's Report – McGee & Associates (M&A)

Mr. McGee summarized the August 7, 2025, observation report.
(The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).

Maintenance Areas

1. St. Andrews Blvd.
2. Forest Hills Blvd. & Cart Crossing

3. Valley Stream Circle
4. Pebble Beach Blvd. & Cart Crossing
5. Thorncrest, Briarcliff, and Heather Grove Lanes (cul-de-sacs)
6. Baltusrol Drive & Cart Crossing
7. Doral Circle
8. Rattlesnake Hammock Rd.

Mr. McGee reported:

All Locations

Recommend herbicide spraying use a color tracer dye in the mix.

St. Andrews Blvd. & US 41

- Remove palm tree volunteers in Ixora shrubs in front of the sign.
- Replace dead Pentas at community entrance.
- The third large Royal Palm within the shopping center plantings appears to have been struck by lightning. Recommend replacement with an 8-foot clear trunk Royal palm.

St. Andrews Blvd.

- Median #1:
  - Fill in missing Pentas annual flowers.
- Median #8
  - Replace defoliated dwarf Bougainvillea 'Helen Johnson.'
- Median #10:
  - Based on a review requested by the Committee, recommend renovation of the median planted as follows:
    - (22) Dwarf Bougainvillea (East)
    - (15) Dwarf Bougainvillea (West)
    - (68) Orange Bulbine in place of Perennial Peanut.

Forest Hills Boulevard

- Median #12
  - Recommend replacement of a missing tree and Ilex tree in decline with Queen Crape Mrytle's.
  - An auto accident damaged palm trees and shrubs. A replacement inventory will be provided after the area has been cleaned up.
  - One double Alexander palm with ten-foot clear trunk should be planted.

Valley Stream Circle

- Reinstall two new Duckbill tree anchor cables.
- Treat tree to kill the Carpenter ants in the lower main trunk branch.
- Fill in missing Plumbago shrubs.
- Recommend replacement of purple Trumpet tree damaged during a storm.

Pebble Beach Boulevard

- Medians #14 and #15
  - Perennial Peanuts replacements noted.
- Medians #16, #18, and #19
  - Replace Perennial Peanut plants with Yellow Bulbine plants.
- Medians #17 and #18
  - Replace missing or declined Bougainvillea 'Helen Johnson' plants.

Pebble Beach Boulevard Golf Cart Crossing

- Replace twenty Spider Lily plants.

Thorncrest , Briarcliff and Heather Grove Lanes

- Cul-de-sacs #20, #21, and #22
- Fill in Dwarf Bougainvillea 'Helen Johnson' shrubs.
- Bougainvillea shrub replacements should be planted four or five feet back from the curb to protect plants from vehicular damage.

Doral Circle

- West ROW & Rattlesnake Hammock Road: Remove snake plants and other plantings from Podocarpus hedge.
- Replace ten dead/missing white African Iris.
- Median#23:
  - Replace four Ixoras shrubs in decline.
  - Plant two white Geiger trees at variegated ginger locations.

Treasure Point Cul-de-sac

- Median #24: Remove volunteer strangler fig vines from within Sabal palm trunks.

Irrigation

- The Valley Stream Circle irrigation water meter was not accessible to verify usage. Service and cleaning should be scheduled.

B. Landscape Maintenance Report – A & M Property Maintenance (A&M)

Mr. Schumacher reported:

- Routine maintenance is being performed as scheduled.

Committee members noted mulch run-off, impeding storm drainage in prior years, has not occurred this year.

VII. Project Manager's Report – Dan Schumacher

Mr. Schumacher reported:

A. Budget Report

(*The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).*

Lely Golf Estates MSTU Fund 1620 Budget for August 21, 2025, prepared August 1, 2025.

Mr. Schumacher presented an overview of the budget highlighting:

Purchase Orders

1. A & M Property Maintenance (A&M)
   - Incidentals are for landscape refurbishment and miscellaneous.
   - Grounds Maintenance is for regularly scheduled tasks and irrigation repairs.
2. Agricultural Services International – Irrigation services
3. Collier County PUD – Water
4. FPL – Electricity
5. Howard Fertilizer & Chemical Co.- Fertilizer
6. McGee & Associates – Landscape Architecture
7. Naples Electric Motor Works – Irrigation Pump Repairs
8. Premier Staffing – Transcription Services
9. Sight N Sound, dba Naples Christmas Lighting – Holiday Decorations
10. Simmonds Electrical – Electrical Maintenance and LED Fixtures

11. SiteOne Landscape Supply – Irrigation Parts & Pumps
12. Southeast Spreading - Mulch
13. Traffic Logix – Digital Solar Radar
14. Tree Scaping of Naples – Tree Pruning and Removal

- Budget Summary
  1. Line 1, Revenues and Interest – Of the $432,700 millage assessed, $439,298 has been collected, a surplus of $6,598.
  2. Line 2, Carry Forward – Unexpended Prior Year (2024) Funds total $394,545.
  3. All Revenues – Of the $827,245 budgeted (millage assessed and FY-24 Carry Forward Funds), $439,298 has been collected leaving an available balance of $387,947 (the sum of lines 1 and 2) minus Expenditures.
  4. Line 24, Operating Expense – Of the $366,645 budgeted, $89,486 is committed to existing Purchase Orders and $218,099 is expended, leaving the remainder of $59,059 available within budget for additional operating expenses as needed.
  5. Line 28, County Overhead – Of the $80,000 budgeted, $79,196 has been transferred, and a balance of $804 remains for transfer (PTNE Staff & Overhead, Property Appraiser, & Tax Collector).
  6. Line 30, Capital Projects – A balance of $230,600 remains for improvement projects.
  7. Line 32, Capital Reserves - $150,000 is reserved for catastrophic events.
  8. Line 33, All Expenses – Of the $827,245 budgeted, $89,486 is committed in existing Purchase Orders, $297,295 has been expended, leaving the remainder of $440,463 available for MSTU expenditures.
  9. Line 34, FY-25 Budget Grand Total – Budgeted Revenues (Line 3) and All Expenses (Line 33) are equal and cancel-out, $89,486 remains committed to existing Purchase Orders, collected Revenues exceed Expenses by $142,003 and $52,516 are Unexpended.

<u>General</u>

1. MSTU Tax Rate: 2.00 Mills is for beautification improvements and maintenance within the taxing district.
2. The Ad Valorem taxable value increased 5.42% for fiscal year 2025 over 2024 generating additional revenue of $68,920.
3. Tax millage collected and interest by the Lely Golf Estates Beautification MSTU may only be utilized by the MSTU and within the MSTU district boundary.

Mr. Schumacher noted:

- Uncommitted funds available within budget are eligible for transfer to other categories upon approval by the Committee.
- A & M Property Maintenance, Landscape Incidentals, for plant replacements has exceeded budget.
- Expenditures for Tree Scaping of Naples will increase upon receipt of outstanding invoices.
- AGRI Services completed maintenance service, including valve repairs, for the Warren Street Pump Station.
- Mulch applications exceeded the 2025 budget. Additional spreading of mulch, funded by the FY-26 budget will be undertaken in November/December.
- Simmonds Electrical: An entry will be added to Line 14, Lighting Maintenance, for the purchase and installation of sign lights for the Community Entrance and Doral Circle.
- Quotes for Holiday Decorations will be solicited from three vendors.

- The Doral Sign renovation project will be debited from the Capital Projects category.

Fiscal Year 2026 Budget

- The FY-26 budget is effective October 1, 2025.
- Asset Management Plan assets and expenditure projections to fund maintenance will be updated for 2026.
- Funds not spent on FY-25 will be carried forward to FY-26.

B. Lighting Inspection Report

(*The full report is included in the distributed Agenda meeting packet, which is accessible at the link shown at the end of these Minutes).*

Mr. Schumacher reported:

August 7, 2025, Observation Report

- St. Andrews Blvd: three single luminaires, four entry and two exit sign lights are out.
- Doral Circle: two sign lights are out.
- All lamp poles are fitted with Lumec-brand LED replacements.

C. Radar Speed Report

Mr. Schumacher reported:

Radar Speed Sign Report

Two (2) Traffic Logix SafePace 100 speed monitoring signs are functioning on Saint Andrews Boulevard, eastbound by the Lely Presbyterian Church (*Radar 1*) and westbound at Pine Valley Circle (*Radar 2*).

Daily vehicle report statistics from July 17, 2025, to August 15, 2025:

- Radar 1 (110 St Andrews Blvd) is not functioning correctly. The sign will be evaluated and repairs made.
- Radar 2 (255 Saint Andrews Blvd) recorded 47,558 vehicles for an average of 1,585 per day. The maximum speed was fifty-six to sixty (56-60) mph.
- The data indicated most vehicles were traveling between twenty-six (26) and thirty-five (35) mph. The speed limit is twenty-five (25).

Forest Hills Radar Sign

- **Mr. Schumacher** will request a quote for a Traffic Logix sign for Forest Hills Boulevard.

D. Committee Terms Expiring and Reapplications

Mr. Schumacher reported two seats, each for a four-year term, are available on the Lely Golf Estate Beautification MSTU Advisory Committee.

Ms. Jorgensen and Ms. McGarity are eligible to apply for reappointment. Ms. McGarity has applied.

Recommendation for Lisa Rice McGarity

Vice Chair Dammert moved to recommend the Board of County Commissioners appoint Lisa Rice McGarity to the Lely Golf Estates MSTU Advisory Committee. Second by Ms. Arneson. Motion carried unanimously 4 – 0.

The applicant recommended will be considered for appointment to the Advisory Committee by the Board of County Commissioners.

Linda Rae Jorgensen
Ms. Jorgensen has indicated she will not apply for reappointment.

VIII. Ongoing Business

A. Traffic Signage

Mr. Schumacher reported:

- The Board of County Commissioners (BCC) approved the transfer of street and STOP signs to the MSTU in March 2025.
- The transfer, at no cost to the MSTU, includes:
  - Sixty-two signs on decorative poles (37street and STOP signs and twenty-five speed limit signs).
  - Fourteen signs installed by the Traffic Operations Division (on standard poles with consideration given for installation on new decorative post).
- A sign inventory with specifications, types of repairs and a financial projection of cost, was requested by the Procurement Division.
- A Request for Quote was submitted to Lykins for assorted street signs, street name blades, and decorative bases.
- The project may have to go out to bid if the cost exceeds the threshold determined by the Procurement Division.
- Upon award, a Purchase Order (PO) will be issued and sign production and installation sequences planned.

Ms. McGarity noted that research revealed the STOP sign on Augusta Boulevard at the Forest Hills Boulevard intersection is not an MSTU asset.

B. Sign Lights

Mr. Schumacher reported:

- A total of fourteen LED light fixtures is required to replace existing corroded sign lights, five for each of the two monuments at St. Andrews Blvd and two for each side of the two-sided sign at Doral Circle.
- Simmonds Electrical of Naples, Inc. submitted quote number 2516947 in the amount of $11,302.89 to furnish and install fourteen Dabmar bronze light fixtures with LED bulbs and PermaPosts to accommodate the new fixtures.
- The light fixtures are on order with Graybar. Simmonds Electrical bills the actual fixture cost plus a 15% mark up.

C. Entryway Lighting Circuits

Mr. Schumacher reported:

- Simmonds Electrical determined the electrical circuit(s) damaged by blown fuses caused the multiple light outages on St. Andrews Boulevard.
- Twenty-two Fuse Holders were ordered for eleven poles.
- A subsequent lighting failure revealed the breaker panel itself had subsequently failed as well.
- The breaker panel housed in the stainless-steel enclosure box has been repaired.
- Three Lumec lamps are not functioning and will be replaced.

IX. New Business

A. Holiday Décor Lighting

St. Andrews Boulevard Entrance and Doral Circle

- A quote to install holiday decorations and lighting at the Lely MSTU entrances on Saint Andrews Boulevard and Doral Circle in November 2025 will be requested from Naples Christmas Lighting.
- The design will replicate the 2024 plan.

Forest Hills and Augusta Boulevards Sign

- Ms. McGarity volunteered to decorate the sign and donate a wreath.
- Information regarding the purchase of recommended lights will be submitted to Mr. Schumacher.

Committee discussion:

- Light outages were frequent in 2024.
- Suggest contract inclusions:
  - Specify frequency of weekly vendor checks to verify lights are functioning.
  - Detail response time for the vendor to restore the lights upon notification of malfunction.

Comments Mr. Schumacher

- The electrical outlets have ground fault interrupters (GFI's) which "trip" easily.
- The light equipment installed is new annually.
- He will research feasibility of inserting a "maintenance" clause, perhaps at an additional cost.

X. Committee Member Comments

None

XI. Public Comments

None

Mr. Schumacher *reported that he is retiring at the end of September 2025. A successor will be announced at a later date.*

XII. Adjournment

There being no further business to come before the Committee, the meeting was adjourned at 3:04 P.M.

LELY GOLF ESTATES BEAUTIFICATION MSTU ADVISORY COMMITTEE

_____

Kathleen Dammert, Vice Chair

These Minutes were approved by the Committee on _____,2025 as presented ___ or as amended ___.

Lely Golf Estates Beautification MSTU/CollierPTNE

NEXT MEETING: **SEPTEMBER 18, 2025 – 2:00 PM**
SOUTH REGIONAL LIBRARY
8065 LELY CULTURAL PARKWAY
NAPLES, FL 34113
239.252.7542

McGee & Associates
Landscape Architecture

Project: LELY GOLF ESTATES BEAUTIFICATION, M.S.T.U. **Landscape Architect Observation Report:** September 2025
Location: MSTU District Roadways
Project Manager: Dan Schumacher, Collier County Public Services Division, Public Transportation & Neighborhood Enhancements Department
Consultant: McGee & Associates **Consultant's Representative:** Michael A. McGee, rla, isa
Contractor: A & M Property Management **Contractor's Representative:** Armando Yzaguirre
Report Date: FY24-25, 9/3/2025 **Observation Date:** 9/3/2025 **Report No.** 11 (FY25)

AC - Indicates major or repeating items recommended to be discussed by the Advisory Committee
S - Indicates items to be addressed by staff. **C** - Indicates items to be addressed by Contractor
Contractor is requested to address items as soon as possible and indicate in **RESPONSE/COMMENTS** column when and which items are corrected.
Note: Copy picture out of comment boxes *and then paste to additional sheet if picture is desired in larger size.*

LOCATION/WORK AREA	AC	S	C	R	OBSERVATION & RECOMMENDATIONS	ADDITIONAL COMMENTS
All locations		X	X		It is recommended that all herbicide spraying use a color tracer dye in the mix.	Yellow - Highlighting indicates maintenance recommendations. Red – Items if not addressed will result in multiple plant loss. Strikethrough - Indicates items that have been addressed or are being addressed.
St. Andrews Blvd. & US 41 Inbound R/W South		X	X		Prune Paurotis palm sprouts or lower stalks two-feet away from sidewalk edge.	
		X	X		Remove palm tree volunteers in Ixora shrubs in front of sign.	
		X	X	4	(2) Pentus annuals are dead and need to be replaced.	
		X	X	11	The 3rd large Royal palm from US 41 within the shopping center plantings that are under the control of the MSTU appears to have been hit by lightning. ~~Removal and~~ replacement is recommended. (1) Royal palm 8-foot of gray trunk.	- RFQ
Outbound R/W North Suncoast Credit Union side		X	X		Prune Paurotis palm sprouts or lower stalks two-feet away from sidewalk edge.	
		X	X	2	Cleanup dead Paurotis palm fronds on the ground scattered around the sign and plantings.	
		X	X		Blueberry flax lilies have torpedo grass in them. It appears they may have been treated but no Torpedo grass appears to be in decline. Additional treatment should occur.	
		X	X	4	(8) Pentus annuals are dead and need to be replaced.	
		X	X	6	At the shopping center entry ~~there is 33 l.f.+/- of perennial peanut between sidewalk and valley gutter that has torpedo grass in it. Recommended spraying areas for total kill and then replanting with two staggered rows of (65) perennial peanut 'Golden Glory', 1 gal. 12" o.c.~~ St. Agustine 'Floratam' sod. Approx. 300 sqft of bed area.	**M&A 6/5/25:** ~~(56) of the newly planted Perennial peanuts have been severely water stressed and appear dead. Replacement is recommended.~~ **M&A 9/3/25:** At this point due to the entire loss of perennial peanut it is recommended to spray area to kill existing vegetation and then remove top 3-inch of vegetation & soil. - RFQ
St. Andrews Blvd.						
Median #1		X	X	4	(9) Pentus annuals are dead and need to be replaced.	
Median #2		X	X		No major issues observed.	

McGee & Associates
Landscape Architecture

LELY GOLF ESTATES BEAUTIFICATION, M.S.T.U. **Report Date:** FY24-25 9/3/2025 **Observation Date:** 9/3/2025 **Report :** 11 (FY25)

LOCATION/WORK AREA	AC	S	C	R	OBSERVATION & RECOMMENDATIONS	ADDITIONAL COMMENTS
Median #3		X	X			
		X	X	8	East median end: ~~Perennial peanut need additional fill in plants. (15) 1 gal. 'Golden Glory'~~ (30) Yellow Bulbine 1 gal., 2 ft. off back of curb.	**M&A 6/5/25:** ~~If this location was one where newly planted replacement plants were installed then they need to be reviewed for replacements.~~ **M&A 9/3/25:** Due to the number of perennial peanut loss it is recommended to spray and kill remaining and then replant with Yellow Bulbine. **- RFQ**
Median #4		X	X	8	East median end: ~~Perennial peanut need additional fill in plants. (20) 1 gal. 'Golden Glory'~~ (35) Yellow Bulbine 1 gal., 2 ft. off back of curb.	**M&A 6/5/25:** ~~If this location was one where newly planted replacement plants were installed then they need to be reviewed for replacements.~~ **M&A 9/3/25:** Due to the number of perennial peanut loss it is recommended to spray and kill remaining and then replant with Yellow Bulbine. **- RFQ**
Median #5		X	X		At address 140: Holly tree is in heavy decline, and it is recommended to remove it. Install (1) Lagerstroemia fauriei 'Muskogee' – Crape myrtle 30 gal., 2" cal, 8'-10' ht., 5'-6' spr., single trunk standard.	**- RFQ – Tree Scaping** **- RFQ**
		X	X		At address 162: (4) of the recently replanted Yellow African Iris need to be replaced under warranty. Planting area needs to be mulched	
		X	X		At address 164: (2) of the recently replanted Yellow African Iris need to be replaced under warranty. Planting area needs to be mulched	
Median #6		X	X		At address 232: (2) of the recently replanted Yellow African Iris need to be replaced under warranty. Planting area needs to be mulched	
Median #7		X			No major issues observed.	
Median #8	X	X	X	16	East end: Approximately (16) dwarf Bougainvillea are defoliated and half of them have heavy stem decline. Recommended considering renovation of this Bougainvillea planting area.	**M&A 3/7/24:** There are (8) missing or declined Bougainvillea 'Helen Johnson'. Replacement is recommended to occur in rainy season with 3 gal. size plants. **- RFQ**
Median #8A		X	X		No major issues observed.	
Median #9		X			No major issues observed.	
Median #10		X	X		West end: Areas of weed removal in the perennial peanut has left open spots that need to be filled in. (20) Golden Glory Perennial peanut, 1 gal. size	**- RFQ – Perennial Peanut**
		X	X	15	At address 379: Bougainvillea 'Helen Johnson' are missing or declined and need replacements. Install (14) Bougainvillea 'Helen Johnson' 3 gal. size plants. **- RFQ**	**M&A 5/1/24:** ~~At the request of the Committee a review was performed on St. Andrews Blvd. median #10 and the following was forwarded to the project manager. East half of median needs (22) dwarf Bougainvillea 3 gal. replacements; on the west half (15) dwarf Bougainvillea 3 gal. replacements; On the east end the existing perennial peanut plantings contains large number of weeds that has resulted in, after the weeds are addressed, (35-40) 1 gal. size Golden Glory perennial peanut replacements will be needed to fill the bed.~~ **M&A 9/3/25:** An alternate to peanut replacement would be to

LOCATION/WORK AREA	AC	S	C	R	OBSERVATION & RECOMMENDATIONS	ADDITIONAL COMMENTS
					(68) 1 gal. Orange Bulbine on 18" o.c., 2 ft. off curb.	remove remaining peanut and install Bulbine **- RFQ**
Forest Hills Blvd						
Median #11		**X**	**X**		No major issues observed.	
Median #12		**X**	**X**		~~Treat and monitor Torpedo grass in Bougainvillea at north end of median.~~	
		X	**X**	~~18~~	~~At address 407: Auto accident has occurred with the following damage. (2) double Alexander palms destroyed, (9) dwarf Bougainvillea and (4) dwarf Fire bush.~~ ~~After cleanup another review will be performed to get final counts of shrub damage. (2) irrigation heads need review. (photo)~~	  **~~M&A 6/5/25:~~** ~~Only one double Alexander was planted. One more is needed.~~ ~~(1) Double Alexander palm is recommended.~~
Forest Hills Cart Crossing & Lake		**X**	**X**		No major issues observed.	
Valley Stream Cr. Median #13		**X**	**X**	2	Two of the three Duckbill tree anchor cables have been cut or broke. Reinstall two new cables. When the new cables are installed hand, prune Bougainvillea away from the cables and maintain a one-foot clearance around all cables. Also treat the tree to kill the Carpenter ants in the lower main trunk branch.	
		X	**X**	10	Plumbago shrubs appear to have died and need to be replaced. Install (5) 3 gal. size.	**- RFQ**
	X	**X**		30	The south purple Trumpet tree rolled over during the storm. It was observed that the trunk had rotated out of the root ball and may have broken some main roots. Based upon what was observed while the tree was down it is recommended this tree be replaced because it may no ever re-root properly and become secure.	**M&A 05/04/23:** Handroanthus impetiginosis (Purple Trumpet tree) 11'-13' Ht., 3.5 Cal., 5'-6' Spr., 36" dia. B&B or 65 Gal. size container. **M&A 04/3/25:** Contractor can contact SGB Plants, Steven at 1-954-554-4484 for Purple Trumpet tree.
Pebble Beach Blvd.						
Median #14		**X**	**X**	4	South median end: Perennial peanut need additional fill in plants. ~~(10) 1 gal. 'Golden Glory'~~	**M&A 09/3/25:** Spray to kill remaining perennial peanut. Install (50) yellow Bulbine 1 gal. size. First row to be two feet off back of curbing. **- RFQ**
Median #15		**X**	**X**	4	South median end: Perennial peanut need additional fill in plants. ~~(30) 1 gal. 'Golden Glory'~~	**M&A 09/3/25:** Spray to kill remaining perennial peanut. Install (50) yellow Bulbine 1 gal. size. First row to be two feet off back of curbing. **- RFQ**
		X	**X**	4	North median end: Perennial peanut need additional fill in plants. ~~(10) 1 gal. 'Golden Glory'~~	**M&A 09/3/25:** Spray to kill remaining perennial peanut. Install (50) yellow Bulbine 1 gal. size. First row to be two feet off back of curbing. **- RFQ**
		X	**X**		Address 16 thru 24: Median had minor flooding with mulch washed outside of median.	
Median #16		**X**	**X**	4	South median end: The Perennial peanut bed is full of tornedo grass weeds. The only	**M&A 08/07/25:** Spray to kill remaining perennial peanut.

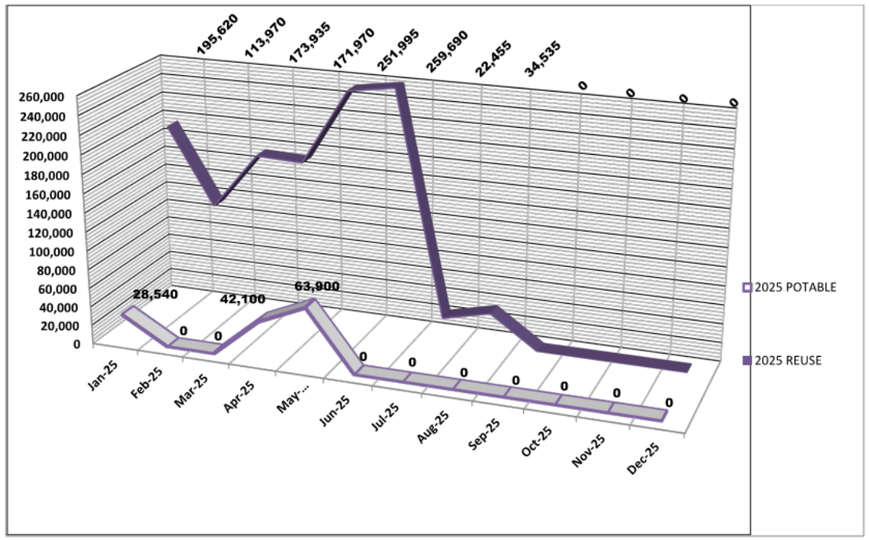
LOCATION/WORK AREA	AC	S	C	R	OBSERVATION & RECOMMENDATIONS	ADDITIONAL COMMENTS
					solution to remove the torpedo grass is to totally kill all plants in the bed and then replant at some date after it is confirmed torpedo grass is gone. ~~Replanting can occur with (62) 1 gal. size plants either Perennial peanut 'Golden Glory or Orange Bulbine.~~	Install (50) yellow Bulbine 1 gal. size. First row to be two feet off back of curbing. **- RFQ**
		X	X		Address 24 thru 32: Median had minor flooding with mulch washed outside of median.	
Median #17		X	X	4	At address 140: Dwarf Bougainvillea dead or missing. Install (15) 3 gal. size Bougainvillea 'Helen Johnson' variety.	**- RFQ**
		X	X	7	Address 108: Previous Holly tree replacement has died. Replacement should be under contractor warranty.	**M&A 08/07/25:** Install Lagerstroemia fauriei 'Muskogee' – Crape myrtle 30 gal., 2" cal, 8'-10' ht., 5'-6' spr. standard (single trunk)
	X	X	X	7	The north and south ends of median have large areas of declined and/or dead dwarf Bougainvillea, which renovation is recommended at this time. A meeting discussion with the committee is recommended.	
		X	X		Address 132 thru 148: Median had minor flooding with mulch washed outside of median.	
		X	X	12	It is recommended that all the Bougainvillea in this median be fertilized in July with 8-0-10 fertilizer at a rate of 4 ounces per shrub applied directly around the main stem of the shrubs.	
Median #18				4	South median end: At pervious auto accident at light pole. ~~replacement site the Perennial peanut need additional fill in plants. (40) 1 gal. 'Golden Glory'~~	**M&A 08/07/25:** Spray to kill remaining perennial peanut. Install (50) yellow Bulbine 1 gal. size. First row to be two feet off back of curbing. **- RFQ**
		X	X		Address 151 thru 164: Median had minor flooding with mulch washed outside of median.	
		X	X	14	At address 156: (9) Bougainvillea 'Helen Johnson' are missing or declined and need replacements. Replacement is recommended to occur in rainy season. (9) Bougainvillea 'Helen Johnson' 3 gal. size plants are recommended.	**- RFQ**
Median #19		X	X	4	South median end: At pervious auto accident at light pole.	**M&A 08/07/25:** Spray to kill remaining perennial peanut. Install (60) yellow Bulbine 1 gal. size. First row to be two feet off back of curbing.
		X			(5) L.F. of curbing was damaged by previous auto accident.	
Pebble Beach Blvd. Golf Cart Crossing		X	X	4	Southwest corner: (20) Spider lily plants 3 gal. size need to be replaced.	**- RFQ**
Thorncrest Ln. cul-de-sac #20	X	X		2	Due to age and amount of decline it is recommended to renovate this cul-de-sac during this rainy season.	**M&A 09/08/22:** Renovation on hold, Remove dead plants. **M&A 08/07/25**: Install (15) dwarf Bougainvillea 'Helen Johnson' 3 gal. size **- RFQ**
Briarcliff Ln. Cu-de-sac #21	X	X		2	Due to age and amount decline it is recommended to renovate this cul-de-sac during this rainy season.	**M&A 08/07/25:** Install (16) dwarf Bougainvillea 'Helen Johnson' 3 gal. size **- RFQ**
Heather Grove Ln. Cul-de-sac #22		X		2	(5) Bougainvillea plants on the eastern side have been run over and need to be reviewed for removal. Any replacements would need to wait until rainy season has started.	**M&A 08/07/25:** Install (6) dwarf Bougainvillea 'Helen Johnson' 3 gal. size **- RFQ**
Baltusrol Signs		X	X		No major issues observed.	
Doral Cr. East R/W		X	X		Treat Torpedo grass in Liriope plants at benches.	
West R/W & Rattlesnake Hammock		X	X	4	All volunteer plants (e.g. snake plants, Mango trees) and others need to be removed	

McGee & Associates
Landscape Architecture

LELY GOLF ESTATES BEAUTIFICATION, M.S.T.U. **Report Date:** FY24-25 9/3/2025 **Observation Date:** 9/3/2025 **Report :** 11 (FY25)

LOCATION/WORK AREA	AC	S	C	R	OBSERVATION & RECOMMENDATIONS	ADDITIONAL COMMENTS
Rd.					from within or in front of Podocarpus hedge.	
		X	**X**	4	The western half of the Podocarpus hedge along the back of the sidewalk has not been mulched.	
		X	**X**	4	White African Iris plants are dead or missing and need to be replaced. (21) 3 gal. size plants are recommended.	**- RFQ**
Median #23				9	~~Two~~ ~~Three~~ Four Ixora 3 gal. shrubs have declined and need to be replaced. Based upon other plant growth if existing Ixora could be relocated that would be acceptable.	
		X	**X**	10	It is recommended (2) White Gieger trees be planted at variegated ginger locations to create shade for ginger. Cordia boissieri White Geiger, ≥ 7' ht., 3" cal., > 4' spr., 32" B&B or 45 Gal. Single leader trunk.	**M&A 4/3/25:** Recommend changing tree type to dwarf white Tabebuia, Tabebuia bahamensis, ≥ 7' ht., 3" cal., > 4' spr., 32" B&B or 45 Gal. Single leader trunk. Contractor can contact Becker Tree Farms at 772-546-3541 or Vida Verde Farms 19901 SW 232 Street, Miami, Fl 33170 **M&A 7/3/25**: Recommend planting the white Gieger trees even if the size must be reduced. **- RFQ**
		X	**X**	13	Recommended replacement Tree for Golden Trumpet Tree in median #23, Bulnesia arborea 'Verawood Tree', 11'–13' ht., 3.5" cal., 5'-6' spr., 36" B&B or 65 Gal. Single leader trunk.	**- RFQ**
Median #24 Treasure Point Cul-de-sac		**X**	**X**	4	Remove volunteer Strangler fig vines from within Sabal palm trunks.	
Warren St. Pumping Station		**X**	**X**		No major issues observed. See water use schedule.	
Valley Stream Cr. Irrigation					No major issues observed. See water use schedule.	
Fertilization		**X**	**X**		See FY24-25 recommended schedule in report #8	

Lely Golf Estates Beautification MSTU Reuse Mixing Chamber Annual Water Use thru 8/25



Notes: 2023 Total Water Use: Reuse 1,846,930 gallons, Potable 188,030 gallons
2024 Total Water Use: reuse 1,378,290 gallons, Potable 24,720.10 gallons

9/2/2025

Warren Street Mixing Chamber Water Use Data: 8/2025

DATE	REUSE PSI	POTABLE WATER METER (X 100)	POTABLE WATER USE GALLONS	REUSE WATER METER READING (X x 100)	REUSE WATER USE GALLONS	TOTAL WATER APPLIED
8/1/2025	80	191,500.80		86,909.85		-
9/2/2025	80	191,500.80	-	87,255.20	34,535.00	34,535.00
						-
		TOTALS:	**0.00**		**34,535.00**	**34,535.00**
		PERCENTAGE OF TOTAL VOLUME USED	**0.0%**		**100.0%**	

Valley Stream Circle Water Use Data: 8/2025

DATE	POTABLE WATER METER READING (X 1)	POTABLE WATER USE GALLONS
8/1/2025	800240.09	
9/2/225	810420.05	10180
		10,180

LELY GOLF ESTATES M.S.T.U.
Fund 1620
September 18, 2025

	FY-25	Vendor	Item	PO#	Budget	Commitments	Expenditures	Available
1	MILLAGE COLLECTED & INTEREST		MSTU Revenues		$ (432,700.00)	$ -	$ (439,298.72)	$ 6,598.72
2	CARRY FORWARD		Unexpended Prior Year Funds		$ (394,545.72)	$ -	$ -	$ (394,545.72)
3	**ALL REVENUES**				**$ (827,245.72)**	**$ -**	**$ (439,298.72)**	**$ (387,947.00)**
		McGee & Associates	Landscape Architect (FY-25)	4500234203		$ 10,474.50	$ 10,900.50	
		McGee & Associates	Landscape Architect (FY-24)	4500228493			$ 886.75	
4	ENG. FEES & OTHERS				$ 32,595.20	$ 10,474.50	$ 11,787.25	$ 10,333.45
5	INDIRECT COST REIMBURSE	Collier County	Indirect Cost	Direct Pay	$ 6,900.00	$ -	$ 6,900.00	
		A&M Property Maint	Landscape Incidentals	4500234775	$ 45,000.00	$ 9,126.08	$ 35,873.92	
6	LANDSCAPE INCIDENTALS (634990)				$ 40,000.00	$ 9,126.08	$ 35,873.92	$ (5,000.00)
					$ 80,200.00	$ -	$ -	
		A&M Property Maint	Grounds Maintenance	4500234775	$ 60,000.00	$ 15,157.80	$ 84,842.20	
7	OTHER CONTRACTUAL (634999)				$ 140,200.00	$ 15,157.80	$ 84,842.20	$ 40,200.00
		Tree Scaping	Tree & Palm - Removal	4500235300	$ 5,000.00	$ 2,500.00	$ 2,500.00	
		Tree Scaping	Tree & Palm - Pruning	4500234131	$ 25,000.00	$ 9,369.00	$ 15,631.00	
		Naples Electric Motor Works	Pump Station Services	4500234618	$ 3,000.00	$ 3,000.00	$ -	
8	OTHER CONTRACTUAL (639990)				$ 25,000.00	$ 14,869.00	$ 18,131.00	$ (8,000.00)
9	ELECTRICITY	FPL	Electricity	4700005159	$ 5,200.00	$ 1,729.30	$ 3,470.70	
10	WATER AND SEWER	Collier County Public Utilities	Water - Irrigation	4700005160	$ 10,000.00	$ 3,664.04	$ 8,035.96	$ (1,700.00)
11	INSURANCE GENERAL	Collier County	Insurance	Direct Pay	$ 700.00	$ -	$ 700.00	
		SiteOne	Irrigation Parts & Pumps	4500234776		$ 1,517.99	$ 1,982.01	
		Hydropoint Data System		P-Card		$ -	$ 718.00	
		Agricultural Services International	Warren Street Pump Station	4500238658		$ 3,859.65	$ 1,140.35	
12	SPRINKLER SYSTEM				$ 5,000.00	$ 5,377.64	$ 3,840.36	$ (4,218.00)
13	MULCH	Southeast Spreading	Mulch	4500237826	$ 10,000.00	$ 4,347.50	$ 12,967.50	$ (7,315.00)
		Simmonds Electrical (FY24)	Electrical Services	4500227629		$ 8,885.69	$ 18,164.83	
		Simmonds Electrical (FY25)	Electrical Services	4500234130	$ 5,000.00	$ 10,963.12	$ 7,339.77	
14	LIGHTING MAINTENANCE				$ 57,050.52	$ 19,848.81	$ 25,504.60	$ 11,697.11
15	LICENSE & PERMITS				$ 2,000.00	$ -	$ -	$ 2,000.00
16	BUILDING RM	Facilities	Flags - US, State, County			$ -	$ 152.20	$ (152.20)
		Naples Award	To honor long time committee memb			$ -	$ 76.00	
		Naples Christmas Lighting	Holiday Decorations	4500235068	$ 4,600.00	$ -	$ 4,600.00	$ -
		Premier Staffing	Transcription	4500234230	$ 2,977.90	$ 1,181.05	$ 1,796.85	$ 0.00
17	OTHER MISCELLANEOUS (649990)				$ 13,000.00	$ 1,181.05	$ 6,472.85	$ 5,346.10
18	OFFICE SUPPLIES				$ 100.00	$ -	$ -	$ 100.00
19	COPYING CHARGES	J.M. Todd	Copier CPC	4500234730	$ 200.00	$ 35.28	$ 114.72	$ 50.00
20	FERT HERB CHEM	Howard Fertilizer	Fertilizer	4500234348	$ 3,500.00	$ 291.20	$ 1,708.80	$ 1,500.00
21	COMPUTER SOFTWARE	TrafficLogix	Cloud Software License	4500237098	$ -	$ -	$ 1,700.00	$ (1,700.00)
22	OTHER OPERATING				$ 200.00	$ -	$ -	$ 200.00
23	TRAFFIC SIGNS				$ 15,000.00	$ -	$ -	$ 15,000.00
24	**OPERATING EXPENSES**				**$ 366,645.72**	**$ 86,102.20**	**$ 222,202.06**	**$ 58,341.46**
25	PTNE STAFF & DIVISION OVERHEAD				$ 66,700.00	$ -	$ 66,700.00	$ -
26	PROPERTY APPRAISER				$ 3,400.00	$ -	$ 3,198.26	$ 201.74
27	TAX COLLECTOR				$ 9,900.00	$ -	$ 9,297.69	$ 602.31
28	**COUNTY OVERHEAD**				**$ 80,000.00**	**$ -**	**$ 79,195.95**	**$ 804.05**
29	IMPROVEMENTS GENERAL				$ 230,600.00	$ -	$ -	$ 230,600.00
30	**CAPITAL PROJECTS**				**$ 230,600.00**	**$ -**	**$ -**	**$ 230,600.00**
31	RESERVES FOR INSURANCE				$ 150,000.00	$ -	$ -	$ 150,000.00
32	**CAPITAL RESERVES**				**$ 150,000.00**	**$ -**	**$ -**	**$ 150,000.00**
33	**ALL EXPENSES**				**$ 827,245.72**	**$ 86,102.20**	**$ 301,398.01**	**$ 439,745.51**
34	**FY-25 BUDGET GRAND TOTAL**		= ALL REVENUES - ALL EXPENSES		**$ -**	**$ 86,102.20**	**$ (137,900.71)**	**$ 51,798.51**

LELY GOLF ESTATES M.S.T.U.
Fund 1620
September 18, 2025

92,697,303	FY 13 Final Taxable Value	-3.3%		
95,718,423	FY 14 Final Taxable Value	3.3%		
99,596,489	FY 15 Final Taxable Value	4.1%		
106,888,467	FY 16 Final Taxable Value	7.3%		
116,823,687	FY 17 Final Taxable Value	9.3%		
127,802,080	FY 18 Final Taxable Value	9.4%		
135,136,761	FY 19 Final Taxable Value	5.7%		
142,494,654	FY 20 Final Taxable Value	5.4%		
152,194,183	FY 21 Final Taxable Value	6.8%		
156,289,928	FY 22 Final Taxable Value	2.7%		
180,384,272	FY 23 Final Taxable Value	##########	+6.3% Average	
203,796,660	FY 24 Final Taxable Value	##########		
$214,844,295	**FY 25 Gross Taxable Value**			
5.42%	**Adjustment FY 24 to FY 25**			
	FY 25 Gross MSTU Revenue	FY 24		
Millage	**2.0000**	2.0000	**2.0 mill cap**	
Tax Dollars	**$429,688.59**	$407,600	**$68,920**	**Increase**

Total Available Balance	**$**	**439,745.51**
Plus Commited And Not Spent	**$**	**86,102.20**
Estimated Cash	**$**	**525,847.71**

Prepared 09/11/25 MV

LELY MSTU LIGHTING INSPECTION			Inspection Date:		9/4/2025	
ST. ANDREWS ENTRANCE - FROM US-41						
TUBE		**A**	**B**	**C**	**D**	**E**
Sign - Enter	1	○	○	○		○
Sign - Exit	2		○	○		
SPOT		○	**A**	**B**	**Notes**	
Flagpole - US	1					
Flagpole - FL	2				▪ Current outages	
Flagpole - BCC	3				are sequenced	
LUMINAIRE		○	**A**	**B**	in **RED**.	
Single	1					
Single	2				▪ Outages repaired	
Single	3	○			in the past month	
Single	4				are sequenced	
Single	5				in **GRAY**.	
Single	6					
Single	7					
Single	8	○				
Single	9					
Single	10	○				
Single	11					
PEBBLE BEACH BLVD						
LUMINAIRE		○	**A**	**B**		
Double	1					
Double	2					
Double	3					
Double	4					
Double	5					
Double	6					
Double	7					
Double	8					
Double	9					
Double	10					
Double	11					
Double	12					
Double	13					
Double	14					
Double	15					
Double	16					
Double	17					
Double	18					
Double	19					
Double	20					
Double	21					
Single	22					
Single	23					1909

LELY MSTU LIGHTING INSPECTION			***9/4/2025***	
FOREST HILLS @ AUGUSTA				
'*LELY*' SIGN		O	**A**	**B**
Solar Light	--			
DORAL CIRCLE				
TUBES		O	**A**	**B**
Sign - Enter	**1**	O		
Sign - Exit	**2**	O		
LUMINAIRE		O	**A**	**B**
Double	**1**			
Double	**2**			
Single	**3**			
Single	**4**			
Single	**5**			
Single	**6**			

1909

Count by Speed Range Report

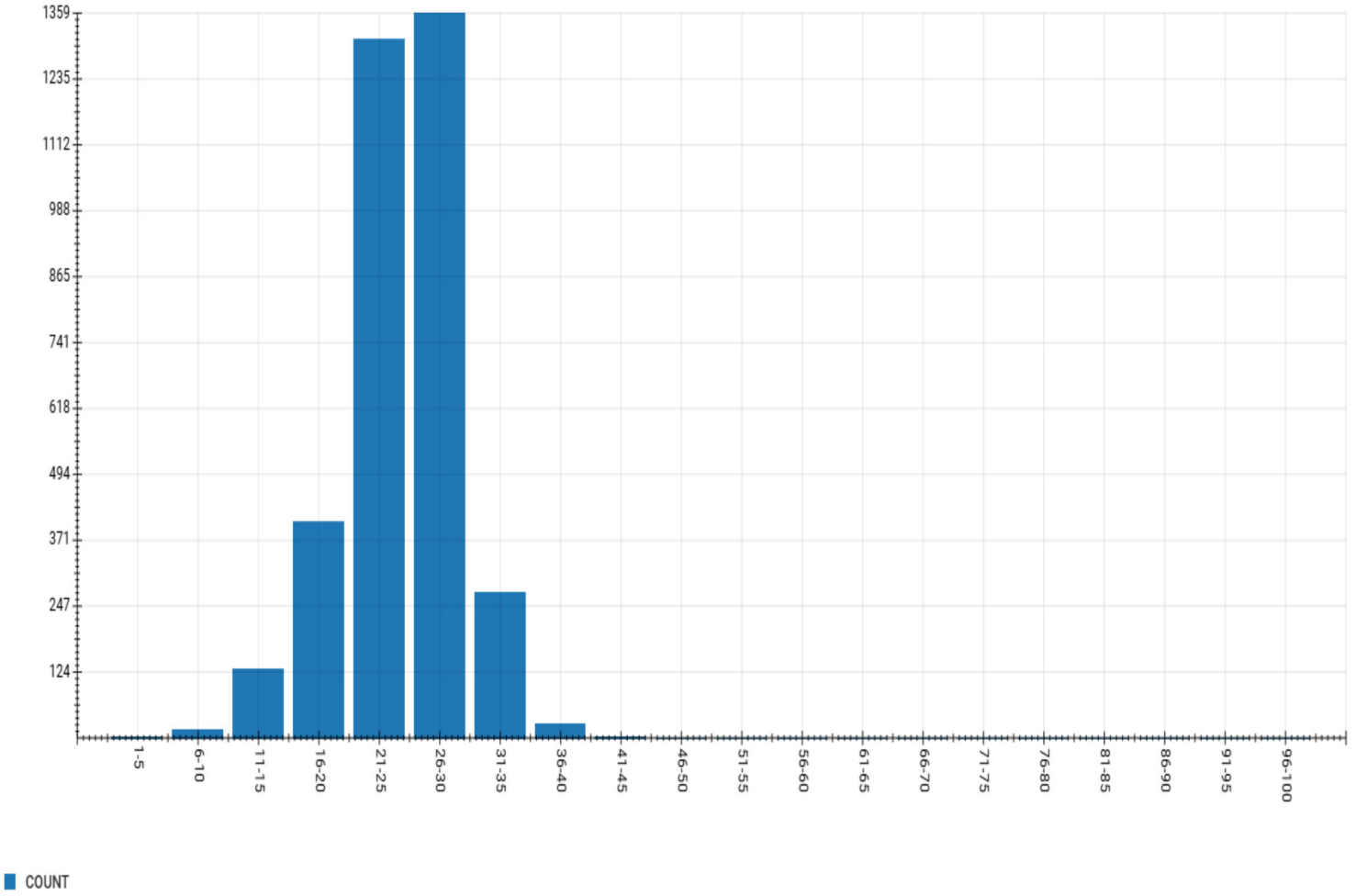
Location: Radar 1 - SAB NB

Address: 110 Saint Andrews Blvd

Report period: 2025-08-21 to 2025-09-15

Count By Speed Range

Speed (mph)	Count
1-5	1
6-10	15
11-15	129
16-20	405
21-25	1309
26-30	1359
31-35	273
36-40	27
41-45	2
46-50	0
51-55	0
56-60	0
61-65	0
66-70	0
71-75	0
76-80	0
81-85	0
86-90	0
91-95	0
96-100	0
Total	3520



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Count by Speed Range Report

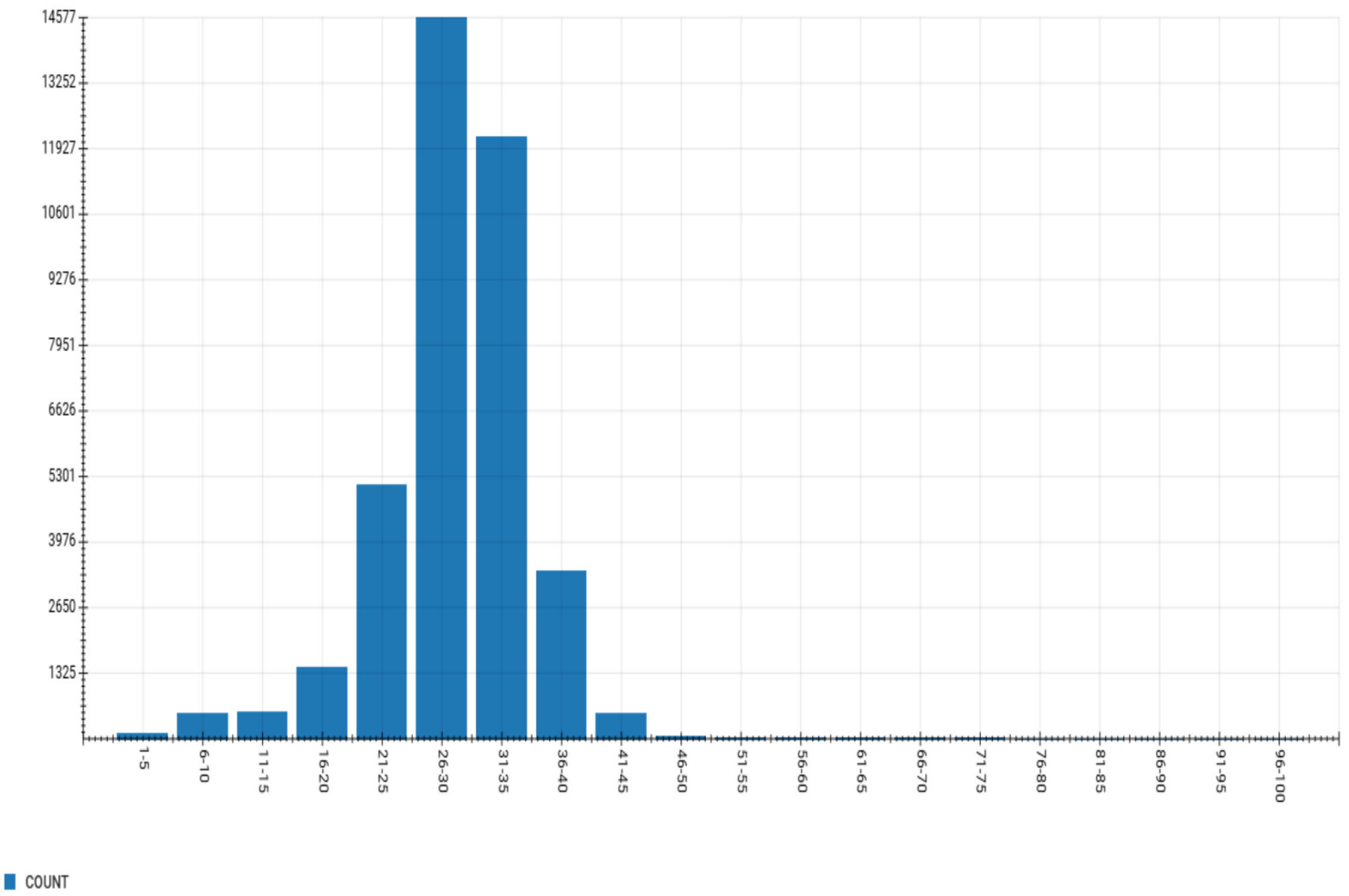
Location: Radar 2 - SAB SB

Address: 255 Saint Andrews Blvd

Report period: 2025-08-21 to 2025-09-15

Count By Speed Range

Speed (mph)	Count
1-5	110
6-10	504
11-15	537
16-20	1453
21-25	5116
26-30	14577
31-35	12166
36-40	3391
41-45	509
46-50	46
51-55	8
56-60	4
61-65	1
66-70	3
71-75	1
76-80	0
81-85	0
86-90	0
91-95	0
96-100	0
Total	38426



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TRAFFIC SIGNS	Lely Golf Estates MSTU				Date: 08.29.25		
Item #	STOP / Street 1 -Approaching & Street 2 -Intersecting	# Poles	Rating: Good Fair X-Replace	Estimated Life (Years)	Current Value ($$$)	FY-26 Replace Cost ($$$)	FY-26 Unit Value ($$$)
1	St Andrews Blvd & US-41	1	Fair	7	$790		$1,870
2	St Andrews Blvd & Pebble Beach Blvd	1	Fair	7	$790		$1,870
3	St Andrews Blvd & Pebble Beach Blvd (Median 4)	1	Fair	7	$790		$1,870
4	St Andrews Blvd & Pebble Beach Cir (1 of 2) South	1	Fair	7	$790		$1,870
5	St Andrews Blvd & Pine Valley Cir (1 of 2) South	1	Fair	7	$790		$1,870
6	St Andrews Blvd & Watercolor Way	1	Fair	7	$790		$1,870
7	St Andrews Blvd & Bradstrom Cir	1	Fair	7	$790		$1,870
8	St Andrews Blvd & Pebble Beach Cir (2 of 2) North	1	X	X	X	$1,870	$1,870
9	St Andrews Blvd & Pine Valley Cir (2 of 2) North	1	Fair	7	$790		$1,870
10	St Andrews Blvd & Hiden Valley Dr	1	Fair	7	$790		$1,870
11	St Andrews Blvd & Valley Stream Cir	1	Fair	7	$790		$1,870
12	St Andrews Blvd & Valley Stream Ln	1	Fair	7	$790		$1,870
13	Valley Stream Cir & Valley Stream Ln	1	Fair	7	$790		$1,870
14	St Andrews Blvd & Forest Hills Blvd	1	Fair	7	$790		$1,870
15	Forest Hills Blvd & Hidden Valley Dr	1	Fair	7	$790		$1,870
16	Forest Hills Blvd & Bay Meadows Dr	1	Fair	7	$790		$1,870
17	Bay Meadows Dr & Bristlecone Ln	1	Fair	7	$790		$1,870
18	Forest Hills Blvd & Augusta Blvd	1	Fair	7	$790		$1,870
19	Forest Hills Blvd & Pebble Beach Blvd	1	Fair	7	$790		$1,870
20	Pebble Beach Blvd & Bay Meadows Dr	1	Fair	7	$790		$1,870
21	Pebble Beach Blvd & Big Springs Dr	1	Fair	7	$790		$1,870
22	Big Springs Dr & ThornCrest Ln	1	X	X	X	$1,870	$1,870
23	Pebble Beach Blvd & Baltusrol Ln	1	Fair	7	$790		$1,870
24	Pebble Beach Blvd & Briarcliff Ln	1	X	X	X	$1,870	$1,870
25	Pebble Beach Blvd & Heather Grove Ln	1	Fair	7	$790		$1,870
26	Baltusrol Dr & Pinehurst Cir (1 of 3)	1	X	X	X	$1,870	$1,870
27	Baltusrol Dr & Pinehurst Cir (2 of 3)	1	X	X	X	$1,870	$1,870
28	Baltusrol Dr & Pinehurst Cir (3 of 3) (Dead End)	1	Fair	7	$790		$1,870
29	Doral Cir & Rattlesnake Hammock Rd	1	Fair	7	$790		$1,870
30	Doral Cir & Rattlesnake Hammock Rd (Median 23)	1	Fair	7	$790		$1,870
31	Doral Cir & Willow Creek Ln	1	Fair	7	$790		$1,870
32	Doral Cir & Doral Cir	1	Fair	7	$790		$1,870
33	Doral Cir & Warwick Hills Dr (East) (1 of 2)	1	Fair	7	$790		$1,870
34	Doral Cir & Warwick Hills Dr (West) (2 of 2)	1	Fair	7	$790		$1,870
35	Doral Cir & Oakland Hills Dr (East) (1 of 2)	1	Fair	7	$790		$1,870
36	Doral Cir & Oakland Hills Dr (West) (2 of 2)	1	Fair	7	$790		$1,870
	STOP + Street Name - SUB 1:	**36**			**$24,490**	**$9,350**	**$67,320**
37	St Andrews Blvd & US-41 (Median 1)	1	Fair	7	$640		$1,540
38	St Andrews, Shopping Plaza (Northbound)	1	Fair	7	$640		$1,540
39	St Andrews, 101 (X-Walk Ahead - Northbound)	1	Fair	7	$640		$1,540

TRAFFIC SIGNS	Lely Golf Estates MSTU				Date: 08.29.25		
Item #	STOP / Street 1 -Approaching & Street 2 -Intersecting	# Poles	Rating: Good Fair X-Replace	Estimated Life (Years)	Current Value ($$$)	FY-26 Replace Cost ($$$)	FY-26 Unit Value ($$$)
40	St Andrews (X-Walk - Northbound)	1	Fair	7	$640		$1,540
41	St Andrews (X-Walk - Southbound)	1	Fair	7	$640		$1,540
42	St Andrews, 110 - Radar (Northbound)	1	Fair	7	$640		$1,540
43	St Andrews, 143 (Southbound)	1	Fair	7	$640		$1,540
44	St Andrews & Pebble Beach Blvd (Median 14)	1	Fair	7	$640		$1,540
45	St Andrews, 167 (Southbound)	1	Fair	7	$640		$1,540
46	St Andrews, 255 - Radar (Southbound)	1	Fair	7	$640		$1,540
47	St Andrews, 256 (Northbound)	1	Fair	7	$640		$1,540
48	St Andrews, 326 (Northbound)	1	Fair	7	$640		$1,540
49	St Andrews Blvd & Forest Hills Blvd (Median 12)	1	X	X	X	$1,540	$1,540
50	St Andrews, 379 (Southbound)	1	Fair	7	$640		$1,540
51	St Andrews Blvd & Forest Hills Blvd (Southbound)	1	Fair	7	$640		$1,540
52	Forest Hills, 461	1	Fair	7	$640		$1,540
53	Forest Hills (@ Augusta Blvd)	1	Fair	7	$640		$1,012
54	Forest Hills 410	1	Fair	7	$640		$1,540
55	Forest Hills, GC Cart Crossing	1	Fair	7	$640		$1,540
56	Forest Hills, 213	1	Fair	7	$640		$1,540
57	Pebble Beach Blvd, 226	1	Fair	7	$640		$1,540
58	Pebble Beach Blvd, Median 19 East	1	Fair	7	$640		$1,540
59	Pebble Beach Blvd, Median 19 West	1	Fair	7	$640		$1,540
60	Pebble Beach Blvd, 226	1	Fair	7	$640		$1,540
61	Pebble Beach Blvd, 11	1	Fair	7	$640		$1,540
62	Pebble Beach Cir, Side yd of Church	1	Fair	7	$640		$1,540
63	Pebble Beach Cir (North end)	1	Fair	7	$640		$1,540
64	Doral Cir, side yard of 102 Willow Creek Ln	1	Fair	7	$640		$1,540
	Speed Limit, Crosswalk, Other - SUB 2:	28			$17,280	$1,540	$42,592
	Lely MSTU Totals - SUB 1 + SUB 2:	64			$33,280	$10,890	$109,912

ESTIMATES:

Current Value = 2025 New Equipment Price x 50%

Replacement Cost (2026) = [2025 (Equipment Price + Install Price)] +10%

QUOTE #1095

SENT ON:

Sep 05, 2025

RECIPIENT:

Dan Schumacher

~~US 41 and St Andrews Blvd~~
Naples, Florida 34113
Phone: 2392274011
Contract: Yes

Lely Golf Estates MSTU

SENDER:

Naples Christmas Lighting

5720 Sea Grass Lane
Naples, Florida 34116

Phone: 2393048385
Email: napleschristmaslighting@gmail.com
Website: www.napleschristmaslighting.com

Product/Service	Description	Qty.	Total
2025 Christmas Lighting	2025 Christmas Lighting Proposal Services includes all material, installation, maintenance throughout season, takedown, and storage. CONTRACT FOR 2025 Season -Contract will automatically renew unless notification by either party by March 1st following decorating season. -Please have all palms trimmed prior to October 1st -Naples Christmas Lighting, division of Sight N Sound retains ownership of all merchandise. 50% DUE JUNE 1ST OF EACH YEAR 50% DUE UPON INSTALLATION 5% late fee for payments received later than 15 days past due date	1	$0.00

NAPLES CHRISTMAS LIGHTING

QUOTE #1095

SENT ON:

Sep 05, 2025

Product/Service	Description	Qty.	Total
Holiday Decorations 2024 Lely Gold Estates MSTU	St Andrews Blvd Two (2) Entryway Monuments: (matching) Entry-side Sign - • Install(1) 18-20ft Premium LED Lighted Garland with Bows on each sign. • Install(2)large(approx.60”) Premium LED Lighted Wreaths with Large Bow on each sign. Exit-side Sign- • Install(1) 18-20ft Premium LED Lighted Garland with Bows on each sign. • Install(2)large(approx.60”) Premium LED Lighted Wreaths with Large Bows on each sign. Lamp Posts: • Install a Lighted LED Garland on each of four(4) lamp posts, wrapped, approx. 20-ft height. Doral Circle • One (1) 2-sided Entryway Sign & (1) Lamp Post: o (1) Small Wreath w/ ribbon, upper right quadrant. North Lamp Post: • Install an LED-lighted Garland on(1) lamp post, wrapped, approx. 20- ft height; plus (1) Large LED-lighted Wreath at top. ? South Lamp Post: (opposite median end, approx. 70ft south) o Install an LED-lighted Garland on lamp post, wrapped, approx. 20-ft height; plus (1) Large LED-lighted Wreath at top, facing South. • Install LED light strands in the adjacent Bougainvillea shrubs & beds surrounding the sign. TERMS: Vendor-Supplied Materials & Services Included ! Installation of premium commercial quality clear LED lighting, wreaths, bows, and garlands. ! All extension cords & attachments to plug into MSTU-supplied electrical power. ! All labor, materials, removal, and proper disposal. ! Installation prior to November 18th, with Lely resident(s) to plug-in on Thanksgiving Day. ! Removal by mid-January 2025. ! Sub-contractors, if any, must be identified in the Vendor’s bid for review and pre-approval, or non-approval. MSTU-Provided ! Electrical power. ! Residents will plug-in lighting on Thanksgiving Day.	1	$4,600.00

QUOTE #1095

SENT ON:

Sep 05, 2025

Product/Service	Description	Qty.	Total
			Optional
Upgrade to Coaxial	Option to upgrade lighting to coaxial lights- Fully sealed screw in connections to eliminate water intrusion at all connections back to outlet.	1	$1,000.00

Subtotal	$5,600.00
~~**Florida State (6.0%)**~~	~~$336.00~~
Total	~~**$5,936.00**~~

Reviews

Ray Kretz

This was the first year that our association used their services. They did an outstanding job of decorating our community. Everyone complemented the lighting and decorating. We plan on using them again for Christmas 2025.

Chris Hackem

Kurt and his team do a great job every year! Dependable communication is great .

Patty Edwards

Customer Service is fantastic and every year we looked forward to having our palm trees lit for the holidays! We will miss Naples Christmas Lighting in Nevada!

Contract General Terms: Naples Christmas Lighting is a division of Sight N Sound. The parties agree to the following additional terms of this contract.
A non refundable deposit of 50% must be received before work will begin. The full amount for product (lighting and accessories), installation and removal must be paid in full upon completion of the installation. Naples Christmas Lighting is not responsible for any products damaged or lost due to vandalism, extreme weather conditions, or acts of God and will make efforts to replace any damaged product for an additional charge. No warranty or complimentary repair service is expressed or implied, unless noted in writing in this agreement. Naples Christmas Lighting will replace any malfunctioning product, but does not guarantee that each individual bulb will light for the entire installation period. By signing this contract customer acknowledges that Naples Christmas Lighting fills their schedule well in advance, and all cancellations will be charged 50% of the labor charge. All bids are made under the assumption that adequate power supplies and receptacles are available. Customer is responsible for maintaining and providing adequate electrical outlets adjacent to the proposed locations for it's lit decorations and building lights. This contract is governed by Florida law, and is the entire contract between the parties. If a dispute arises out of this contract, the parties shall agree to resolve this dispute through arbitration in Collier County before a single arbitrator. Any judgement upon the award rendered by the arbitrator may be entered in any court having jurisdiction thereof. The prevailing party in arbitration shall be entitled to it's reasonable attorney's fees and costs. By signing below I agree to the terms of this contract, and accept this proposal on those terms. Furthermore, I declare that I am authorized to sign this document, either as an owner of the property, or as an agent for the owner or entity. Please note that 5% per month (25% per yr.) will be added to all outstanding balances.
Client understands all material provided and installed are the property of Naples Christmas Lighting and are leased to the client per season. All lights and décor will be installed between October 1st and December 15th, unless otherwise agreed upon. All lighting and decor will be removed no sooner than December 31st and later than February 28th, unless otherwise agreed upon. All lights and décor will be maintained within 24 hours of notification of an issue through December 24th.

NAPLES CHRISTMAS LIGHTING

QUOTE #1095

SENT ON:

Sep 05, 2025

For all service calls required during season due to light outages please email or text all requests to:
EMAIL: Napleschristmaslighting@gmail.com or
TEXT: 239-451-8000

Standard terms: All Commercial and HOAs to be installed prior to Thanksgiving, unless otherwise noted. Residential Homes to be installed based on agreed upon dates and available scheduling.

Signature: _____ **Date:** _____

COLLIER COUNTY LIBRARY ADVISORY BOARD
Wednesday, September 17, 2025, 10:30 a.m.
Headquarters Library – Hybrid Meeting
AGENDA

NOTICE: The public is welcome to attend Library Advisory Board meetings. Visitors will be asked to sign in and briefly describe the purpose of their visit. If the visitor is attending to discover more about the workings of the Library Advisory Board, s/he is welcome to stay for the duration of the meeting. If the visitor has a specific purpose, the Chair will recognize the visitor during Public Comments to speak for up to three (3) minutes. Additional time may be granted to the speaker at the discretion of the Chair. Robert's Rules of Order prevails. Silence cell phones and digital devices.

Call to order

1. Grant LAB Member(s) remote attendance *(Motion & Approval)*
2. Introduction of New District 3 Member Leyanis Muniz

Pledge of Allegiance

Approval of Minutes

Awards and Recognitions

1. Library Division Cheers for Peers Recipients August
2. County Service Awards and VIP Certificates
    i. Barbie Schulze (VB) – 25 years

Board Reports

1. Report of Officers
2. Report of Committees
    i. September 13 LAB Subcommittee Meeting – Rebeca Seitz

Presentations

1. Report of the Friends of the Library
2. Report of the Library Director
    i. General Operations
        a. Facilities & Projects Update
        b. Operations Update
        c. Programming Update
        d. Staffing Update
        e. FY 26 Budget Update
        f. Future Actions for LAB

Public Petitions to the Board for Future Consideration

Public Comments on General Topics Related to the Library Division

Unfinished Business

1) Schedule Selection of Chair, Vice-Chair and Secretary

New Business

1) Sunshine Laws Presentation by County Attorney's Office - Colleen Greene
2) Consideration for Changes to LAB Agenda

Public Comments on General Topics Related to the Library Division

Adjournment

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

September 8, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Collier County Library Advisory Board
Collier County, Florida

September 17, 2025
10:30 a.m.

Notice is hereby given that the **Collier County Library Advisory Board** will meet on **Wednesday, September 17,** at **10:30 a.m.** This will be a Hybrid Remote meeting and it will be held at the Headquarters Library Sugden Theater located at 2385 Orange Blossom Drive, Naples. Some of the Board members may be appearing remotely, with staff present in person. The public may attend either remotely or in person.

Individuals who would like to participate in person must complete and submit a speaker form prior to the beginning of the discussion about the item. Individuals who would like to participate remotely must complete and submit the online speaker registration form prior to the beginning of the meeting.

Individuals who would like to participate remotely, should contact Karen Tibbetts via email at Karen.Tibbetts@colliercountyfl.gov by 1:00 p.m. on September 15.

Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting of those boards, councils or agencies.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Catherine Cowser at (239) 252-7311.

###

Naples, Florida, August 20, 2025

LET IT BE KNOWN that the LIBRARY ADVISORY BOARD met on this date at 10:30 a.m. in the Headquarters Library with the following members present:

CHAIR:
VICE-CHAIR: Joy White – District 4
SECRETARY: Rebeca Seitz – District 1
Marjorie H. Gagnon – District 5
Jennifer Ashford – District 2
Leyanis Muniz – District 3 (Zoom)

ALSO PRESENT: Catherine Cowser, Library Director
Karen Tibbetts, Operations Support Specialist I
Denise McMahon, Library Manager, South Regional Library
Julie Blatt, Library Manager, Naples Regional Library
Chloe Snider, Library Manager, Headquarters Library
Veronica Salley, Management Analyst I, Library
Wes Gunther, Library Program Coordinator
Janet Pereira, Library Program Coordinator
Bryan Watt, Librarian II
Carolann Adams, Library Specialist II, ILL
Joan Guthier, Library Specialist I
Andrew Meyers, Library Program Coordinator
Tanya Williams, Manager, Strategic Initiatives
Arnie Rubin, FOL Vice President
Nicole Rolando, Collier County Resident

CALL TO ORDER

1) **Grant LAB Member remote attendance** *(Motion & Approval)*
   - Quorum was met for this meeting and was directed by Ms. White.
2) **Introduction of New District 3 Member Leyanis Muniz**
   - Mrs. Muniz was unable to attend today's meeting in person.

PLEDGE OF ALLEGIANCE

APPROVAL OF MINUTES

Ms. White asked for approval of the meeting minutes of June 11, 2025. Mrs. Gagnon moved to approve the minutes with one minor correction. Mrs. Ashford seconded, and the motion was carried unanimously.

Awards and Recognitions

1) **Library Division Cheers for Peers Recipients for June/July**
   - Copies of the June & July Cheers for Peers recipients were provided to LAB members.
2) **County Service Awards and VIP Certificates (May-July)**
   i. Carolann Adams (AD) – 30 Years
      a. Mrs. Cowser stated that Mrs. Adams was recognized and presented with her service award at the BCC's June meeting.

b. Mrs. Adams stated that she loves the work that she does in the Interlibrary Loan Department and has enjoyed the many coworkers she's worked with over the years. She added that she was humbled to be recognized in two books by two authors for her assistance in providing research materials for their publications.

ii. VIPs for May, June, July
   a. Mrs. Cowser read the VIP awards for May, June and July. She thanked everyone for the wonderful work they do.
   b. Bryan Watt (SR) and Joan Guthier (NR) were present to receive their VIP awards.
   c. Silvia Puente (IM) and the Immokalee Library Team attended the meeting via Zoom during the presentation of VIPs.
   d. VIPs for John Alexander (MI), Silvia Puente (IM), Immokalee Library Team, and Sarah Benza (NR) will be delivered via interoffice delivery.

BOARD REPORTS

1) Report of Officers

a) ALA Conference – Rebeca Seitz

- Mrs. Seitz stated that in late June 2025 she attended the American Library Association (ALA) Conference that was held in Philadelphia.
- She reported that over 1700 people attended and there was an energetic vibe throughout the conference.
- She stated that Geena Davis was the general session closing speaker who emphasized how libraries are the bastion of resources for the community.
- She added that Brené Brown is the new ALA President.
- Mrs. Seitz reported that George Takei, who is known for his role on Star Trek, was the featured speaker at the conference. Mr. Takei is also a New York Times bestselling author and civil rights activist. He shared that his advocacy is personal, as he was unjustly imprisoned in US incarcerations camps as a child.
- Mr. Takei spoke about engaging communities through resources at the library.
- She stated that one of the most fascinating exhibits was an outdoor Sound Garden that featured colorful instruments such as xylophones and drums.
- One of the featured workshops was held by a woman who assists Friends of the Library organizations to create foundations.
- She added that vendors specializing in merchandise for libraries were also in attendance.
- Mrs. Seitz stated that the biggest takeaway from the conference was seeing what other library systems are doing and the impact that their presence is on their communities.

2) Report of Committees

a) August 9 LAB Subcommittee Meeting – Rebeca Seitz

- Mrs. Seitz stated that some of those attending the LAB's subcommittee meeting held on August 9 at the South Regional Library included a television director, local artist, a cinematic head, and library patrons.
- She added that Mrs. Cowser and Mrs. McMahon were also present to represent the library.
- The meeting was designed to review the list of ideas proposed to determine what would be appropriate and feasible for the library to implement.

- She emphasized that the two key driving factors to consider were:
  1. Not creating financial barriers or burdens for Collier County citizens to access the library's resources, services, spaces or programs.
  2. Not creating an additional burden on library staff.
- The subcommittee will be working with the FOL regarding the formation of a Library Foundation, which will be designated to bring in seven-figure funds.
- Some of the programs discussed included:
  - Café
  - Education of Content Creators – Words and Wonders Workshop
    - Music Concert for the first children's workshop
  - Merchandise
    - Library already handles money with patrons
  - Gala
    - Foundation initiative – 7-figure yield
  - Passport Services
    - This is the biggest revenue generator in Orange County.
    - Mrs. Seitz is gathering more information – she is uncertain who staffs these services.
- Mrs. Seitz asked about updating the library website to include the intake of donations. The Library Director stated that the County has begun a new agency-wide website project and this ask will be forwarded to website planners.
- The initiative to encourage patrons to use Facebook for birthday giving will also need to wait until the new website is completed.
- The next LAB Subcommittee meeting is scheduled for Saturday, September 13 at 9:30am at the South Regional Library.
- Due to the increased number of participants anticipated to attend, the large meeting room has been reserved for this meeting.

PRESENTATIONS

1) Report of the Friends of the Library (FOL)

- Mr. Rubin distributed three handouts to LAB members: 1) Introduction information; 2) 2025-2026 FOL Schedule of Events; and 3) Pending Author Spotlight Series press release
- Mr. Rubin introduced himself and stated that he's finishing his fourth year as an FOL board member, the last two as vice president, and beginning this fall he will become president for two years.
- Mr. Rubin added that he is the chairman for the Stand Up for Justice committee at the Jewish Federation of Naples. This organization grants monetary awards to Collier County teachers. He also is vice president of his HOA, volunteer chairperson for a local suicide prevention and awareness foundation, captain of two pickleball teams and volunteer at his grandchildren's schools
- The FOL Board made a few adjustments to its programs for the coming season.
  - The Patti DeGroot Signature series will have one presentation for each session instead of two.
  - 40-50 additional seats were added to the Nick Linn Lecture Series held at Ritz-Carlton to accommodate the increased demand for tickets.
- Over 300 people attend the Nonfiction Author Series, and all four of the authors this season have at least one book landing a number one spot on the New York Times bestseller list.

- The draft press release features the Author Spotlight Series' expansion to include a third author being added this season. The FOL is hoping to get a fourth author for the following season.
- The FOL is offering a subscription price to attend all three author spotlight events.
- Mr. Rubin was proud to announce that FOL board member, Lew Paper, will be a presenter with his recent book on Jimmy Hoffa.
- To date, ticket sales have sold at 75% for this season's events.
- The FOL has rejoined the Greater Naples Chamber of Commerce and hopes to generate more community members to become aware of their mission.
- The FOL is selling merchandise for the first time, and Mr. Rubin shared a sample mug and tote bag which are sold at FOL programs.
- The FOL is working on gearing its author presentations and programs towards children, young adults, and/or working families.
- FOL membership is close to 2,000 members.
- The FOL's next board meeting is scheduled for Friday, October 17 at 2pm in the Rees Room at the Naples Regional Library.

2) Report of the Library Director

i. General Operations

b) Facilities & Projects Update

- Mrs. Cowser provided updates on the following:
  - The Immokalee Branch Library's flooring project with carpeting and vinyl is in process. The Library was able to work on this project without closing this location.
  - The Immokalee parking lot and landscaping have been completed, and a bid was submitted to update the irrigation.
  - The Estates Branch Library experienced a leak resulting from a failed drainpipe. Facilities is waiting for a new part to permanently fix the pipe.
  - The carpet and baseboard have been cleaned but may need to be replaced. Mrs. Cowser added that the existing carpeting is original and is 30+ years old.
  - Mrs. Cowser will review balance in the general fund for EB flooring needs. If monies are not available there is a funding option through the GAC Land Trust available to apply for.
  - In the past, the Library has benefited from the GAC Land Trust which provides funding from sales of land in the Estates area.
  - The plumbing at the Estates Branch Library will be redone.
  - In addition, the countertops, sinks and flooring in the bathrooms will be replaced.
  - Since the water will need to be shut off during this project, portable restrooms including sinks will be placed on site.
  - Palm trees at the Naples Regional Library will need to be removed and replaced. Mrs. Cowser shared pictures of the 40+ year old trees that have become too tall to trim and maintain the berries that are produced.
  - Brick repair needed to be done because of a recent unreported accident.
  - Mrs. Cowser wanted to thank the FOL for all their support with teen programming at the Naples Regional Library.
  - The sidewalks on the southeast corner of the Headquarters Library are scheduled to be repaired beginning mid-September.
  - The purchase order for the replacement of the gates at HQ has been opened.

- Quotes for new signage with hours of operation at Headquarters will be processed once confirmation of the hours has been approved.
- Mrs. Cowser wanted to thank Gus from Facilities for diligently working to fix the lamp lights at all the tables at the Headquarters Library.

b) Operations Update

- Mrs. Cowser thanked Mrs. Pereira for all her work on this year's annual book inventory.
- Wands are used during the inventory of materials that are on the shelf at the time of inventory. It does not include materials that are checked out.
- Mrs. Pereira stated that Sierra, the Library's software system, will be modernized to update the inventory date of an item when it is returned.
- The Library's current inventory of physical materials in the collection is 531,000, which includes books, DVDs and CDs.
- The Library has presented an executive summary to the BCC to recognize donations amounting to $6500 during the 2nd and 3rd quarters of the year.
- Mrs. Pereira stated that online payment updates are close to completion. They are waiting for the new system to include the title and not just the barcode of the item(s) for patrons to know which items require payments.
- Mrs. Pereira reported that a quote has been requested for mobile checkout of materials.
- She stated that with the improvements in technology, this would allow patrons to use their phones to check out materials.
- Mrs. Cowser stated that the project submitted in May to replace the projector in the Sugden Theater at the Headquarters Library is under review by the Grants Dept. as State Aid Fund money is being requested for the purchase.
- Mrs. Cowser reported that the three follow-up requests that were received from patrons regarding the addition of Monday hours of operation to the Immokalee Branch Library have been forwarded to Mr. Nieman for his review.
- She read the response that Ms. Williams sent to each of the patrons:

  Thank you for reaching out and sharing your concerns on behalf of the Immokalee Library community. We understand how important consistent library hours, welcoming children's spaces, and resources are for the community – especially in Immokalee.

  Your concerns have been heard and shared with leadership for consideration. As staff work to close-out our current fiscal year and await Board approval of the FY2026 Budget, we are actively reviewing operational hours across all library locations, including Immokalee, with the goal of ensuring operational access meets community needs throughout the County. While no final decisions have been made, community input like yours plays a valuable role in shaping our priorities.

  We're committed to keeping the community informed and will share updates as soon as they are available.

  Thank you again for your feedback and support.

- Mrs. Cowser stated that each Department/Division provides an Annual Update and Inventory Report (AUIR) to the BCC.
- The AUIR summarizes library buildings, level of service standard and unit cost which is determined through building and library materials, and foot traffic.
- The Library is under category B, which receives funding from impact fees.
- The AUIR is presented in tables and charts and the draft currently under review should be adopted at the January 13 hearing.
- Library space is projected to be deficient in 2029. However, as District 5 is rapidly expanding other options of shared space with the Museums and/or Parks and Recreation may be considered.
- Ms. Williams added that 3-5 new townships and villages were developed over the past 10-20 years between Orange Tree and Ave Maria.
- Mrs. Cowser stated that the County is redesigning agency-wide websites with Granicus.
- Mr. Meyer provided handouts to LAB members with the updated information and timeline for this project as it pertains to the Library.
- The Library's website redesign (collierlibrary.org) is currently in the wireframe phase and will be finalized once the custom code required for the new arrivals carousel and library catalog have been integrated.
- The room reservation module has been finalized, and initial staff training is scheduled for after September 15.
- The site development is scheduled for October-December with a final review and launch date sometime in January.

c) Programming

- Copies of the press release for the 2025 Summer Reading Program statistics were provided to LAB members.
- Mrs. Cowser stated that these statistics have been reported to the state.
- 2942 adults, teens and children participated in this year's program which ran from June 2 – July 31.
- 594 adults completed 2,207 books while 2,348 teens and children read for a total of 524,625 minutes.
- During the eight-week period, the Library hosted 381 events and programs, attracting 35,460 attendees.
    - 5,707 children participated in 118 programs; 3231 school-aged children participated in 81 programs; 290 young adults participated in 14 programs.
    - Each year the Library partners with Parks & Recreation to bring the Summer Reading Program to their Summer Camps. 732 students participated reading 1742 books and 27,270 minutes.
- Mrs. Cowser thanked the FOL for their support and promotion of this program through their website and social media.
- The FOL provides funding for promotional materials, prizes, decorations, kickoff events and programming.
- Mrs. Cowser stated that the Summer Reading Program signage purchased does not include the program dates so that they can be reused each year.
- The FOL provided passes to the Naples Zoo and Naples Botanical Garden for adult prizes.

- Audubon of Western Everglades also provided extra passes to Naples Botanical Garden and Rookery Bay for runner-up prizes.
- Audubon of Western Everglades also provided ten additional bird-watching backpack kits for a total of 19. Initially, the kits were only available at Headquarters, Immokalee and Estates Libraries; however, they are now available at all library locations.
- Mrs. McMahon added that this year's Summer Reading Program theme was "Color Our World" and the Library offered many art-related STEM hands-on programs.
- She also thanked the FOL for funding supplies for these programs.
- Mrs. McMahon stated that at the end of the program, Library staff send letters to the schools listing the students that participated. Many schools announce the students in recognition of their participation.
- Mrs. Cowser stated that Library Card Sign-Up Month will begin in October.
- The theme will be "Wildly Fun – Totally Free".
- Animal themed programs and story times are being created and partnerships include: Audubon Western Everglades, Rookery Bay, Shy Wolf Sanctuary, Collier County Museums, University of Florida Extension Office, Naples Zoo, and Golden Paws.
- Additional year-round partnerships with the C'mon Children's Museum of Naples and the Baker Museum/Artis-Naples provide free admission passes which are available for Library cardholders to check out from the Library's catalog.
- Each Library location has three passes of each available. Restrictions apply. The Children's Museum provides admission for four; the Baker Museum provides admission for 2 adults (kids are free).
- Patrons will have seven days from check-out date to use their passes.
- Since June, 83 Baker Museum and 140 Children's Museum passes were checked out.
- The Marketing Team is exploring partnering with the Naples Botanical Garden for year-round passes as well.
- Domestic Animal Services is working on a Cat Café at the North Collier Regional Park. The Library currently partners with Golden Paws for children to read to their dogs.
- Mrs. Seitz asked if the Library reaches out to local Country Clubs to promote library services and library cards.
- Mrs. Cowser replied that the Public Services Librarians and supporting staff participate in several outreach programs such as Boo at the Naples Zoo, Summer at Naples Botanical Garden, Mercato, and various County events such as the Annual Yard & Garden Show, Marco Museum Pirate Day, and the Immokalee Cattle Drive and Jamboree.
- Library staff promote Library resources and services, genealogy, volunteer opportunities, and FOL membership.
- Youth Services staff also visit local schools to promote the Library and create library cards.
- Dana Abernethy who heads the Mail-a-Book Program, visits local senior centers and living facilities.
- Mr. Meyer added that there are "little libraries" at the two County Health Department locations on campus and in Immokalee.

d) Staffing Update

- Mrs. Cowser stated that the new hires for June through August include a Courier, part-time and full-time Library Specialists at Headquarters, a promotion for Sajel Dodia at Naples Regional to Supervisor-Operations.
- A part-time Library Specialist is pending to start at the East Naples Branch Library.
- Five vacancies have been posted, and interviews are pending.
- Mrs. Cowser stated that there were four resignations from the Library.

3) Reconsideration Request Received – Wesley Gunther

- Mr. Gunther provided a Request for Reconsideration of Library Materials packet to LAB members for their review. The packet included responses to the concerns of the patron, awards, honors, and reviews of the book, and copies of the pages mentioned in the reconsideration request.
- The request was received on June 25 regarding the book titled “Clementine Fox and the Great Island Adventure” by Leigh Luna for readers aged 7-12 years old.
- Mr. Gunther stated that the patron was concerned about page 160 which referenced a “giant eating people” and page 167 which referenced “sacrificing my niece”. The patron feels that this could result in readers having thoughts about human sacrifices.
- Library staff’s review of these pages determined that at no point, nor throughout the book, is an individual depicted being eaten or consumed, nor is human sacrifice mentioned or displayed or brought up in the plots and themes. The only human-appearing character presented is the Giant. The Library’s review was unable to determine how a connection to human sacrifices exists in any way except perhaps a misunderstanding of the context regarding a joke made between characters. In summary, In summary, the review determined that the content of these pages was likely taken out of context.
- The patron did not provide any comment on the theme of this book, or awareness of any judgments of this work by literary or other established critics. She indicated that her son did not like the book and would like the library to remove this book.
- Mr. Gunther’s research showed that this book is a Sunshine State Award Book for 2025-2026 and as of August 19, 2025, it had 61 checkouts across 20 copies since its acquisition by the Library on May 21.
- The synopsis of the book is about a group of young animals who set out on an adventure and learn the true value of friendship, family, and what it means to stick together and work things out.
- Juvenile adventure-fantasy themes are through the material. Working together, fantastical creatures experience odd happenings, getting lost, beating unbeatable problems via teamwork, making mistakes and overcoming problems via lessons learned, etc.
- After review of the title “Clementine Fox and Great Island Adventure” by Leigh Luna., the tropes and topics of the plotline are age appropriate with no undue violence, language, images, or graphics for the age range. The title provides an engaging story with positive themes dealing with friendship, responsibility, problem-solving, and adventure.
- The title is well regarded in reviews, which were provided in the packet, and removal of the material would deprive the Collier County Public Library of a Sunshine State Award book which is strongly circulating and desired by the community served.
- Lastly, the public library does not censor the content of titles that parents may object to and does not remove titles based on personal preferences, ideologies, or the

whims of children. The Library is not responsible for what reading materials an individual ***chooses*** to consume, nor does it police the choices made by children outside of parental supervision regarding reading material.

- In summary, the Collier County Public Library's recommendation is to not remove the title "Clementine Fox and Great Island Adventure" by Leigh Luna from its collection.
- Ms. White made a motion for the Collier County Public Library to retain the book titled "Clementine Fox and the Great Island Adventure" by Leigh Luna in its collection. Mrs. Ashford seconded, and the motion was carried unanimously.
- Mrs. Seitz asked for clarification on the process of a request for reconsideration of library materials.
- Mrs. Cowser stated that when a patron brings their concern to a Library staff member, they generally have a conversation to explain why the material is a part of the collection. If the patron is not satisfied, they are offered the opportunity to submit a request to be reviewed/processed by the Library's acquisition team. After review, a presentation is made to the Library Advisory Board for their review and decision. The results of the review and decision are then provided to the patron.
- Mrs. Cowser proudly reported that Mr. Gunther is four months away from earning his MLIS from the University of Southern Mississippi specializing in archives and special collections.
- Everyone applauded and wished him continued success.
- Mrs. Seitz commented that she thought that the County Attorney was to present information to LAB members on Sunshine Laws at today's meeting.
- Mrs. Cowser replied that the County Attorney's presentation is scheduled for the September LAB meeting.

PUBLIC COMMENTS ON GENERAL TOPICS RELATED TO THE LIBRARY DIVISION – None

UNFINISHED BUSINESS – None

NEW BUSINESS

1) **Schedule Selection of Chair, Vice-Chair and Secretary**
    - Ms. White stated that since Mrs. Muniz was unable to attend today's meeting in person, this item will be discussed at the September LAB meeting.

PUBLIC COMMENTS ON GENERAL TOPICS RELATED TO THE LIBRARY DIVISION – None

ADJOURNMENT

There being no further business to come before the Library Advisory Board, the meeting was adjourned at 12:05pm.

Ms. Williams will update LAB members as to the format of the Library Advisory Board meeting scheduled to be held on Wednesday, September 17, 2025, at the Headquarters Library, 2385 Orange Blossom Drive, Naples, FL 34109.

Approved by:

Joy White, Vice-Chair/Interim Chair
Library Advisory Board

Parks & Recreation Advisory Board

MEETING AGENDA

LOCATION:	**NORTH COLLIER REGIONAL PARK -ADMINISTRATION**
DATE:	Wednesday, **September 17,** 2025
ADDRESS:	15000 Livingston Road Naples, Fl
TIME:	**2:00 PM**

I. CALL TO ORDER

a) Welcome by the Director

b) Roll Call

c) Verification of Quorum

II. PLEDGE OF ALLEGIANCE AND INVOCATION

III. APPROVAL OF THE AGENDA

IV. APPROVAL OF PREVIOUS MEETING MINUTES

V. NEW BUSINESS

a) Naples Boat Show – Tiffany Sawyer

VI. OLD BUSINESS

a) Legends Concert Series – Marissa Baker

b) Vacancy Applicants – James Hanrahan

VII. BOARD / PUBLIC COMMENTS

VIII. MANAGER UPDATES

IX. DIRECTOR'S REPORT

X. ADJOURNMENT

NOTE: THIS AGENDA IS SUBJECT TO CHANGE AND MAY BE MODIFIED BY THE DIRECTOR OR THE BOARD

MINUTES OF THE COLLIER COUNTY PARKS AND RECREATION ADVISORY BOARD MEETING

Naples, Florida — August 13, 2025

LET IT BE REMEMBERED, the Collier County Parks and Recreation Advisory Board, in and for the County of Collier, having conducted business herein, met on this date at 2:00 P.M. in REGULAR SESSION at 15000 Old Livingston Rd, Naples, FL 34109, USA, with the following members present:

Vice Chairman: Josh Fruth
(Conducting the meeting in the absence of Chairman Edward "Ski" Olesky, who was excused)
Rebecca Gibson-Laemel (Becky)
Jessica Bergel Eric Kelly

ALSO PRESENT:
James Hanrahan – Director
Miguel Rojas Jr. – Administrative Support Specialist II
Eric Short – Superintendent – Maintenance
Marissa Baker – Regional Manager
Randi Swinderman – Regional Manager
Michael Ossorio – Regional Manager
Said Gomez – Regional Manager
Kory Swinderman – Supervisor - Parks
Burt Saunders – Commissioner, District 3
Michael Toolan – Supervisor - Parks
Patricia Rosen - Recreation Program Leader II
Mike Randall - Legends Concert Series

Any persons needing the verbatim record of the meeting may request a copy of the audio recording from the Collier County Parks and Recreation Department.

1. Call to Order

Vice Chairman Josh Fruth called the meeting to order at 2:00 P.M. The Pledge of Allegiance was recited, followed by a moment of silence. Roll call was taken, and a quorum was established with Chairman Edward "Ski" Olesky excused and two positions open.

---

2. Agenda review:

The Director noted there were no welcome updates but highlighted the new business items.
Motion: To approve the agenda.

Motion: To approve the agenda.
Maker: Jessica Bergel
Second: Rebecca Gibson-Laemel
Vote: Passed unanimously.

---

3. Approval of the meeting

Motion: To approve the agenda as amended.
Maker: Janice O'Connell
Second: Rachel Hansen
Vote: Passed unanimously.

---

4. Approval of Minutes — June 18, 2025

The Board discussed concerns regarding the accuracy of the minutes, including typos and details, noting a shift from overly detailed to less accurate records. It was agreed to note the need for cleanup on record.

Motion: To approve the minutes with the noted concerns.
Maker: Jessica Bergel
Second: Rebecca Gibson-Laemel
Vote: Passed unanimously

---

5. New Business

5A. Legends Concert Series Presentation by Mike Randall Vice Chairman Josh Fruth introduced the item and presenter.

- Mike Randall (Legends Concert Series) presented a proposal for a Legends Concert Series at Sugden Regional Park on January 17, February 21, and March 14, 2026 (dates tentative). The event would be a day festival from 12:00 PM to 5:30 PM, emphasizing community involvement, affordability ($26 tickets), veteran support (with proceeds benefiting the veterans nursing home), food trucks, vendors, and compliance with noise ordinances. Discussions covered parking (raised by Rebecca Gibson-Laemel), security, park access (contributions from Michael Ossorio, Regional Manager, and Michael Toolan, Supervisor - Parks, on past events and solutions like redirecting walkers to the sailing side), alcohol sales through a non-profit (via Coastal Beverage), cleanup, and coordination with staff (input from Director James Hanrahan on trail closures and public access).
- Patricia Rosen (Recreation Program Leader II) was referenced for her role in past event management at the park. Stipulations included maintaining public access (with signage and staff redirection for dog walkers and trail users), providing adequate staffing (20-25 paid staff for parking and security, plus golf carts for shuttling, especially for disabled attendees), obtaining permits (including temporary use permit with sound stamp), ensuring trash removal, and alcohol permitting as described. The Board recommended approval with stipulations and delegated details to staff without requiring a return presentation, inviting feedback after the first event. Dates were adjusted to avoid conflicts, such as the Naples Boat Show (January 17-25, 2026; the largest premier recreational boat show in the Naples-Marco Island area, organized by the Marine Industries Association of Collier County, featuring hundreds of boats displayed on land at Sugden Regional Park and in the water at Naples City Dock, along with seminars, fishing clinics, live entertainment, and bands on select nights, drawing thousands of attendees and utilizing large portions of the park for boat displays and vendor setups) and the regatta on March 7 (likely referring to the Murdo Smith Adaptive Sailing Regatta or a similar recurring sailing event at Sugden Regional Park, hosted by Collier County Parks & Recreation in partnership with Freedom Waters Foundation, providing a full day of adaptive sailing and racing on Lake Avalon for individuals with special needs, including skippers' meetings, t-shirts, dinners, prizes, and community participation, often held in early March with dates varying annually but focused on inclusivity and water-based activities that occupy the park's sailing areas). Commissioner
- Burt Saunders provided context on veteran support initiatives and announced federal funding for the veterans nursing home, emphasizing the alignment with the concert's charitable goals.

Motion: To recommend approval with stipulations (trash removal, staffing for security/parking, temporary use permit with sound stamp, coordination with staff, and alcohol permitting as described).
Maker: Josh Fruth
Second: Jessica Bergel
Vote: Passed unanimously.

5B. Fee Policy Review Director James Hanrahan

Presented the current fee policy for review, noting some fees unchanged for years and the need for a study to align with costs (e.g., field replacements). Discussions included benchmarking against replacement costs, commercial fees, and ensuring level of service matches increases, with input from Vice Chairman Josh Fruth, Eric Kelly, and Rebecca Gibson-Laemel on the importance of justification and transparency. The Board supported a fee study incorporating replacement costs and justification.

No motion; informational item with direction to proceed with study.

5C. Field Inventory Presentation by Said Gomez Said Gomez (Regional Manager)

Presented a field inventory map and data for parks, schools (Collier County Public Schools - CCPS), and city facilities, detailing multi-purpose fields, baseball, softball, and little league fields with/without lights. The goal is to optimize usage, especially during summer closures for maintenance, by partnering with CCPS for additional access. The Board suggested enhancing the map to be interactive via GIS, with comments from Jessica Bergel and Eric Kelly on potential benefits.

No motion; informational item.

5D. Hunden Study on Paradise Coast Sports Complex and Sun-N-Fun Lagoon by Marissa Baker

Marissa Baker (Regional Manager) summarized the Hunden study confirming both facilities promote tourism, qualifying for tourism development tax funding. Recommendations included phased additions at Paradise Coast (baseball/softball diamonds, indoor gymnasium) and upgrades at Sun-N-Fun (cabanas, attractions, third-party management). Discussions tied to potential sixth penny tax on the ballot, with input from Director James Hanrahan on implementation and Vice Chairman Josh Fruth on fiscal impacts. Summer attendance at Sun-N-Fun exceeded 36,000, generating nearly $400,000.

No motion; informational item.

---

6. Board/Public Comments

The Board discussed recruiting new members for two open positions, emphasizing diverse backgrounds (e.g., finance, philanthropy), with contributions from all members: Josh Fruth, Rebecca Gibson-Laemel, Jessica Bergel, and Eric Kelly. Applications will be reviewed in September.

---

7. Manager Updates

Updates were provided on various facilities by Regional Managers Michael Ossorio, Marissa Baker, Said Gomez, and Randi Swinderman, including painting and lighting upgrades at Golden Gate Community Park, fall programs starting September 15, RecPlex cardio and futsal, Sun-N-Fun transition to weekends, beach/water park reopenings, community center after-school and VPK programs, athletics field resurfacing and new goals, and successful summer camps with 1,500+ participants and junior leader program.

No motions; informational.

---

8. Director's Report

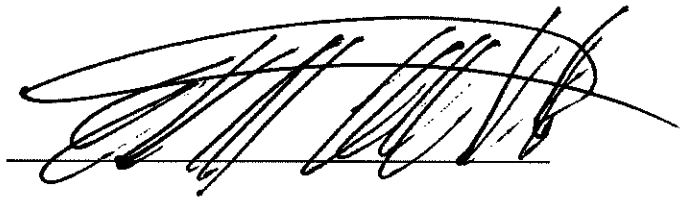
Director James Hanrahan updated on permanent regional managers (now four: Michael Ossorio, Marissa Baker, Said Gomez, Randi Swinderman), with Said Gomez assisting operations. Retirements include Rich DeGallin and Kathy Topolsky (August 28). New P2 payment system implemented at marinas/boat launches. Firefighter lifeguard training retained 100% and enhanced professionalism.

No motions; informational.

9. Adjournment

Motion: To adjourn.
Maker: Josh Fruth
Second: Jessica Bergel
Vote: Passed unanimously.
The meeting adjourned at 4:45 P.M.

COLLIER COUNTY
PARKS AND RECREATION ADVISORY BOARD



Edward "Ski" Olesky, Chairman

These minutes were approved by the Board/Chairman on _____, as presented (choose one) _____, or as amended _____.

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

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September 9, 2025

FOR IMMEDIATE RELEASE

Notice of Public Meeting
Collier County Parks & Recreation Advisory Board
Collier County, Florida

September 17, 2025
2:00 p.m.

Notice is hereby given that the **Collier County Parks & Recreation Advisory Board** will meet on Wednesday, September 17, at **2:00 p.m.** This meeting will be held at the North Collier Regional Park, Conference Room A, 15000 Livingston Road, Naples, Florida.

About the public meeting:

Two or more members of the Board of County Commissioners may be present and participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting of that board.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call the Collier County Parks & Recreation Division at (239) 252-4000.

###

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

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September 10, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Public Transit Advisory Committee (PTAC)
Collier County, Florida

September 17, 2025
1:00 p.m.

Notice is hereby given that the **Public Transit Advisory Committee (PTAC)** will meet on **Wednesday, September 17,** at **1:00 p.m**. This will be a Hybrid Remote meeting and it will be held at the Collier County Museum, Lecture Hall, 3331 Tamiami Trail East, Naples, Florida. The public may attend either remotely or in person.

Individuals who would like to participate remotely should contact Alexander Showalter at Alexander.Showalter@colliercountyfl.gov or call (239) 252-5849 by **noon on September 17**.

Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

The agenda will be available on the Collier County Government website at https://www.ridecat.com/inside-cat/ptac/.

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Alexander Showalter at (239) 252-5849.

Public Transit Advisory Committee
Collier Area Transit
Hybrid Meeting
Collier County Government Center Human Resources Building "B"
HR Training Room
3303 Tamiami Trail East Naples, Florida
September 17th, 2025
1:00 p.m.

Agenda Packet

1) Call to Order
2) Roll Call
3) Approval of Agenda
4) Approval of Minutes
    a. August 20th, 2025
5) Committee Action
    a. Membership Applications – Meghan E Brown
    b. TDP Major Update
6) Reports and Presentations
7) Member Comments
8) Public Comments
9) Next Meeting Date – October 15th, 2025, Human Resources Building "B" HR Training Room
10) Adjournment

Two or more members of the Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future BCC meeting.

Collier Area Transit operates in compliance with Federal Transit Administration, (FTA) program requirements and ensures that transit services are made available and equitably distributed and provides equal access and mobility to any person without regard to race, color, or national origin, disability, gender or age. Title VI of the *Civil Rights Act of 1964*; FTA Circular 4702.1A, "Title VI and Title VI Dependent Guidelines for Federal Transit Administration Recipients.

Anyone who required an auxiliary aid or service for effective communication, or other reasonable accommodations in order to participate in this proceeding, should contact the Collier County Facilities Management Department located at 3335 Tamiami Trail East, Naples, Florida 34112 or 239-252-8380 as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

MINUTES OF THE PUBLIC TRANSIT ADVISORY COMMITTEE MEETING

NAPLES, FLORIDA

AUGUST 20, 2025

LET IT BE REMEMBERED, the Public Transit Advisory Committee in and for the County of Collier, having conducted business herein, met on this date at 1:00 P.M. in REGULAR SESSION at Collier County Government Center, Human Resources Building B, 3303 Tamiami Trail E, Naples, Florida 34112 with the following members present:

Chair:	John DiMarco, III
Vice Chair:	Peter Berry
	Cliff Donenfeld
	Dewey Enderle
	Sonja Lee Samek (Excused)
	Benita Staadecker
	Open Seat

ALSO PRESENT: Omar DeLeon, Public Transit Manager, Collier County PTNE
Alexander Showalter, Senior Planner, Collier County PTNE
Keyla Castro, Operations Support Specialist, Collier County PTNE
Nolen Begley, Fixed Route Manager, MV Transportation (Virtual)
Jacob Stauffer, Transit Planner, MV Transportation
Leslie Barnes, General Manager, MV Transportation

1. **Call to Order**
   Chair DiMarco called the meeting to order at 1:00 P.M.

2. **Roll Call**
   Roll call was taken, and a quorum of five was established.

3. **Approval of Agenda**
   Ms. Staadecker moved to approve the Agenda as presented. Second by Vice Chair Berry. Carried unanimously 5 - 0.

4. **Approval of Minutes**
   a. **March 19, 2025**
   b. **June 18, 2025**
   c. **July 16, 2025**
   Mr. Enderle moved to approve the minutes of the March 19, 2025, June 18, 2025, and July 16, 2025, Public Transit Advisory Committee meeting as presented. Second by Mr. Donenfeld. Carried unanimously 5 – 0.

5. **Committee Action**
   a. **Membership Application – Jake Wayne Bates & Meghan E. Brown**
   Mr. Showalter presented Executive Summary *"Membership Applications"* for Jake Bates and Meghan Brown, noting one seat for a three-year term is available on the Public Transit Advisory Committee.

   Jake Wayne Bates
   Mr. Showalter reported that Jake Wayne Bates had withdrawn his application for appointment to the Public Transit Advisory Committee.

   Meghan E. Brown
   The PTNE Staff submitted for the Committee's consideration an application from Meghan E. Bates, to join PTAC.

   Ms. Brown's application will be considered by the Committee at the next meeting of the PTAC.

6. **Reports and Presentations**
   a. **Fare Study Update**
   Mr. Showalter presented *Executive Summary Collier Area Transit Fare Study***.** He noted:
   - The 2015 Major Transit Development Plan determined Collier Area Transit (CAT) should periodically review and evaluate its fare structure to ensure they are equitable and generating the revenue required to operate the services.
     Federal regulations outlined by FTA in Circular 4702.1G require all service modifications be fair and equitable and an analysis of all proposed changes be completed.
   - CAT, in partnership with consultants Johnson Engineering and Benesch, is undertaking a study to evaluate its fixed-route and paratransit fare structure.
   - CAT last modified its fixed-route and paratransit fare in 2018.

- The major update of the County's Transit Development Plan (TDP), completed in 2015, recommends that CAT's fare structure be evaluated every five years, commencing in 2017.
- This will help Collier County ensure it is maximizing farebox recovery in a fair and equitable manner and passenger fares are consistent with "peer' transit agencies.
- The Paratransit service is operating at a deficit.
- Two public workshops for passengers to evaluate the fare scenarios will be held August 26th and August 27th at North Collier Regional Park and the Immokalee Community Park. The meetings are advertised on the County's website.

Existing Fare Structure

ADA Trips

- The fare for this service is $3 for a one-way trip.
- Reduced fare of $1 may apply if certain household income guidelines are met.
- Household income information is not required for eligibility of the program. This program does allow/transport a single guest or Personal Care Attendants (PCA).

Transportation Disadvantaged (TD) Trips

- The fare for TD trips is based on an income scale and varies from $1, $3 or $4 per one-way trip. This program does not allow/transport guests.

Conceptual Fare Alternatives

Graphs featuring updated fare scenarios for regular and paratransit passengers were distributed in the Agenda for Member reference.

Committee Comments:

- The fare increase could lower ridership.
- Incremental increases should be even dollars (versus cents). This is convenient for drivers and passengers to eliminate making change.
- CAT fares are reasonable compared to the cost of private or ride-share transportation.
- Suggest Staff compare method of payment options with similar out of state, (i.e. use of credit cards).

Next Step

Mr. Showalter reported the study on completion will be submitted to the Board of County Commissioners (BCC) for approval.

7. Member and Staff Comments

MV Transportation Contract

Mr. Showalter reported:

- The County's five-year contract with MV Transportation expires on September 30, 2025.
- MV Transportation issued WARN notices required so workers have 60 days' advance notice of job losses.
- The BCC will consider an extension from October 1, 2025, to September 30, 2026.
- The item is on the BCC *Consent Agenda* for August 26, 2025.

Alexander Showalter

Mr. Showalter announced that he has accepted a position with Collier County's Growth Management Division.

8. Public Comments

None

9. Next Meeting Date September 17, 2025 - 1:00 P.M.
Collier County Government Center
Human Resources Building "B"
3303 Tamiami Trail E
Naples, FL. 34112

10. Adjournment

There being no further business for the good of the County, the meeting was adjourned by the chair at 1:49 P.M.

Public Transit Advisory Committee

_____

John DiMarco III, Chair

These minutes approved by the Board/Committee on _____,2025 as presented_____ or as amended _____.

EXECUTIVE SUMMARY
Committee Action
Item 5a
Membership Application – Meghan Brown

Objective:
To obtain recommendation for Meghan Brown to join the Public Transit Advisory Committee (PTAC).

Considerations:
PTNE staff submits for the Public Transit Advisory Committee consideration, an application from Meghan Brown to join PTAC. Ms. Brown is a user of the CAT system and holds a Bachelors and Masters from Trinity College Dublin.

Applicant	Affiliation	Term	Status
Meghan Brown	System Rider	3 years	Resident

Recommendation:
That the PTAC recommend that the Board of County Commissioners approve the membership of Meghan Brown to PTAC at their next available Board meeting.

Attachments:
PTAC Application

Prepared by: _____ **Date:** 9/10/25
Alexander Showalter, Planner II

Approved by: _____ **Date:** 9/10/25
Omar DeLeon, PTNE Transit Manager

Advisory Board Application Form

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

Application was received on: 07/25/2025 11:23:38 PM

Name: Meghan E Brown

Email Address: brownme@tcd.ie

Home Address: 871 Meadowland Dr, Unit C, Naples, FL 34108

City/Zip Code: Naples, 34108

Primary Phone: 716-866-4137

Secondary Phone:

Board or Committee: Public Transit Advisory Committee

Category (if Applicable):

Place of Employment? Business Owner; Self-Employed

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

How many years have you lived in Collier County? 5-10

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

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

Would you and/or any organizations with which you are affiliated benefit from decisions or recommendations made by this advisory board? Yes

If yes, Please Explain: I am a user of the CAT system and therefore any decisions from the committee may impact me directly, although I suppose in a limited capacity since I often use other means of transport.

Are you a registered voter in Collier County? Yes

Do you currently hold an elected office? No

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

Please list your community activities and positions held: Associate Leadership Collier - Class of 2025

Education: Trinity College Dublin, BA / MA

Experience / Background: Trinity College Dublin, BA / MA

EXECUTIVE SUMMARY
Committee Action
Item 5b
FY2025 TDP Major Update

Objective:
To endorse the FY2025 Major Update of the Transit Development Plan.

Considerations:
In order to receive State Block Grant Funds for system operations, each transit agency must develop a Transit Development Plan (TDP) Major Update every five years and an annual progress report for all other years. The requirements that must be met in the TDP Annual Progress Report are outlined in Rule 14-73.001, *Florida Administrative Code*. The FY2025 TDP Major Update outlines the progress that Collier Area Transit has made over the past 5 years towards achieving the goals and objectives identified in the last TDP Major Update. This Major Update is also a planning document outlining CAT goals and objectives for the next 10 years.

This TDP Major Update has been a product of collaboration between CAT, Collier MPO, and Stantec. The TDP included an extensive public involvement process which consisted of surveys, focus group meetings, stakeholder interviews, and working group meetings. Presentations are being made to various committees to solicit any further input as we receive endorsement. Stantec staff will present the major components from the TDP to the committee.

The TDP Major Update will need approval from the Public Transit Advisory Committee before continuing on for approval from various other committees before ultimately being presented to the Board of County Commissioners for final approval, scheduled for Tuesday, December 9th, 2025.

Recommendation:
Endorse the 2025 Major Update of the Transit Development Plan

Attachment:
FY2025 TDP Major Update

Prepared by: _____ **Date:** 9/10/25
Alexander Showalter, Planner II

Approved by: _____ **Date:** 9/10/25
Omar DeLeon, PTNE Transit Manager

Stantec

TEN-YEAR TRANSIT DEVELOPMENT PLAN 2026-2035

PREPARED FOR: COLLIER AREA TRANSIT



rideCAT
COLLIER AREA TRANSIT

mpo
COLLIER
Metropolitan Planning Organization


rideCAT
COLLIER AREA TRANSIT

REPORT ACKNOWLEDGMENTS

Thank you to all of the organizations and individuals who committed their time, energy, and resources to this effort. This study would not have been possible without the support of many throughout the process. On behalf of the Collier Area Transit (CAT) and Collier Metropolitan Planning Organization (MPO), the Stantec team thanks the diverse group of participants whose collective efforts are reflected in this report.

PROJECT PARTNERS

COLLIER AREA TRANSIT (CAT)

Brian Wells, Former Division Director

Omar Deleon, Manager - Public Transit

Alexander Showalter, Planner II

COLLIER METROPOLITAN PLANNING ORGANIZATION (MPO)

Anne McLaughlin, MPO Executive Director

Dusty Hansen, Senior Planner

CONSULTANT TEAM

STANTEC

Frank Domingo, Project Manager

Rachel Young, Deputy Project Manager, Transportation Planner

Richard Pascoe, Senior Transportation Planner

Freddy Thomas, Senior Transportation Planner

Linda Zhao, Transportation Planner

Ankita Chaudhary, Senior Transportation Modeler

Kira Bath, Transportation Planner

EXECUTIVE SUMMARY

The Transit Development Plan (TDP) analysis presents a comprehensive evaluation of Collier Area Transit (CAT), identifying key performance trends, demographic shifts, and strategic recommendations to enhance transit service.

Collier County ranked 19th in population among Florida counties in the 2020 Census and is projected to grow significantly by 2050. Population density increases in urban areas such as Immokalee, Ave Maria, and Golden Gate suggest rising transit demand, a reflection of where the workforce is growing. Although private vehicle ownership remains high, approximately 5% of households lack access to a vehicle and nearly 20% of the workforce resides in Lee County, emphasizing the need for reliable public transit and regional connectivity.

Over the past five years, CAT has experienced fluctuations in performance, with a decline in key indicators from 2018 to 2021, primarily due to the COVID-19 pandemic. Performance measures began to recover in 2022, reflecting adaptations to pandemic-related challenges and a gradual return of riders.



0.7% Walk***



7.4% Drive Alone***



10.9% Carpool***



Demographics

32.8% of population over 64*

31.6% minority population**



Income/ Home Ownership

10.4% living in poverty*

4.3% zero vehicle households*



Population

380,221 people*

17.5% growth in 10 years (2012-2022)*



Housing/ Community

229,814 housing units*

64% live within 30 minutes of work*



0.3% Bike***



1.7% Other***



0.5% Use Transit***



11.7% Work from Home***

*2022 5-Year ACS
**2020 Decennial Census
***Commuter Trips

CAT HIGHLIGHTS

Despite the operational challenges posed by rising costs and inflation, CAT has performed well in the following areas:

CAT demonstrates **high vehicle utilization** with the highest VRM per vehicle value among peers.

Operating expenses per UPT, PMT, VRM, and VRH are below peer averages, indicating **efficient service delivery.**

Despite the removal of the last loop for Routes 11, 12, 13, 14 and 17, and the merging of some routes, **ridership increased during the peak season between FY 2023 and FY 2024.**

CAT's operating expenses have increased since 2018, primarily due to inflation, but remain below peer averages, **indicating cost-effectiveness.**

CAT CHALLENGES

CAT's vehicle revenue miles (VRM) and vehicle revenue hours (VRH) are below peer averages, indicating potential service supply limitations. The decrease in VRM suggests service withdrawal, impacting accessibility and convenience, especially in areas with longer routes that have been restricted.

The number of vehicles operating at maximum service (VOMS/VAMS) is below peer averages, **which may restrict the frequency and reliability of service.** The withdrawal of certain services and routes, potentially leads to gaps in coverage and further impact to ridership.

CAT's unlinked passenger trips (UPT) and passenger miles traveled (PMT) per capita are below peer averages, indicating lower service utilization and effectiveness. This suggests that CAT may not be fully meeting the transit needs of its service area population, which could be due to service limitations or lower demand.

CAT's 2022 farebox recovery ratio is approximately 8%, indicating a heavy reliance on external funding sources to cover operating costs.

LEARNING FROM PUBLIC INPUT

Public input was important for identifying transit needs and developing the 10-year transit improvement plan. Diverse public involvement was achieved throughout the plan development process.

Public Involvement Summary

100+ Total Participants

12



Stakeholders Interviewed

6



Participants in business/ growth discussion group

7



Participants in social service discussion group

90



On-Board survey participants

2



General public input survey participants

3



Participants in two in-person workshops

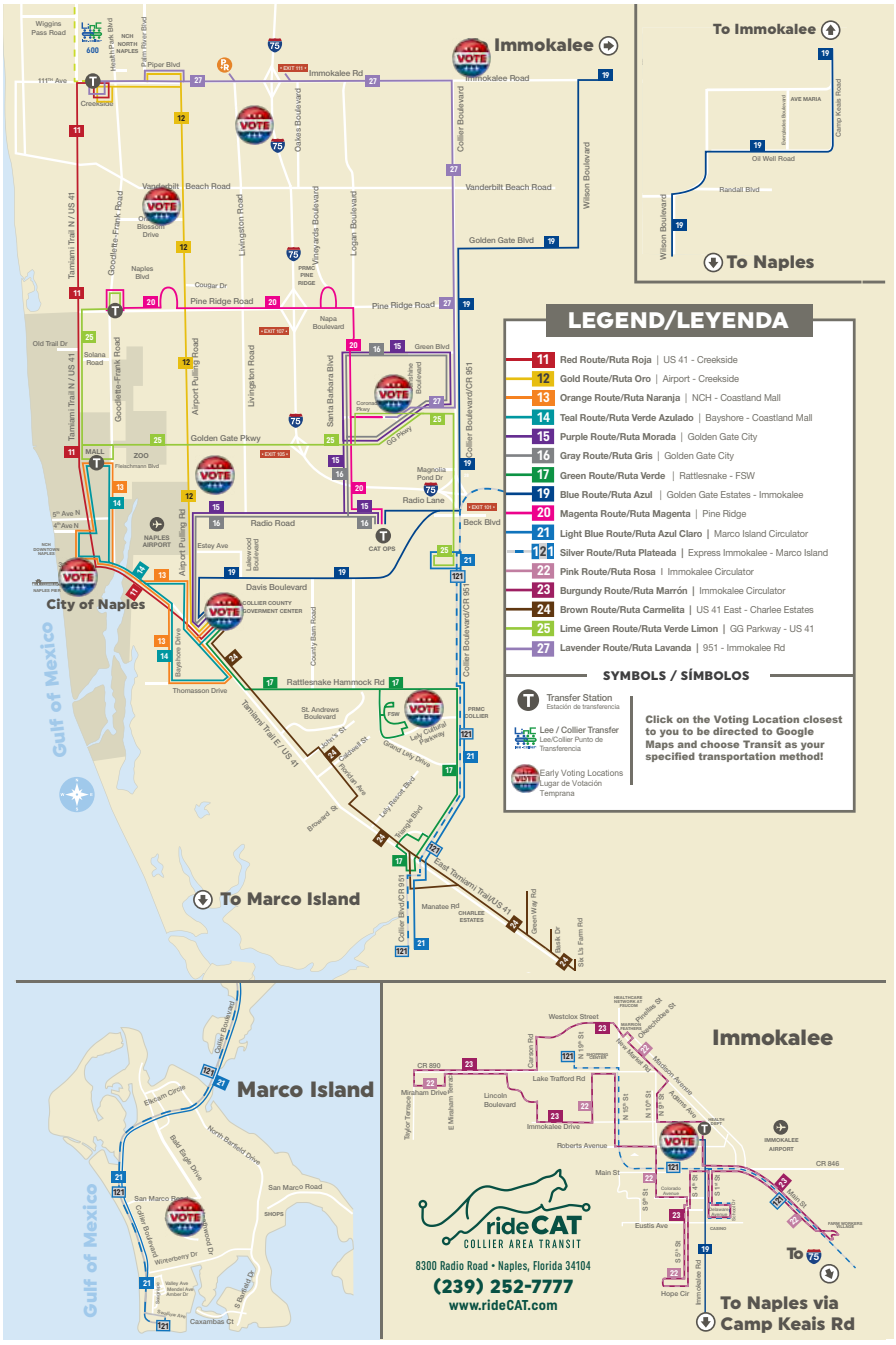
3

Workforce Development Board Meetings



EXISTING CAT SERVICES

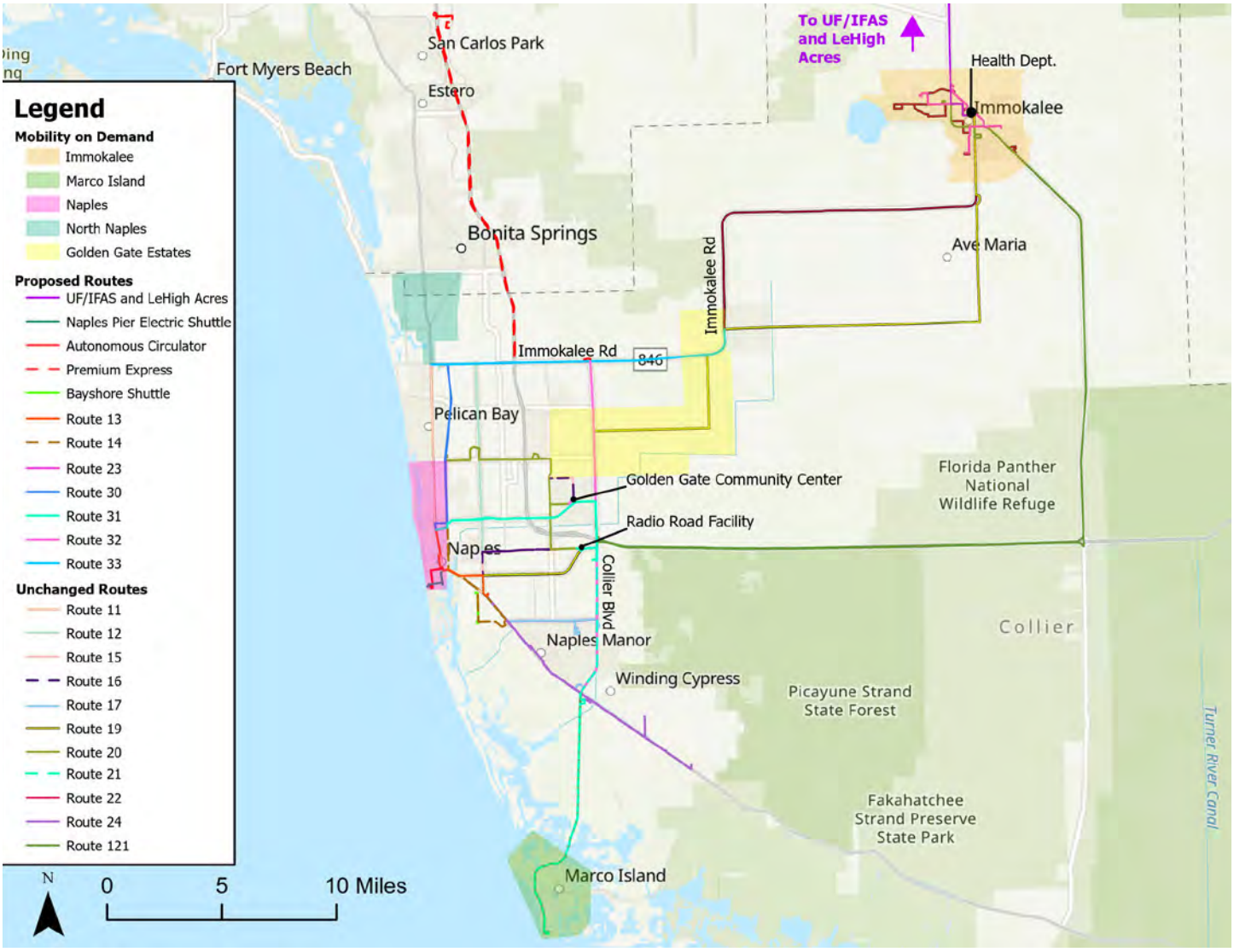
Collier Area Transit (CAT) operates 16 bus routes throughout Collier County, Florida, serving areas including Naples, Marco Island, Golden Gate, and Immokalee. These routes connect key destinations such as government centers, shopping districts, educational institutions, and residential neighborhoods.



EXISTING CAT SERVICES

TRANSIT ENHANCEMENTS

The transit system enhancements proposed for 2026-2035 aim to enhance current CAT services and extend transit coverage to previously unserved areas. These strategies are designed to address the community's transit needs and have been formulated using data collected through public outreach, the transit demand assessment presented herein, and the Situational Appraisal.



PROPOSED TRANSIT NETWORK

10-YEAR IMPLEMENTATION PLAN AND UNFUNDED NEEDS

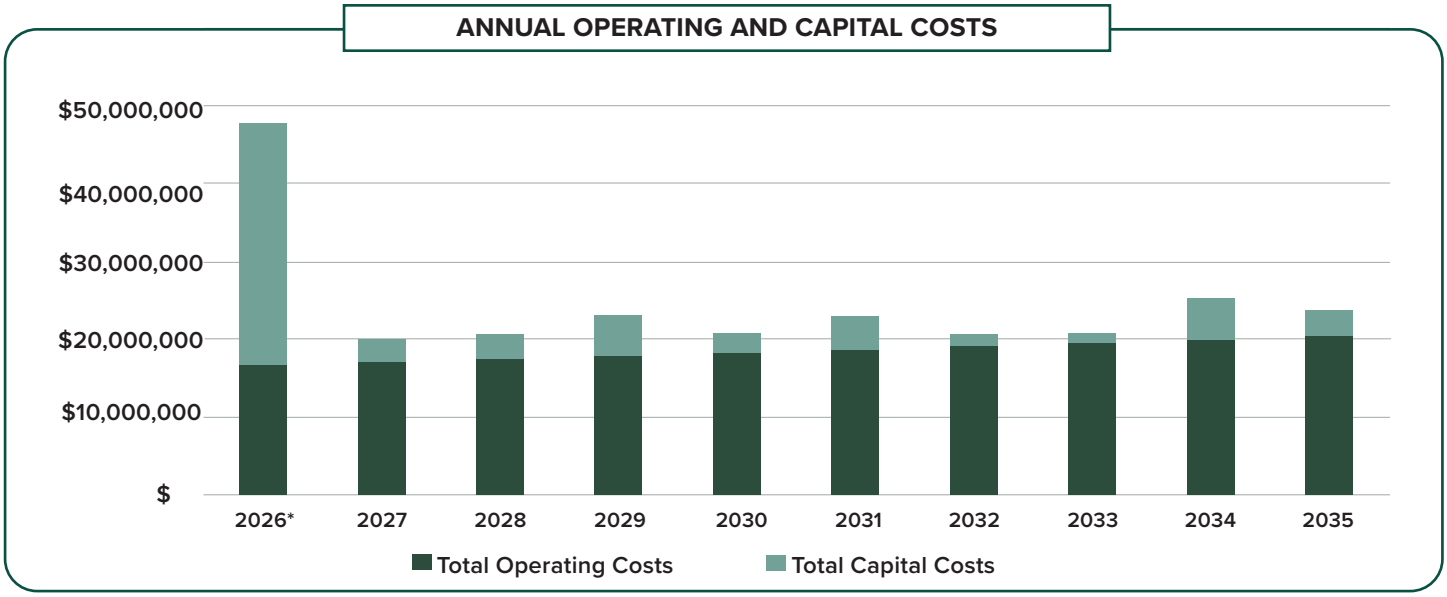
The table below summarizes the implementation plan and the funded and unfunded transit improvements in the adopted 10-Year TDP. Shown for each are the proposed year, the 10-year Year of Expenditure (YOE) operating and capital costs, and the anticipated funding source. Transit improvements may be advanced or delayed as funding circumstances change over time.

10- YEAR IMPLEMENTATION PLAN				
Service Improvements	**Proposed Year**	**10-Year Operating Cost YOE**	**10-Year Capital Cost YOE**	**Existing or New Revenues**
Maintain Existing Service				
Maintain Existing Fixed-Route Service	2026	$105,095,886	$21,883,191	Existing
Maintain Existing Paratransit Service	2026	$79, 585,921	$12,637,003	Existing
Replacement Support Vehicles	2026	$0	$314,261	Existing
Bus Shelter Rehab	2026	$0	$464,100	Existing
Safety & Security Program	2026	$0	$1,109,094	Existing
Route Network and New Service				
New Bayshore Shuttle	2027	$4,480,750	$165,970	Unfunded
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	2027	$6,945,109	$0	Unfunded
Realign Route 14 operates at 60 min. headway	2027	$319,523	$0	Unfunded
Realign Route 23 headway 60 to 40 minutes	2028	$5,321,808	$0	Unfunded
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	2027	$6,178,440	$0	Unfunded
Route 32 (Collier Blvd) (Split Route 27 N-S)	2029	$4,961,028	$631,231	Unfunded
Express Premium Route to Lee County	2029	$5,277,761	$631,231	Unfunded
UF/IFAS and Lehigh Acres	2031	$1,348,673	$660,343	Unfunded
New Route 33 (Immokalee Rd) (Split Route 27 E-W)	2031	$3,506,569	$660,343	Unfunded
Immokalee MOD	2031	$3,035,294	$181,632	Unfunded

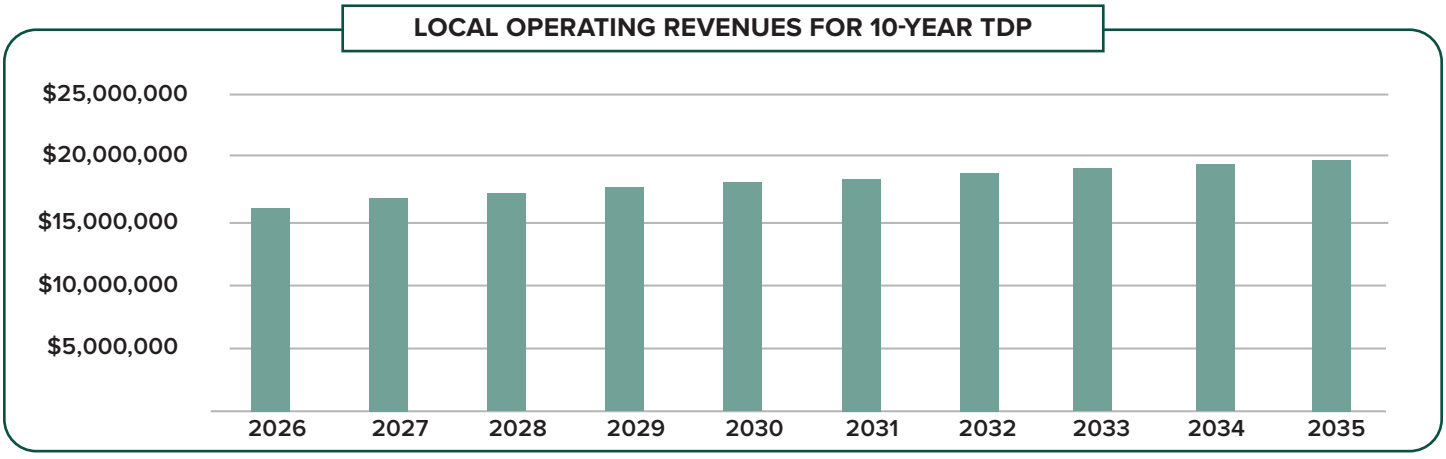
Service Improvements	Proposed Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Frequency Improvements				
Route 15 from 90 to 45 min	2027	$2,759,543	$603,402	Unfunded
Route 121 - add one AM, one PM	2027	$1,546,739	$603,402	Unfunded
Route 11 from 30 to 20 min	2027	$8,025,908	$603,402	Unfunded
Route 12 from 90 to 45 min	2027	$9,822,575	$0	Unfunded
Realign Route 13 shorten to 40 min headway	2027	$5,295,288	$0	Unfunded
Route 17 from 90 to 45 min	2027	$7,944,903	$603,402	Unfunded
Route 16 from 90 to 45 min	2029	$5,020,662	$631,231	Unfunded
Route 13 from 60 to 30 min	2029	$4,151,101	$0	Unfunded
Route 14 from 60 to 30 min	2031	$4,269,564	$660,343	Unfunded
Later Service				
Route 19 - Extend to 10:00 PM	2029	$607,255	$0	Unfunded
Route 11 - Extend to 10:00 PM	2031	$587,636	$0	Unfunded
Route 14 - Extend to 10:00 PM	2031	$533,689	$0	Unfunded
Route 24 - Extend to 10:00 PM	2031	$620,390	$0	Unfunded
Route 15 - Extend to 10:00 PM	2031	$185,282	$0	Unfunded
Route 17 - Extend to 10:00 PM	2031	$1,303,742	$0	Unfunded
Other Improvements				
Transit Fare Study	Beginning 2025 and every 5 years	$0	$118,258	Unfunded
Zero/Low Emissions Vehicles & Infrastructure	2025	Ongoing		Existing
Facilities Improvements	2026	$0	$29,437,469	Existing
Bus Shelters	2026	$0	$5,586,428	Existing
I-75 Express Study	2031	$0	$50,000	Existing
Study: Immokalee Road Corridor	2026	$0	$75,000	Existing
Downtown Autonomous Circulator	2031	$1,965,220	$0	Unfunded
Electric Naples Pier Shuttle	2031	$3,082,699	$181,632	Unfunded
MOD Demand and Operations Requirements Pilot Projects	2031	$0	$50,000	Existing
COA Study	Beginning 2028 and every 7 years	$0	$348,427	Unfunded
Total		**$283,778,959**	**$78,890,796**	
Total Funded Projects & Maintenance of Existing Service		**$184,681,807**	**$71,606,547**	
Total Unfunded Projects		**$99,097,152**	**$7,284,249**	

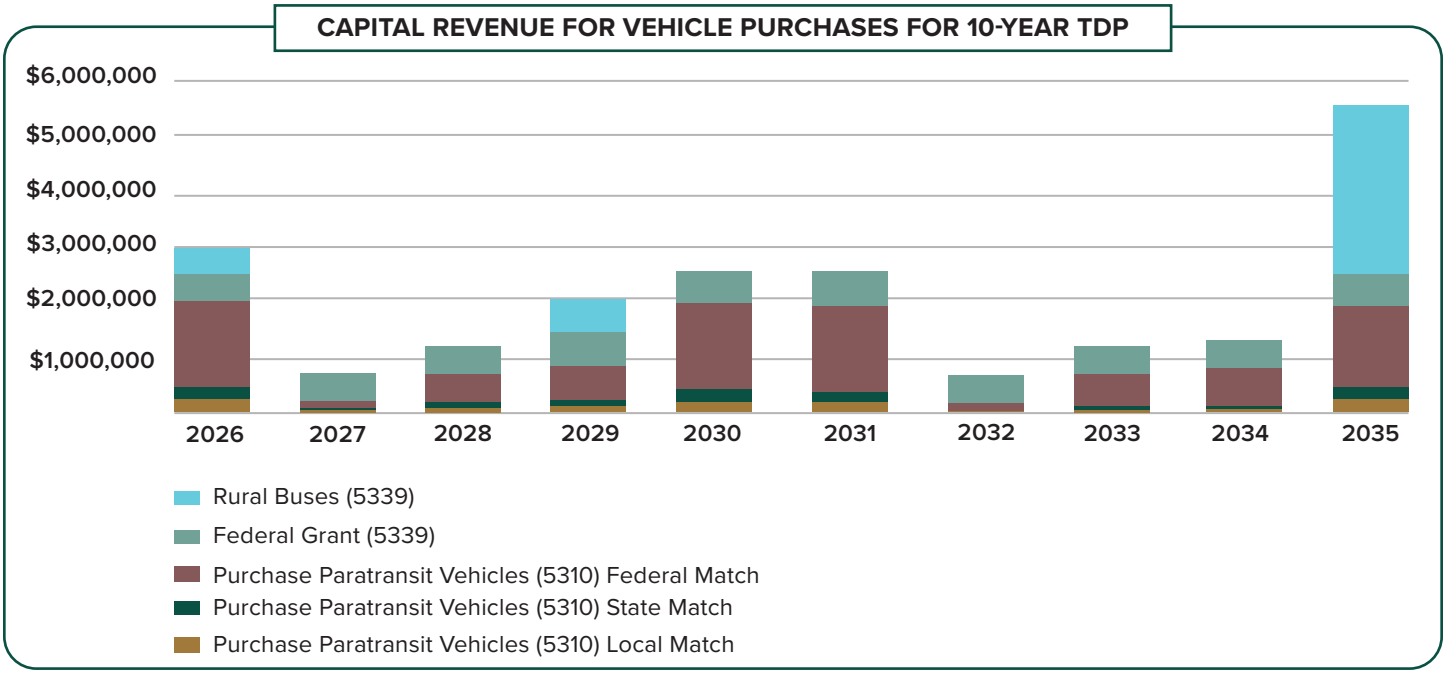
TRANSIT COSTS & REVENUES

Over the next 10 years, implementation is projected to cost $283.8 million for operating existing, enhanced and new services. An additional $78.9 million will be needed for capital to support the necessary fleet and capital infrastructure associated with the plan. The costs will continue to be funded primarily with a mix of local, State and federal sources and with fare revenues generated by existing and new transit services.



** 2026 Includes the funding for the construction of the Operations and Maintenance Facility*





PLAN IMPLEMENTATION & COORDINATION

CAT's proposed transit system improvements for 2026-2035 focus on service expansion, capital investments, and policy updates. Recommendations include:

Service Improvements:

- Reducing headways on multiple routes to enhance frequency and efficiency, particularly on high-ridership corridors.
- Extending service hours on select routes until 10:00 p.m. to better serve late-night workers and improve accessibility for commuters.
- Realigning key routes to improve connectivity, simplify navigation, and reduce redundancy in overlapping service areas.
- Enhancing paratransit services by optimizing scheduling, improving vehicle availability, and integrating with Mobility-on-Demand (MOD) solutions.

Infrastructure and Capital Investments:

- Developing a new Operations and Maintenance Facility ($18 million project) to support fleet expansion and improve operational efficiency.
- Upgrading transit stops with shelters, lighting, ADA-compliant infrastructure, and real-time arrival displays to enhance the passenger experience.
- Enhancing park-and-ride facilities with smart technology, such as dynamic pricing, security features, and real-time tracking, to encourage transit use among commuters.
- Continued exploration and piloting of alternative fuel technology to diversify CAT's fleet and assess increased efficiency/cost savings.

Policy and Regional Coordination:

- Conducting a fare study every five years to assess fare structures, evaluate the feasibility of fare capping, and explore integration with regional transit systems.
- Collaborating with LeeTran to establish a regional route (University of Florida/Institute of Food and Agricultural Sciences Lehigh Acres Route) that improves cross-county workforce mobility and enhances service efficiency.
- Implementing workforce development initiatives to address driver shortages and improve service reliability.

Moving forward for the next 10 to 15 years, CAT should prioritize the following key actions to implement the recommendations and ensure long-term transit system improvements:

- **Regional Collaboration:** Strengthen partnerships with regional transit agencies, municipalities, and private sector stakeholders to improve service coordination and leverage shared resources.
- **Technology Integration:** Continue investing in intelligent transportation systems (ITS), real-time passenger information tools, and contactless fare payment solutions to enhance user experience and operational efficiency.
- **Expanding park-and-ride facilities** through public-private partnerships and federal/state funding to mitigate congestion and provide convenient transit alternatives. Implementing a real-time parking and transit tracking system to enhance commuter convenience and improve last-mile connectivity.
- **Deploying Mobility on Demand (MOD) and first-mile/last-mile (FMLM)** solutions to bridge transit access gaps in underserved areas and improve mobility for seniors and persons with disabilities.
- **Exploring expanded trolley services** for tourist and high-density areas with community acceptance to alleviate congestion, while integrating smart technology such as dynamic pricing, mobile payment systems, and AI-driven service optimization to improve farebox recovery.




COLLIER AREA TRANSIT
DO NOT ENTER

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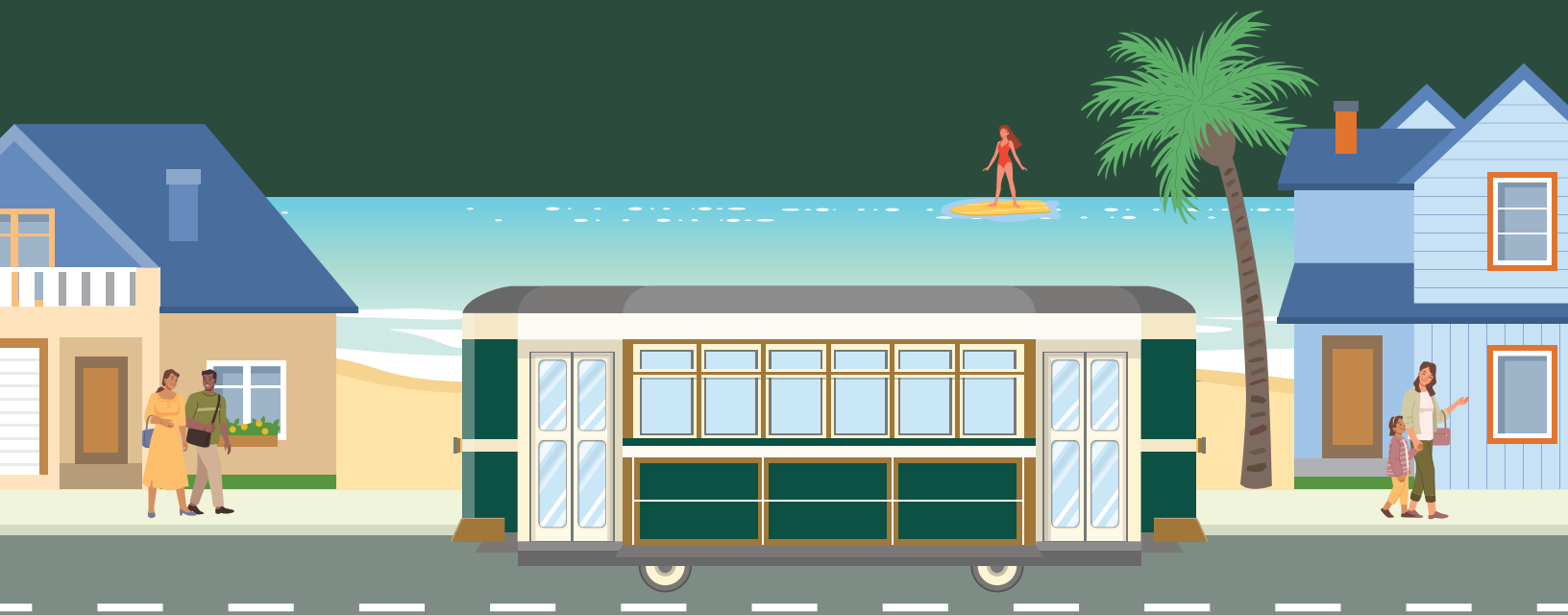

1 INTRODUCTION

Collier Area Transit, part of the Public Transit and Neighborhood Enhancement Division of Collier County Government, reviews financial and business plans updating its Transit Development Plan (TDP) every five years. The Transit Development Plan serves as a Ten-Year strategic guide for public transportation services provided to the residents, visitors, and employers in Collier County. The plan examines business practices and services to develop strategies and data-driven recommendations that identify service needs, prioritize improvements, and appropriately allocate resources to deliver efficient and effective transportation and mobility services.



Transit Development Plans are required by the Florida Department of Transportation (FDOT) as a prerequisite to receiving State Block Grant funds and identifying public transit needs. State Statutes sections 339.135 and 339.155 outline compliance requirements and Rule 14-73.001 Public Transit (the TDP Rule) provides rule-making requirements. The TDP Rule requires Collier Area Transit develop a strategic plan for meeting the mobility needs of the Collier County service area and the careful allocation of resources.

The undertaking of this TDP is advanced through a partnership with the Collier Metropolitan Planning Organization (MPO) as part of the MPO's transportation planning activities within Collier County and as a recipient of Federal Transit Administration (FTA) grant funding. This coordination includes preparation of a major update of the TDP for federal fiscal years 2026 – 2035, transit revenue projections through 2050 and coordination with the MPO's 2050 Long Range Transportation Plan (LRTP) to develop a long-range vision for transit in Collier County.

The TDP will provide a guide and business plan, outlining operational improvements and a capital plan. The plan guides policy and decision makers on the most effective way to leverage funding to increase ridership and revenue, while addressing identified transportation needs. This strategy not only covers the next ten years, but also provides direction and guidance for transit's role in supporting continued growth and economic development in Collier County and southwest Florida region through to 2050.

OBJECTIVES OF THIS PLAN

This document is an update to the TDP for CAT services in Collier County, as currently required by State law. Upon completion, this TDP will result in a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies.

TDP REQUIREMENTS

This TDP serves as the basis for defining public transit needs in Collier County and meets the requirements of the TDP Rule. The TDP is a prerequisite to receiving State Block Grant funds. The transfer of funds for Service Development Program grants, Transit Corridor Program grants, and other FDOT discretionary and competitive grants are prioritized when projects are included in a TDP. For this purpose, the TDP supports funding pursuits, recognizing the thoughtful and analytical approach to enhancing existing multimodal connectivity and transit services through grant funding. The State's interest in the TDP is governed by Sections 339.135 and 339.155, Florida Statutes, as described in Florida Administrative Code 14-73.001.

As recipient of State Public Transit Block Funds, FDOT requires a major update of the TDP every five years to ensure the provision of public transportation is consistent with the mobility needs of the local community. Critical components of the TDP must include the following:

- Relationship Review to Other Plans, including the Florida Transportation Plan, local government comprehensive plans, the MPO's Long-Range Transportation Plan, and regional transportation goals and objectives.
- Metropolitan Transportation Planning Process Coordination Program, defining collaborative participation and consistency in developing and implementing the TDP and LRTP with the MPO, as well as other MPO plans, such as the Unified Planning Work Program, Transportation Improvement Program, and corridor development studies.
- Land Use and Corridor Development Assessment, including land use and design patterns and their impacts on existing and future transit services.
- A 10-Year Operating and Capital Program, to include a schedule of both operating and capital projects and associated financial plan.
- A list of priority projects based on the 10-Year project schedule, including ranking of each project by its importance.
- Major updates must be completed every 5 years, covering a 10-year planning horizon.
- A Public Involvement Plan (PIP) must be developed and approved by FDOT or consistent with the approved MPO Public Participation Plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings at which the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.
- Estimation of the community's demand for transit service (10-year annual projections) using the planning tools provided by FDOT or a demand estimation technique approved by FDOT.
- The Florida Legislature adopted House Bill 985, amending Florida Statutes (FS) 341.071 requiring transit agencies to "specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio." The resulting requirement issued by FDOT requires the TDP and subsequent annual updates to include a 1 – 2-page summary report as an appendix to the full report on the farebox recovery ratio and strategies implemented and planned to improve farebox recovery.

TDP CHECKLIST

This TDP meets the requirements for a TDP Major Update in accordance with Chapter 14-73, FAC. A list of the TDP requirements from Rule 14-73.001, as amended in July 2024, is provided with detailed information as to how and where the requirement was met.

	Table 1-1: TDP Preparer's Checklist	
	TDP Rule Requirement	TDP Section
☐	Approved PIP for public involvement (TDP-specific PIP approved by FDOT, or MPO-adopted PIP approved by FTA and FHWA)	Section 3: Public Outreach and App. B
☐	Opportunities for public involvement outlined in PIP	Section 3: Public Outreach; App.B
☐	Summaries of outreach process and activities included in TDP	Section 3: Public Outreach; App.C
☐	Solicitation of comments from local/regional workforce board	Section 3: Public Outreach; App. E,G
☐	Notifications on public meetings to FDOT, local/regional workforce board, local government comprehensive planning departments, and MPO	Section 3: Public Outreach; App. E,G
☐	Review opportunities for FDOT, local/regional workforce board, local government comprehensive planning departments, and MPO	Section 3: Public Outreach; App. E, G
☐	Relationship reviews of plans/studies as identified by TDP Rule	Section 2: Situational Appraisal
☐	Coordination with MPO on LRTP data, outreach, and goals	Section 2: Situational Appraisal
☐	Consistency review with UPWP, TIP, and Corridor Development Studies	Section 2: Situational Appraisal; App. F
☐	Assessment of land use and urban design patterns	Section 2: Situational Appraisal; Section 4: Analysis Alternative
☐	Identification, evaluation, and ranking of priority transit corridors	Section 4: Analysis Alternative
☐	Annual protection of transit ridership using FDOT-approved software tool or other FDOT-approved method	Section 5: Ten-Year Implementation Plan
☐	10-year Schedule of Projects with descriptions, maps, timelines, costs, and the types and levels of service and capital improvements	Section 5: Ten-Year Implementation Plan
☐	10-year Financial Plan with operating and capital costs for the Schedule of Projects	Section 5: Ten-Year Implementation Plan
☐	Ranked List of Priority Projects based on the Schedule of Projects, with descriptions, types, locations, and funding availability	Section 5: Ten-Year Implementation Plan
☐	Presented to the MPO Board	To be scheduled
☐	Approved by transit agency governing board	To be scheduled
☐	Submitted to FDOT by March 1st, or a revised date as agreed by FDOT	n/a

ORGANIZATION AND OVERVIEW OF REPORT

The TDP is organized to provide the reader an opportunity to fully understand the analysis and data presented that captures existing conditions, recognizes plans and studies previously completed and part of the planning process, analysis of operations and performance and Collier Area's transit goals and objectives. The TDP also provides analysis that compares performance with similar organizations and peer groups to provide context to the measures reported. This robust analysis, its findings and data are foundational to the development of future initiatives, programs, projects and service initiatives proposed for the next 10-year period for fiscal year 2026 – 2035. The close collaboration, support, and coordination with the Collier MPO is documented in the development of revenue projections and vision for transit in Collier through 2050 as part of the Long-Range Transportation Plan.

Together these elements make up the TDP, providing a business plan that provides guidance, policy recommendations, and actional steps to implement efficient and effective transit. Below, each element of the TDP describes areas examined and how ultimately, they support the recommendation presented by CAT for adoption by Collier County Board of County Commissioners, upon the recommendation of the Collier MPO Board.

The **Executive Summary** provides a synthesis of the TDP, identifying and summarizing key findings, and recommendations for adoption. The narrative provided in the Executive Summary provides sufficient information to discern at a high level the results of analysis, emerging trends, and key themes that resulted in actionable recommendations.

Section 2 provides the Situational Appraisal which includes three main sections, the Baseline Conditions, Transit Performance Evaluation, and Policy Consistency/ Coordination with the MPO. The Baseline Condition provides the physical characteristics of the study area, demographic characteristics, labor and workforce, tourism and seasonal impacts, commuter services and roadway conditions. This section also contains maps and visual representations of population trends, demographic breakdowns, and other socioeconomic factors relevant to transit services. Data from the US Census, the American Community Survey, Collier County and the Collier MPO LRTP, and other sources provided data and input. Additionally it examines existing transit services in the study area, current fare structure, vehicle inventory, and performance data.

The Performance Evaluation section compares performance over time. The analysis contained here includes discussion of peer selection which relied on guidance provided by Transit Cooperative Research Program Report 141: A Methodology for Performance Measurement and Peer Comparison in the Public Transportation Industry, published 2010. As required, the performance evaluation includes discussion of farebox recovery ratio which aids in establishing the share of operating expenses covered by passenger fares.

The Policy Consistency/Coordination with the MPO section describes how this TDP is consistent with the Florida Transportation Plan, local government comprehensive plans, the MPO's Long-Range Transportation Plan (LRTP), and regional transportation goals and objectives. It also describes CAT's coordination and collaborative participation with Collier MPO and consistency of this TDP with the MPO's LRTP, as well as other related MPO planning and programming.

Section 3 details Public Involvement, a key goal and emphasis area for this plan. This section includes details of the Public Involvement Plan (PIP), FDOT's review and approval of the PIP, and the strategies utilized to leverage stakeholder engagement. This section includes analysis of existing outreach opportunities and how the information is used to support the recommendations of the TDP.

Section 4 provides the Analysis of Alternatives which presents the most technical analysis and findings of the report, including modeling and predictive analytics utilizing Transit Boarding Estimation and Simulation Tool (TBEST) software. It is noted the TBEST software, the modeling and results are FDOT's preferred analytical format. The analysis in this section builds on standardized metrics to compare alternative and evaluate scenarios. The findings of the Analysis of Alternative coordinates closely and informs transit's role within the Collier MPO's update of the LRTP simultaneously underway.

Section 5 summarizes the 10-year Implementation Program for Fiscal Year 2026 through 2035 building on the TBEST modeling. This section tracks performance and provides a ten-year financial plan identifying sources and expenditure of funds. The ten-year plan focuses on situational awareness, business climate, and market trends. Additionally, the revenue projections extend 10 years of revenue projected out 15 additional years to 2050. The projections represent strategic initiatives that support CAT's vision for the second 15 years for inclusion in the Collier MPO's 2050 LRTP.




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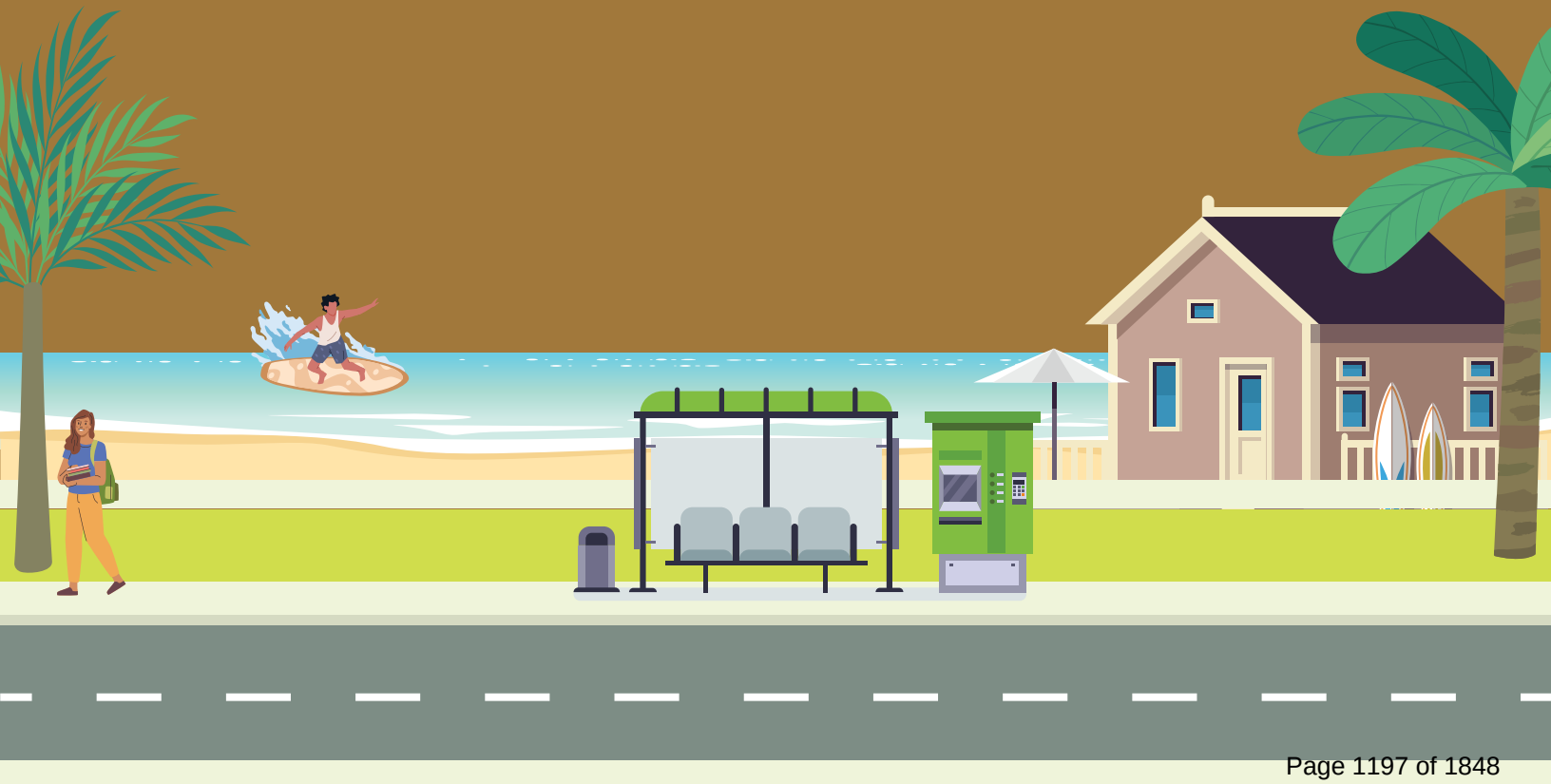

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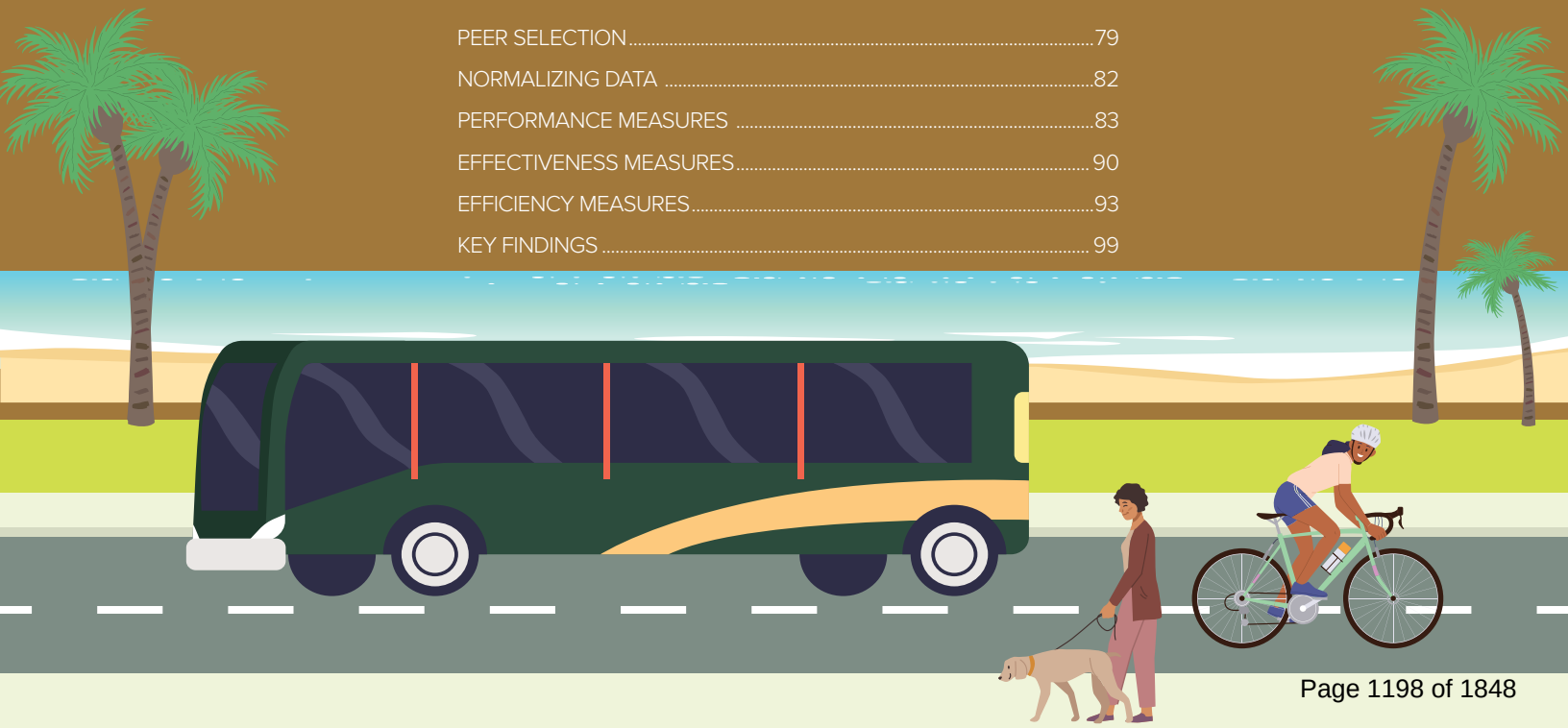

2 SITUATIONAL APPRAISAL

BASELINE CONDITIONS

The baseline conditions analysis provides details on the existing and projected future conditions of the service area. The foundation of the transit development plan will be based on the contextual information presented in this section. The collected data will also be used in the Situational Appraisal section to provide the basis for transit improvement considerations.

The following topics were reviewed and analyzed for Collier County in the context of the TDP:

- Study Area
- Population Profile
- Demographic Characteristics
- Transportation Disadvantaged Population
- Labor and Employment Characteristics
- Educational Attainment
- Tourism
- Major Trip Generators
- Major Developments
- Existing and Future Land Use
- Commuter Travel Patterns
- Roadway Conditions

Data collected for select population, demographic, and socioeconomic characteristics are supported by various maps and tables. Primary data sources include the U.S. Census Bureau, specifically from the 2020 Decennial Census and the 5-Year American Community Survey (ACS), Collier County, Florida Commission for the Transportation Disadvantaged, Collier Area Transit, and the Regional Economic Research Institute at Florida Gulf Coast University, supplemented by local and regional agency sources, as necessary.



STUDY AREA

Collier County is in southwest Florida, east of the Gulf of America. The county is bordered on the northwest, northeast, east, south, respectively by Lee, Hendry, Broward, Miami-Dade, and Monroe counties. Collier County has three municipalities: Everglades City, Marco Island, and Naples, the County seat.

In terms of geographical area, Collier County is the largest county in Florida with a land area of approximately 1,996.8 square miles according to the 2020 Decennial Census from the US Census Bureau. A significant portion of the county area is designated as protected lands (more than 1,875 square miles), primarily in the eastern and southern parts of the county.

Figure 2-1 shows the extent of the study area. Due to the size of Collier County, a study area has been produced as outlined by the red boundary, which covers the existing transit network along with the core populated areas of the County and excludes some of the park land. For presentation purposes moving forward in this document, some of the map figures will be zoomed to the study area extent to show greater detail and avoid wasted space.

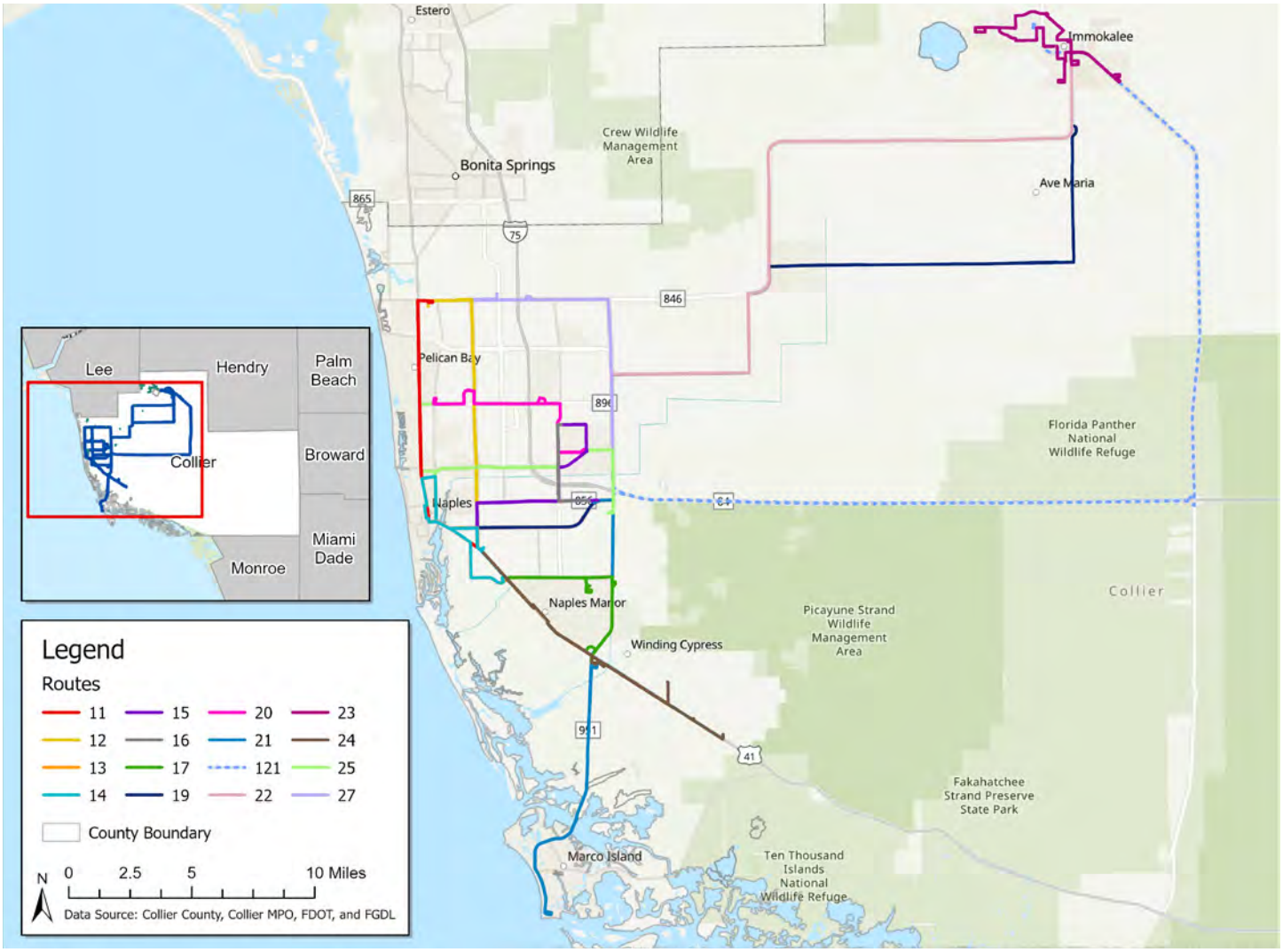

FIGURE 2-1: STUDY AREA

POPULATION PROFILE

As of the 2020 Decennial Census, Collier County was ranked the 19th most populous county in Florida. As per the US Census Bureau 2020 Decennial Census, the county population accounts for 1.74% of the total state population in 2020 and is estimated to grow to 1.83% by 2050 based on State population projections.

The Collier County population has been steadily increasing over the last few decades, as shown in **Figure 2-2**. Population values were obtained from the US Census Bureau decennial censuses and annual population estimates. There was a slight dip in the census population count in 2020 compared to the estimated values for the previous years, likely due to the COVID-19 pandemic. The population projection values were obtained from the Florida Bureau of Economic and Business Research (BEBR) at 5-year intervals until 2050. Collier County's population is projected to continue increasing steadily.

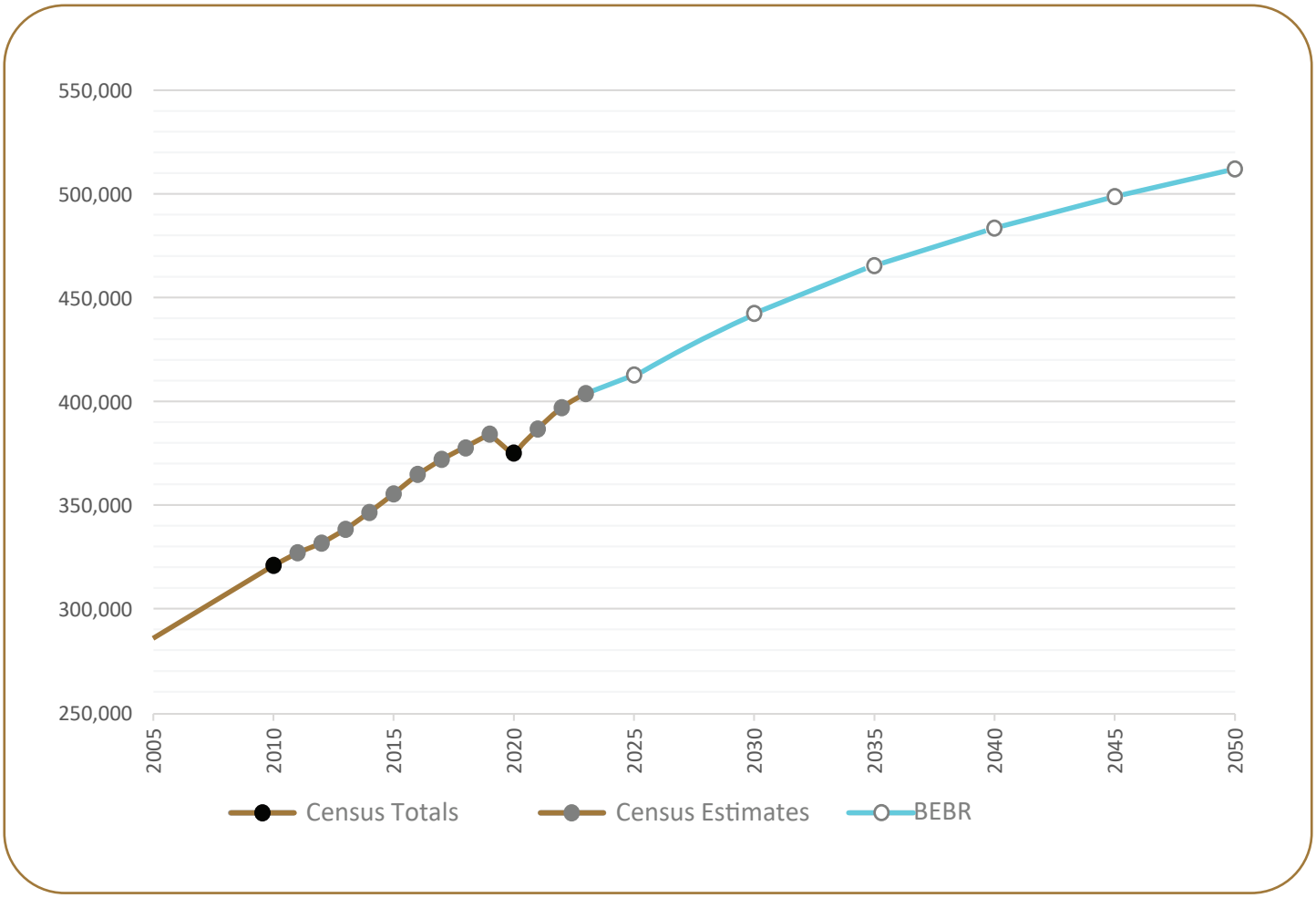

FIGURE 2-2: COLLIER POPULATION TOTALS, ESTIMATES, AND PROJECTIONS
(Source: US Census Bureau and BEBR)

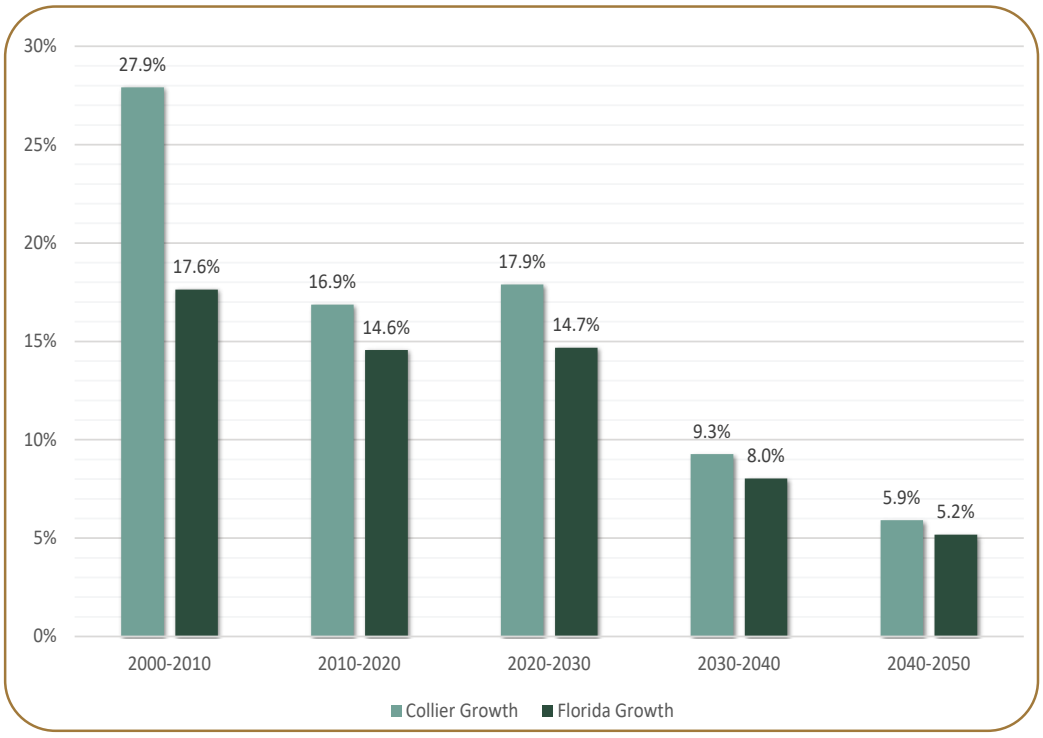

FIGURE 2-3: HISTORICAL AND PROJECTED DECENNIAL POPULATION GROWTH RATES
(Source: US Census Bureau)

Collier County's population has been increasing during the past few decades; however, the overall growth rate is expected to slow over the next couple of decades, like state-wide conditions. In general, the county has consistently experienced and will continue to have higher rates of growth compared to that of Florida, as shown in **Figure 2-3**.

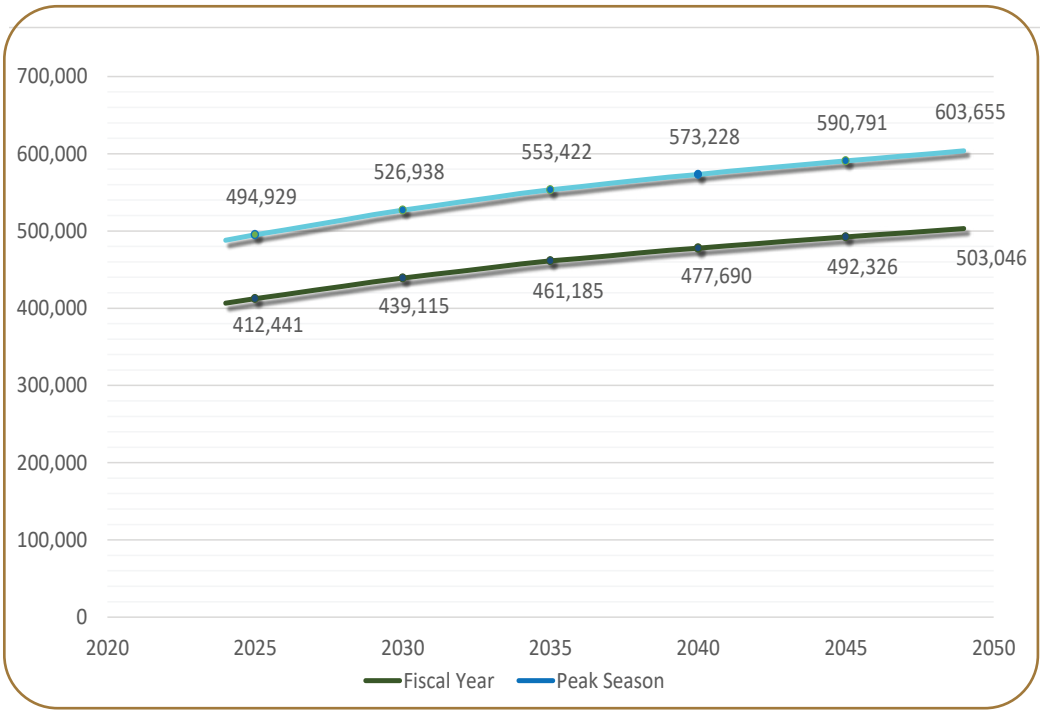

FIGURE 2-4: COLLIER COUNTY YEAR BY YEAR POPULATION PROJECTIONS
(source: Collier County Government)

Collier County typically receives a significant number of tourists and seasonal residents, impacting the travel patterns and increasing traffic congestion during the peak season periods. The County developed annual population projections for the fiscal year and peak season periods to better plan for seasonal demand impact on public services. **Figure 2-4** displays these projection values; with annual fiscal year population values reflecting the permanent resident population and peak season population values estimated with a constant adjustment factor.

Traffic Analysis Zones (TAZs) were used to analyze statistics and change at a smaller geographic unit. Estimated and projected population, employment, and dwelling density values were interpolated from 2015 base year data for Collier's 2045 Long Range Transportation Plan (LRTP). Employment is discussed in another section of the report.

Figure 2-5 and **Figure 2-6** depict population density at the TAZ level for 2015 and 2050, respectively. The estimated population distribution within Collier County for 2015 is highly concentrated in the central business and residential districts of Immokalee, Ave Maria, Pelican Bay, Golden Gate, and other communities around North, East, Central, and South Naples. East Naples and Golden Gate especially has a high concentration of population with several red and orange TAZ blocks symbolizing higher population density. The distribution pattern remains very similar for the projected 2050 population densities, with the addition of Ave Maria to the communities with higher population densities. The areas with higher population density are all located near, if not along the existing transit network, which means that the current network is doing well in providing service in the more populated areas.

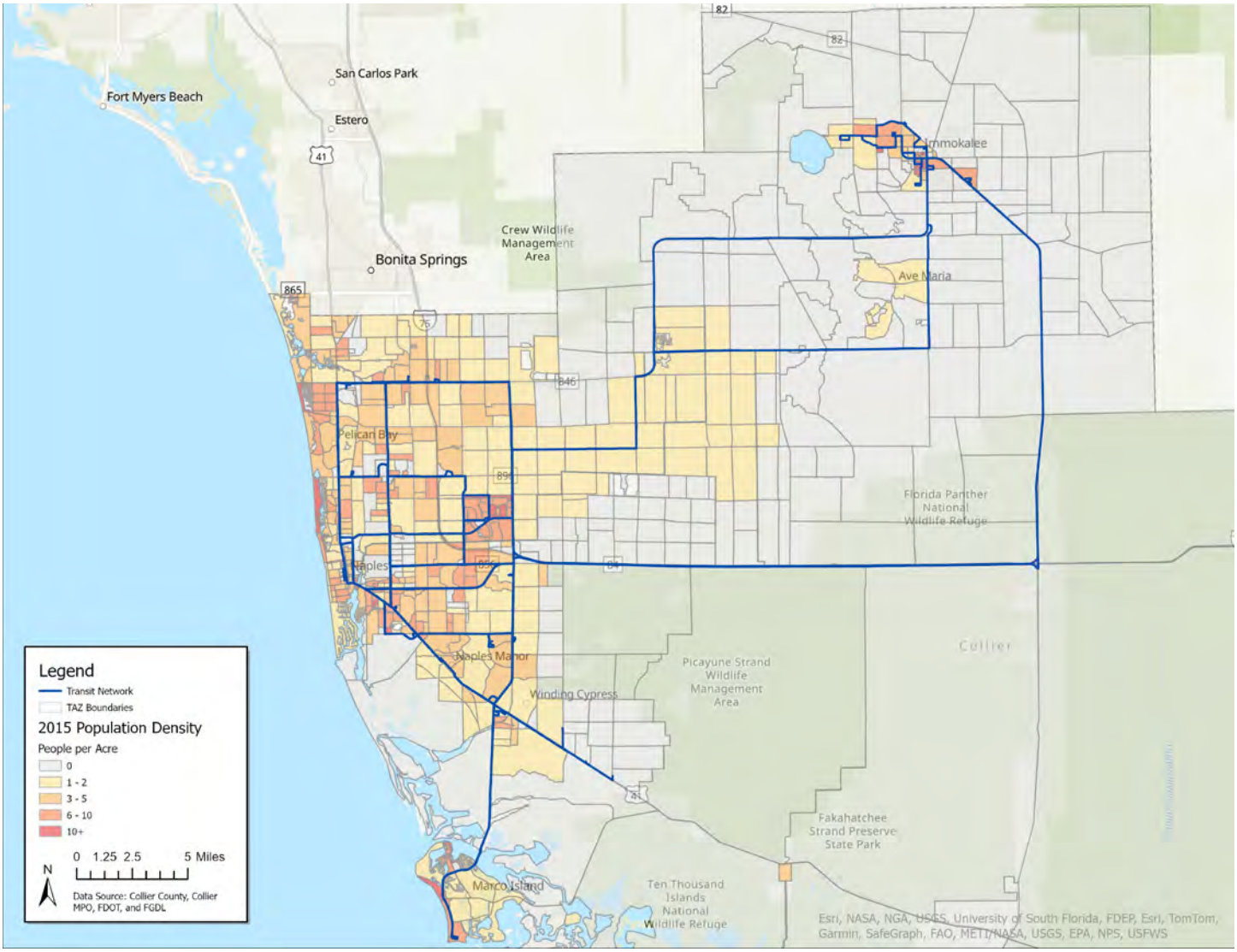

FIGURE 2-5: COLLIER COUNTY PROJECTED POPULATION DENSITY BY TAZs IN 2015

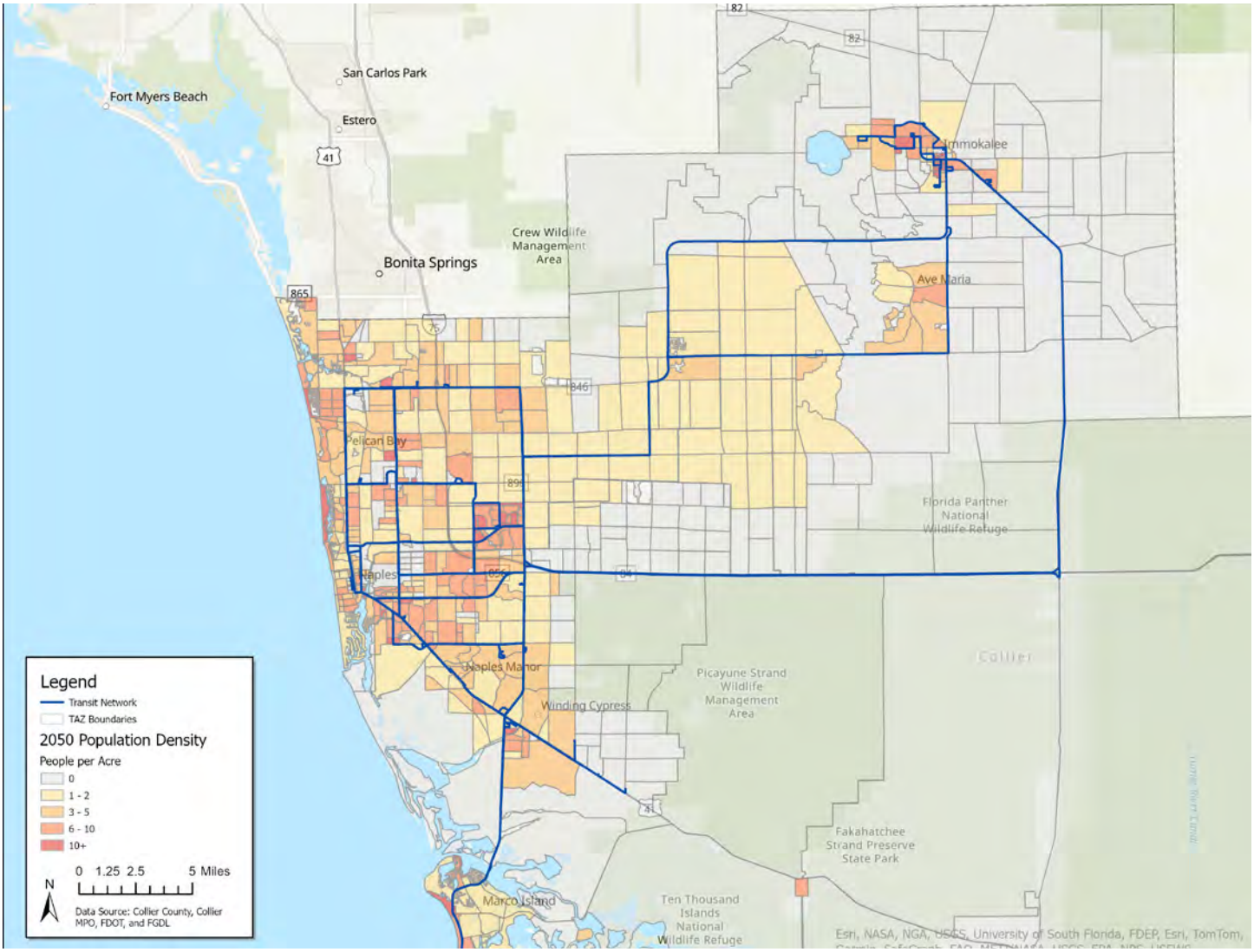

FIGURE 2-6: COLLIER COUNTY PROJECTED POPULATION DENSITY BY TAZs IN 2050

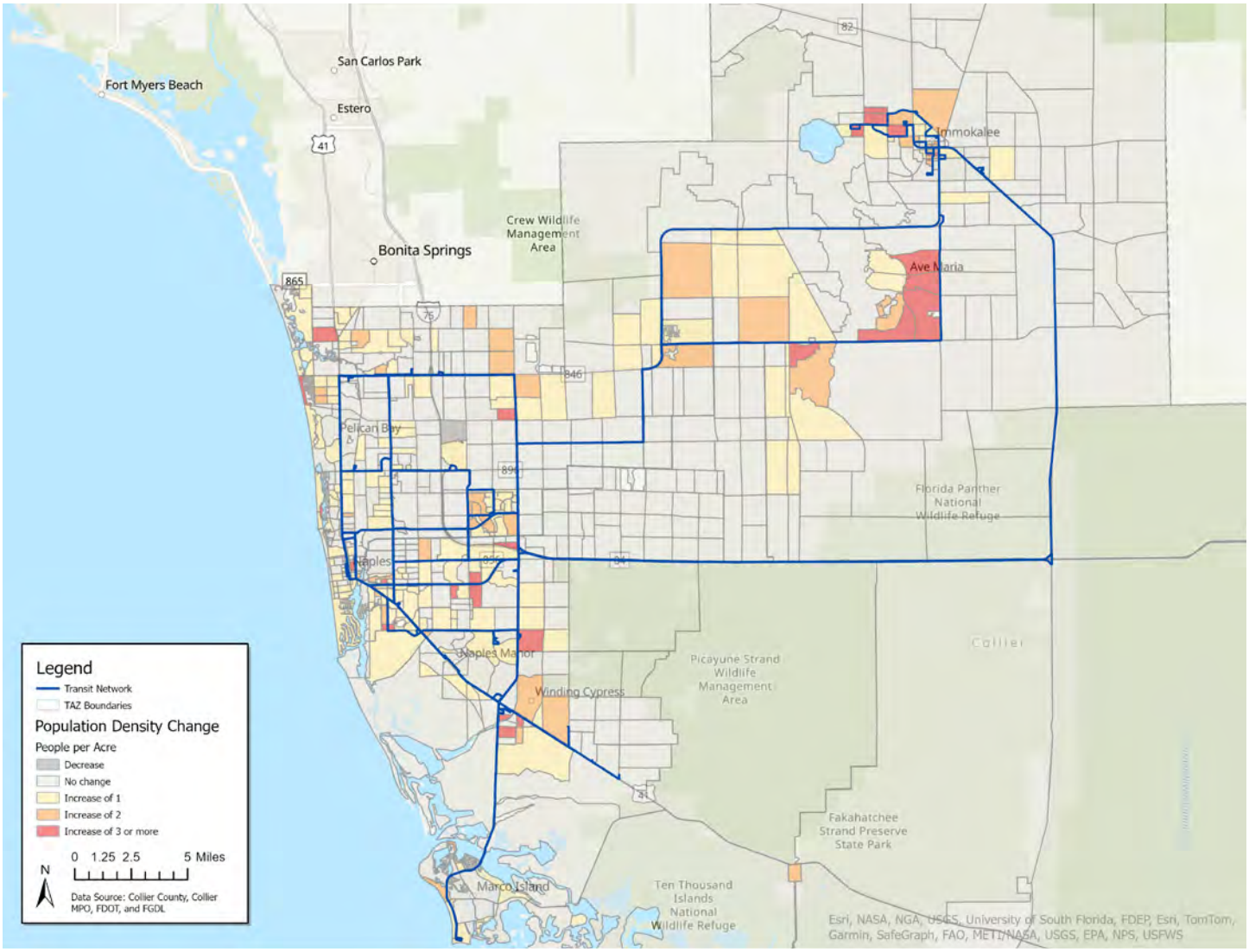

FIGURE 2-7: COLLIER COUNTY POPULATION DENSITY GROWTH PER TAZ FROM 2015-2050

Figure 2-7 shows the population density increase and decrease between the 2015 estimates and the 2050 projections. This growth rate map indicates greater increases for the TAZs within and around the urban communities of Immokalee, Ave Maria, Orangetree (west of Ave Maria), Winding Cypress, and Golden Gate. There are also a few TAZ blocks around North and South Naples with high growth rates, symbolized in red showing higher population density increase. These areas of high growth indicate potential for more transit demand as the population increases. The agricultural areas next to these communities appear to have little to no population growth, specifically outside of Immokalee and in the parks or nature reserves, which is expected as there are limited residential areas and fewer dwelling units there.

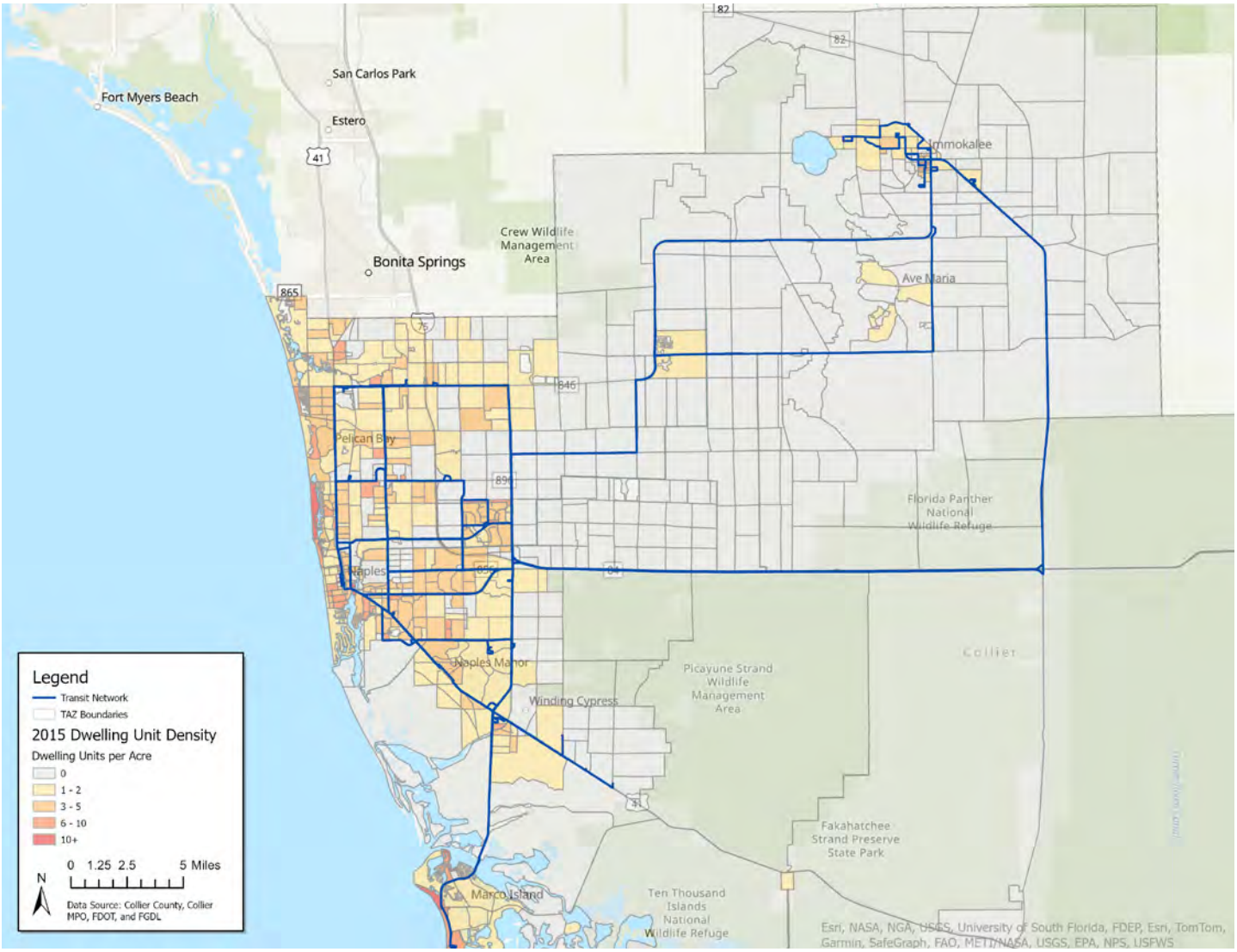

FIGURE 2-8: COLLIER COUNTY ESTIMATED DWELLING DENSITY PER TAZ IN 2015

Figure 2-8 and **Figure 2-9** illustrate the distribution of dwelling units at the TAZ level for 2015 and 2050, respectively. Similar to the population distribution in Collier County, higher numbers of dwelling units are seen in and around Golden Gate and East and South Naples, indicating greater resident occupancy and transit demand in these regions. Higher dwelling unit numbers are also observed along the Gulf of America coast in Central Naples and Marco Island. This distribution pattern remains very similar for the 2050 estimated projections. Again, following population density patterns, areas with higher numbers of dwelling units are all located near, if not along, the existing transit network, indicating that the current network is doing well in providing service in the more populous residential areas.

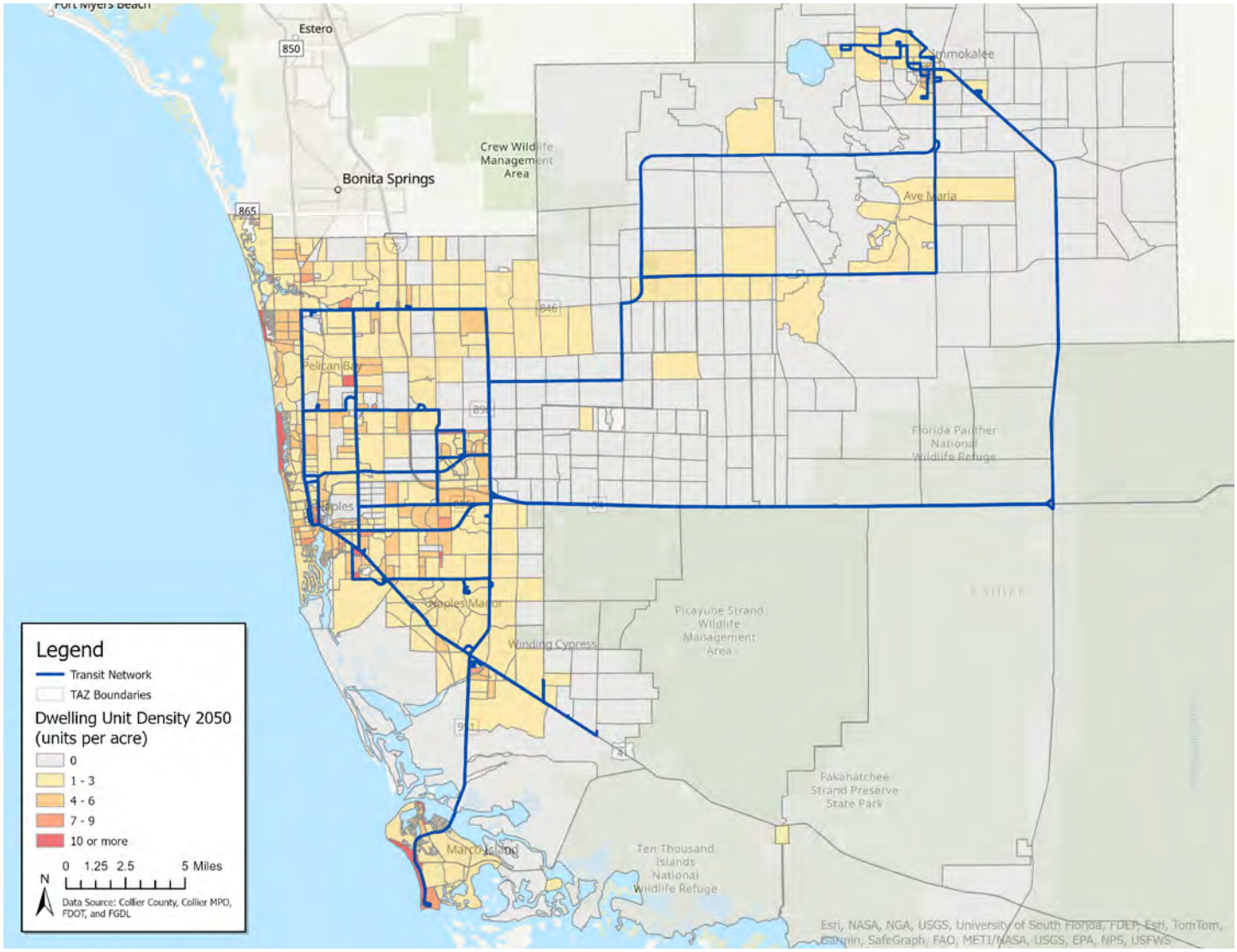

FIGURE 2-9: COLLIER COUNTY PROJECTED DWELLING UNIT DENSITY PER TAZ IN 2050

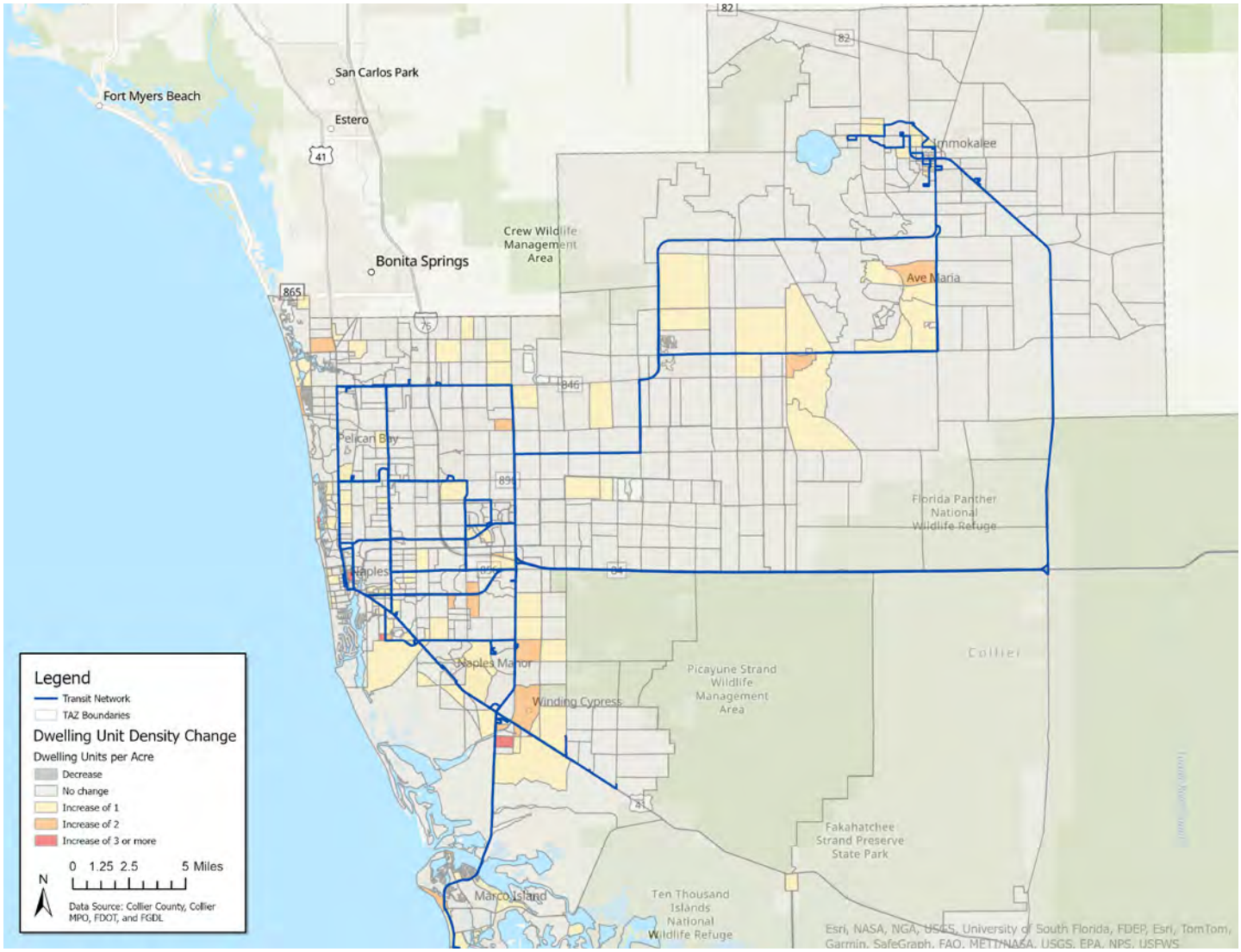

FIGURE 2-10: COLLIER COUNTY DWELLING UNIT DENSITY INCREASE BY TAZ FROM 2015 TO 2050

Figure 2-10 shows the increase in dwelling unit density per TAZ between the 2015 estimates and the 2050 projections. This growth change map indicates that there will not be a significant increase in dwelling units per acre in Collier County. There are a few TAZ blocks with greater increases in Ave Maria, South Naples, and Winding Cypress. As with population growth, the agricultural areas next to these communities appear to have little to no increase in dwelling units, specifically outside of Immokalee and in the parks or nature reserves, which is expected as there are limited residential areas and less dwelling units there. The increase in dwelling unit density appears to be slower than population density increase, as there are much less higher increase blocks (symbolized by red and orange) in the dwelling unit density maps compared to the population density maps.

DEMOGRAPHIC CHARACTERISTICS

Demographic characteristics such as age, household income, poverty status and the number of vehicles available in a household are key indicators to helping understand transit propensity. **Table 2-1** summarizes these characteristics based on data from the United States Census Bureau in the years of 2010, 2018, 2020 and 2022.

A significant portion of the population owns two or more vehicles, and around a third of the residents in Collier County have an annual income exceeding $100,000. Combined, these statistics may indicate a lower propensity to use transit among the community. Household income reveals an increasing disparity between the rich and poor, as those earning over $100,000 have increased from 16.7% to 25.9%, while those earning under $10,000 have only decreased around 2%. Moreover, the percentage of the population living above the poverty line has only shown a slight increase. In **Figure 2-11**, changes in income brackets are shown over time.

The percentage of individuals earning less than $10,000 annually declined from 7.2% in 2010 to 4.9% in 2022, reflecting a 2% decrease. Conversely, those earning $100,000 or more saw a 10% increase, indicating a faster rate of income growth among higher earners. As incomes rise, fewer individuals may rely solely on public transportation, with increased access to private vehicles or alternative options. The percentage of those earning between $50,000 and $99,999 has remained stable, representing a group that may still favor public transit for its convenience and cost-effectiveness, particularly in urban areas where traffic congestion and parking costs are significant. Additionally, the proportion of individuals earning $200,000 or more grew by 7% between 2010 and 2022.

Characteristic	2010	2018	2020	2022
Gender				
Male	49.7%	49.3%	49.2%	49.5%
Female	50.3%	50.7%	50.8%	50.5%
Ethnic Origin				
White	85.8%	88.1%	84.5%	73.2%
Black or African American	6.6%	7.0%	6.8%	6.5%
Other	6.4%	3.6%	3.6%	5.6%
Two or more races	1.1%	1.3%	5.2%	14.6%
Hispanic Origin				
Not of Hispanic / Latino origin	74.8%	72.5%	72.0%	71.4%
Hispanic or Latino origin	25.2%	27.5%	28.0%	28.6%
Age				
<15 years	20.0%	18.8%	18.6%	18.2%
15-59 years	62.1%	59.9%	59.1%	59.8%
60+ years	17.9%	21.3%	22.3%	22.0%
Household Income				
Under $10,000	7.2%	6.3%	5.8%	4.9%
$10,000-$49.999	40.9%	35.8%	33.2%	28.9%
$50-000-$99,999	30.9%	30.0%	30.0%	28.9%
$100,000-$200-000	16.7%	20.9%	22.7%	25.9%
$200,000 or more	4.2%	7.0%	8.3%	11.4%
Poverty Status				
Above poverty level	86.2%	85.9%	87.2%	87.5%
Below poverty level	13.8%	14.1%	12.8%	12.5%
Vehicle Available in Household				
None	4.3%	4.3%	4.2%	4.3%
One	21.1%	20.6%	20.1%	20.3%
Two	42.5%	41.0%	40.5%	40.3%
Three or more	32.1%	34.1%	35.2%	35.2%

TABLE 2-1: COLLIER COUNTY DEMOGRAPHIC CHARACTERISTICS

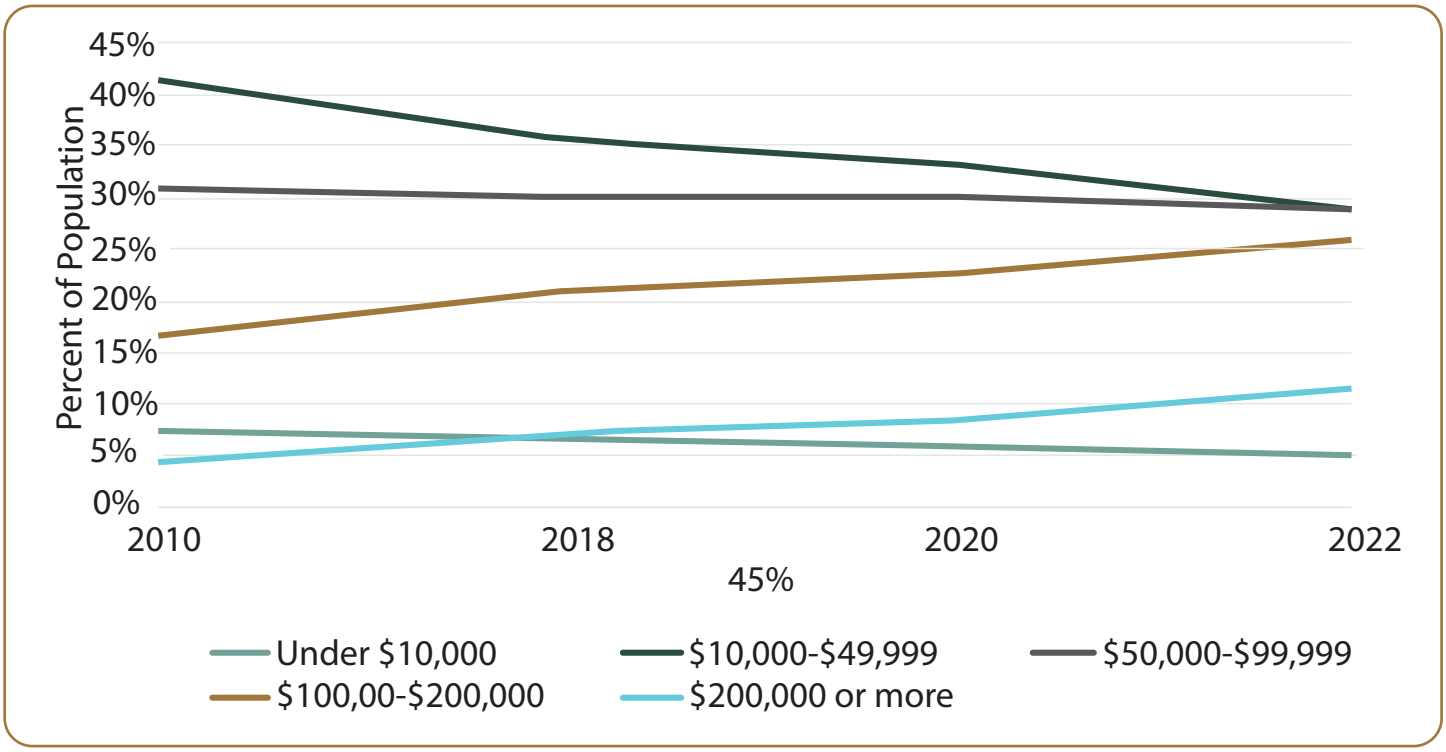

FIGURE 2-11: HOUSEHOLD INCOME OVER TIME IN COLLIER COUNTY
(Source: 2010 American community survey 5-year estimates, 2018 ACS 5-year estimates, 2020 ACS 5-year estimates, 2022 ACS 5-year estimates)

The age distribution among males and females has remained relatively consistent from 2000 to 2022, with a balanced ratio between genders, each comprising about half of the population. The ethnic majority remains Caucasian. Over time, there has been a slight decrease in the youth population and a corresponding rise in the senior population, underscoring the growing need for accessible services. Notably, the percentage of residents aged 60 and older is on the rise, potentially increasing demand for fixed-route transit and paratransit services. **Figure 2-12** illustrates the population distribution by gender and age group, showing Collier's aging population, where older age groups now surpass younger ones.

Since 2010, over 95% of households in Collier County have consistently had access to at least one vehicle, with less than 5% of households lacking a private vehicle. Although this percentage is small, it remains a significant demographic indicator, highlighting areas that may be more dependent on public transit and could potentially benefit from enhanced service. Increasing transit options could also encourage a shift among the majority who currently rely on private vehicles, offering convenient alternatives that promote greater use of public transportation for daily travel.

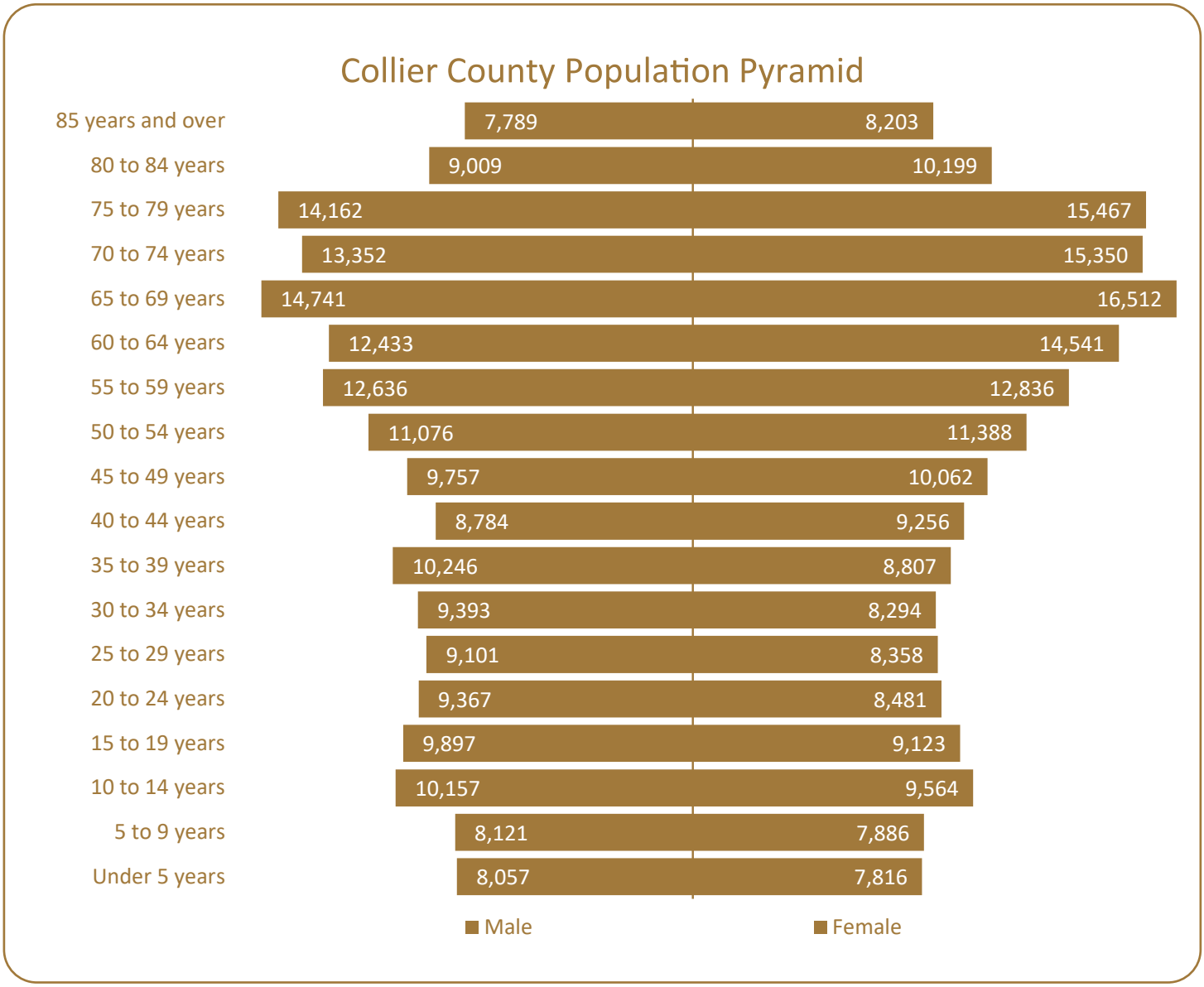

FIGURE 2-12: POPULATION AGE DISTRIBUTION IN COLLIER COUNTY

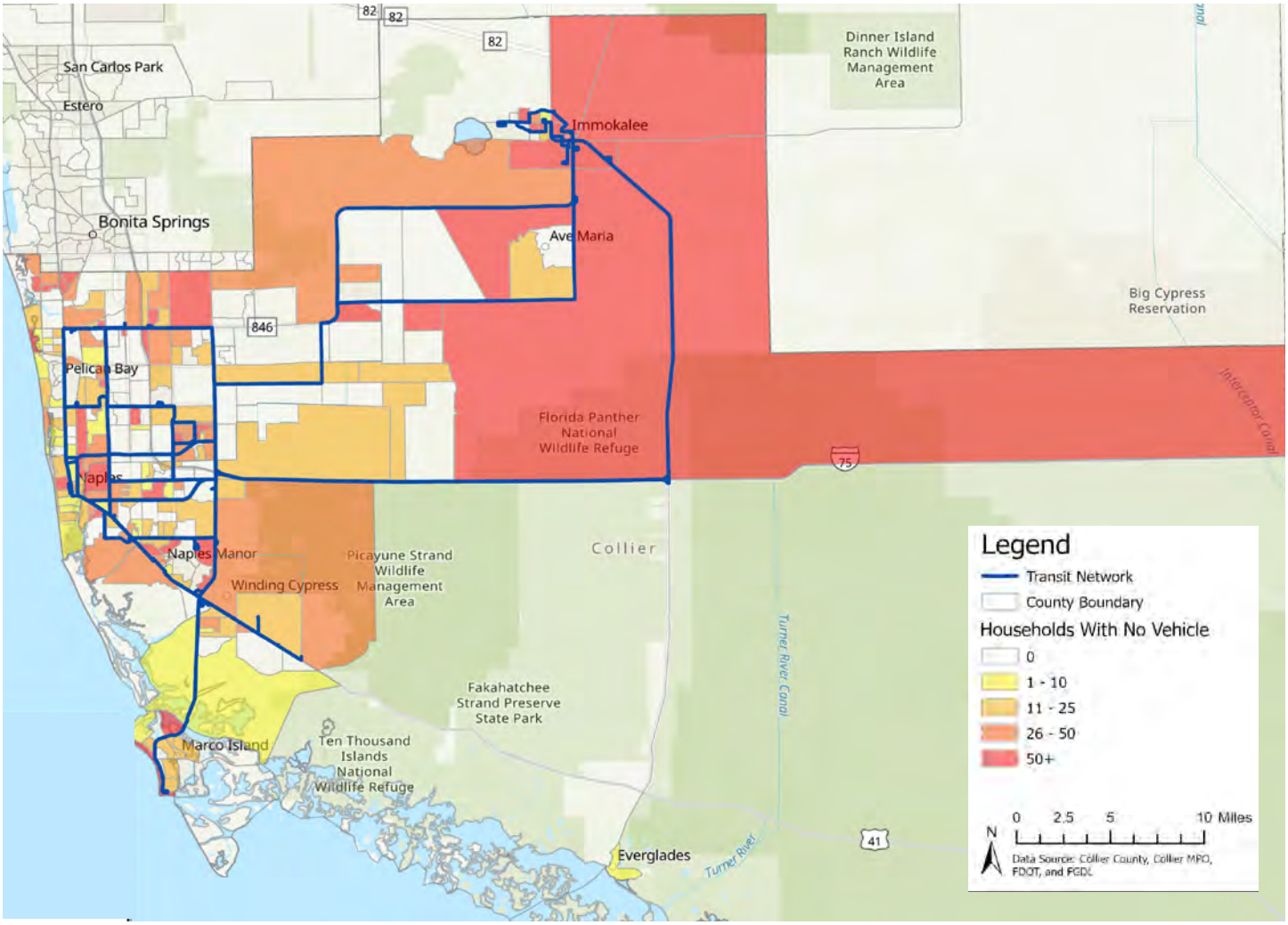

FIGURE 2-13: DISTRIBUTION OF HOUSEHOLDS WITH NO VEHICLE IN COLLIER COUNTY IN 2022

Figure 2-13 illustrates the distribution of households without vehicles across Collier County at the TAZ level. The existing transit network appears to serve most of these areas effectively, though coverage is limited in regions further east of Immokalee/Ave Maria near the conservation or rural areas. A small number of no-vehicle households are also present in Everglades City; however, transit service is absent in much of southern Collier County, leaving this area underserved by the current network.

TRANSPORTATION DISADVANTAGED POPULATION

The Transportation Disadvantaged (TD) population represents a key demographic with a growing need for public transit services, including fixed route services. As part of its paratransit service known as CAT Connect, CAT provides door-to-door ADA trips and transportation to the eligible TD population, which includes children who are high-risk or at-risk, those who because of physical or mental disability, income status, or age, or for other reasons are unable to transport themselves or to purchase transportation and are, therefore, dependent on others to obtain access to healthcare, employment, education, shopping, social activities, or other life sustaining activities. ADA trips are trips that have both an origin and a destination within ¾ mile on either side of a CAT fixed route. TD trips have either an origin or a destination that lies outside of the ADA corridor. **Table 2-2** shows the total number of TD trips served between 2019 to 2024.

TD Trips Served	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	%Change (2019-2024)
	117,585	104,137	113,598	109,044	133,799	156, 438	33.0%

TABLE 2-2: COLLIER COUNTY TRANSPORTATION DISADVANTAGED TRIPS SERVED
(Source: Collier County Community Transportation Coordinator's Annual Operating Reports, Fiscal Years 2019-2024)

The number of TD trips served through CAT's brokered system, as the Community Transportation Coordinator (CTC) for Collier County, increased 33% from 117,585 in 2019 to 156,438 in 2024. This demonstrates the increasing desire and need for more paratransit trips in the region. **Figure 2-14** shows the number of TD passengers served from 2019 to 2024.

During this period, the total number of TD passengers followed an overall upward trend, despite occasional dips in ridership in 2020 and 2022, likely caused by the lasting effects of the COVID-19 pandemic. The most notable growth in TD trips occurred between 2022 and 2023, with a 22% increase. As TD ridership continues to expand, it will be essential to ensure adequate services are available to support this community, while also promoting access to fixed-route services, which offer a more cost-effective option for all users. As shown in Figure **2-15**, TD trips have increased in line with population growth. As per the 2023 TDSP, the potential TD population is 165,309. This is expected to increase year after year.

RECENT IMPROVEMENTS TO PARATRANSIT SERVICES

Several improvements have been implemented to the paratransit services in Collier County as outlined by the CAT Connect Paratransit Service Report. Ecolane, a paratransit software, has been implemented, and Travel Trainings provided by CAT have been ongoing. Additionally, improvements to the phone systems have resulted in a decrease in average queuing time and a reduction in abandoned calls. Training provided by CAT has been ongoing.

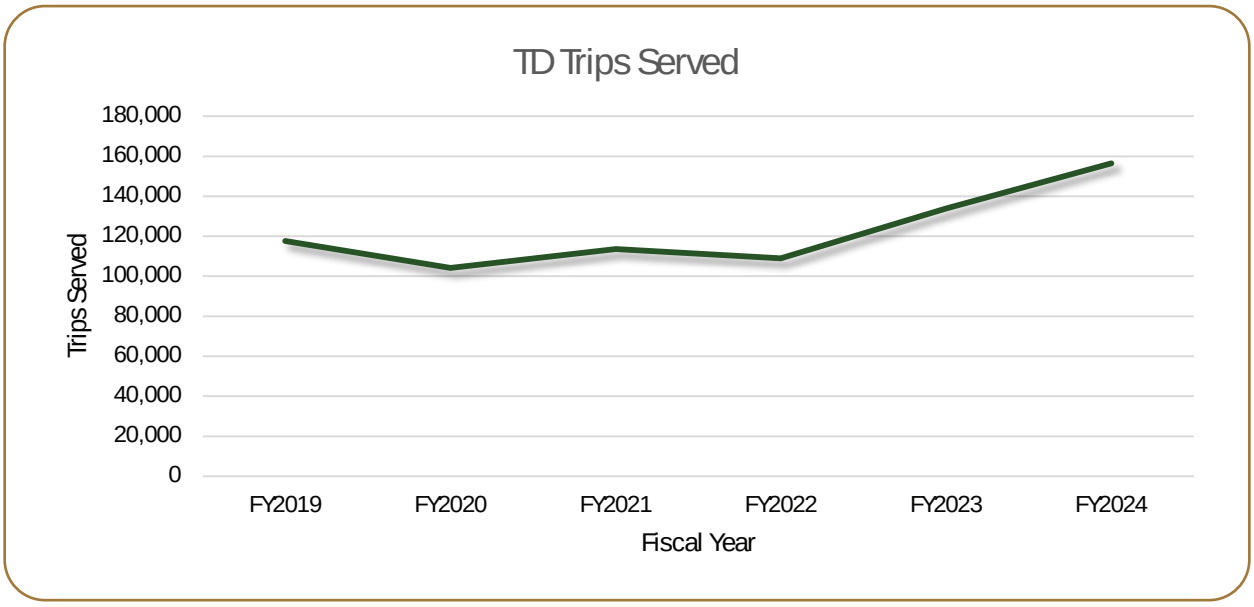

FIGURE 2-14: COLLIER COUNTY TRANSPORTATION DISADVANTAGED TRIPS, 2019-2024
(Source: Collier County Community Transportation Coordinator's Annual Operating Reports, Fiscal Years 2019-2024)

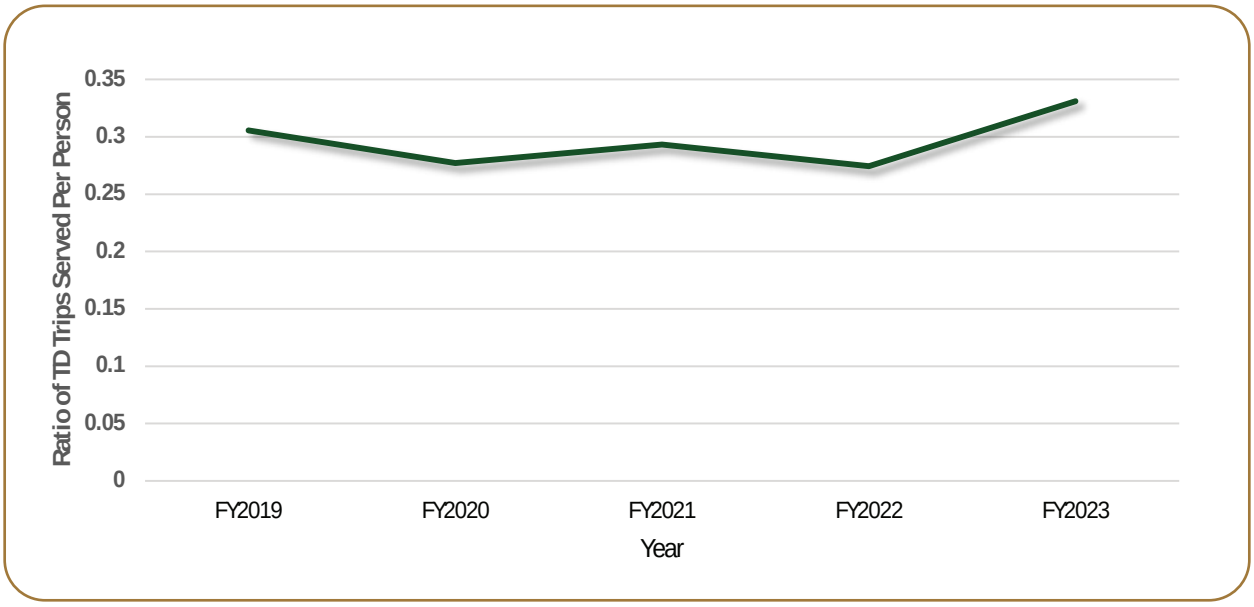

FIGURE 2-15: RATIO OF TD TRIPS TO TOTAL POPULATION

LABOR AND EMPLOYMENT CHARACTERISTICS

The employment sector distribution in Collier County not only reflects the economic vitality and job market trends but also serves as a critical indicator of transit dependency and the necessity for inclusive transportation planning. **Figure 2-16** and **Figure 2-17** show the estimated and projected employment densities at the TAZ level in 2015 and 2050, respectively. As commercial areas and places of employment grow and develop, urban communities such as Pelican Bay, Golden Gate, Immokalee, Marco Island, and Naples will experience a higher increase in employment numbers. This is depicted in the employment distribution maps, as the TAZs around these urban communities have higher employment numbers compared to the rest of the County, represented by yellow, orange, and red. Especially Pelican Bay, Golden Gate, and Central Naples, as the projected 2050 map shows many TAZ blocks in red, symbolizing more than 10 jobs per acre. These TAZs are mostly located along the existing transit network, which means that the current network is doing well in providing service in the more employment-dense areas.

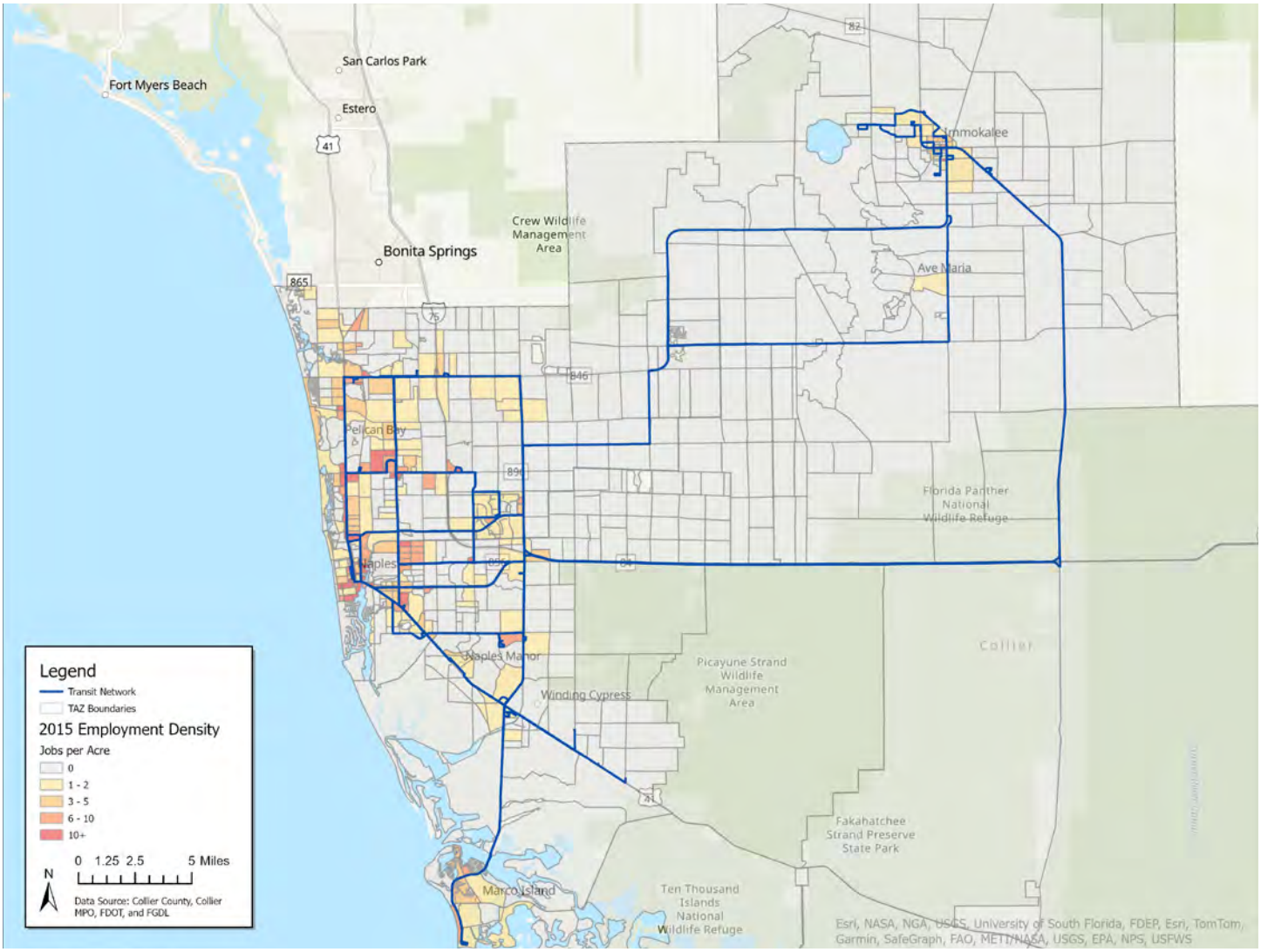

FIGURE 2-16: COLLIER COUNTY ESTIMATED EMPLOYMENT DENSITY BY TAZs IN 2015

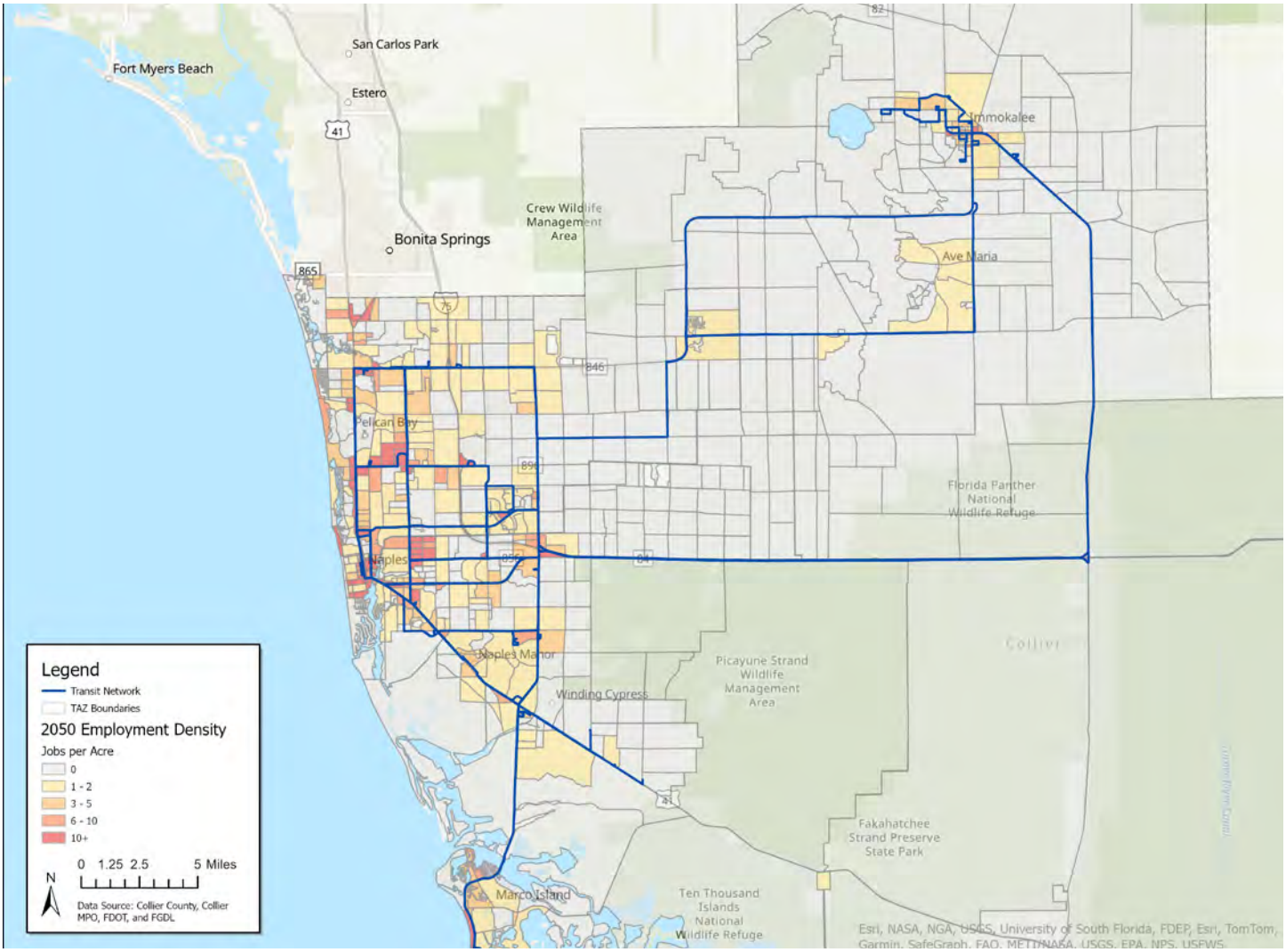

FIGURE 2-17: COLLIER COUNTY PROJECTED EMPLOYMENT DENSITY BY TAZs IN 2050

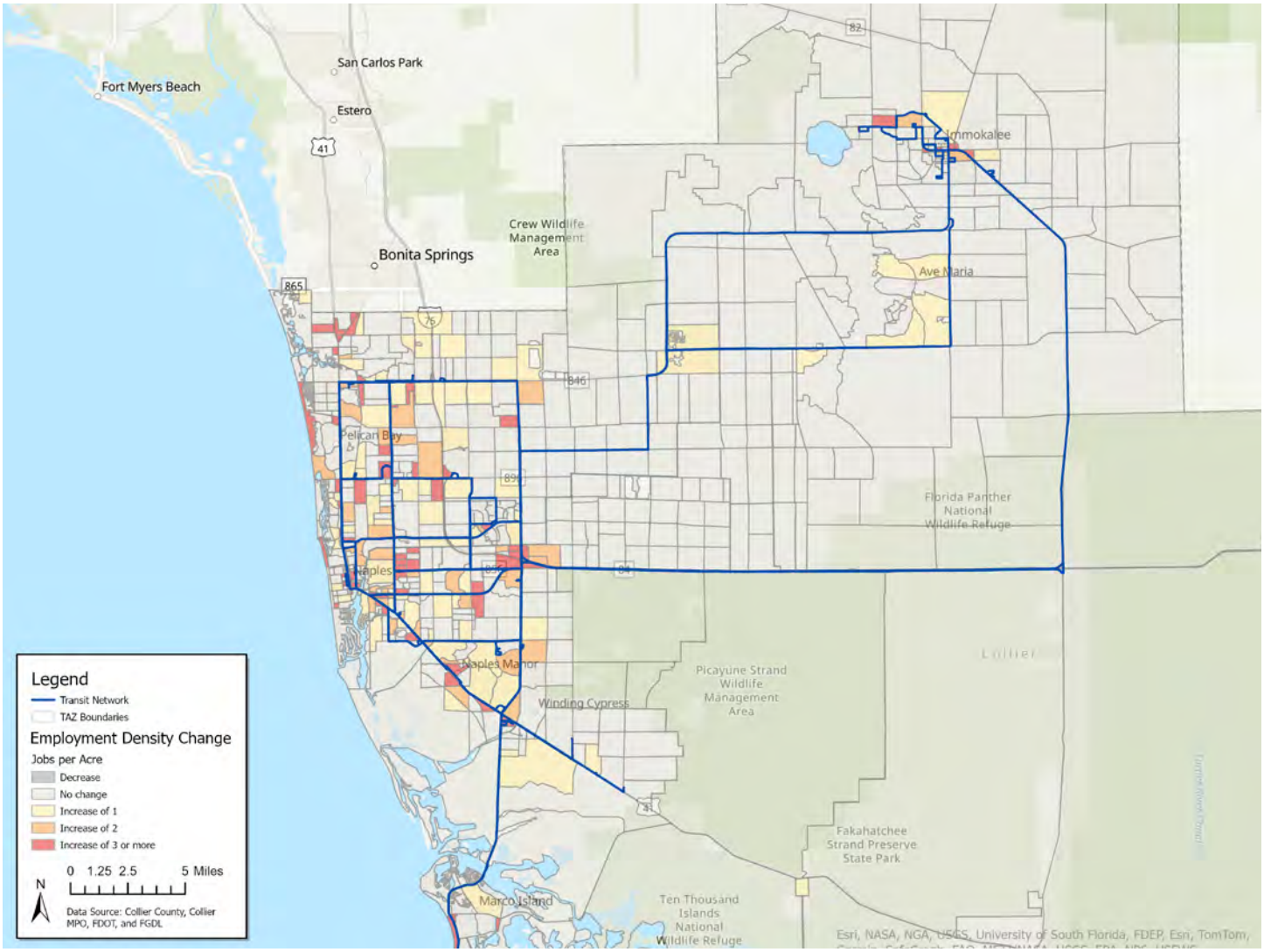

FIGURE 2-18: COLLIER COUNTY EMPLOYMENT DENSITY GROWTH BY TAZs FROM 2015 TO 2050

Figure 2-18 shows the employment density increase between the 2015 estimates and the 2050 projections. The TAZs with higher growth rates seem to be scattered across Collier County, but are mainly located around the communities of Immokalee, Golden Gate, Pelican Bay, North Naples, and Central Naples. The high growth areas for employment are centered around the urban communities and along the existing transit network. Areas with high increases in employment numbers indicate potential for more transit demand as employment opportunity increases, generating more trips to get to these destination points.

Figure 2-19 illustrates the distribution of employment across various sectors in Collier County in 2010, 2020 and 2022, offering insights into which sectors most influence the mobility requirements of the residents before, during and after the COVID-19 pandemic.

As seen from **Figure 2-19**, the largest employment sectors in Collier County from 2010 to 2022 were the educational services, health care and social assistance sectors at around 16-17% of the workforce. Following closely is professional, scientific, management, administrative, waste management services and the arts, entertainment, recreation, accommodation, and food services sectors, each accounting for approximately 11-15% of the workforce. From **Figure 2-11**, a greater percent of the population earns more than $50,000. Thus, over time, more residents in Collier County can afford personal transportation, which may reduce their reliance on public transit. This observation also presents itself in **Table 2-1**; most of Collier's households own two or more cars. In contrast, sectors such as agriculture, forestry, fishing, hunting, mining, and transportation and warehousing, and utilities have experienced a downtick in their share of the workforce from 2010 to 2022. These types of jobs tend to have fewer employees working from home, leading to a higher reliance on personal vehicles or transit options in the County. Overall, the figure highlights the need for targeted transit solutions that cater to the unique needs of each employment sector, ensuring equitable access to mobility for all residents, regardless of income level.

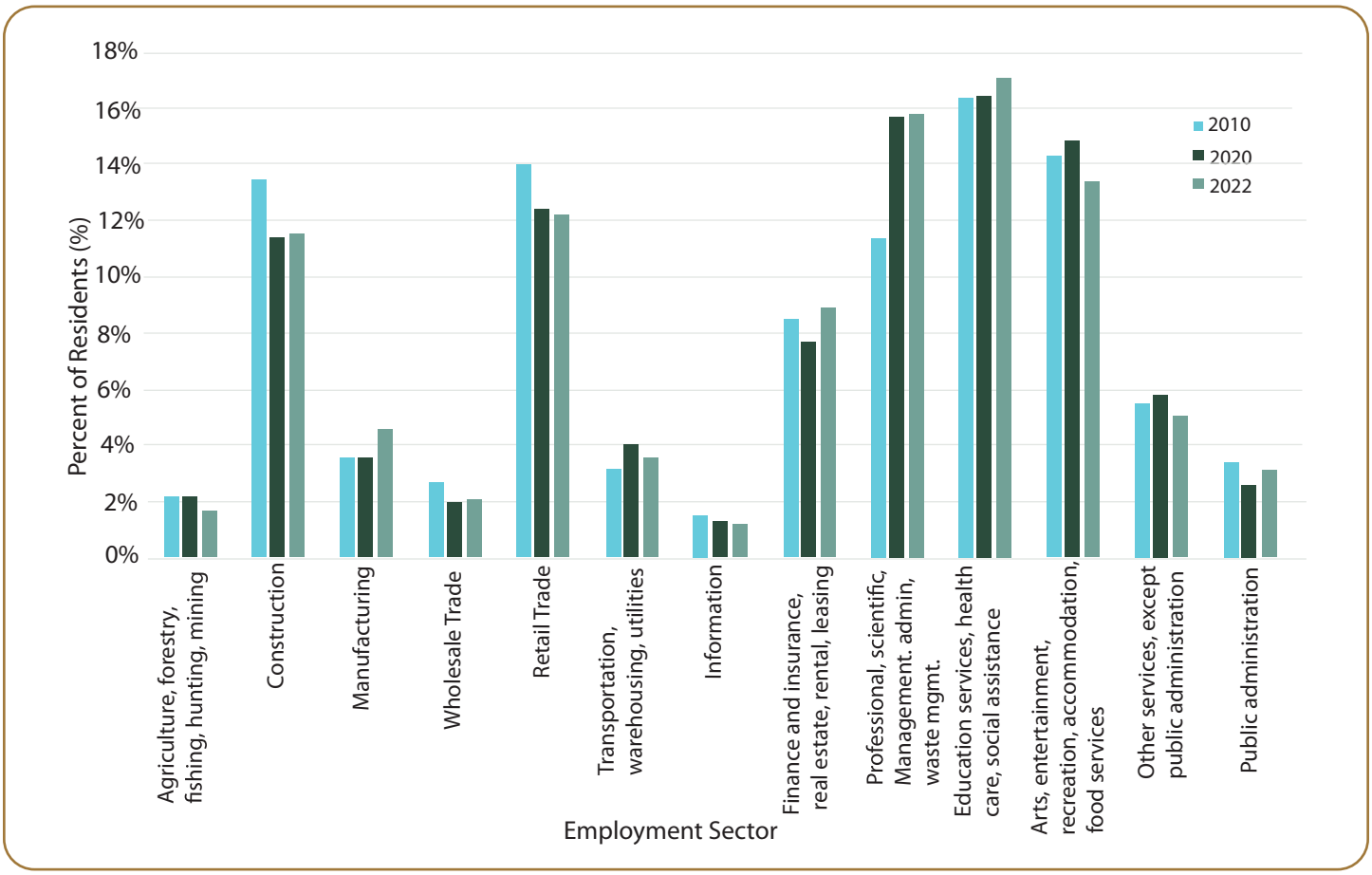

FIGURE 2-19: COLLIER COUNTY LABOR FORCE DISTRIBUTION BY SERVICE AREA, 2010, 2020, AND 2022

According to commuting patterns derived from the US Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics (LODES), there were 150,665 total jobs where the workers lived in Collier and 150,529 jobs where residents worked in Collier in 2021, 93,937 of which were intra-county jobs where the worker both lived and worked in Collier (62% of all jobs). Aside from internal trips within Collier County, Lee County is the primary origin location where people working in Collier but residing outside of the county travel from and is also the primary destination for Collier County residents that work outside of the county. In 2021, 19% of people that worked in Collier County lived in Lee County, compared to 3% or less for each of the other origin counties, and 13% of workers that lived in Collier County worked in Lee County, compared to 4% or less for each of the other destination counties. This highlights the extent to which the labor markets of the two counties are interconnected.

Figure 2-20 shows the unemployment rates in years ranging from 2010-2022 based on ACS 5-year estimates.

In 2010, Collier County experienced higher unemployment rates. However, since then, there has been a consistent decline every year. Collier County's unemployment rates consistently outperformed both national and state-wide averages. Even during the pandemic, when many regions faced economic challenges, Collier County maintained lower unemployment rates. Lower unemployment rates can correlate with economic recovery, as more people are employed as all income ranges engage in various activities. This increased economic activity can lead to higher public transportation usage.

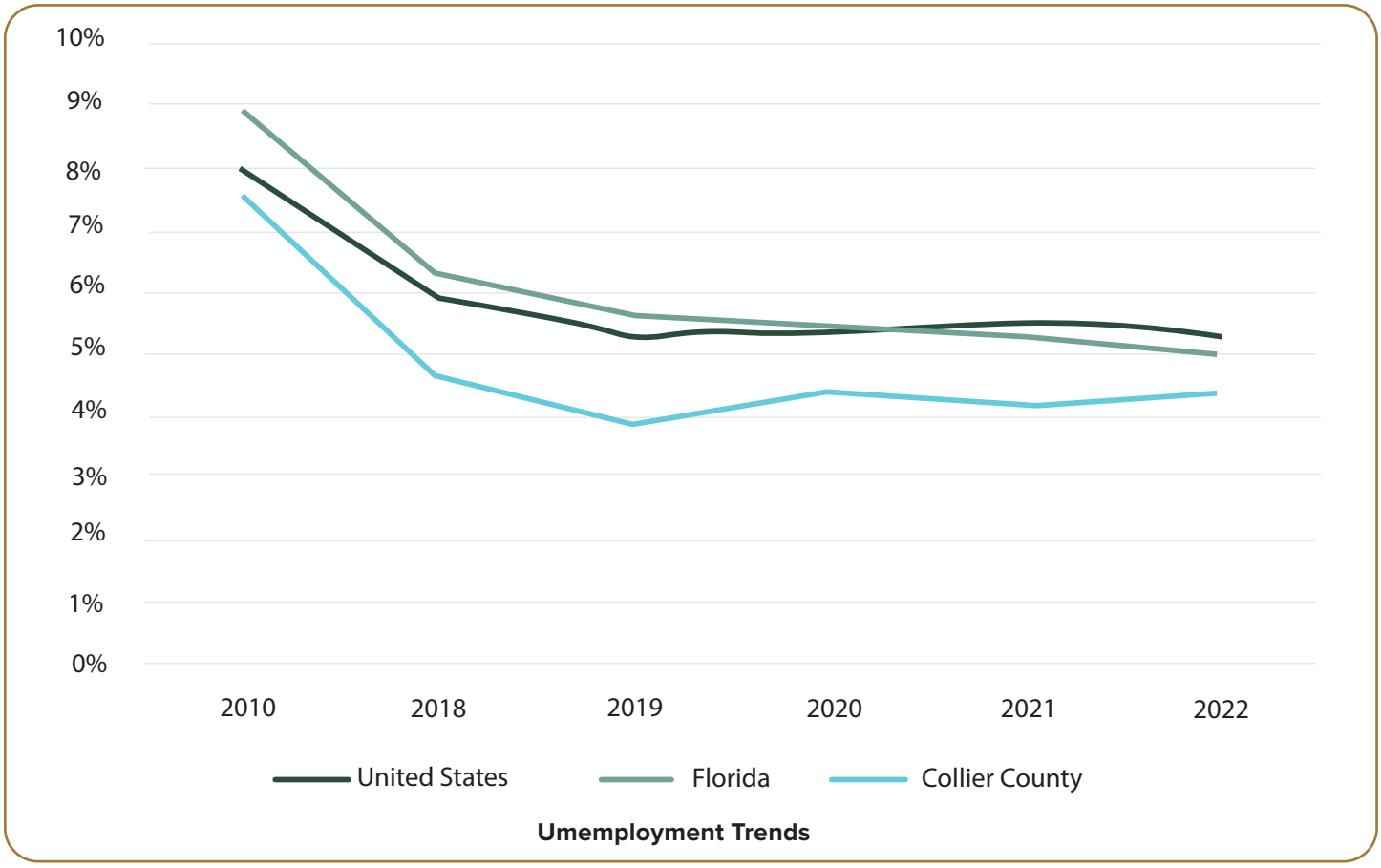

FIGURE 2-20: NATIONAL, STATE, AND COUNTY UNEMPLOYMENT

EDUCATIONAL ATTAINMENT

Levels of educational attainment in the county can correlate with earnings potential and job security. This influences mobility needs. **Figure 2-21** shows the educational attainment of residents ages 25 years and older in Collier County.

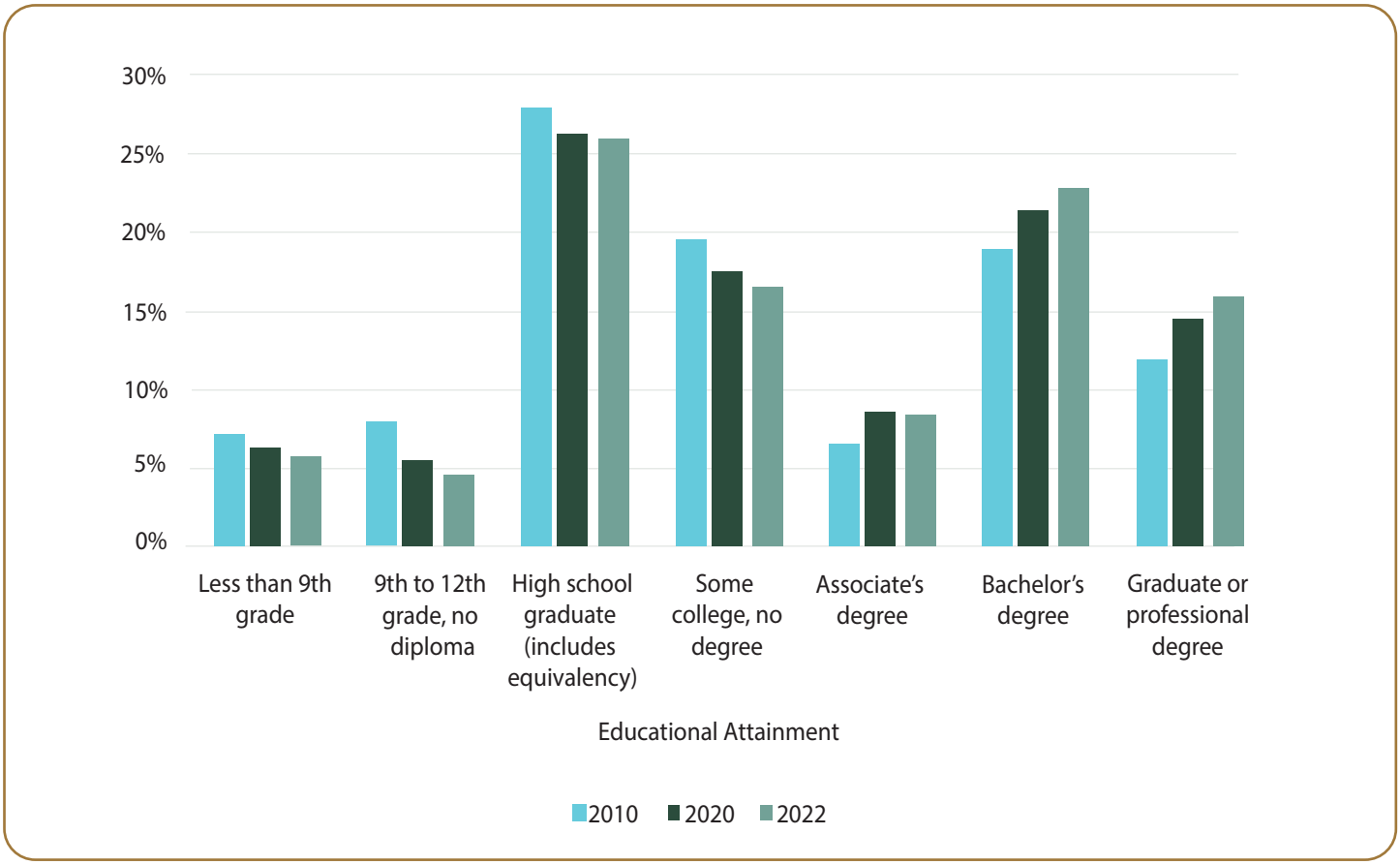

FIGURE 2-21: EDUCATIONAL ATTAINMENT IN COLLIER COUNTY

As seen from **Figure 2-21** above, more residents have obtained a bachelor's degree over time from 2010-2022. Despite this, while those obtaining bachelor's and graduate degrees are increasing in the County, approximately 30% of the population does not have a college degree which indicates around a third of the population with potentially lower potential earnings and an increased likelihood of requiring transit service.

TOURISM

Tourism plays a vital role in shaping transportation needs and services within Collier County. Tourists arrive in Collier County year-round, but the peak season spans in the winter from October to April. There are two distinct groups of visitors: seasonal residents who live in Naples for more than 4 months (typically October - April) and those visiting the area as tourists. The Tourist Development Council (TDC) makes a distinction between these groups, as seasonal residents tend to own properties while vacationing visitors do not.

In most tourist destinations, tourists often rely on public transit, especially those accustomed to using it in their home communities and therefore tourists, combined with seasonal visitors and residents contribute to an overall increased transportation demand. According to the Collier County Tourist Development Council and Gulfshore Business, in 2023, through October, Collier County welcomed 2.3 million visitors, generating an economic impact of $3.01 billion (Roesler, 2023). This substantial economic impact underscores the importance of efficient transportation services.

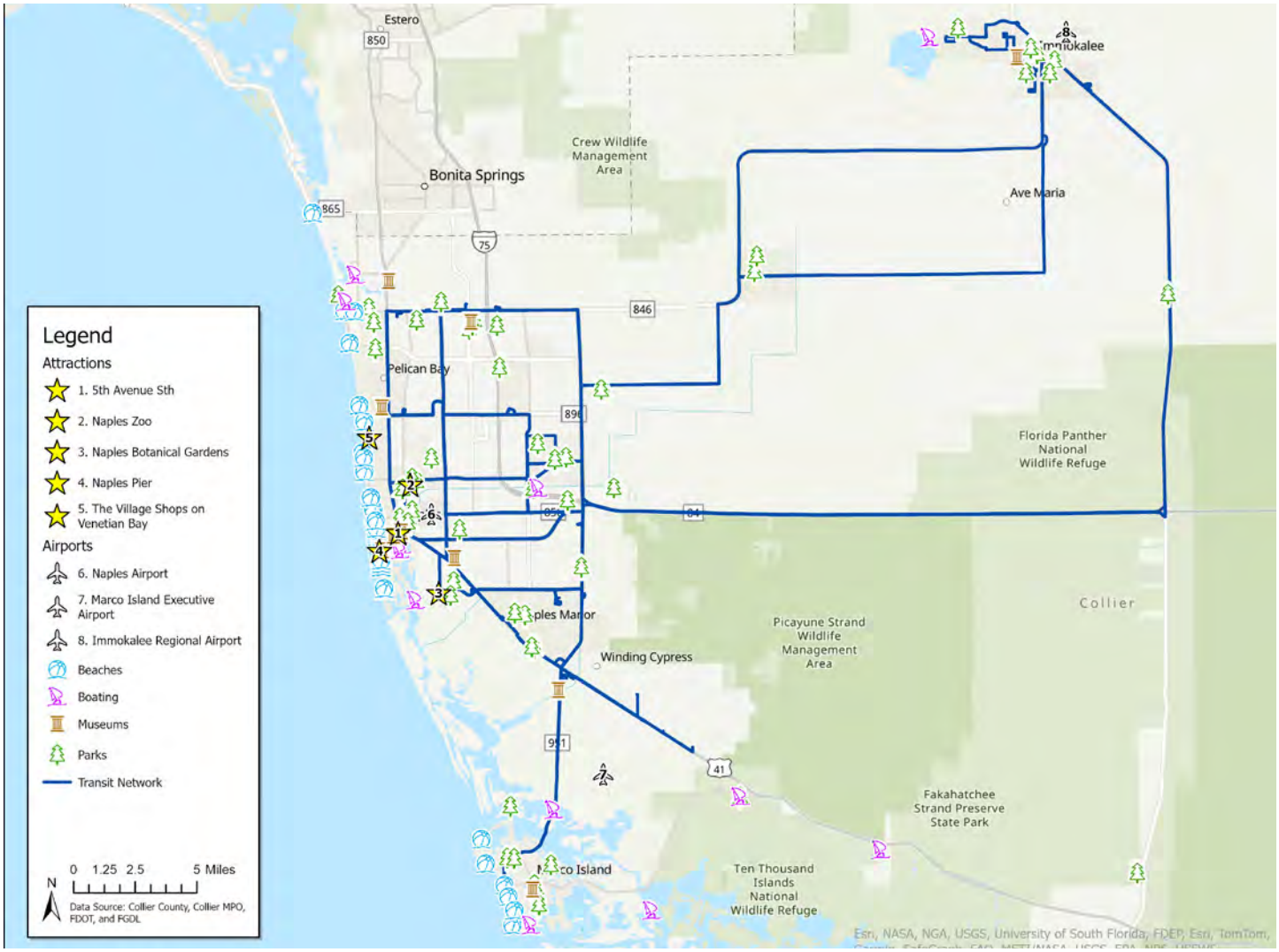

FIGURE 2-22: TRANSIT ACCESS TO POINT OF INTEREST DESTINATIONS IN COLLIER COUNTY

Collier County boasts pristine beaches, attracting sun-seekers and water enthusiasts. Tourists may use various services such as CAT's Paradise Beach Trolley (February through April), bike routes, and bicycle rentals as first mile/last mile access to transit hubs. However, it is worth noting that tourism numbers have shown some fluctuations. For instance, in March 2023, Collier County experienced a 20% year-over-year decline in visitors compared to March 2022. These fluctuations in visitor numbers can impact transportation needs and usage patterns throughout the year.

Figure 2- 22 and **Figure 2-23** show key tourist destinations by mapping major points of interest in Collier County in relation to transit line locations in the region. Attractive destinations include airports, beaches, museums, boating areas, and parks. While a grand majority of points of interest lie around the Naples region, there could be more extensive access to the beaches on Marco Island.

More recently, a study in June 2024 by Florida Gulf Coast University on Regional Economic Indicators (Southwest Florida Economic Outlook, Regional Economic Research Institute, FGCU, 2024) found that seasonally adjusted real tourist tax revenues for coastal counties were up 14% in March 2024 compared to March 2023. In addition, airport passenger activity also increased 12% from April 2023 to April 2024. This suggests that tourists are increasingly visiting Florida's coastal areas, like Collier, and spending more money, which likely reduces their propensity to use transit.

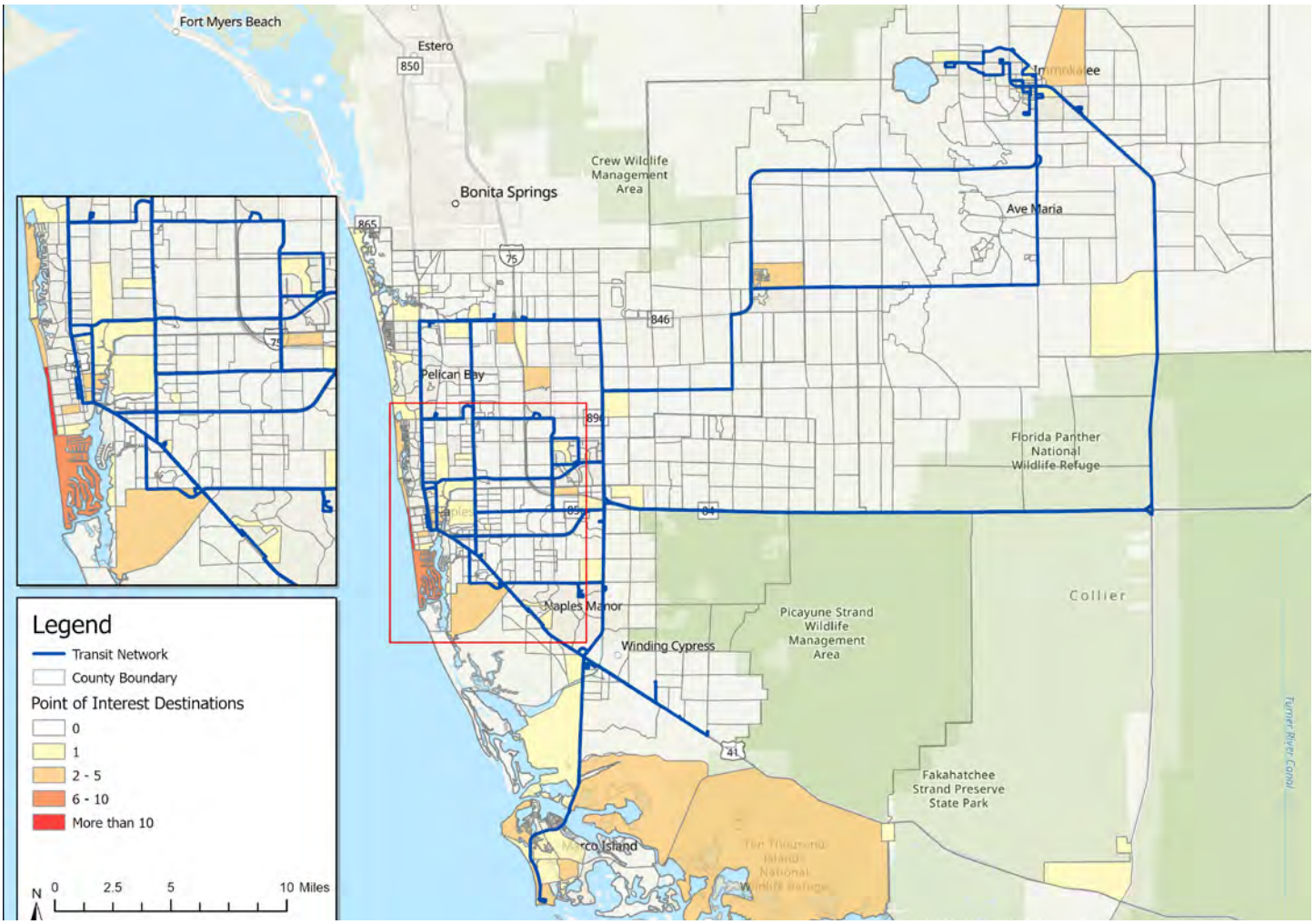

FIGURE 2-23: DENSITY MAP OF POINT OF INTEREST DESTINATIONS BY TAZ

MAJOR TRIP GENERATORS

Understanding the major trip generators within the county can help determine where to provide the most transit service. **Table 2-3** displays the top employers in Collier County by the number of employees. The largest employers operate in the educational, government, and healthcare industries. Arthrex, Publix Supermarket, and Gargiulo are the three largest private sector employers in the county. On the other hand, some of Gargiulo's locations are in rural or industrial areas, lacking public transit access. The nearest stop to the location at Oil Well Road is one of Route 19's stops 2.72 miles away. Further, the closest bus stop to the Gargiulo packing house location in Immokalee is a Route 22 stop 1.63 miles away. Due to all Publix locations being near commercial centers, most, if not all, locations are accessible by transit. Similarly, most, if not all, public-school and local government buildings in the county are surrounded by residential or commercial hubs areas that have access to public transit stops. As development expands to accommodate more housing and commercial demand, it will be necessary for CAT to consider expanding their public transit services.

Figure 2-24 and **Figure 2-25** show the distribution of top employer locations in Collier County and their distribution relative to existing transit lines. While most places of employment are accessible to transit, employment hubs north of Pelican Bay and Immokalee Road exist, which are further from a transit line. An extension of transit lines along Route 29 and 41 towards Everglades City would be important as well and would increase commercial zones in that area.

Employer	Number of Employees
Collier County Public Schools	5810
Collier County Local Government	5045
Arthrex	3983
NCH Healthcare System	3288
Publix Super Market	2935
Gargiulo	2082
Pacific Tomato Grower	872
Walmart	807
Marriott International Inc.	669
Moorings Park	657
Downing-Frye Realty Inc	605
McDonald's	545
Vi at Bentley Village	494
Asg	447
David Lawrence Center	423
Philharmonic Center for the Arts	412
Naples Lake Country Club	402
Walgreens	389
Ave Maria School of Law	372
Heartland Health Care Center Ft Myers	372
AA Stucco & Drywall Inc.	350
Home Depot	350
Seminole Casino Hotel Immokalee	350
CVS Pharmacy	349
Twin Eagles Pro Shop	333

TABLE 2-3: TOP EMPLOYERS IN COLLIER COUNTY IN 2023

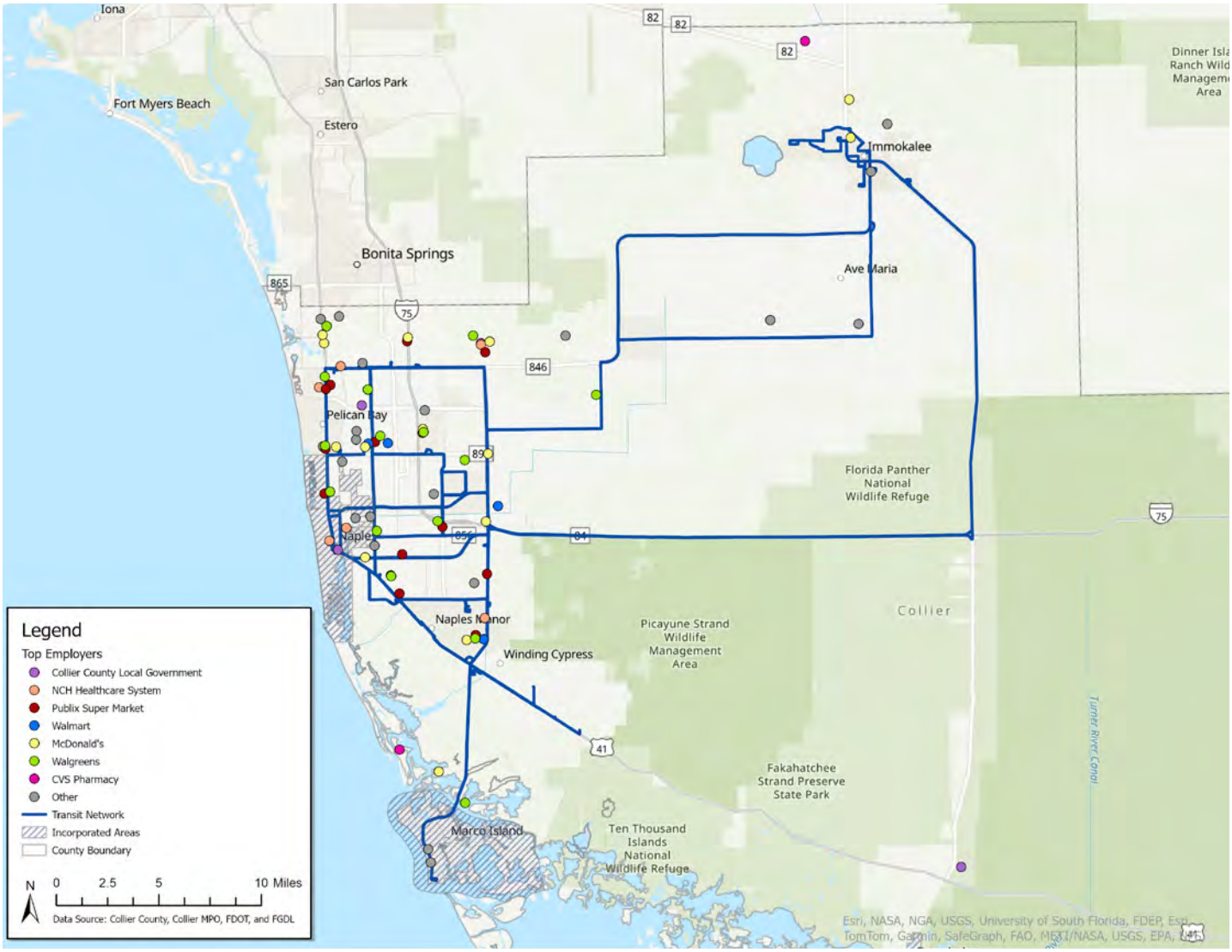

FIGURE 2-24: TRANSIT ACCESS TO TOP EMPLOYERS IN COLLIER COUNTY IN 2023

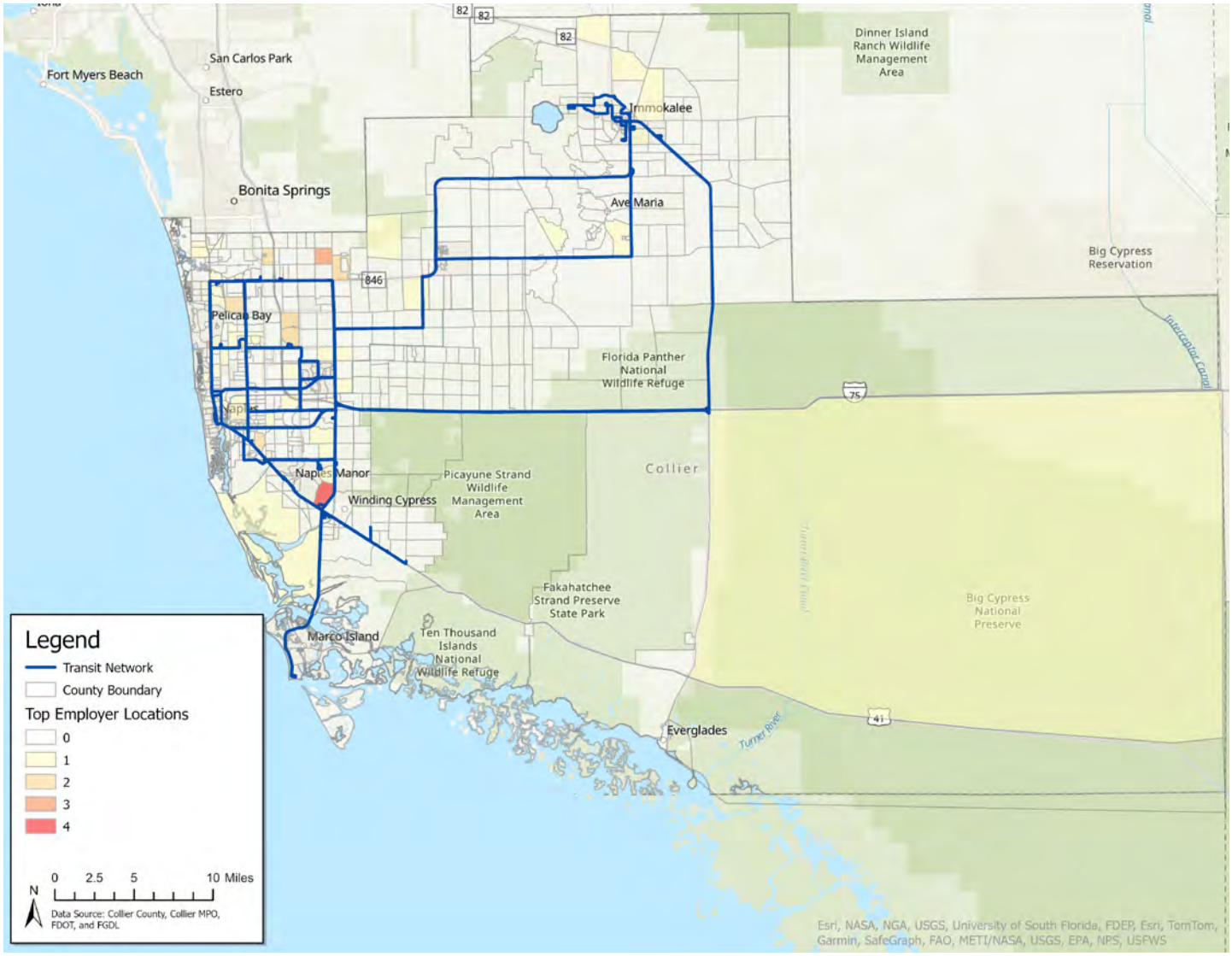

FIGURE 2-25: DENSITY MAP OF TOP EMPLOYER LOCATIONS BY TAZ

MAJOR DEVELOPMENTS

Table 2-4 shows the top 10 planned unit developments (PUDs) by acreage. Transit lines running adjacent to each proposed development are also outlined.

Planned Unit Development	Acres	Transit
Town of Ave Maria SRA	5928	Routes 19/22/23
Macro Shores/ Fiddler's Creek	4215	Routes 21/24/121
Lely Resort	2880	Routes 1/21/24/121
Heritage Bay	2562	Route 27
Sabal Bay	2518	Routes 13/14/24
Hacienda Lakes	2264	Routes 17/21/121
Pelican Marsh	2191	Routes 11/12/27
Orange Tree	2131	Routes 19/22
Pelican Bay	2114	Routes 11/25/29
Winding Cypress	1960	Routes 12/17/21/24/121

TABLE 2-4: TOP TEN PLANNED UNIT DEVELOPMENTS IN COLLIER COUNTY BY AREA

Most of the proposed developments have transit services running adjacent to them. However, it is crucial to note that a significant portion of these developments are gated communities, which present unique challenges for public transit access. Gated communities, which are prevalent in Collier County, often have restricted entry points and private roads that can limit direct access for public transit vehicles. Since most of these developments seek to expand residential areas, it will be important to ensure either an expansion of existing transit routes or the addition of new transit lines to serve these areas effectively. This may require innovative solutions to overcome the access limitations posed by gated communities.

Figure 2-26 shows the Planned Unit Developments (PUDs) in Collier County as of May 3, 2024. These developments are noted for potential impacts on existing and future travel demand. The table shows which routes currently serve these developments in the existing CAT transit network as of May 3, 2024.

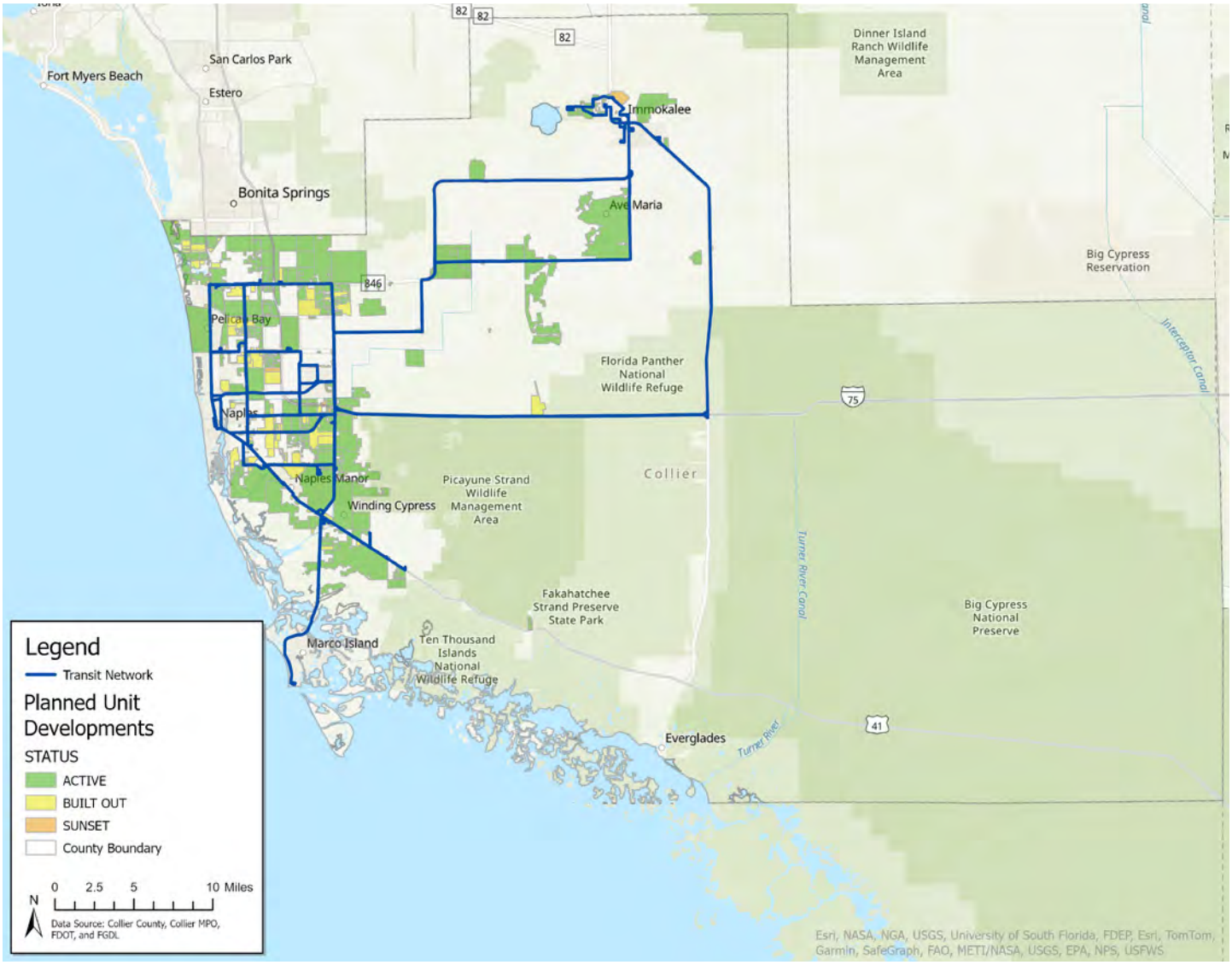

FIGURE 2-26: STATUS OF PLANNED UNIT DEVELOPMENTS IN COLLIER COUNTY

EXISTING AND FUTURE LAND USE

With a fairly large land area, much of Collier County consists of agricultural land or park space. A significant portion of Collier County's land area is currently zoned for agriculture or open space (more than 90% altogether; 38% and 54% respectively). About 5% of the land area is zoned for planned unit development (PUD), allowing for a significant amount of new or upcoming developments that would impact transit use and demand. Naples, Marco Island, and Everglades City are zoned as incorporated areas. The land use varies more in Immokalee and the urban communities surrounding Naples, including Palm River, Golden Gate, Fiddler's Creek and surrounding planned communities. Excluding agriculture, open space, PUD, and incorporated area zoning, these areas consist of 76% residential, 12% commercial, 9% industrial, and 3% civic and institutional zoned land.

As the County grows and develops, land use areas are redesignated consequently to accommodate development needs and purposes. In the County's future land use designations, open space or conservation designation areas are expanding, specifically in the Big Cypress National Preserve as it now includes the Florida Panther National Wildlife Refuge where it was previously zoned as agricultural land. A notable amount of agricultural land has been rezoned as rural or estates designation, which is defined as low density residential development with limited agricultural activities. The PUD areas are zoned as urban residential land. The future land use designation also adds a new category of mixed-use activity in replacement of commercial and civic and institutional zoning.

A more detailed breakdown of future land use designations shows that conservation continues to occupy the largest portion (59%) of the County's acreage. It is still followed by agricultural/rural uses at 18%, but at a significantly smaller percentage compared to existing agricultural area. Estate designation and residential uses each constitute another 7% of the land. Noteworthy is the presence of sending and receiving areas, comprising of 3% and 2% of the land respectively, steering development away from environmentally sensitive regions towards designated growth areas.

Although the predominant land use remains focused on conservation and agriculture, mixed-use zoning holds immense potential for fostering transit-oriented development. Transit planning should prioritize serving receiving areas, ensuring that transit infrastructure supports the anticipated influx of development in these zones. Meanwhile, transit routes passing through sending areas should aim to minimize ecological impact and focus on connecting these areas to transit hubs and receiving districts.

Residential areas present opportunities for creating walkable, mixed-income neighborhoods that are well-connected to transit services. Transit-oriented design principles should be integrated into the planning and development of these areas, emphasizing pedestrian-friendly streetscapes, mixed-use zoning, and access to public transportation. Additionally, transit routes serving these neighborhoods should offer frequent and reliable service, catering to the diverse needs of residents across different income levels and demographics.

Figure 2-28 and **Table 2-5** depict future land use designation in Collier County as of 2024. The figure shows more generalized categories of land use. The table includes more detail including finer subcategories of land designations along with percentage breakdowns for each designation, sorted by acreage.

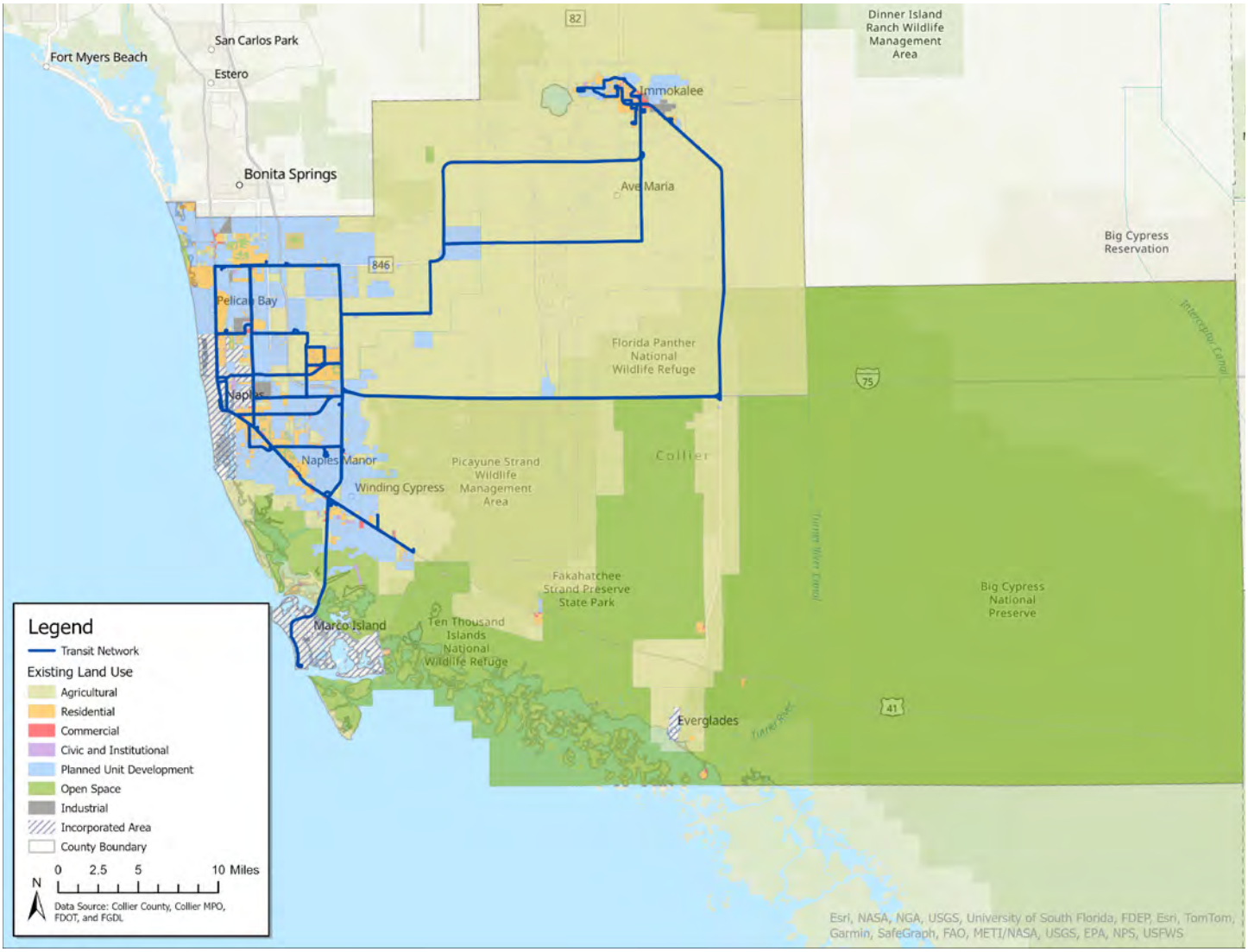

FIGURE 2-27: EXISTING LAND USE ZONING AREAS IN COLLIER COUNTY

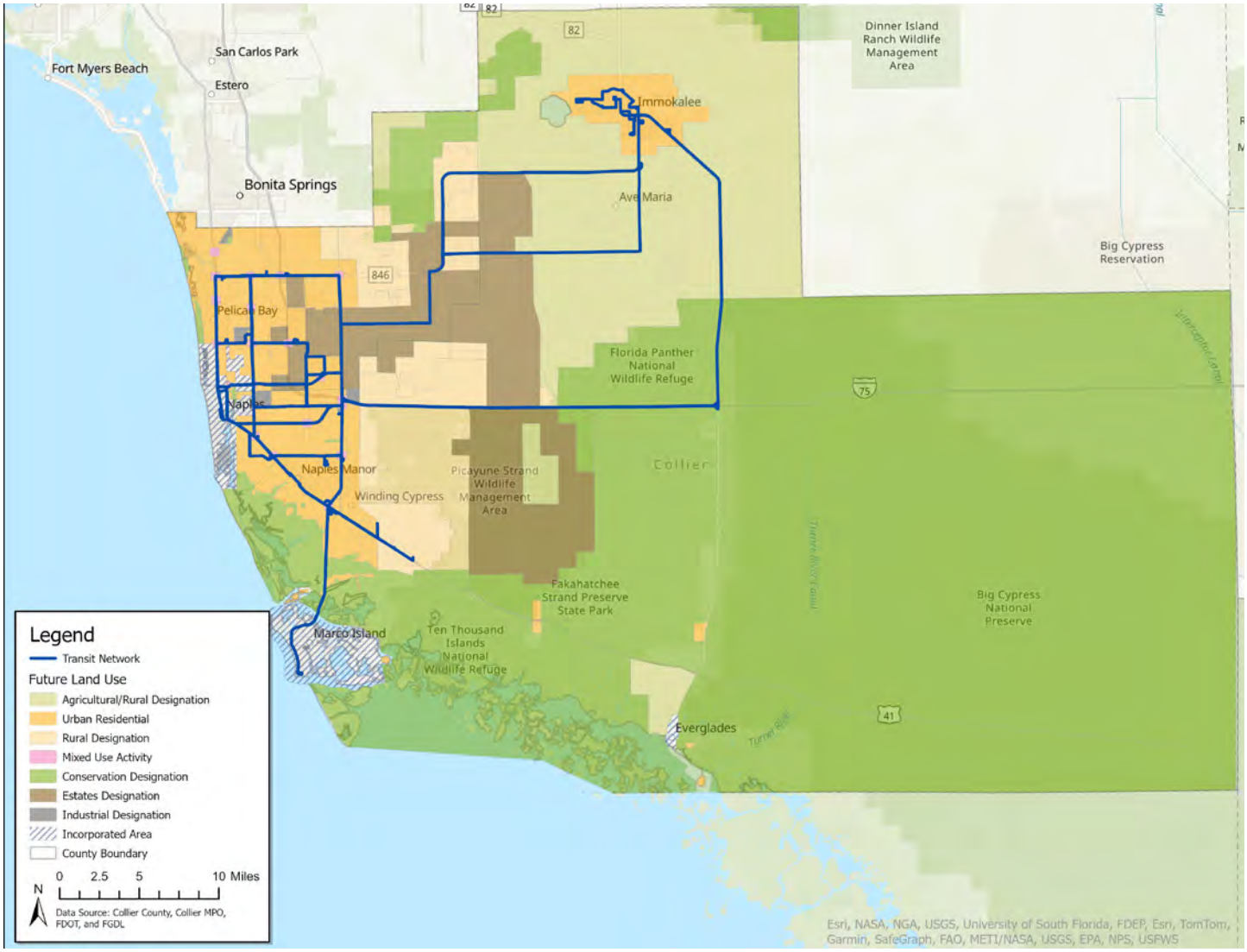

FIGURE 2-28: FUTURE LAND USE DESIGNATION IN COLLIER COUNTY AS OF 2024

Future Land Use	Acres	% of Area
Conservation	856,551	59%
Agricultural/Rural	257,645	18%
Estates Designation	101,302	7%
Residential Uses	95,936	7%
RF Sending	44,843	3%
Incorporated Area	25,941	2%
RF Receiving	22,672	2%
Urban Coastal Fringe Subdistrict	11,775	1%
RF Neutral	8,836	1%
Mixed Use	3,079	1%
Rural Settlement Area District	2,824	<1%
Immokalee Road Rural Village Overlay	2,778	<1%
Industrial District/ Rural Village Overlay	1,839	<1%
US 41 East Overlay	1,526	<1%
Bayshore/Gateway Triangle Redevelopment	1,190	<1%
Interchange Activity Center Subdistrict	454	<1%
Commercial	249	<1%
Livingston Rd/ Veterans Memorial Blvd E Resi Subdistrict	36	<1%
Carman Drive Subdistrict	15	<1%
Orange Blossom/ Airport Crossroads Commercial Subdistrict	10	<1%
Corkscrew Island Neighborhood Commercial Subdistrict	9	<1%
Ivy Medical Center Subdistrict	4	<1%
Total	**1,440,427**	**100%**

TABLE 2-5: FUTURE LAND USE DESIGNATION IN COLLIER COUNTY AS OF 2024

COMMUTER TRAVEL PATTERNS

Understanding mode choices of commuters is essential to understanding the frequency and need of transit options in Collier County. In **Table 2-6**, journey-to-work characteristics and commuter flow patterns were compiled based on Census data for residents 16 years or older.

As shown in **Table 2-6**, more people work inside the county than outside of the county. Since 2010, fewer people use public transit or walk and more work at home. A consistent percentage of people drive alone (74-75%). Travel times to work remain consistent, although longer commute times are steadily increasing. Finally, a consistent number of residents (around 65-67%) leave for work between 6 a.m. -8:59 a.m.

Characteristic	2010	2020	2022
Place of Work			
Worked inside county	89.5%	89.3%	89.3%
Worked outside county	8.1%	8.4%	8.3%
Mode to Work			
Drive alone	75.3%	74.0%	74.0%
Carpool	12.3%	12.0%	10.9%
Public transit	1.6%	1.1%	0.5%
Walk	1.2%	1.1%	0.7%
Work at home	6.1%	9.4%	11.7%
Taxicab, motorcycle, or other means	2.5%	1.7%	1.7%
Travel Time to Work			
<10 minutes	11.6%	10.6%	10.0%
10-19 minutes	33.1%	29.7%	29.1%
20-29 minutes	24.2%	24.7%	24.9%
30-44 minutes	18.9%	22.2%	22.8%
45+ minutes	12.2%	12.8%	13.2%
Departure Time to Work			
6:00-8:59 AM	67.8%	65.9%	64.8%
Other times	32.2%	34.1%	35.2%

TABLE 2-6: JOURNEY-TO-WORK CHARACTERISTICS

ROADWAY CONDITIONS

Part of the baseline conditions assessment is the examination of existing roadway conditions. The conditions of the roads that a transit route operates on can significantly impact route run time and on-time performance, and in turn, impact the efficiency of that route.

Figure 2-29 depicts the conditions of major roadways in Collier County, including existing deficiencies (shown in red), projected deficiencies within five (orange) and ten years (yellow), and roads currently undergoing capacity enhancement projects (grey). The transit network has been overlayed on top, to show where the existing service may be impacted by the road conditions. A significant portion of the existing transit network appears to be operating on roads with existing deficiencies or are projected to be deficient within the next five years, especially around Naples, Pelican Bay, Orangetree, and along the roads towards Ave Maria and Immokalee. This indicates that transit service is highly impacted by the roadway conditions in these areas and will worsen in the next few years. Routes 13, 14, 19, 21, and 22 are especially impacted as large sections or most of the route lengths are along existing deficiencies (shown in red in **Figure 2 -29**). The impact on Route 19 is particularly notable as it has a high average monthly and annual ridership, as indicated in a later section. Routes 15, 16, 20, 21, 25, 27, and 121 may also need to be considered as some of the route lengths are along roads that are projected to be deficient in five to ten years. Very few of the existing or planned capacity enhancement projects are along the transit service roads. Improvements to the road conditions, although outside of the jurisdiction of CAT, are highly suggested to improve transit efficiency along these roads.

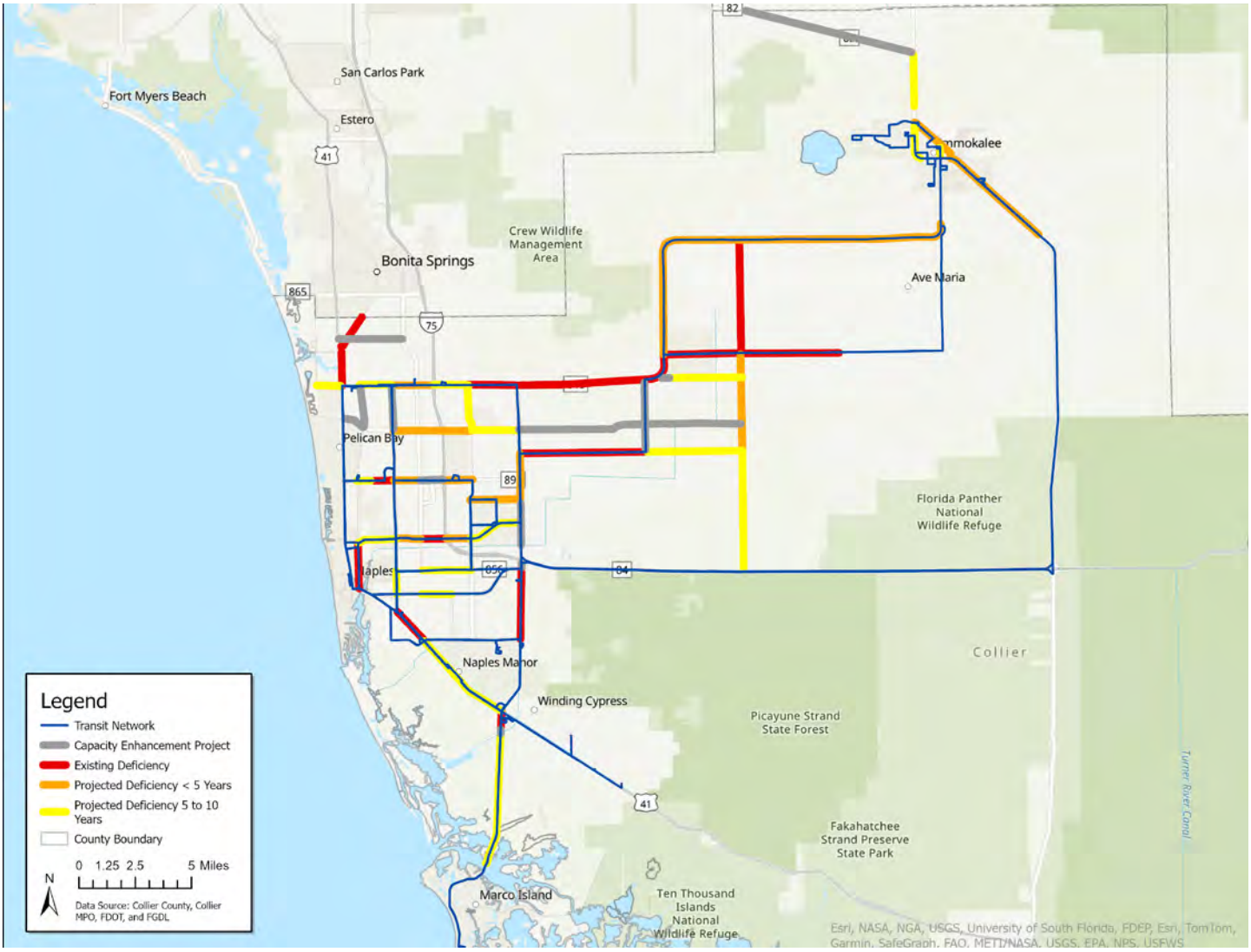

FIGURE 2-29: EXISTING AND PROJECTED DEFICIENCY OF COLLIER COUNTY ROADS
(Source: Collier County 2024 Annual Update and Inventory Report (AUIR))

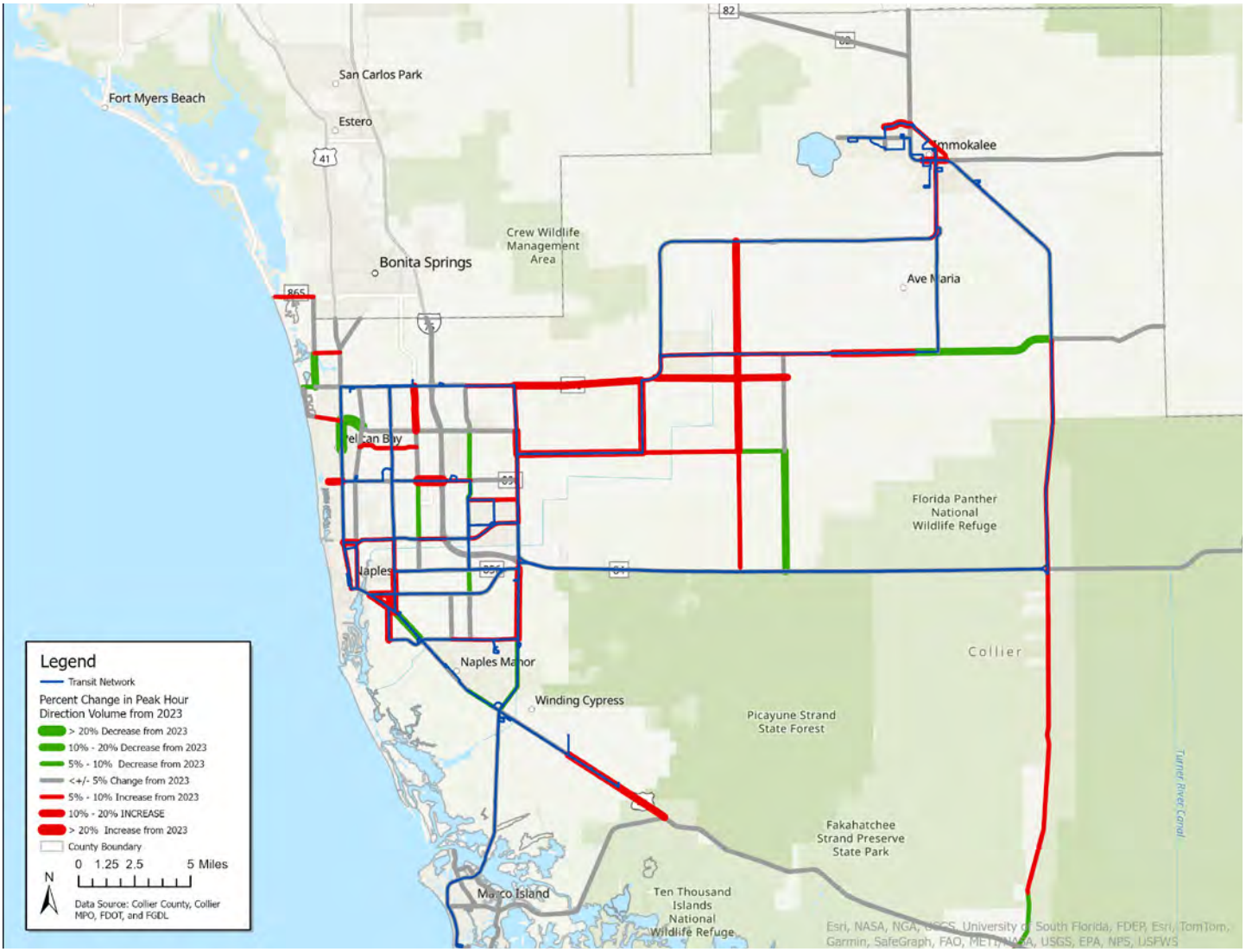

FIGURE 2-30: PERCENT CHANGE IN PEAK HOUR DIRECTION VOLUME ON MAJOR ROADS IN COLLIER COUNTY FROM 2023 TO 2024
(Source: Collier 2024 AUIR)

Traffic conditions can also serve as an indicator for areas with potential need for alternative transportation modes in place of the private vehicle or additional public transit service, especially on routes towards popular destinations and major roads with high congestion levels. **Figure 2-30** depicts the percent change in peak hour directional volumes on major roads from 2023 to 2024. The green lines represent a decrease in volume, meaning that there are less vehicles along those roads compared to 2023 conditions. The red lines depict the opposite, an increase in volume, indicating more vehicles compared to 2023 and potentially more congestion. Many of the roads with high increases in volume are already serviced by transit, especially around Naples, Pelican Bay, and Immokalee. This could indicate a need for more service along those roads. Other high volume increase roads are not yet serviced by transit, including a small portion of Immokalee Rd, Randall Blvd, and Everglades Blvd N around the Orangetree community, and southern portions of State Road 29 from Miles City to Everglades. This could indicate a need for transit service or other modal alternative to reduce vehicle volumes in those areas.

PERFORMANCE EVALUATION

This section evaluates transit services in Collier County, including an overview of current services, trend analysis, and peer comparison. It examines existing transit operations, infrastructure, and other key providers. Additionally, it reviews performance trends over the past five years and compares CAT service with peers using standard criteria.

EXISTING TRANSIT SERVICES

FIXED ROUTE SERVICES

As of 2024, Collier Area Transit (CAT) operates 16 existing fixed bus routes that operate throughout Collier County. CAT's service area largely consists of the urbanized part of Collier County, including the City of Naples and the City of Marco Island. Unincorporated rural communities in the County that receive transit service include Ave Maria, Golden Gate Estates and Immokalee. Service is provided 7 days a week, all year round except for 6 holidays. Daily service typically begins between 5:30 AM and 6:00 AM and ends later in the evening between 7:30 PM and 8:00 PM for most routes. No services are provided on major holidays, including Thanksgiving Day, Christmas Day, New Year's Day, Memorial Day, Independence Day, and Labor Day. In 2023, the service's annual ridership was 729,767. CAT routes 11, 12, and 27 connect to the LinC – Lee-Collier route, LeeTran's Route 600, a route providing transit connections between Lee County and Collier County. It is interlined with LeeTran's Route 240 and also connects to LeeTran Routes 140 and 240. **Table 2-7** shows the existing transit lines in Collier County as of 2024.

In addition to fixed-route services, CAT operates the Paradise Beach Trolley. This service runs every Friday, Saturday, and Sunday from mid-February to the end of April. It shuttles passengers from the Conner Park Parking Lot on Bluebill Avenue to Delnor-Wiggins Pass State Park and Vanderbilt Beach, operating from 8 AM to 3 PM and from 4:30 PM to 7 PM. **Figure 2-31** shows a map with the current transit routes in Collier County as of 2024.

Count	Route	Services
1	11	US 41 to Creekside Commerce Park
2	12	Airport to Creekside Commerce Park
3	13	NCH & Coastland Center Mall
4	14	Bayshore to Coastland Center Mall
5	15	Golden Gate City (Santa Barbara)
6	16	Golden Gate City (Santa Barbara)
7	17	Rattlesnake to FSW
8	19	Golden Gate Estates & Immokalee
9	20	Pine Ridge Road
10	21	Marco Island Circulator
11	121	Express Immokalee to Marco Island
12	22	Immokalee Circulator
13	23	Immokalee Circulator
14	24	US 41 East to Charlee Estates
15	25	Golden Gate Parkway & Goodlette - Frank
16	27	Immokalee Road

TABLE 2-7: EXISTING FIXED-ROUTE SERVICES IN COLLIER COUNTY

Collier County transit services may be impacted by parking policy development that is currently under consideration. Florida's Senate Bill 102, known as the Live Local Act, is a policy that would consider reducing the provision of parking in order to promote more transit use. This policy has not yet been incorporated in Collier County's Land Development Code; however, it is undergoing consideration in the county's land development code sub-committees and may be implemented in the future.

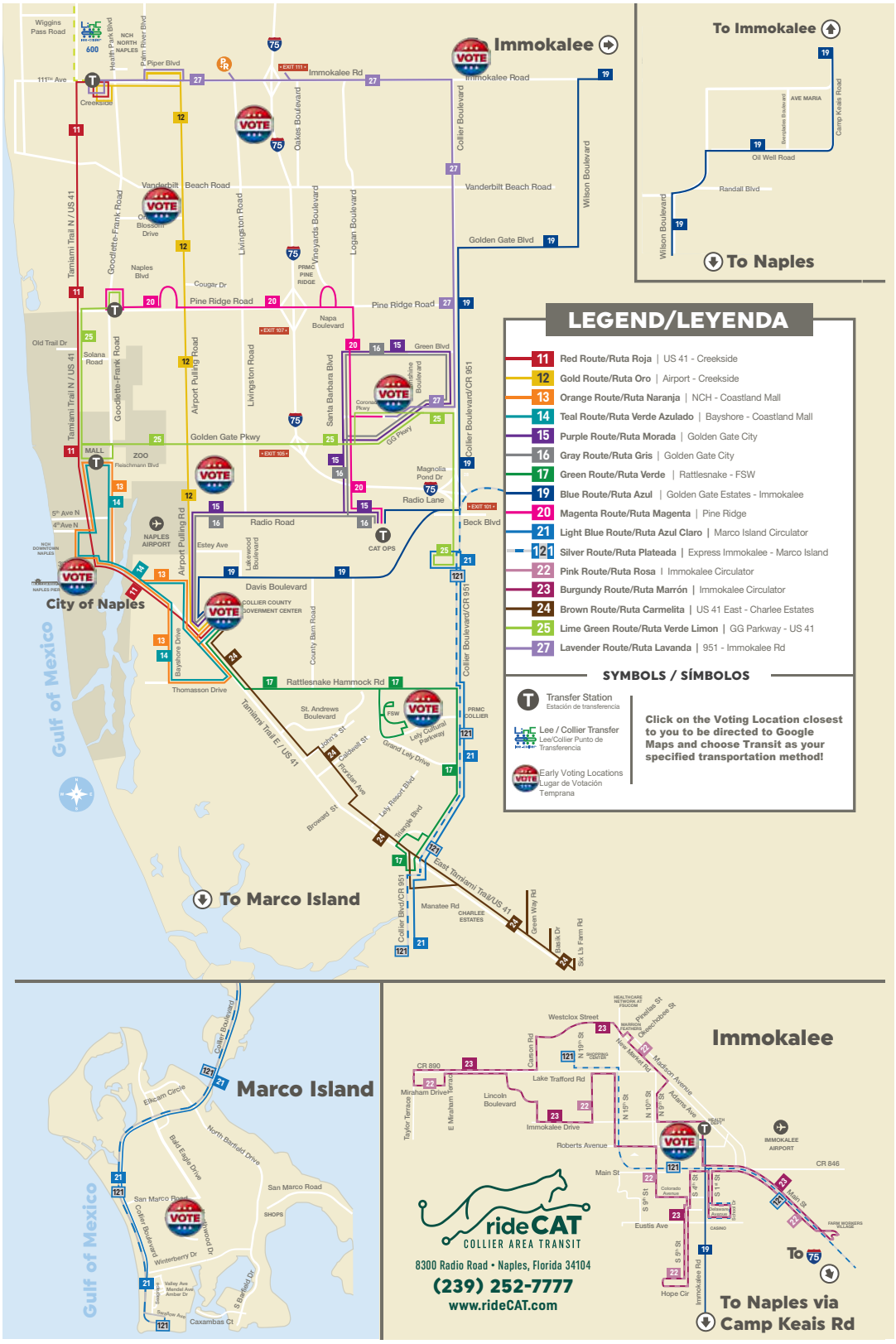

FIGURE 2-31: EXISTING CAT SERVICES

PARATRANSIT SERVICES

Collier County also provides paratransit (shared ride, door-to-door) services through the CATConnect program with funding from the Florida Department of Transportation, Agency for Persons with Disabilities and Florida Commission for the Transportation Disadvantaged (TD). Those who qualify for CATConnect are primarily those under the Americans with Disabilities Act (ADA) as well as those who qualify as TD individuals. TD individuals are counted as those who because of a mental or physical disability, income status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to healthcare, employment, education, shopping, social activities, or other life-sustaining activities.

The CATConnect paratransit service is administered by Collier County Public Transit & Neighborhood Enhancement (PTNE) Division and provides shared, door to door transportation service for medical appointments, work, school and select other trips depending on the funding program requirements.

In the June 2024 CATConnect Paratransit Service Report, it was found that paratransit ridership was on an increasing trend, with a significant increase from 2022 to 2023 of 35.8%. Collier County overall has 7% fewer vehicles than peer systems but higher passengers per trip compared to peer agencies.

Table 2-8 illustrates paratransit ridership from 2020 through the first half of 2024. Demand for paratransit trips continues to increase each year and is expected to continue to increase in the years to come.

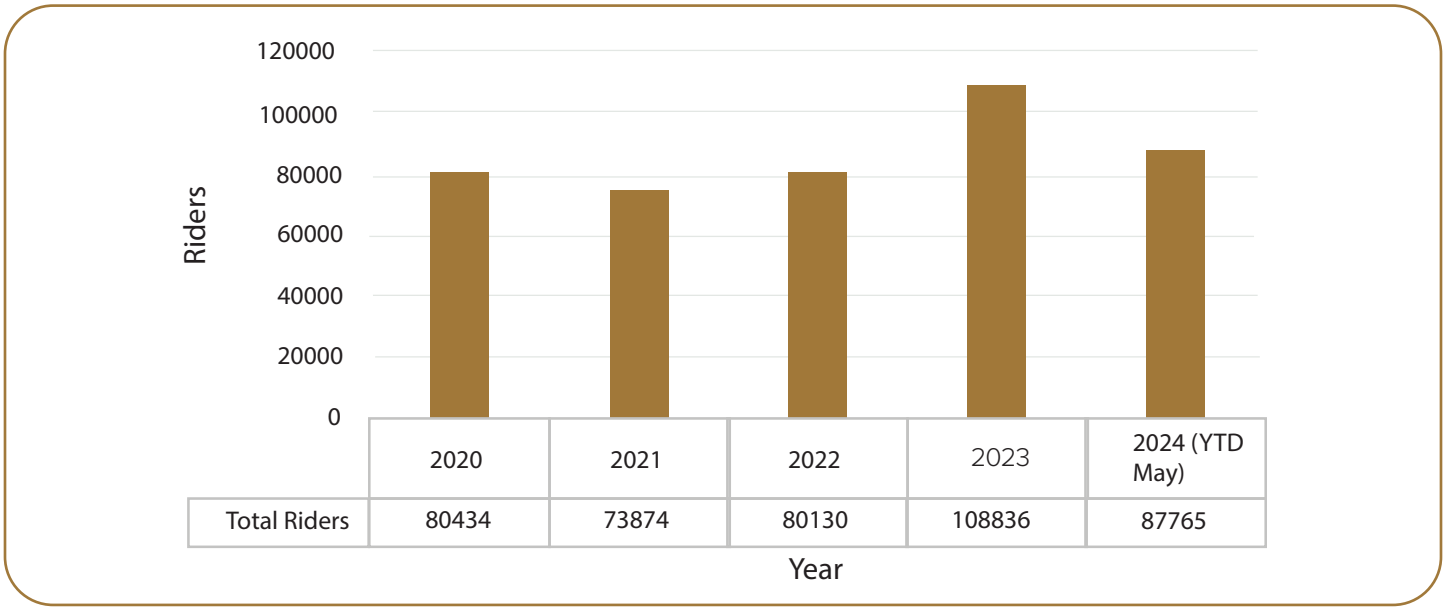

TABLE 2-8: PARATRANSIT RIDERSHIP

TECHNOLOGY SOLUTIONS

Collier County has several existing technology solutions and goals that will help the County prosper in the next 10 years.

IT INFRASTRUCTURE AND MANAGEMENT

CAT has an internal ITS Team that manages the transit-specific equipment. They work in partnership with Collier County IT as necessary.

TRANSIT DEVELOPMENT PLAN AND MOBILITY INITIATIVES

The 10-year Transit Development Plan identifies mobility-on-demand services as a top priority. In line with this, CAT started using Ecolane scheduling software for paratransit services in July 2021. This upgrade streamlined scheduling, dispatching, and real-time updates, significantly improving efficiency and service reliability.

PASSENGER CONVENIENCE AND MOBILE APP INTEGRATION

In March 2022, CAT launched the CATconnect Mobile App. The app allows passengers to schedule, monitor, and manage trips seamlessly. Integrated with the CATCash fare system, it provides an account-based payment option that eliminates the need for cash transactions. The app also offers trip details and past journey records for user convenience.

Collier County also offers the Collier 311 App, which connects users to a variety of government services and information, including construction updates, waste services, and service requests.

EXPLORING SUSTAINABLE TRANSPORTATION

In response to evolving demands, CAT is exploring the introduction of electric shuttles as a greener alternative to traditional buses. Additionally, CAT is considering ride-share-style services in specific areas to improve flexibility and accessibility.

INFRASTRUCTURE ENHANCEMENTS AND DATA INTEGRATION

Collier County's planned Interstate 75 expansion by FDOT presents an opportunity for future transit routes, including potential conversion into Bus Rapid Transit (BRT) routes if warranted by demand. FDOT and the County's Transportation Management Services Department would be key in planning and implementing BRT.

CAT also maintains both static and real-time General Transit Feed Specification (GTFS) data, feeding into the Transit App service. Ongoing upgrades to CAD/AVL systems, Mobile Data Terminals (MDTs), Automatic Voice Annunciation (AVA) systems, and Automated Passenger Counters (APCs) are part of CAT's commitment to providing accurate data and seamless passenger experiences. These systems are integrated with the Mobile Ticketing Platform, powered by Masabi, and aligned with ITxPT standards to ensure a unified, efficient transit experience.

FARE STRUCTURE

As of 2024, CAT uses TripSpark fareboxes on all their transit vehicles which accept cash, reloadable smartcards, and paper transfer tickets. Mobile tickets for CAT buses can also be purchased on the rideCAT mobile application or Transit App. In the future, they will be working with LECIP fareboxes.

The fare structure as of 2024 is presented in **Table 2-9**.

The Reduced Fares are for members of Medicare, Disabled Community, those 65 years and older, children 17 and under, high school and college students and active / retired military personnel. ID is required. This fare would also apply to the subcontracted transportation provider with the Florida Commission for the Transportation Disadvantaged that provides transportation services under the non-emergency transportation Medicaid Contract for Collier County. Discount Passes are for people eligible under the identified programs.

Fare Category	Fare	Reduced Fare
One-Way	$2.00	$1.00
Children 5 years of age and younger	Free	Free
Marco Express	$3.00	$1.50
Transfers - up to 90 minutes	Free	Free
Day Passes	$3.00	$1.50
Smart Card Pass		
15-Day Pass	$20.00	$10.00
300-Day Pass	$40.00	$20.00
Marco Express 30-Day Pass	$70.00	$35.00
Discounted Pass		
Summer Paw Pass (Valid June 1 - August 31 for students. Price includes Smart Card)	$30.00	
30-day Corporate/Perk Pass (300+ Employees)	$29.75	
Smart Card Media Fees		
Smart Card	$2.00	
Registration	$3.00	
Replacement with Registration	$1.00	

TABLE 2-9: FARE STRUCTURE IN COLLIER COUNTY (2024)

TRANSIT FACILITIES

PASSENGER TRANSFER STATIONS

There are currently two passenger transfer stations and five passenger transfer points provided on the CAT system. The first transfer station is located at the CAT Administrative Office, also known as the Radio Road Transfer Station, which is located at 8300 Radio Road in Naples as shown in **Figure 2-32**. This building is also a facility for the CAT Connect Paratransit program. At this facility, bus operations and bus transfers occur.

The second passenger transfer station operated by CAT is the Government Center Transfer Station located at 3355 Tamiami Trail in East Naples, as shown in **Figure 2-33**, which accommodates pedestrians, cyclists, and "kiss-and-ride" passengers that are briefly either picked up or dropped off. This location provides in-person customer service, schedules, and pass sales, and is served by routes 11-17, 19, 22, and 24. Although parking is free, it is not an official park-and-ride site. The facility includes a busway with a turn-around, six sawtooth bus berths, a passenger platform with benches and trash receptacles, restrooms, snack machines, an air-conditioned lobby, and a customer service area with an informational kiosk.

Collier County plans to build a third transfer facility in the Immokalee Community on a vacant parcel owned by the county, with the plans currently underway and scheduled for completion in 2025. The proposed site, approximately 1.7 acres in size, is currently a grass field adjacent to a green wooded area. It features an asphalt/concrete driveway providing access to the Health Department and a maintenance shed. The bus transfer station will enhance passenger and transit efficiency with new bus bays, canopy-covered shelters for passengers, a waiting platform with benches and trash receptacles, vending machines or options for food trucks, restroom facilities for passengers and drivers, and ADA improvements. Currently, passengers transferring at this location use a shelter located in a parking lot shared by visitors to the Health Department, County Library, and the David Lawrence Center.

Other transfer point locations within Collier County include Walmart Plaza; Pine Ridge and Goodlette-Frank Rd (Magnolia Square Plaza); Coastland Center; Creekside (Immokalee Road); and the Health Department in Immokalee. CAT also has dedicated parking spaces at the Orange Blossom Library, Golden Gate Parkway Library, Golden Gate Estates Library, Marco Island Library, and Immokalee Library.



FIGURE 2-32: CAT RADIO ROAD TRANSIT FACILITY
(Source: Google Street View)



FIGURE 2-33: GOVERNMENT CENTER INTERMODAL TRANSFER STATION
(Source: Google Street View)

PARK-AND-RIDE LOCATIONS

There are currently three park-and-ride locations around Collier County. They are free to park in and operate from 5 A.M. to 9 P.M. on all days of the week, however, overnight parking is prohibited. **Table 2-10** lists the three park-and-ride locations along with the address of the lot, the number of parking spaces provided, the nearest bus stop number, and connecting bus routes.

In addition, the 2020 Park and Ride Study identified and prioritized sites for potential park and ride facilities.

These facilities are designed to provide areas where commuters can park and access public transit, carpools, or vanpools, helping to address traffic congestion and parking constraints. The locations of these areas include Creekside, the Government Campus, Coastland Center Mall, Freedom Square, Physicians regional, the Golf Course near VA Hospital, Immokalee Health Department, Beach Lot at Pine Ridge Road, and the Radio Road Transfer Facility.

Name	Address	# of Parking Spots	Nearest Stop (Distance in feet)	Connecting Routes
Park and Ride at Orange Blossom Library	2385 Orange Blossom Dr	5	101	12
Park and Ride at Golden Gate Public Library	2432 Lucerne Rd	5	563	15, 16, 20, 25, 27
Park and Ride at Estates Library	1266 Golden Gate Blvd W	5	278	19

TABLE 2-10: PARK-AND-RIDE LOCATIONS AND CONNECTIONS

SAFETY

There have been a number of safety and security measures taken to improve CATs overall system. It is a required expenditure under the FTA grants. Annually 5307 grants must commit 1% of their federal allocation to safety and security improvements. Some of the improvements include the installation of permanent clear and transparent plexiglass driver barriers. These barriers shield the driver from assaults and included a sliding glass system to provide rapid protection. The high-impact plexiglass systems were retrofitted to accommodate existing bus equipment. The installations were completed on the entire fixed-route fleet in 2023.

CAT has also implemented a remote video system to enhance safety and security on the bus system. The live video feeds installed inside and outside of the buses provide a live feed to CAT main office enabling real-time monitoring of activities. The video feed is also recorded for later use if needed to investigate incidents or crimes. The buses are also equipped with a button that allows the drivers to alert the security monitoring of potential issues so that response actions can be taken.

VEHICLE INVENTORY

Table 2-11 provides a summary of the 74-vehicle fleet at CAT, with a breakdown by make and model and some key statistics. These 74 vehicles include those used for fixed-route public transit services, paratransit services and support vehicles. The fixed route fleet increased by 17% from 2013 when there were 29 vehicles, compared to 34 currently. It is understood that even with this fleet size expansion, CAT still currently struggles to provide the services required, which is likely due to the large service area that the agency serves.

The age of the fleet generally can be considered quite near the end of life, with the average expected date of retirement only 2 years away in 2026 with many already being beyond their expected retirement age.

Make	Model	Vehicle Type*	Number of vehicles	Average Miles/Yr	Average Cost	Average % Federal funding	Average Expected Date of Retirement
CHEVROLET	Glaval	D	5	42,893	$105,141	80%	2021
	Glaval	D	5	42,893	$105,141	80%	2021
FORD	Challenger	D	33	47,160	$77,985	81%	2026
	Challenger	D	15	51,191	$79,663	75%	2025
	Escape	F	1	6,543	$23,170	100%	2031
	F-150 XL	G	1	28,897	$21,888	100%	2029
	F-150 XLT	G	1	22,859	$26,200	92%	2028
	Glaval	D	4	58,034	$83,093	80%	2023
	Impulse	D	6	66,666	$82,161	80%	2026
	Taurus SEL	F	1	6,080	$26,667	73%	2029
	Transit	F	2	24,053	$22,874	100%	2030
	Villager 7.3L V8	C	2	21,902	$204,781	100%	2032
FREIGHTLINER	Legacy	C	1	25,265	$138,632	90%	2028
	Legacy	C	1	25,265	$138,632	90%	2028
GILLIG	G27B102N4	A	31	63,453	$433,013	98%	2028
	G27B102N4	A	10	69,016	$393,761	98%	2026
	G27D102N4	A	3	84,276	$410,091	98%	2026
	G27E102H2	A	4	24,542	$476,193	100%	2035
	G27E102N2	A	12	68,768	$440,861	96%	2031
	G30B102N4	A	2	50,336	$530,207	100%	2022
VPG	MV1	F	4	18,749	$50,173	80%	2020
	MV1	F	4	18,749	$50,173	80%	2020
Total System			**74**	**51,866**	**$227,864**	**88%**	**2026**

**A- Fixed Route Bus, C- Paratransit Vehicle, D- Support Vehicle, F- Support Vehicle & G- Support Vehicle*

TABLE 2-11: CAT VEHICLE INVENTORY 2024

OTHER TRANSPORTATION SERVICE PROVIDERS

Although the LinC bus route provides commuter service between Collier and Lee counties by connecting riders to local bus service in both counties, there is a lack of regional public transportation that provides intercity commuter service. Additional transportation services such as van pooling programs and private bus companies help to bridge the gaps in terms of regional connectivity to destinations further afield. The Commute with Enterprise program is a vanpooling service in Collier County, offered through a partnership with the Florida Department of Transportation (FDOT) and operated by Enterprise. **Table 2-12** shows the vanpool statistics from the FY2023 FDOT Report for the Commute Connector Program in Collier County.

Services offered by private intercity bus companies, including Greyhound, RedCoach, and FlixBus, can both complement and/or compete with public transportation services. The private bus companies in Collier as listed above provide transportation services with connections to major cities in Florida. They typically provide direct service to Fort Myers, Sarasota, Tampa, Fort Lauderdale, Miami, and so on, as well as further cities such as Orlando and Tallahassee. The station stops for all Greyhound, RedCoach, and FlixBus services are located at 8845 Davis Boulevard. It is accessible by CAT route 19 as shown in **Figure 2-34.** Collier County is currently working to establish an exclusive facility use agreement to lease space to Flixbus at the Collier Area Transit Transfer Station. This would allow Flixbus to conduct bus transportation operations on the station premises and allow their staff and customers to use the onsite parking spaces, public restrooms, and customer boarding, alighting and waiting areas. Although agreement has not yet been reached, it should be kept in consideration as a potential source of revenue for Collier County and CAT.

			Average Per Vanpool, Per Month		
	Number of Vanpools	Average Number of Riders (Including Driver)	Revenue Miles	Passenger Miles	Operating Cost
FY2022	23	5.53	1,901	10,515	$1,089
FY2023	19	5.13	1,766	9,056	$1,183
Projected FY2024	29	5.13	1,766	9,056	$1,183

TABLE 2-12: VANPOOL PERFORMANCE STATISTICS IN COLLIER COUNTY FOR FY2022, FY2023, AND PROJECTED FY2024

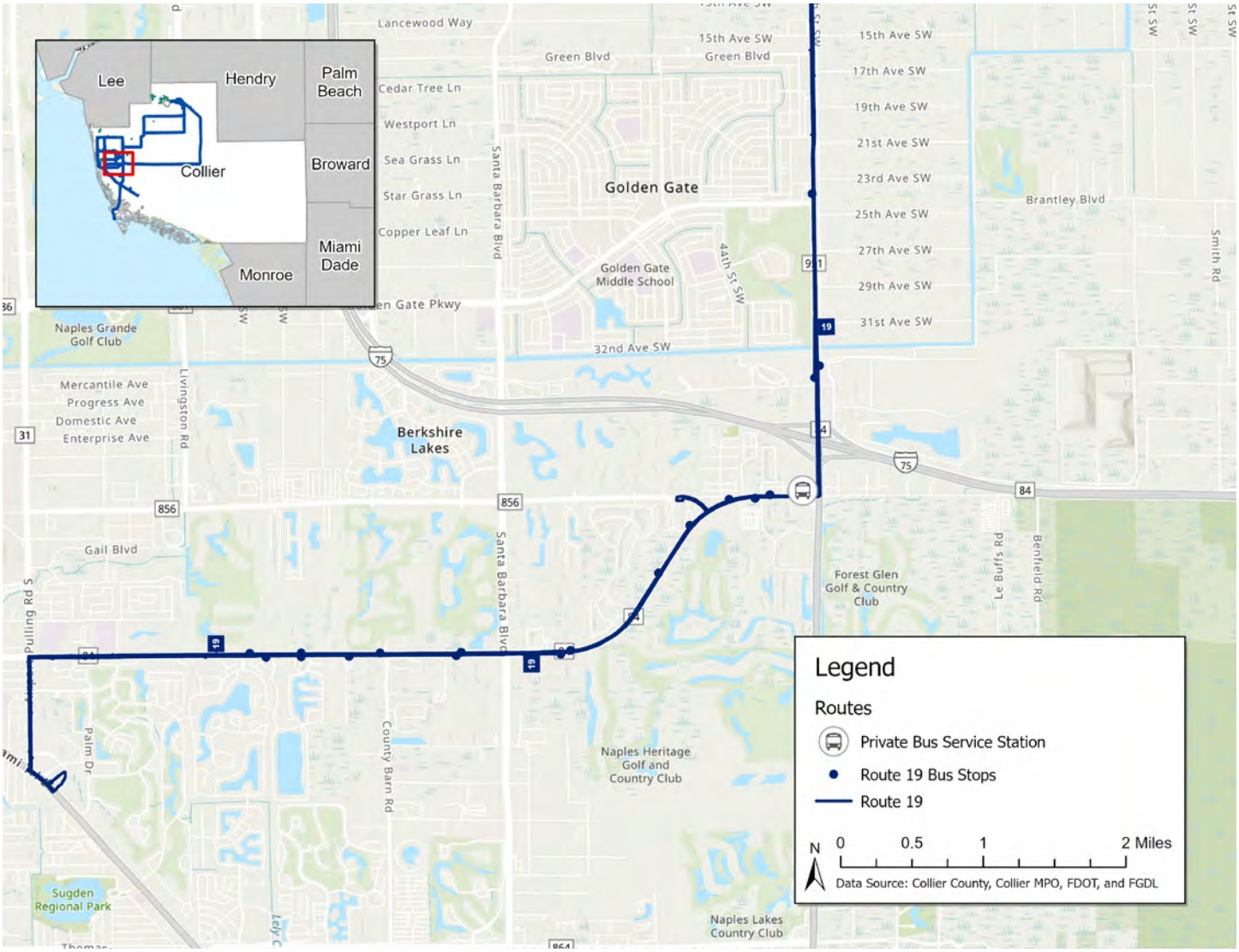

FIGURE 2-34: STATION LOCATION FOR PRIVATE BUS SERVICE AND PARK AND RIDE LOCATIONS ALONG TRANSIT NETWORK

COMPREHENSIVE OPERATIONS ANALYSIS 2021 - RECAP

The purpose of a Comprehensive Operations Analysis (COA) is to review the transit network and assess how best the agency can improve services and efficiency, particularly in relation to day-to-day operations. This assists with increasing value for the agency and ensuring that the transit system is as effective and efficient as possible in the short term. Generally, the COA is thought of as feeding into the TDP where the TDP sets the longer-term strategic goals and identifies the needs to help the transit system grow, evolve and improve over time.

The COA conducted in 2021 analyses the fine details of the transit operations, assessing elements such as service enhancements and optimization. This can include repurposing routes, moving service from less productive areas and routes, and enhancing well performing routes.

The key takeaways in relation to route optimization from the extensive analysis undertaken in the COA that have been implemented to date are summarized below. The recommendations that were implemented were the ones that were deemed to be cost neutral:

- Elimination of Route 12B – low productivity and requires additional bus.
- Route 17 and 18, which followed similar alignments, were consolidated into the current Route 17.
- Re-alignment of Route 19 - Maintain service on Collier Boulevard and Immokalee Road with select trips to Ave Maria via Oil Well Road.
- Route 21 alignment changes – maintaining service on Collier Boulevard between Marco Island and Walmart but removing service on San Marco Road. Additionally consolidated with Route 28.
- Route 25 alignment changes – A low ridership route moved to travel on US41 between Pine Ridge Road and Golden Gate Parkway. Removing service on Collier Boulevard and Goodlette Frank Road.
- Removal of Route 28 – consolidating Route 28 with Route 19.
- Route consolidation of 20 and 26. Routes 20 and 26 were the two lowest performing routes in terms of trips per revenue hour. By combining, all day service can be provided at 90-minute frequency.

TRANSIT USAGE

ROUTE RIDERSHIP BY MONTH

Trends for the FY2020-FY2023 years are assessed in this section. Only routes active in 2024 are displayed in the graphs below. Ridership per month from the most recent full financial year is presented in **Figure 2-35**. As seen from the graph, total ridership peaks in the holiday season (December-January) and March. Ridership then dips starting in April as the peak tourist and visitor season declines. This trend could indicate that some tourists are populating the buses during the peak seasons along with workers employed in the tourism and service industries.

Figure 2-36 displays the total ridership for each route throughout the 2023 fiscal year. When examining the total number of passengers per route, Routes 11, 15, 19, and 24 are the most frequently used routes. This is logical, as Route 11 passes through the Central Business District (CBD) in Naples, Route 15 connects the densely populated Golden Gate City area to the Government Center Intermodal Transfer Station, Route 19 is the only route connecting Immokalee and the downtown, and Route 24 connects the East Naples Community to the Government Center Transfer Station. In contrast, Routes 20, 21, and 25 are the least used routes, presenting opportunities to reroute or merge them to better accommodate demand.

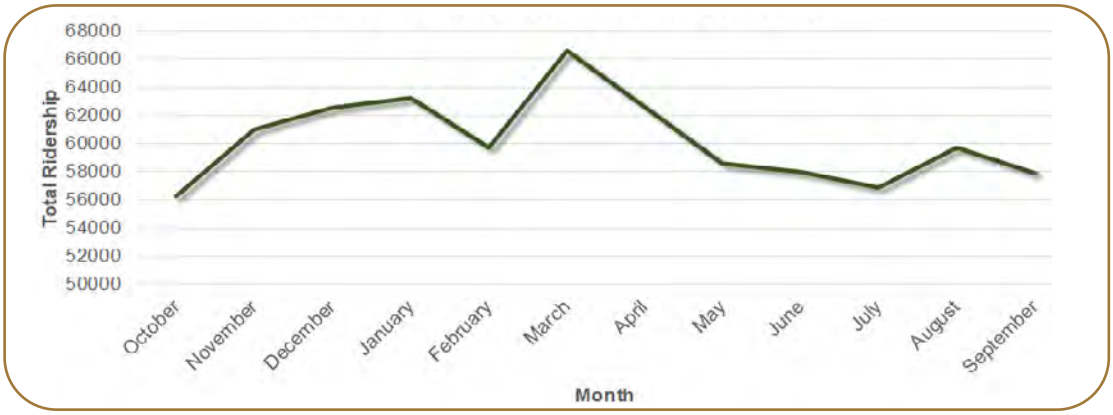

FIGURE 2-35: TOTAL MONTHLY RIDERSHIP IN COLLIER COUNTY DURING FY 2023

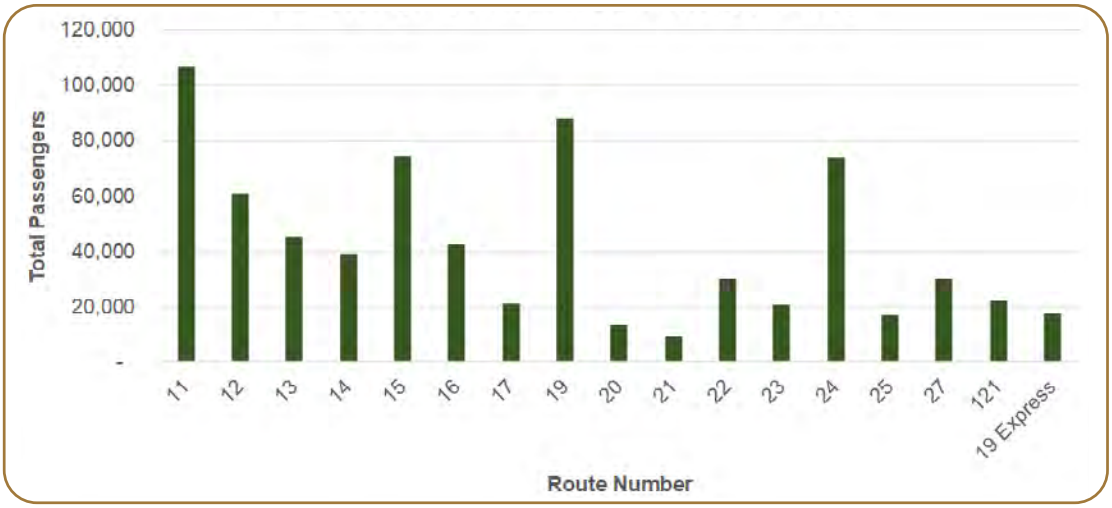

FIGURE 2-36: TOTAL PASSENGERS PER ROUTE IN COLLIER COUNTY DURING FY 2023

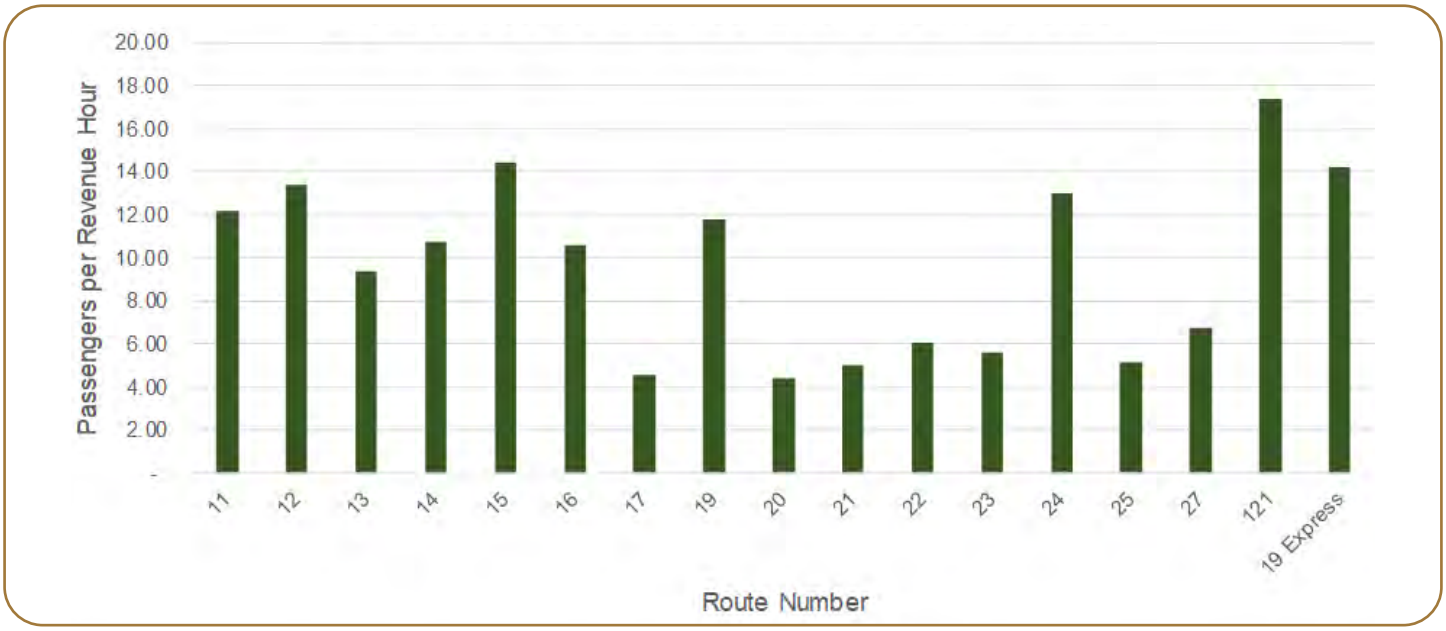

FIGURE 2-37: PASSENGERS PER REVENUE HOUR IN COLLIER COUNTY DURING FY 2023

Figure 2-37 shows a graph of the passengers per revenue hour in Collier County. Route 121, Route 19 Express and Route 15 have the highest number of passengers per revenue hour, indicating that these routes may serve areas with higher transit dependency or demand and have schedules and frequencies of these routes likely align well with passenger needs. Routes 17, 20 and 21 have the lowest passengers per revenue hour. CAT might consider reallocating resources from low-performing routes to high-performing ones or to support the high-performing routes with increased frequency or extended hours. There may be opportunities to adjust the low-performing routes to better serve potential riders or connect to more popular destinations.

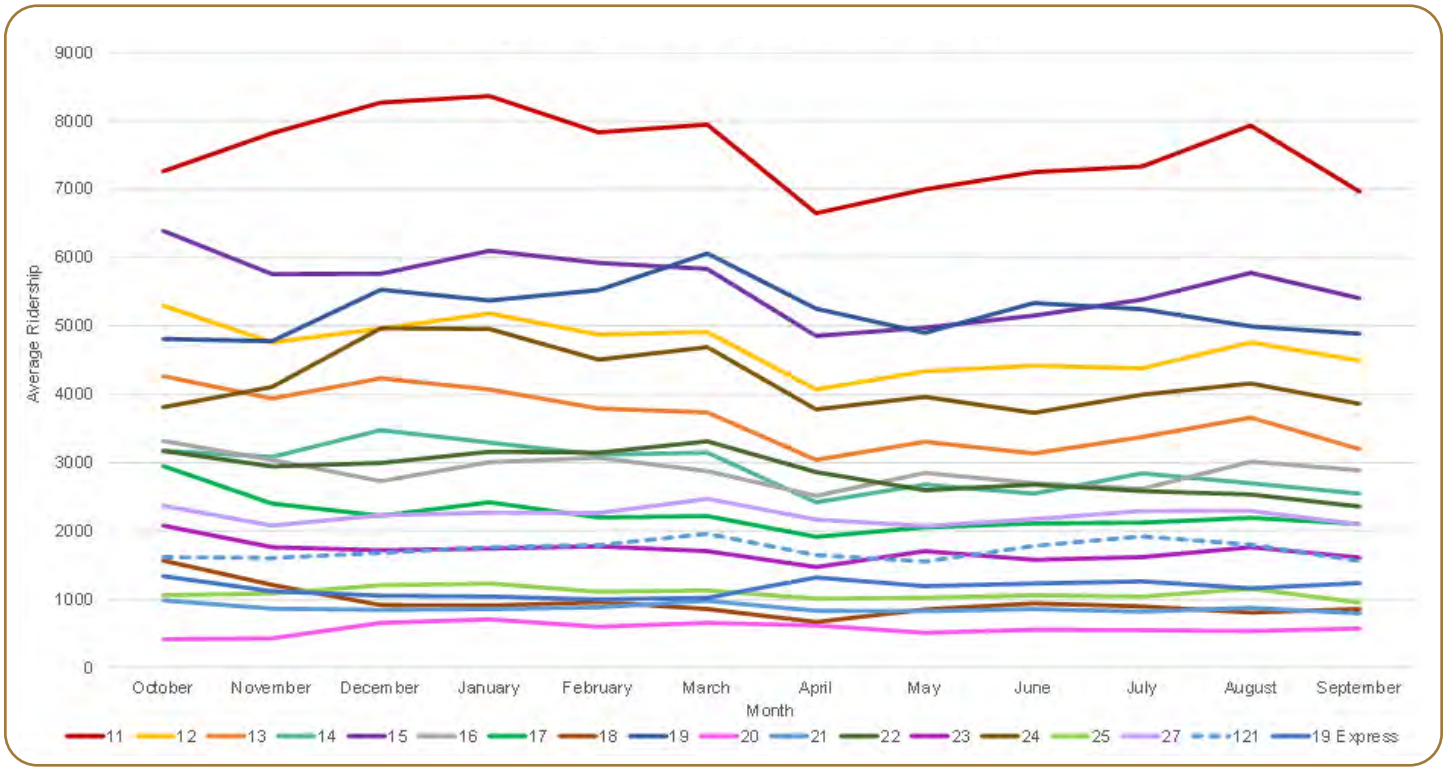

FIGURE 2-38: SEASONAL VARIATION OF AVERAGE MONTHLY RIDERSHIP

In **Figure 2-38**, ridership was averaged by season to determine seasonal variations for each route.

Other than Route 29 (omitted from **Figure 2-38**), which is the beach shuttle with ridership only during the winter, most routes do not show significant seasonal variation. Route 29 also has lower ridership compared to other routes. Despite winter being a peak tourist season, the lack of significant ridership fluctuations suggests that tourists and seasonal residents may not be heavily utilizing the public transit system. This could be due to several factors like higher spending power of tourists visiting a wealthy area like Collier County. While ridership in the winter tends to be slightly higher than in the later months, promoting transit use among visitors and residents requires improvements to the accessibility and visibility of transit information. For instance, offering a transit pass could incentivize visitors to use the public transportation system. The pass could provide discounts for group travel and even cover multi-modal options if possible.

Figure 2-39 and **Figure 2-40** highlight the routes with the highest ridership and riders per revenue hour, focusing on those within or near the core of the city, such as Naples or the Naples Airport. Notably, routes 11, 12, 15, 19, 24, and 121 were selected for this analysis for these reasons.

The ridership pattern for these potentially “core” routes is highest between October to February, during the winter season. Ridership dips in April at the end of the peak tourist season. The ridership pattern suggests that seasonal workers, tourists and seasonal residents may be contributing to increased usage of these core routes during the peak winter season. This aligns with the general tourism patterns in Collier County.

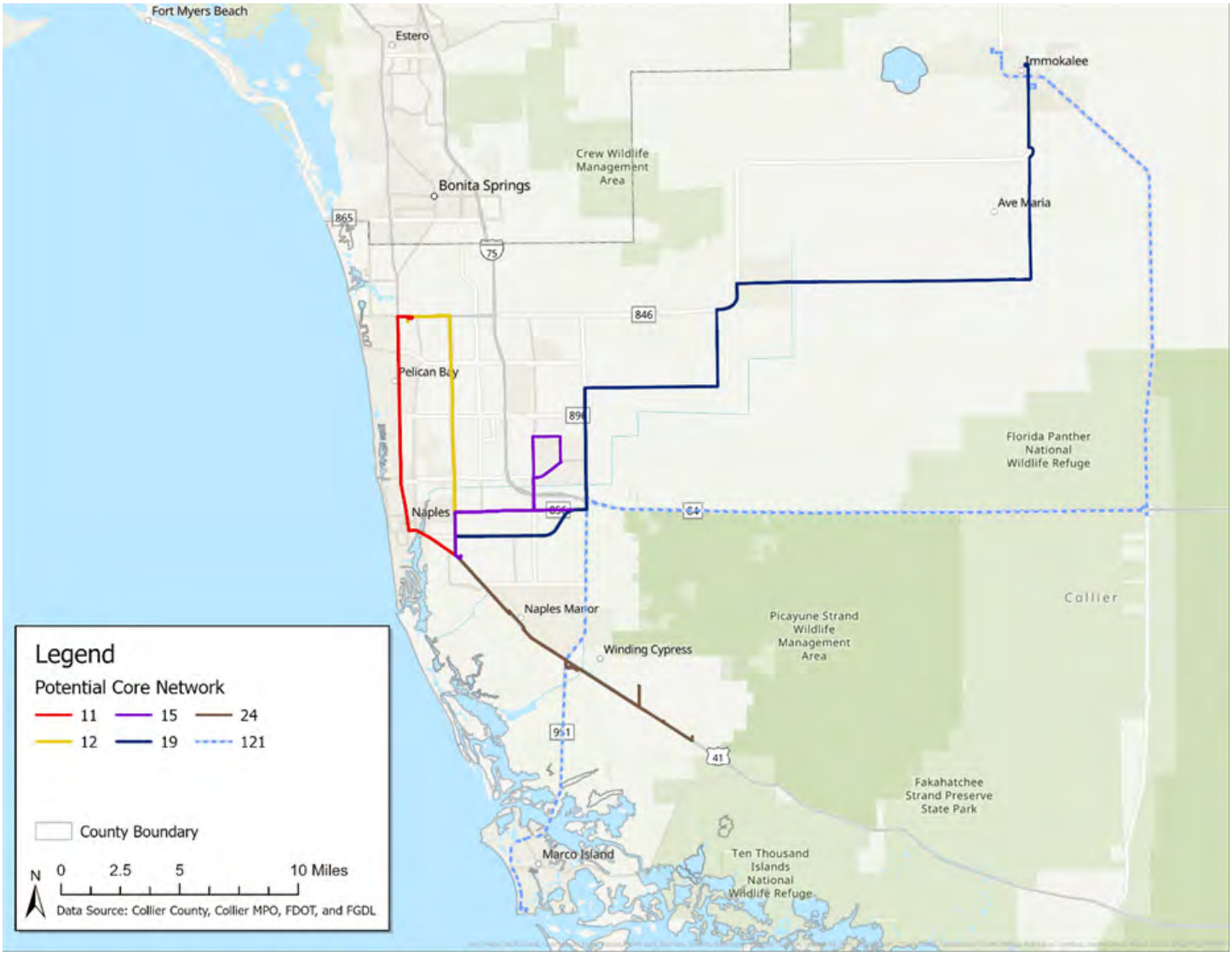

FIGURE 2-39: TOP RIDERSHIP ROUTES IN COLLIER COUNTY IN FY 2023

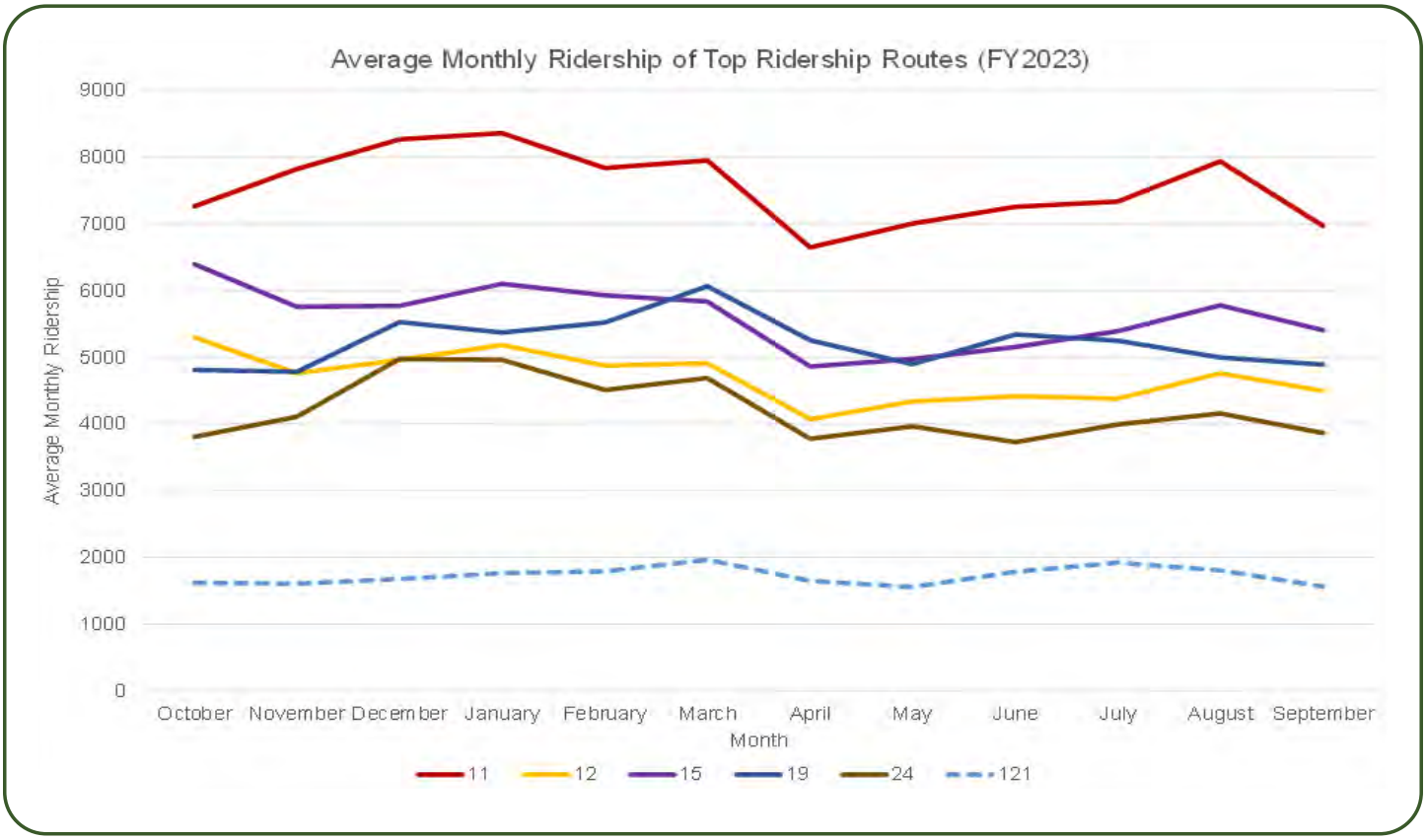

FIGURE 2-40: AVERAGE MONTHLY RIDERSHIP OF TOP RIDERSHIP ROUTES IN COLLIER COUNTY IN FY 2023

FAREBOX RECOVERY

For the 2022 Fiscal Year (FY), the overall farebox recovery ratio for the CAT system is 8%, derived from the ratio between the total fare revenue and total operating cost values from NTD data. This represents a 20% decrease (2 percentage points) from the FY2018 farebox recovery ratio of 10%.

RECENT FARE STUDIES AND CHANGES FOR UPCOMING YEARS

Following the fare study completed in 2018, the current fare structure for CAT is still in line with the approved changes from that study which are shown in **Table 2-13**. CAT is currently conducting a general fare study to evaluate its current fare pricing.

In March 2024, CAT conducted a regional service and fare study with the aim of evaluating how best to serve the regional transit demands in conjunction with LeeTran (Lee County Transit) which included an evaluation of the most appropriate fare structure to deploy. This fare policy analysis evaluated the benefits and drawbacks of having a joint fare structure with LeeTran or having a separate structure.

The culmination of this review concluded that it would be better to maintain a separate fare structure for the regional services. This means each agency charges their own fares and keeps the revenues on their own vehicles as this provides the most cost-effective solution at this time as there is only one regional service with only one additional service proposed.

Fare Category	Fare	Reduced Fare
One-Way	$2.00	$1.00
Children 5 years of age and younger	Free	Free
Marco Express	$3.00	$1.50
Transfers - up to 90 minutes	Free	Free
Day Passes	$3.00	$1.50
Smart Card Pass		
15-Day Pass	$20.00	$10.00
300-Day Pass	$40.00	$20.00
Marco Express 30-Day Pass	$70.00	$35.00
Discounted Pass		
Summer Paw Pass (Valid June 1 - August 31 for students. Price includes Smart Card)	$30.00	
30-day Corporate/Perk Pass (300+ Employees)	$29.75	
Smart Card Media Fees		
Smart Card	$2.00	
Registration	$3.00	
Replacement with Registration	$1.00	

TABLE 2-13: FARE STRUCTURE IN COLLIER COUNTY (2024)

FAREBOX RECOVERY STRATEGIES

There are a number of different strategies that can be used to increase the farebox recovery ratio in order to make the transit system more cost effective. These include:

- Increasing ridership:
  - » Prioritizing higher ridership of routes, by making sure they serve areas of high demand and as well as major activity centers to increase the number of riders and therefore the revenue being generated.
  - » Increasing the accessibility of the fixed route transit network to encourage and enable TD and ADA passengers to be able to use the fixed route system.
  - » Attract new riders through increasing frequency of services and increased marketing and communications of the benefit of transit. Note that when increasing services, it would be important to secure additional funding from other potential sources so as not to increase the cost for CAT.
  - » Opportunities exist around partnering with local businesses and institutions to provide transit benefits (in the form of discounts of deals) to employees and students to further increase the likelihood of ridership.
  - » Engage with the community to understand how best transit can serve them, and what would make them use transit more to increase ridership.
  - » Introduce ancillary services or additional services on and around transit (both on-board and at major stops or interchanges). This can take the form of mobility hubs to increase transit usage and increase integration with other more sustainable modes.
- Reducing operational costs:
  - » Increasing efficiency of service delivery, which can be done by optimizing routes and scheduling, making use of the latest scheduling technology available.
  - » Investment in technology can help to improve fare collection and reduce fare evasion.
  - » Utilizing more fuel efficient or energy saving vehicles that cost less to operate and run.
- Adjusting fares:
  - » There could be opportunities to integrate fares among different modes and other agencies.
  - » Introducing a form variable pricing based on time of day or demand to optimize revenue.

COORDINATION WITH THE METROPOLITAN PLANNING ORGANIZATION

The Florida Department of Transportation (FDOT) updated the Transit Development Plan (TDP) Rule in 2024. The updates were intended to streamline the development and approval of TDPs, while also enhancing coordination with the Metropolitan Planning Organization's (MPO) transportation planning process and the identification process for priority transit projects. While the requirements of the TDP rule are discussed in the introduction, this section focuses on the required collaboration, and coordination between Collier Area Transit and the Collier MPO.

Collier Area Transit (CAT) is required to update the TDP every five years in coordination with the development of the Collier MPO's Long-Range Transportation Plan (LRTP) and the Metropolitan Transportation Planning process. In the interim years, between 5-year major updates, Collier Area Transit must provide annual updates. The TDP and annual updates must, at a minimum, document coordination between CAT and the Collier MPO, include baseline data, public outreach, project/corridor priorities, in addition to analysis and progress reporting.

CAT coordinates with the MPO on its annual TDP updates, soliciting feedback from the MPO on the draft. Collier MPO also presents the annual TDP updates to the MPO Board. For this major TDP update, CAT and the MPO have coordinated from start to finish, including arranging for the MPO to fund consultant services, actively engaging in project management, coordinating public comment period notices, and collaborating on presentations to committees, the MPO Board, and the Collier BCC.

This TDP is identified in the MPO's Unified Planning Work Program (UPWP). Other TDP transit priorities identified in the last TDP Major, such as the Regional Services and Fare Study and the Zero Emission Fleet Transition Plan, have been included in the MPO's Unified Planning Work Program. CAT and the MPO routinely collaborate on transit needs in preparation of the MPO's UPWP.

CAT and the MPO also collaborate on the development of the Transportation Improvement Program (TIP) and an annual list of transit project priorities is reviewed and approved by the MPO Board annually for inclusion in the TIP. CAT is also a member of the MPO's Technical Advisory Committee, which reviews the UPWP, the TIP, proposed amendments, and other core documents prior to approval by the MPO Board.

This update of the TDP complied with the requirement, coordinating with Collier MPO to publicly notice meetings and facilitating the review on draft documents.

PUBLIC INVOLVEMENT PROCESS

The TDP Rule specifically calls for the coordination between CAT and the Collier MPO regarding public outreach and the public involvement process.

TDP Rule 14-73.001, Part (3)(a); The TDP preparation process shall include opportunities for public involvement as outlined in a TDP public involvement plan, approved by the Department, or the local MPO adopted Public Involvement Plan (PIP), approved by both the FTA and FHWA.

For this update of the TDP, a public involvement plan was developed and submitted to the FDOT for review and approval. While this update could have relied on the robust PIP plan in place by the Collier MPO, a project specific plan was developed for this TDP. The public involvement plan was developed in a collaborative process between CAT and the Collier MPO as part of the TDP Working Group. The draft public involvement plan was reviewed by FDOT and approved for use in this update of the TDP.

The TDP Rule also requires FDOT, the local/regional workforce board, local government comprehensive planning departments, and the MPO be advised of all public meetings where the TDP is to be presented or discussed and given the opportunity review and comment on the TDP during the development of proposed public transportation projects and services, and a 10-year implementation program. This update of the TDP complied with the requirement, coordinating with the Collier MPO to publicly notice meetings and facilitating the review and comment on draft documents.

COORDINATION WITH COLLIER MPO'S LRTP

Per the updated requirement in the TDP Rule, coordination between CAT and the Collier MPO planning processes and the MPO's LRTP is required. This requirement includes information sharing between the TDP and LRTP throughout the development process. Particular focus is required throughout public engagement efforts as both the TDP and LRTP plans are updated. The Collier MPO complied with this requirement, facilitating the coordination between both plans and providing regular updates to all Collier MPO Committees and the Collier MPO Board.

TDP Rule 14-73.001, Part 3 (c) Metropolitan Transportation Planning Process Coordination Program. The TDP shall include a detailed coordination program defining the collaborative participation and consistency in developing and implementing both the TDP and LRTP with the local MPO, as well as other related MPO multi-modal planning and programming including the UPWP, and the TIP, and Corridor Development Studies.

PLANNING PROCESS COORDINATION

To comply with the updated TDP Rule, CAT and the Collier MPO identified various activities which facilitated the planning process and allowed for the coordination between various planning documents, studies, and efforts. The Collier MPO advanced this major update serving as project leads and assisting with the solicitation, review, and finalization of the TDP major update. The Collier MPO identified and contributed through various other efforts, including those listed here:

- Involving MPO staff, committees, and/or board members including members of the Collier MPO Technical Advisory Committee, Citizen Advisory Committee, Local Coordination Board. Collier MPO staff also attended and participated in Collier County's Public Transit Advisory Committee, providing updates throughout the TDP development process.
- Coordination with MPO data and use of LRTP socio-economic forecasts for baseline and future year data for the TDP in the development of the Situational Appraisal contained in this TDP.
- Collaboration with the local MPO on LRTP outreach efforts by sharing outreach resources and findings at regular publicly advertised meetings of the Collier MPO, and at special meetings hosted by CAT and the Collier MPO.

- Coordinating the TDP project priorities and applicable transit-related guidance into the development of the transit element of the MPO's LRTP to keep the TDP consistent with the LRTP goals and objectives and its short-term outlook throughout the development of the TDP and LRTP.
- Reviewing the current UPWP, TIP and other relevant corridor development studies early throughout the TDP complements those programs/initiatives and remains consistent through engagement, participation, and the leadership of the Collier MPO staff participating in this update.
- Coordinating to ensure the TDP project priorities are considered for inclusion in the UPWP, TIP and corridor development studies as they are updated throughout the development process by Collier MPO staff participating and leading this TDP update.
- Through the development of the LRTP currently underway, the Collier MPO has identified further collaboration and inclusion of transit priorities and where opportunities for public engagement may be shared including in the development of surveys and other outcomes.
- Previous transit studies have been incorporated into this TDP, including the Immokalee to Lehigh Acres route identified in the Regional Services and Fare Study, the Zero Emission Fleet Transition Plan, the 2020 Park and Ride Study, and the 2021 Comprehensive Operations Analysis.
- The FY2025-2029 and FY2026-2030 TIPs were utilized to assist in developing revenue projections for this TDP.
- Stantec extended the transit revenue and cost projections in this TDP through 2050 for use in the 2050 LRTP (**Appendix F**).
- Based on the needs identified in this TDP, Stantec developed a transit Cost Feasible component for use in the 2050 LRTP (**Appendix F**).
- CAT and Collier MPO also coordinated with LeeTran on regional transit needs and to ensure consistency between CAT and LeeTran's TDPs.

TRANSIT DEVELOPMENT PLAN OPERATING AND CAPITAL NEEDS

This major update of the TDP includes the identification and planning of financial requirements including capital and operating needs. It is the goal of the Collier MPO to plan for the integrated and coordinated multimodal transportation needs for Collier County, its residents and visitors, and the region in which it operates. To the greatest extent possible, Collier County, CAT, and the Collier MPO have coordinated to ensure consistency between the TDP and the LRTP, when considering improvements, strategies, recommendations, and resulting financial plans. The coordination includes the following continued strategies:

- The LRTP and TDP will align operating and capital needs to ensure the plans' financial outlooks are consistent.
- Extension of the short-range plans in the TDP to support the long-range multimodal plans in the LRTP.
- Coordination between CAT and the Collier MPO in the development of the TDP and the LRTP to ensure consistency of identified and proposed transit priority corridors.

POLICY CONSISTENCY

The TDP was produced using the policies and objectives of the local, regional, state, and federal plans listed in **Table 2-14** as guidelines throughout the update process. The plans that were reviewed consistently set policies and objectives that called for safe, efficient, accessible multi-modal transportation systems that supported the workforce, planned future land uses, promoted energy efficiency, economic competitiveness and agency/ stakeholder coordination.

Because transit systems are a key component of multi-modal systems, the TDP focuses on integrating the existing and proposed services to address needs identified through analysis and stakeholder feedback. Policies supporting workforce mobility guide recommendations that linked various infrastructure and transit services such as park-and-ride lots to fixed route service, mobility on demand (MOD) services in areas such as Immokalee and Golden Gate Estates to address first-mile/last-mile demand and regional services between Lee and Collier Counties to meet current and projected demand.

Future land use plans inform transit modeling by helping to identify and prioritize services in areas of anticipated growth. Agency and stakeholder coordination was an integral part of the outreach process, actively shaping the prioritization of both operating and capital recommendations. Consistency with policies and objectives of the plans were adhered to throughout the TDP update process.

Plan	Managing Entity	Most Recent Update	Type of Plan	Program Overview
Local Plans				
Collier County Zero Emission Fleet Transition Plan	Collier County	2025	Implementation Plan	Evaluates the feasibility of incorporating alternative fuel technology into CAT's fleet and sets forth a proposed plan and timeline for doing so.
Collier County Strategic Plan	Collier County	2024	Strategic	A Strategic Plan framework aligns the Board's overall vision for the County with identifiable and measurable priorities. Individual departments and divisions will utilize this framework when formulating their annual operational plans. The Budget Office will ensure proper alignment between County priorities and the budget development process.
Immokalee Transportation Network Plan	Collier County	2024	Planning	The Immokalee Transportation Network Plan (ITNP) determined community mobility needs and important connections, identified missing gaps, set priorities, and recommended improvements to address needs and create a plan for the Immokalee Area.
City of Naples Comprehensive Plan - Transportation Element	City of Naples	2023	Comprehensive Plan	The City of Naples Comprehensive plan guides growth and development within the City. The plan is codified through Ordinance 2023-15042, enacted February 15, 2023. The plan covers land use, transportation, housing and environmental protections. The Transportation Element specifically addresses traffic circulation, including the types, locations, and the extent of existing and proposed major thoroughfares and transportation routes including bicycle and pedestrian ways.
City of Marco Island 2040 Comprehensive Plan	City of Marco Island	2021	Comprehensive Plan	The City of Marco Island Comprehensive Plan is a document that guides development and enhances the quality of life for residents. It is updated every 10 years and lays out how the city will deal with future issues.
City of Everglades City 2045 Comprehensive Plan	City of Everglades	2022	Comprehensive Plan	Everglades City Comprehensive Plan outlines the long-term vision for growth, development and land use.

TABLE 2-14: LOCAL, STATE AND FEDERAL PLANS, POLICIES, AND PROGRAMS

Plan	Managing Entity	Most Recent Update	Type of Plan	Program Overview
Local Plans (Continued)				
Collier County Growth Management Plan - Transportation Element Amendment	Collier County	2023	Comprehensive Plan	Collier County's Comprehensive Plan provides a framework for addressing, preventing, and or mitigating the impacts of, prepare for, respond to, recover from natural, manmade, and technological hazards that could adversely affect the health, safety, and general welfare of Collier County residents and visitors. The Comprehensive Plan contains various elements to address specific infrastructure, including a Transportation Element.
Collier Area Transit 2021-2030 Ten-Year Transit Development Plan Major Update	Collier County	2020	Transit Development Plan	CAT's transit development plan is a 10-year plan that guides community investments in transit services. It identifies how best to serve the mobility needs of residents, employees, and visitors.
Collier Area Transit Development Plan FY 2024 Annual Progress Report	Collier Area Transit	2024	TDP Annual Report	The TDP Annual Report reports on CAT performance in years between major updates. The annual report provides a progress update of the goals and objectives.
Collier County Bicycle and Pedestrian Master Plan	Collier MPO	2019	Master Plan	The Bicycle and Pedestrian Master Plan outlines strategies to support development of a range of bicycle/ pedestrian accommodations. The Master Plan outlines long range objectives for developing pathways/sidewalk infrastructure in Collier County.
Collier County Bicycle and Pedestrian Master Plan - Amendment	Collier MPO	2020	Master Plan	This Amendment updates the Collier County Bicycle and Pedestrian Master Plan and references the AUIR process.
Collier County Transportation Disadvantaged Service Plan	Collier County	2023	Service Plan	The TDSP is a 5-year plan to identify and plan for the delivery of services in Collier County's coordinated system. The TDSP service includes transportation provided for those that cannot obtain their own transportation due to a disability, age, or income.
Collier County Transit Impact Analysis Final Report and Recommendations	Collier MPO	2020	Impact Analysis	The Impact Analysis identifies and evaluates opportunities for supporting and advancing transit revenue and development review solutions.

TABLE 2-14: LOCAL PLANS, POLICIES, AND PROGRAMS (CONTINUED)

Plan	Managing Entity	Most Recent Update	Type of Plan	Program Overview
Regional Plans				
Collier County 2045 Long Range Transportation Plan	Collier MPO	2020	Long Range Plan	Collier County's LRTP identifies needed improvements to the transportation network in Collier County and SW Florida. Updated every 5 years, it incorporates the transportation needs of pedestrians, drivers, transit riders, cyclists, and freight operators.
Collier Area Transit Regional Service and Regional Fare Study	Collier MPO	2024	Study	The Study evaluates the opportunity to implement a new regional transit corridor for CAT to provide service between Collier County and Lee County and the feasibility of a joint fare structure. Currently the LinC is operated by Lee County (LeeTran). This service is proposed to be operated by CAT without a shared fee structure.
Strategic Regional Policy Plan by the Southwest Florida Regional Planning Council	Southwest Florida Regional Planning Council	2011	Policy Plan	The RPC's strategic plan provides guidance for communities in SW Florida.

TABLE 2-14: LOCAL PLANS, POLICIES, AND PROGRAMS (CONTINUED)

Plan	Managing Entity	Most Recent Update	Type of Plan	Program Overview
State and Federal Plans				
Florida Transportation Plan: 2045 FTP	Florida Department of Transportation	2020	Long Range Plan (Statewide)	The FTP is statewide, comprehensive plan for all of Florida. It guides the development of transportation infrastructure across modes.
Florida Department of Transportation State Management Plan	Florida Department of Transportation	2023	Plan	The State Management Plan provides a comprehensive framework covering the governing policies and procedures for transit providers. The State Management Plan is managed by the FDOT Transit Office.
Florida Department of Transportation Complete Streets Implementation Update: Handbook and Design Manual (reference Section 225 Public Transit Facilities)	Florida Department of Transportation	2024	Design Manual	The FDOT Design Manual sets forth geometric and other design criteria, as well as procedures for all new construction, reconstruction, and resurfacing projects on the Florida Highway System and the National Highway System. The Design Manual includes guidance on Complete Streets Implementation.
Fixing America's Surface Transportation (FAST) ACT	US DOT Federal Highway Administration	2015	Federal Act	The FAST ACT is a funding and authorization bill to govern US federal surface transportation spending.
The Infrastructure Investment and Jobs Act (IIJA) also known as the Bipartisan Infrastructure Law (BIL)	US DOT Federal Highway Administration	2021	Federal Bill	The Bipartisan Infrastructure Law is a funding bill which includes goals to repair and rebuild roads and bridges with a focus on environmental mitigation, resilience, and safety for all users. The bill will also improve transportation options for millions of Americans and reduce greenhouse emissions.

TABLE 2-14: LOCAL PLANS, POLICIES, AND PROGRAMS (CONTINUED)

Each plan had several key findings that were applicable to the TDP. These can be found summarized below:

COLLIER COUNTY STRATEGIC PLAN

- Implement prudent and inclusive policy development through effective planning for transportation, land use, and growth management.
- Design and maintain an effective transportation system to reduce traffic congestion and improve the mobility of our residents and visitors.
- Collier County priorities for 2024 include asset management plans - Transportation Management.

IMMOKALEE TRANSPORTATION NETWORK PLAN

- ITNP recognizes a significant segment of Immokalee's population uses public transit, walks, or bicycles to work, school, and other destinations. The study calls for developing recommendations that identify enhancements to mobility for Immokalee and include potential routes to improve the connectivity of the collector and local street network to expand public transit service, bicycle and pedestrian access.

CITY OF NAPLES COMPREHENSIVE PLAN - TRANSPORTATION ELEMENT

- **Policy 2-2:** Participate in the development and review, particularly with the development of elements outlined below, of all long-range plans of the FDOT and the Collier MPO, and incorporate all recommendations which are consistent with the City's plans, including d) Transit Service and h) Ten-Year Transit Plan.
- **Policy 2-5:** Evaluate program goals including Complete Streets and multimodal options to reduce peak hour travel demand and reduce the number of vehicle miles traveled per capita while increasing the quality of life.
- **Policy 5-7:** If a mass transit system is approved that contains routes with the City, the Code of Ordinances will be amended to require sites along approved mass transit routes to be evaluated for modifications to the parking areas to accommodate facilities related to multimodal transportation systems.
- **Policy 9-5:** Continue to support and investigate improved inter city transit connectivity, routes, access and frequency through representation on the Collier MPO, TAC, Children's Advocacy Center and Pathways Advisory Committee.
- **Policy 9-6:** Continue to investigate improving intra-city and transit loops with low capacity, energy efficient vehicle to provide circulations without increasing vehicle movements in congested areas.

CITY OF MARCO ISLAND 2040 COMPREHENSIVE PLAN

- **Policy 1.2.9:** The City shall seek enhancement grants through the MPO, FDOT, and other sources to fund transportation projects that enhance its vision for a safe, connected, multimodal system, including intersections, streets, bicycle, transit and pedestrian improvements.
- **Policy 1.5.1:** The City recognizes that a connected multimodal system including interconnections between transportation facilities such as automobiles, waterways, sidewalks, bike paths/trails, and transit; and trip generators and attractors, such as parks, beaches, shopping, parking, and transit stops.
- **Policy 1.5.7:** The City will integrate its various master planning efforts, including parks, bike paths, greenways, or commercial areas to ensure an integrated multimodal system of walkways, bicycle paths, bicycle amenities, mass transit, and streets.

- **Objective 1.6:** Promote an efficient public transit service, that is safe, convenient, and accessible to all ages and abilities by recognizing that public transit offers the opportunity to relieve traffic congestion, enhance livability, and support small town charm.
- **Policy 1.6.1:** The City of Marco Island will collaborate with the Collier Area Transit (CAT) to determine the viability and cost-benefit of enhanced public transit services and programs.
- **Policy 1.6.3:** The City shall coordinate with public and private transit agencies to ensure adequate transit capacity to meet public transit demand and actively identify improvements and enhancements needed by the system.
- **Policy 1.6.4:** The City shall coordinate with CAT and the MPO on the Transit Development Plan and to further the use of public transit through promotion of schedules, employer incentives, and other transportation tools as may be desired.
- **Policy 1.5.1:** The City may coordinate with Collier County to plan for affordable housing that is located outside the City. The City maintains an interest in affordable housing that serves the island workforce and is located in close proximity to, and supports public transit.

COLLIER COUNTY GROWTH MANAGEMENT PLAN - TRANSPORTATION ELEMENT

- **Policy 10.2:** The County shall continue to improve transit services for the transportation disadvantaged in the rural areas through the CTC.
- **Objective 12:** Encourage the use of transit services now and in the future.
- **Policy 12.2:** The County Transportation Division and the Collier MPO shall coordinate the development and maintenance of transit development plans with FDOT.
- **Policy 12.4:** The County shall, in recognition that the potential for public transit service between Bonita Springs in Lee County and Naples in Collier County exists, consider any intergovernmental efforts which are necessary to bring about such service.
- **Policy 12.7:** Following the adoption of any TDP, the County shall initiate the development of transit ROW and corridor protection strategies, including ordinances and policy additions.
- **Policy 12.8:** The County shall include capital expenditures for any adopted transit development plan in the Capital Improvement Element.
- **Policy 12.9:** The County shall incorporate herein by reference the most recent TDP adopted by the Board of County Commissioners.
- **Policy 12.10:** The County, through the Future Land Use Element, Golden Gate Master Plan's Golden Gate City sub-element and the Immokalee Area Master Plan, provides for higher density residential projects along the CAT routes, known as TOD with a portion of the Urban Mixed Use District. TOD which may include housing that is affordable proximate to employment center and/or along transit routes that serve employment centers, may increase transit ridership thereby reducing single occupancy trips and vehicle miles traveled.
- **Objective 13:** Evaluate the creation of a separate Transit Element to give alternative means of transportation equal treatment within the Growth Management Plan.
- **Policy 13.1:** The County may develop a Transit Element, a Transit sub-element within this Transportation Element or incorporate alternative means of transportation into the Growth Management Plan through other appropriate modifications, based upon the conclusion of the November 2011 Master Mobility Plan.

CITY OF EVERGLADES CITY 2045 COMPREHENSIVE PLAN

- **Objective T-1.2:** Intergovernmental Coordination Everglades City will coordinate with the Collier MPO and FDOT regarding mobility planning and funding needs.

COLLIER AREA TRANSIT 2021-2030 TEN-YEAR TRANSIT DEVELOPMENT PLAN MAJOR UPDATE

- **Objective 1.1:** Improve efficiency, quality, and level of service to adequately serve residents and visitors while increasing the economic vitality of transit in the county.
- **Initiative 1.2.2:** Install and maintain bus stop amenities according to an ADA-compliant Passenger Amenities Program and Bus Stop Amenities guidelines.
- **Initiative 1.2.3:** Install a minimum of 10 covered, ADA compliant accessible bus stop shelters per year.
- **Initiative 1.4.3:** Coordinate with the CATConnect paratransit program to identify and target areas with high TD ridership and lower density of demand and develop programs to shift TD riders to mobility on demand for a solution with connections to the fixed-route network.
- **Initiative 1.4.4:** Require local governments and FDOT to provide accessible sidewalks, bus stops, and other bus stop improvements within roadway projects and all new developments.
- **Objective 6.1:** Develop ongoing processes to measure and monitor service quality.
- **Initiative 7.1.4:** Annually seek to identify and obtain available alternative revenue sources for the provision of new and improved transit services.

COLLIER COUNTY BICYCLE AND PEDESTRIAN MASTER PLAN

- **2.0 Connectivity:** Create a network of efficient, interconnected, and convenient bicycle and pedestrian facilities in Collier County.
  - » **Objective:** Provide a variety of bikeways and pedestrian facilities connected to transit stops and along transit routes.
- **3.0 Equity/livability:** Increase transportation choice and community livability through the development of an integrated multimodal system.
  - » **Objectives:** Provide safe biking and walking conditions in areas of Collier County that are underserved or transit-dependent. Provide a variety of bikeways and pedestrian facilities connected to transit.
  - » **Strategies:** Support Collier Area Transit (CAT) by coordinating bicycle and pedestrian facilities and ADA improvements with bus routes and transfer centers. Identify and select projects that support the safe, convenient, and accessible use of transit.
- **4.0 Health:** Specifies that "all users" includes pedestrians, bicyclists, transit vehicles and users, and motorists of all ages and abilities.

COLLIER COUNTY BICYCLE AND PEDESTRIAN MASTER PLAN AMENDMENT

- Updates the Bicycle/ Pedestrian Master Plan and references Collier County's Annual Update and Inventory Report on transportation infrastructure.

COLLIER COUNTY TRANSPORTATION DISADVANTAGED SERVICE PLAN

- **Strategy 1.1.1:** Continue coordination efforts with City and County Departments to ensure the inclusion of transit-supportive elements in development plans and affordable housing/economic development initiatives.

COLLIER COUNTY TRANSIT IMPACT ANALYSIS FINAL REPORT AND RECOMMENDATIONS

- **LDC 6.02.02:** Management and Monitoring Programs. Address Transportation Demand Management (TDM) strategies for development projects within the Transportation Concurrency Exception Area (TCEA). Recommends revising TDM strategies to promote selecting a mix of strategies. Recommends providing options in the developer application process. Recommends adding a reporting requirement to monitor TDM strategies.

COLLIER COUNTY 2045 LONG RANGE TRANSPORTATION PLAN

- **Goal 6**: Increase the safety of the transportation system for users.
  - » **Objective:** Ensure adequate bicycle and pedestrian facilities are incorporated into new highway and transit projects.
- **Goal 7:** Promote Multimodal Solutions.
  - » **Objective:** Improve frequency and reliability of public transit service routes and improve access to park-and-ride lots.
- **Goal 8:** Promote the Integrated Planning of Transportation and Land Use.
  - » **Objectives:** Coordinate with local governments and partner agencies to ensure transportation plans and programs support local land use plans and a sustainable transportation system. Assure that local growth management objectives are reflected in transportation plans and programs. Assure that transportation plans and projects promote economic sustainability for the county.
- **Goal 9:** Promote sustainability in the Planning of Transportation and Land Use.
  - » **Objectives:** Improve the sustainability of communities through increased access to affordable housing and centers of employment and reduced automobile dependency. Ensure that transportation system improvements are equitable and fair to all residents of the county. Engage a diverse public in the development of the region's transportation system.

COLLIER AREA TRANSIT REGIONAL SERVICE AND REGIONAL FARE STUDY

- **Regional Goal:** To improve and expand regional mobility services with a focus on commuter express routes, connecting workers to employment centers, and facilitating access to key activity centers.
- **Regional Goal:** To improve and enhance intergovernmental relationships and expand regional travel services.
- **Regional Goal:** To implement the Collier and Lee County transit connection between the Immokalee Health Department transit Transfer Facility in Collier County and the Lehigh Acres Park-and-Ride Transfer Facility in Lee County.

COLLIER COUNTY ZERO EMISSION FLEET TRANSITION PLAN

Implementation Plan, Section 8.3. Phase 1-2025-2029 – Recommends the purchase of one battery electric bus (BEB) and two overnight chargers and evaluation of operating and maintenance issues. Phase 2-2029-2032 – Recommends the purchase of a second BEV.

Implementation of plan to be revisited in the next TDP Major update in 2031. Phase 3 – 2032-2034 – Purchase and implement six hybrid electric buses and evaluation of operating and maintenance issues.

The proposed purchase of the alternative fuel vehicles coincides with the bus replacement schedule included in this TDP. The difference in costs associated with such purchases are expected to be nominal.

STRATEGIC REGIONAL POLICY PLAN BY THE SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL

- **Goal 1:** Regional Transportation Element Construct an interconnected multimodal transportation system that supports community goals, increases mobility, and enhances Southwest Florida's economic competitiveness.
  - **Strategy:** Promote Smart Growth where residential communities are linked with job centers through transit, carpooling, or other high occupancy vehicle transportation.
  - **Action 1:** In cooperation with transit providers and other governmental and private entities, seek long-term, dedicated funding sources for use for improving and expanding the transit system.
- **Goal 4:** Regional Transportation Element Assist as needed in the development of a cost-effective and financially feasible transportation system that adequately maintains all elements of the transportation system to better preserve and manage the Region's urban and non-urban investment.
  - **Strategy:** Assist in the development of land use plans and policies that assess the potential for adverse impacts on transportation facilities and protect investments in transportation infrastructure.
  - **Action 1:** Assist transit providers and other governmental and private entities seek long-term, dedicated funding sources for use for improving and expanding the transit system.
  - **Action 2** Assist FDOT, local governments and the MPOs in designing plans that connect and serve urban communities with an efficient, transit-oriented, and multi-modal transportation system.
- **Goal 5 Livable Communities - Transportation:** Livable communities designed to affect behavior, improve quality of life and responsive to community needs
  - **Strategy:** Promote through the Council's review function a good environment for driving, walking, bicycling, and public transit using a highly connected network of public streets, green space, and community centers.
  - **Action 4:** Review comprehensive plans and land development regulations for incentives to develop and redevelop using mixed uses, higher densities, shared parking; and improved vehicular, mass transit, pedestrian and bicycle access and travel, as well as providing a variety of affordable residential densities and types.
  - **Strategy:** Encourage local governments and the private sector to implement travel demand management policies and actions to relieve traffic congestion, improve air quality and reduce energy consumption.
  - **Action 1** In conjunction with the MPOs and transit providers, work to identify residential communities linked with job centers through transit or through carpooling, or other high-occupancy vehicle modes of transportation.

FLORIDA TRANSPORTATION PLAN: 2045 FTP

- **Promote Efficient Movement of People and Goods:** A multimodal transportation system that promotes the efficient movement of people and goods is vital

for the connectedness of Florida's communities. The Florida Transportation Plan provides a framework for implementing initiatives and actions effectively, ensure that transportation goals and investments benefit for the residents and visitors.

- **Engaging and Connecting the Community:** Updating the Florida Transportation Plan is a collaborative effort that involves input from all people in our communities. This engagement ensures that the plan reflects the vision and priorities of Florida's communities, while connecting them to each other as well other regions throughout the state. Transportation investments must be strategically implemented to ensure each community's needs are met.
- **Supporting Economic Competitiveness:** The FTP helps identify transportation initiatives that support economic development, job creation, business growth and the state's economic competitiveness. A resilient transportation infrastructure is necessary to support our state's supply chain for a mix of industries and businesses.
- **Preserving Florida's Natural Resources and Quality of Life:** The FTP allows us to reassess and adapt to Florida's changing transportation landscape. It ensures that our policies, programs, and projects align with current and future transportation needs to preserve Florida's quality of life and prioritize Florida's environment and natural resources.

FLORIDA DEPARTMENT OF TRANSPORTATION STATE MANAGEMENT PLAN

- **Mission Statement:** FDOT will provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities.
- **Vision Statement:** The FDOT team serves the people of Florida by providing a transportation network that is well planned, supports economic growth, and has the goal of being congestion and fatality free.

FIXING AMERICA'S SURFACE TRANSPORTATION (FAST) ACT

- Increased transit funding.
- Provides formula funding and competitive grant programs.
- Creates pilot programs for the expansion of transit.
- Provides funding flexibility to address state of good repair.
- Provides coordination of public transportation services with other federally assisted transportation services to aid in the mobility of older adults and individuals with disabilities.

INFRASTRUCTURE INVESTMENT AND JOBS ACT (IIJA)/BIPARTISAN INFRASTRUCTURE LAW (BIL)

- **Bus and Bus Facilities Program** - makes funding available to states, designed recipients, and local governmental entities that operate fixed route bus service to replace, rehabilitate, and purchase buses and bus related equipment and to construct bus-related facilities. Includes the low or no-emission vehicle program which helps transit agencies purchase or lease low or no-emission vehicles that use advanced technologies to help improve air quality and combat climate change.
- **Pilot Program for Transit-Oriented Development Planning** - Provides funding for TOD planning associated with a transit project through the FTA Capital Investment Grants Program.
- **Public Transportation Innovation** - Awards funding to advance innovative public transportation research and development.

TREND AND PEER COMPARISON ANALYSIS

This section provides trend analyses for key performance, effectiveness, and efficiency measures for the CAT system for the past 5 years. In addition, comparisons to peer agencies have been provided to show how the CAT system performs against similar systems.

This evaluation was conducted using data directly obtained from the National Transit Database (NTD) across a number of different variables for transit performance. These system performance measures are recommended by the FDOT TDP Handbook for general performance, efficiency, and effectiveness, as listed and categorized in **Table 2-15**.

Performance Measures	Effectiveness Measures	Efficiency Measures
Unlinked Passenger Trips	Unlinked Passenger Trips per Capita	Operating Expense per Capita
Passenger Miles Traveled	Passenger Miles Traveled per Capita	Operating Expense per Unlinked Passenger Trip
Vehicle Revenue Miles	Vehicle Revenue Miles per Capita	Operating Expense per Passenger Miles Traveled
Vehicle Revenue Hours	Unlinked Passenger Trips per Vehicle Revenue Mile	Operating Expense per Vehicle Revenue Miles
Vehicles Operating/Available at Maximum Service	Unlinked Passenger Trips per Vehicle Revenue Hour	Operating Expense per Vehicle Revenue Hours
Operating Expense		Vehicle Revenue Miles per Vehicle
Fare Revenue		Farebox Recovery Ratio
		Average Fare

TABLE 2-15: SYSTEM PERFORMANCE REVIEW MEASURES

PEER SELECTION

The peer selection process followed the methodology provided by the Transit Cooperative Research Program (TCRP) Report 141: A Methodology for Performance Measurement and Peer Comparison in the Public Transportation Industry and recommended by the FDOT TDP Handbook (2022).

The guidance recommends a minimum of 5 agencies and for the purposes of this TDP, 10 agencies have been selected as the final peer group. It is crucial to select a suitable group of peer agencies to ensure that credible comparisons can be made to provide insight and trigger action, as opposed to poorly chosen peers which can produce irrelevant results.

For the purpose of performance measuring, an initial group of 15 peers was formed to be compared to CAT. For this TDP update, all previous agencies that were included in the prior TDP update were included as well as additional agencies that were deemed to be similar in nature to CAT.

This initial list of peer agencies consisted of:

Transit System	Location	Peer Description
The M (Montgomery Area Transit)	City of Montgomery, AL	From Previous TDP
TTA (Tri-State Transit Authority)	Huntington, WV	From Previous TDP
The Wave Transit System	City of Mobile, AL	From Previous TDP
ART (Asheville Redefines Transit)	City of Asheville, NC	From Previous TDP
GCT (Gwinnett County Transit)	Lawrenceville, GA	From Previous TDP
PCPT (Pasco County Public Transportation)	New Port Richey, FL	From Previous TDP
The Wave (Cape Fear Public Transportation Authority)	Wilmington, NC	From Previous TDP
Breeze Transit (Sarasota County Area Transit)	Sarasota, FL	Newly Added
LeeTran (Lee County Transit)	Fort Myers, FL	Newly Added
Bayway (Bay County Transportation)	Panama City, FL	Newly Added
GoLine (Indian River County)	Vero Beach, FL	Newly Added
Citrus Connection (Lakeland Area Mass Transit District)	Lakeland, FL	Newly Added
CARTA (Charleston Area Regional Transportation Authority)	North Charleston, SC	Newly Added
ECAT (Escambia County Area Transit Authority)	Pensacola, FL	Newly Added
CCRTA (Cape Cod Regional Transit Authority)	Hyannis, MA	Newly Added

TABLE 2-16: TRANSIT SYSTEM PEER REVIEW SELECTION

The selection of potential peers was conducted using the peer selection methodology outlined in the FDOT TDP Handbook, employing validated 2022 National Transit Database (NTD) data and the Florida Transit Information System (FTIS). Additional potential peers that were selected consisted of transit agencies from the previous TDP and agencies located in the southeastern United States, specifically those with coastal characteristics in their geographic profiles.

From the newly identified transit agencies, Breeze Transit (Sarasota, FL), LeeTran (Fort Myers, FL), Bayway (Panama City, FL), GoLine (Vero Beach, FL), and Citrus Connection (Lakeland, FL) were chosen because they are situated within Florida, either in coastal counties or counties near Collier County. Additionally, CARTA (North Charleston, SC), ECAT (Pensacola, FL), and CCRTA (Hyannis, MA) were selected based on their recommendation as top peers to CAT according to the FTIS Urban iNTD tool. It is worth noting that ART was also recommended but was already included in the previous TDP peer group.

NTD data for this initial set of peer agencies was then obtained and analyzed to determine similarity to CAT and suitability to be used as a peer. Likeness scores were calculated for 14 different indicators including 8 operating characteristics and 6 exogenous variables. A secondary screening was also performed with additional indicators to rule out any anomalies within the initial peer group. A detailed account of the selection methodology can be found in **Appendix A**.

Based on the results from the initial likeness score comparison and the secondary screening, a final set of 10 agencies were selected, as listed in **Table 2-17**. The table also includes the likeness score for each agency and the reasons that the agency was selected to be in the final peer group.

It is acknowledged as part of the methodology that peers will not be exactly like one another in all categories and the approved methodology is built to allow for that and allow for similarity in only a few other categories.

For full details on stage 2 of the screening refer to **Appendix A** for the full Peer Selection methodology.

Peer Agency	Likeness Score	Reasoning for Top 10 Selection
Breeze Transit (Sarasota County Area Transit), Sarasota, FL	6.98	Likeness score and location of the peer is desirable.
LeeTran (Lee County Transit), Fort Myers, FL	7.80	Likeness score from the primary review was substantially lower and location of the peer is desirable.
Bayway (Bay County Transportation), Panama City, FL	6.03	Likeness score and location of the peer is desirable.
ECAT (Escambia County Area Transit Authority), Pensacola, FL	6.05	Likeness score
CCRTA (Cape Cod Regional Transit Authority), Hyannis, MA	6.30	Likeness score
CARTA (Charleston Area Regional Transportation Authority), North Charleston, SC	6.06	Likeness score
Citrus Connection (Lakeland Area Mass Transit District), Lakeland, FL	5.68	Likeness score and location of the peer is desirable.
The Wave (Cape Fear Public Transportation Authority), Wilmington, NC	5.49	Likeness score
The Wave Transit System, City of Mobile, AL	6.81	Likeness score
PCPT (Pasco County Public Transportation), New Port Richey, FL	6.35	Likeness score

TABLE 2-17: LIKENESS SCORES AND REASONING FOR TOP 10 PEER GROUP SELECTION

NORMALIZING DATA

To accurately portray cost data, all monetary values were normalized to reflect the effects of inflation and differences in labor costs between geographical regions. It is important to consider for labor costs differences as it allows for conclusions to be drawn with more certainty that the cost differences between agencies are due to internal agency efficiency variances rather than external cost variation. Labor costs are also typically the largest component of an agency's operating costs. It is relevant to consider inflation rates to see if an agency's costs are changing faster or slower than inflation when conducting trend analyses.

To adjust for differences in labor costs between counties, average labor wage rates were used to recalculate cost data. Annual average weekly wages for 2022 were obtained from the US Bureau of Labor Statistics' Quarterly Census of Employment and Wages. All occupation types were included in the average calculation as agencies have no control over general labor environments in the county, which the cost data is being adjusted for, as opposed to the industry-specific labor rates that the agencies have some control over. Including all occupations also allows for an agency to analyze how much of its labor is spent in comparison to the county's average wages, as well as to adjust its costs to reflect changes in the county's overall cost of living. The peer agencies' cost data was adjusted for labor cost differences by multiplying the raw cost data from NTD by the ratio between Collier's average labor cost over the peer agency county's average labor cost.

To adjust for inflation in trend analyses, consumer price indices (CPI) were used to recalculate cost data. As the selected peers are located in different states around the United States, national CPIs were used. CPI values for the years of 2018 to 2022 were obtained from the US Bureau of Labor Statistics' CPI Inflation Calculator to adjust cost data for inflation across these years. This was done by multiplying the raw cost data from NTD by a ratio between the initial year's (2018) CPI over the analysis year's CPI.

PERFORMANCE MEASURES

Data for select system characteristics were taken from NTD to assess the general operating performance of the CAT system and its chosen peers. All of the performance indicators are based on exact data values from the NTD database, reflecting total values for all modes.

UNLINKED PASSENGER TRIPS (UPT)

Unlinked passenger trips (UPT) refer to the number of people riding only one public transit vehicle from origin to destination, counting a new trip each time a vehicle is boarded no matter how many transfers are made. UPT data represents the market demand for service, and a higher number of passenger trips is considered a positive metric. UPT numbers for CAT decreased by almost 30% from 0.95 million trips in 2018 to 0.65 million in 2021 but increased to 0.75 million in 2022. The growth in trips from 2021 to 2022 suggests service improvements have started to take effect as ridership has returned following the COVID pandemic. Due to three peers with much higher UPT values, CAT falls below the average UPT (shown with the blue line in **Figure 2-41**) of the peer group. Excluding these top three peers, Collier has one of the higher UPT values amongst the remaining peers.

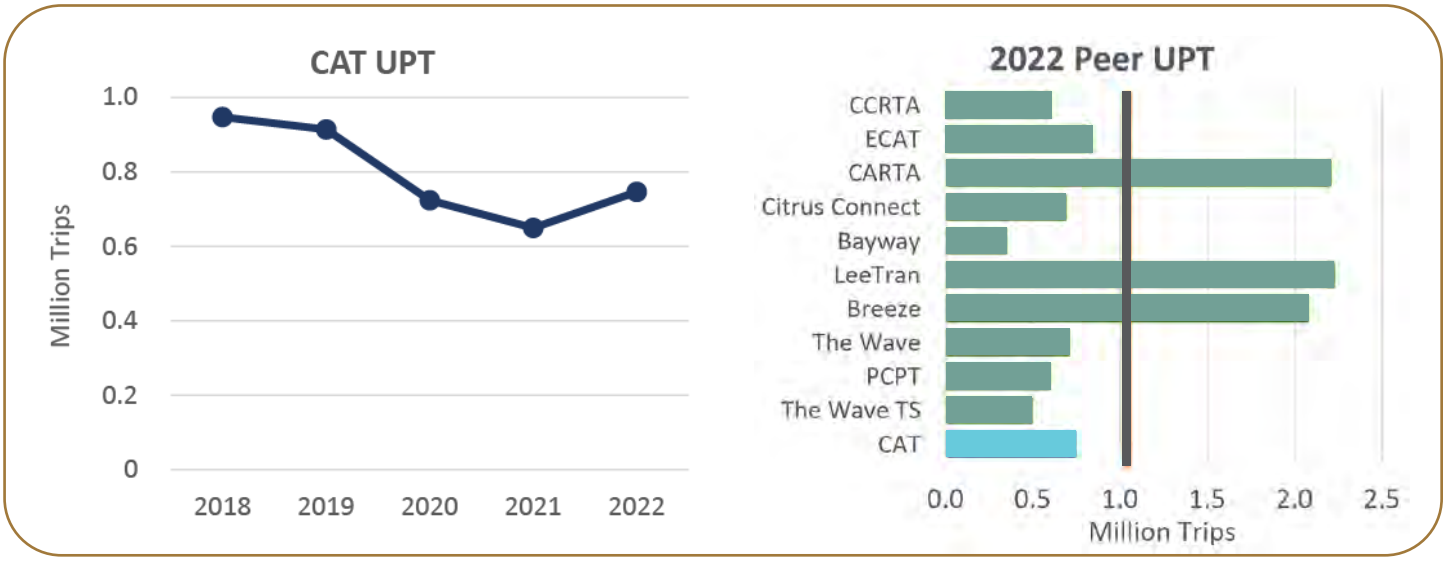

FIGURE 2-41: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED PASSENGER TRIPS

PASSENGER MILES TRAVELED (PMT)

Passenger miles traveled (PMT) denotes the total distance traveled by all passengers using the service. As with UPT, higher PMT is also a positive metric. PMT numbers for CAT follow the same trend as the UPT numbers, decreasing about 30% from 7.4 million miles in 2018 to 5.3 million in 2021, but increasing to 6.1 million in 2022 (shown in **Figure 2-42**). This is directly reflective of passenger trips which are to be expected. Similar to UPT, the same three agencies with much higher PMT values are influencing the average value to be higher. CAT PMT is just below the average value and is also one of the higher values excluding these top three agencies.

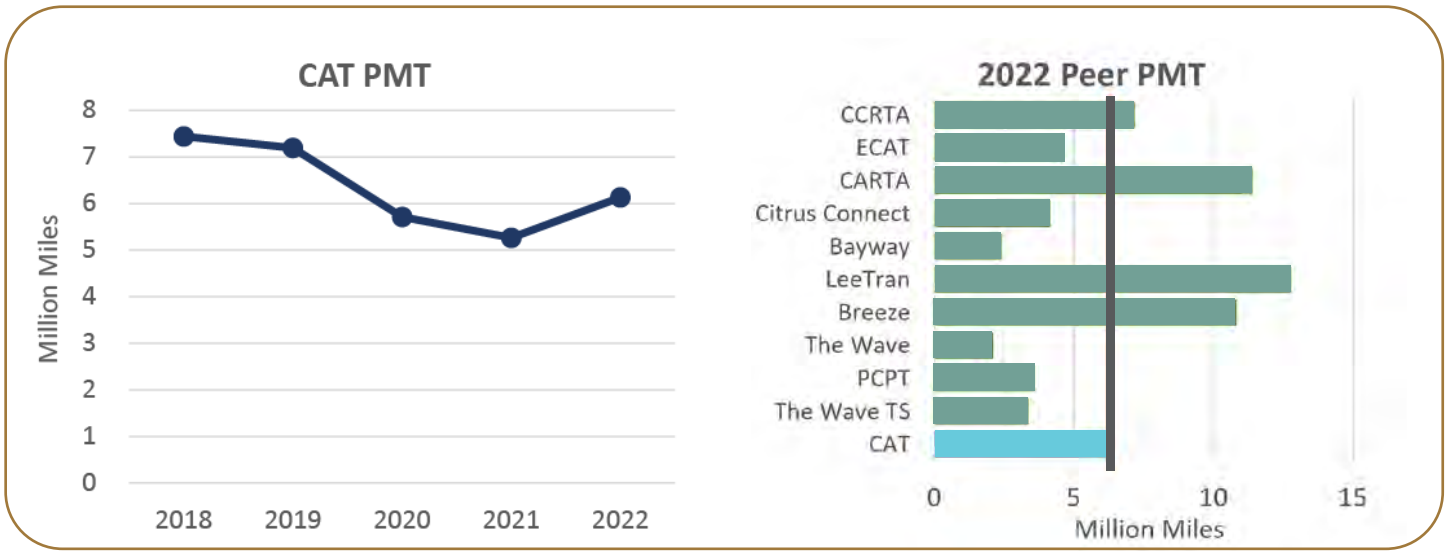

FIGURE 2-42: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR PASSENGER MILES TRAVELED

VEHICLE REVENUE MILES (VRM)

Vehicle revenue miles (VRM) detail the total distance traveled where the transit service was operating in revenue service, which excludes deadhead travel, training operations, and charter services. VRM as a metric itself is not indicative of positive or negative performance and should be analyzed in relation to productivity and cost-effectiveness measures. The slightly decreasing trend in CAT vehicle revenue miles suggests that services are being withdrawn, and with the lack of riders and passenger miles in 2020 and 2021 but a relatively stable amount of service being provided suggest that a major cost recovery issue would have occurred that is likely still impacting the agency (shown in **Figure 2-43**). CAT VRM is just below the peer average, however, VRM itself is not indicative of performance. The larger transit agencies such as LeeTran and Sarasota Breeze most likely run more service or longer routes that result in greater VRM.

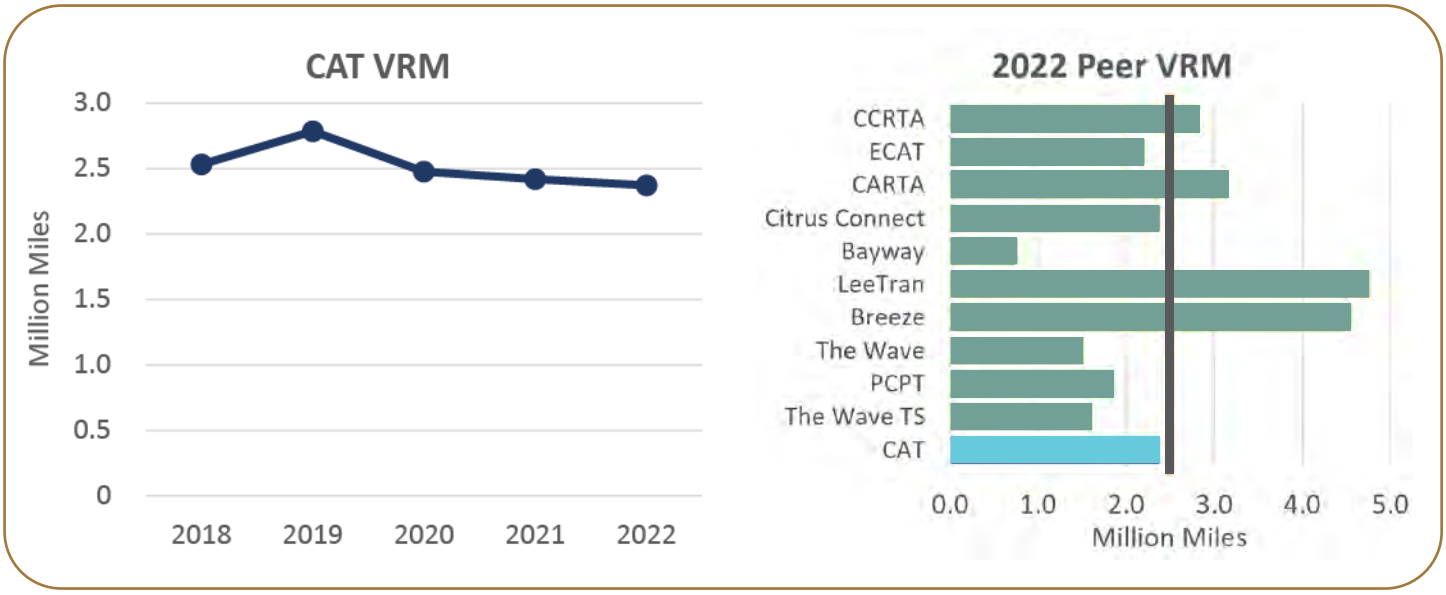

FIGURE 2-43: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILES

VEHICLE REVENUE HOURS (VRH)

Vehicle revenue hours (VRH) represent the total travel time that transit vehicles have operated during revenue service. Like with VRM, VRH as a metric itself is not indicative of positive or negative performance and should be analyzed in relation to productivity and cost-effectiveness measures. Given that CAT VRH values have gone up slightly from 2021 to 2022 compared to decreasing VRM, this would suggest that routes that serve longer distances and cover more miles, possibly towards more rural areas have been restricted and instead shorter routes with more service has replaced it. The increase is also a reflection of congestion as a result of the growth within the County, causing longer travel times for the same distances compared to the previous year. CAT VRH is below the peer average, but again VRH itself is not indicative of performance (shown in **Figure 2-44**). The larger transit agencies such as LeeTran and Sarasota Breeze most likely run more service or for longer times which results in greater VRH.

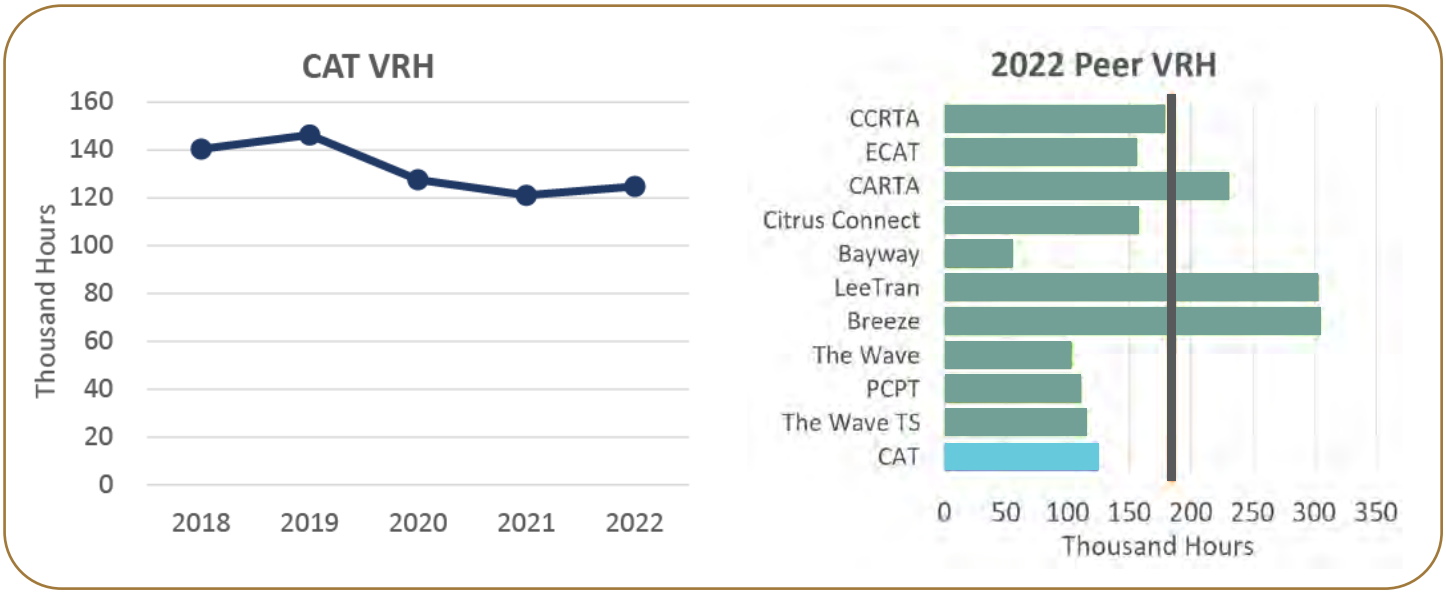

FIGURE 2-44: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE HOURS

VEHICLES OPERATING/AVAILABLE AT MAXIMUM SERVICE (VOMS/VAMS)

Vehicles operating or available at maximum service counts the number of vehicles that are required for (VOMS) or are available to (VAMS) the transit agency to operate at peak full service. VOMS is important for assessing fleet size, directly relating to the network structure and availability of service. VOMS/VAMS numbers can impact the number of routes and frequency of service offered by the transit agency. VOMS helps to determine the required vehicle demand during maximum service versus the vehicles available. VAMS increased from 2020 to 2021 during the pandemic, when less service was required and VOMS was lower. This likely resulted in the decrease in VAMS from 2021 to 2022, however, VOMS has since increased, which would suggest that CAT are operating very close to the line in terms of not having enough vehicles to provide service. Both CAT VOMS and VAMS values are below the peer average, but this is not indicative of performance as agencies will require different numbers of vehicles due to varying services.

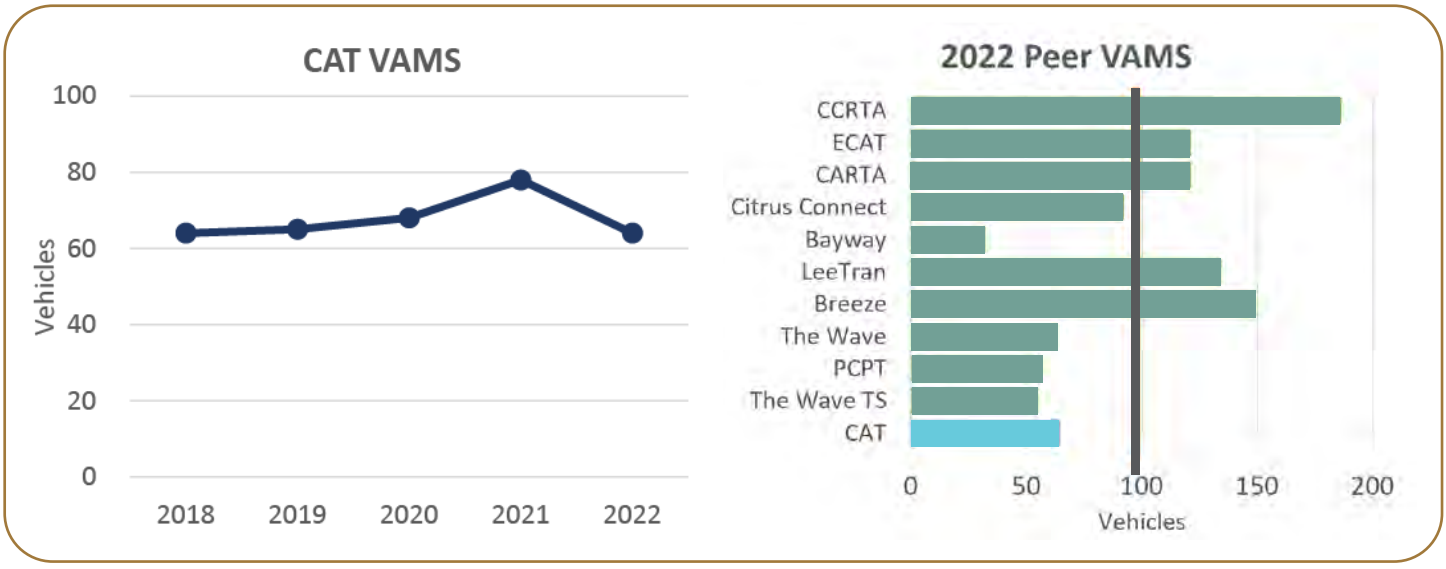

FIGURE 2-45: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLES AVAILABLE AT MAXIMUM SERVICE

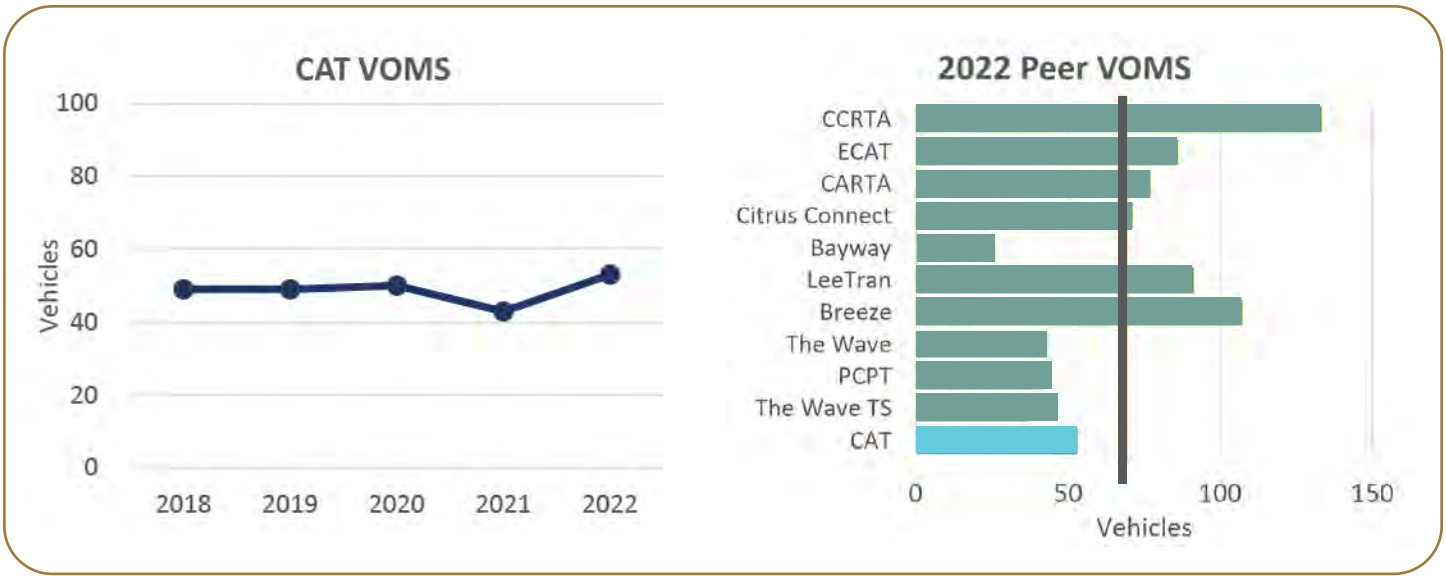

FIGURE 2-46: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLES OPERATING AT MAXIMUM SERVICE

OPERATING EXPENSE

Total operating expense considers all costs associated with operating the transit service, including operational, maintenance, and administrative costs. The NTD data values for operating expense were recalculated for the peer comparison chart to account for differences in labor costs across different geographical regions. The CAT trend chart includes a secondary data series reflecting the cost data in 2018-dollar values, depicting the impacts of inflation over the years (shown in **Figure 2-47**). CAT operating expenses have shown a general increase in trends since 2018 which is to be expected as service gets more expensive to deliver. However, the increase in operating expenses does not appear as drastic between 2021 to 2022 in 2018-dollars, indicating the increase in cost is mostly due to the impact of inflation. Operating expenses should be analyzed in relation to fare revenue and farebox recovery rates to determine how much of the cost of the service is being recouped. CAT operating expenses are below the peer average, indicating that the transit system does not cost as much to operate compared to the other larger agencies.

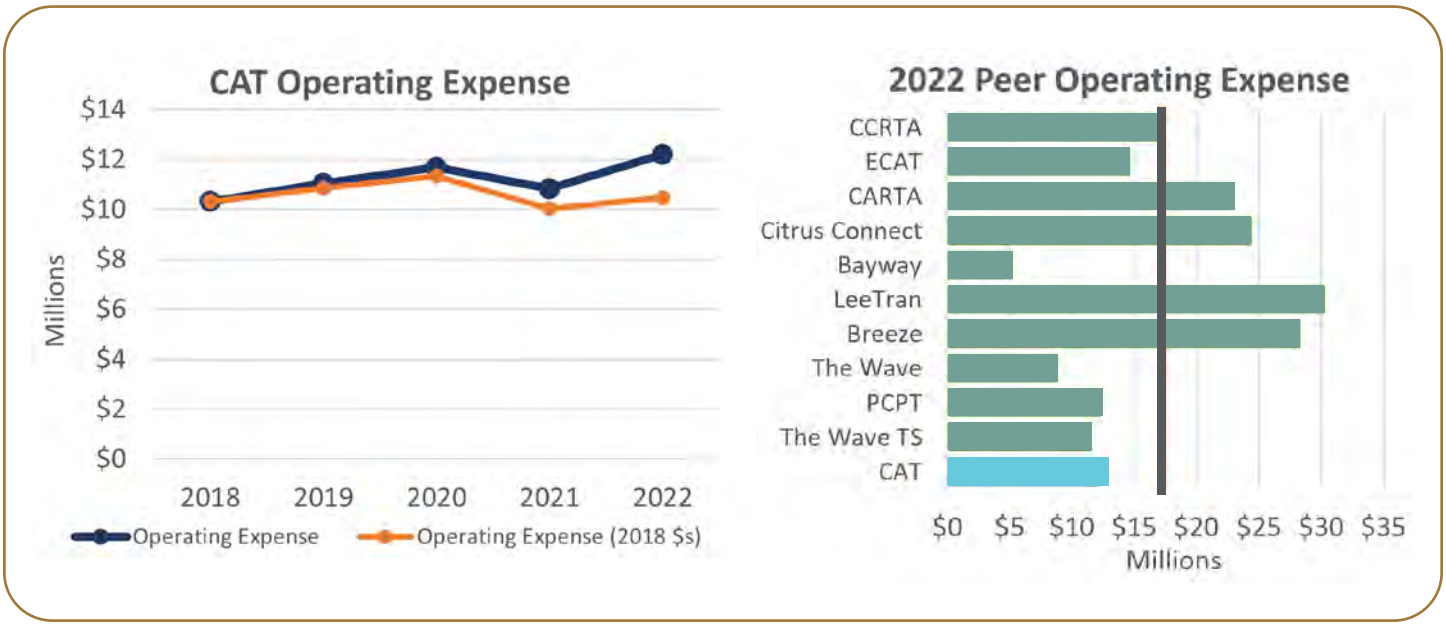

FIGURE 2-47: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE

FARE REVENUE

Fare revenue is the total amount of revenue generated from fare-paying transit service users. Again, the CAT trend chart includes a secondary data series reflecting the revenue data in 2018-dollar values, depicting the impacts of inflation over the years (shown in **Figure 2-48**). Post-pandemic, CAT fare revenue has been steadily increasing which would be in line with passenger trips also increasing. As with operating expense, fare revenue is most useful when analyzed in relation to operating expense and farebox recovery rates. CAT fare revenue is below the peer average, indicating that CAT receives less revenue from rider fares compared to other agencies, especially CARTA with a significantly higher fare revenue value.

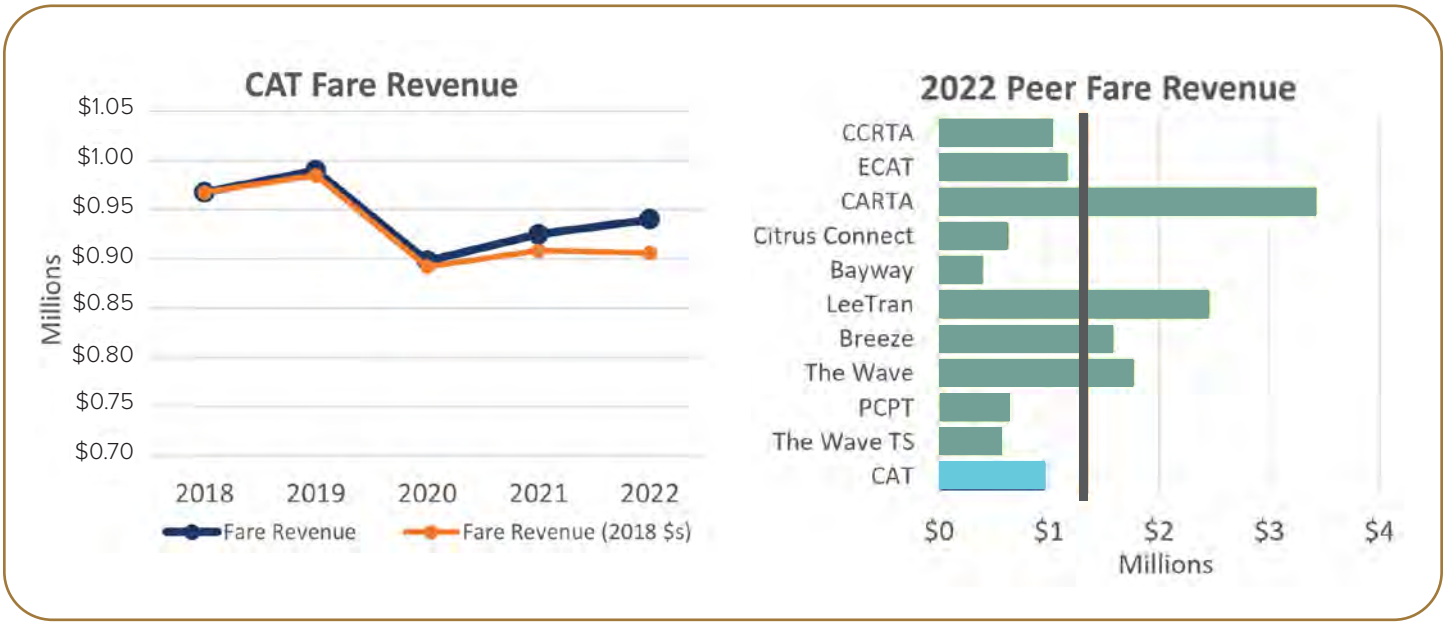

FIGURE 2-48: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR FARE REVENUE

EFFECTIVENESS MEASURES

Service effectiveness is represented by performance characteristics in relation to the population, as the selected indicators demonstrate to what extent service-related goals are being achieved. This includes service supply, service consumption, and quality of service. Effectiveness measure values are obtained or derived from NTD data and reflect total values for all modes.

UNLINKED PASSENGER TRIPS/ PASSENGER MILES TRAVELED PER CAPITA

UPT per capita is calculated by dividing UPT by the service area population, measuring transit usage within the service area. Similarly, PMT per capita is derived from dividing PMT by the service area population. Higher values represent a greater utilization of service. CAT UPT and PMT per Capita values have been decreasing over the years, with a steeper decrease towards 2020, likely due to people taking transit less during the pandemic. There was a small increase from 2021 to 2022 as ridership began to improve back towards pre-pandemic levels. CAT UPT per capita is below the peer average (shown in **Figure 2-49**) and PMT per capita just slightly below, demonstrating that service utilization is less effective compared to other agencies, especially CARTA with a significantly higher value (shown in **Figure 2-50**).

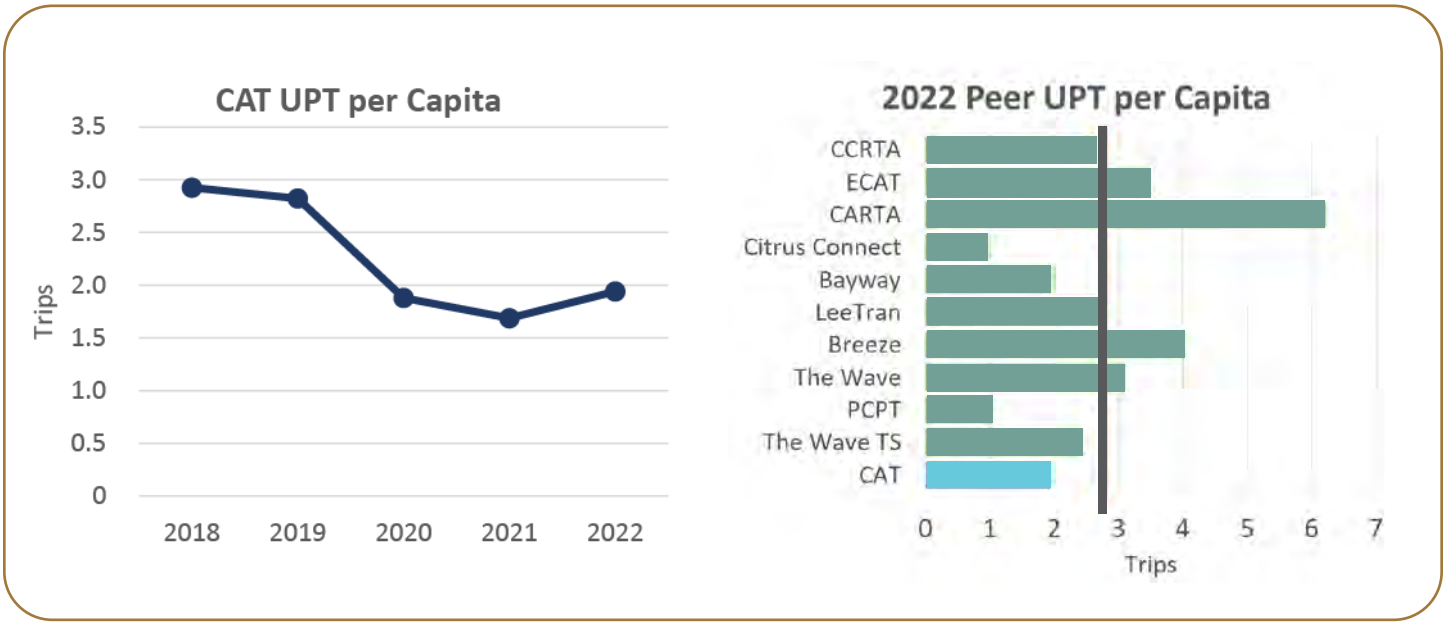

FIGURE 2-49: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED PASSENGER TRIPS PER CAPITA

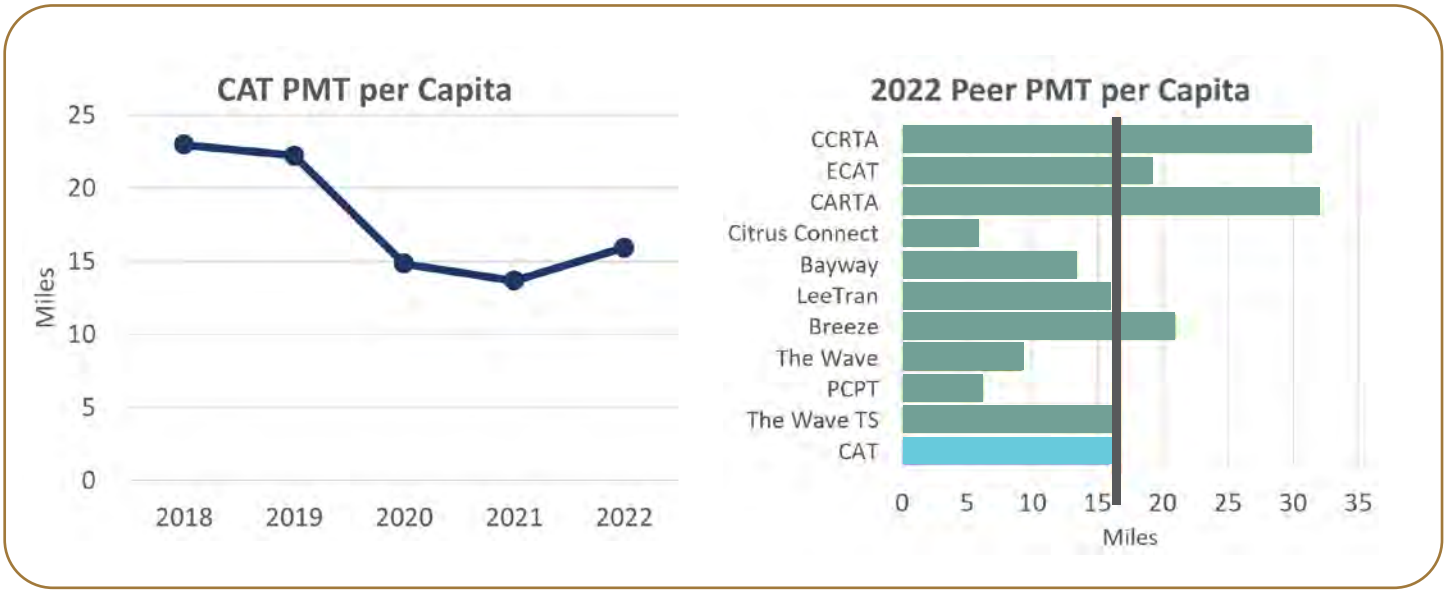

FIGURE 2-50: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR PASSENGER MILES TRAVELED PER CAPITA

VEHICLE REVENUE MILES PER CAPITA

VRM per capita is calculated from the dividing VRM by the service area population, measuring the supply of service provided based on the population of the service area. There was a significant decrease in VRM per capita from 2019 to 2020, likely due to reduced service as a result of the pandemic (shown in **Figure 2-51**). Values stayed relatively steady after 2020, but still slightly decreasing. The 2022 CAT value is just below the peer average.

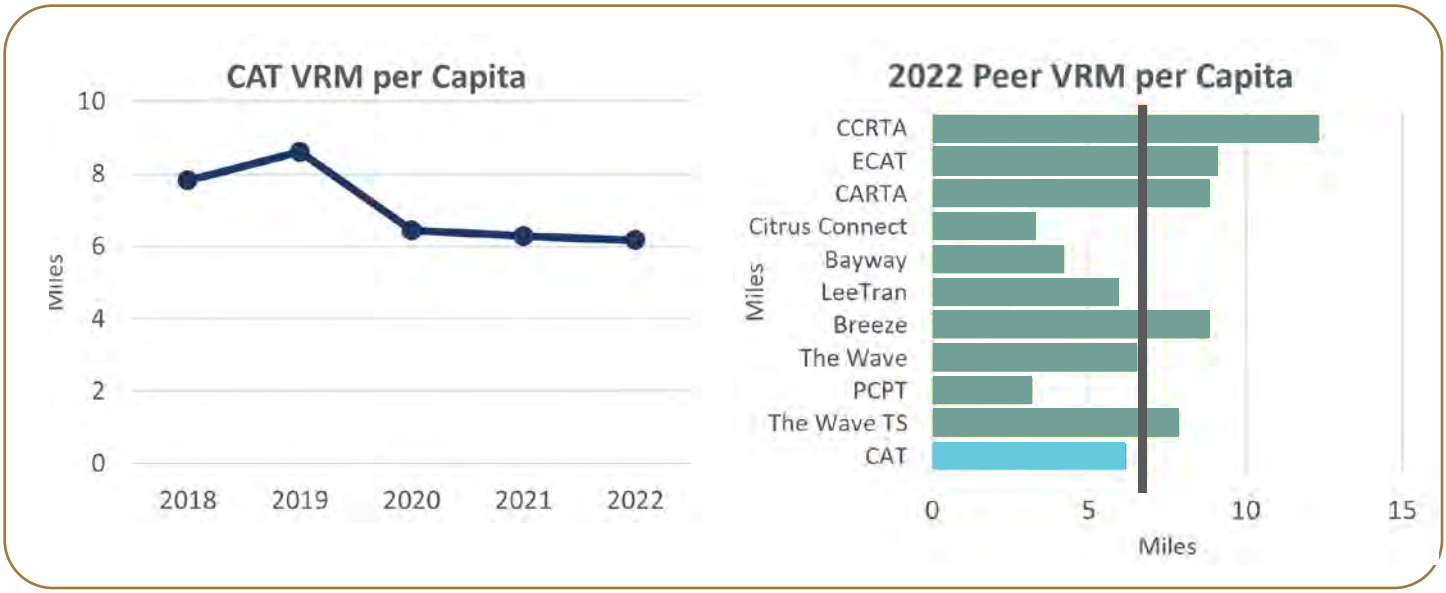

FIGURE 2-51: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILES PER CAPITA

UNLINKED PASSENGER TRIPS PER VEHICLE REVENUE MILE/ VEHICLE REVENUE HOUR

Dividing UPT by VRM or VRH can serve as other indicators for productivity and service consumption, measuring the utilization rates per unit of provided service. Higher values are desirable as it reflects that there is greater utilization of service. CAT UPT (shown in **Figure 2-52**) per VRM values stayed consistent for four years after a decrease from 2018 to 2019, while UPT per VRH values decreased over the years and only increased from 2021 to 2022. CAT UPT per VRM is below average and UPT per VRH is average amongst the peers (shown in **Figure 2-53**).

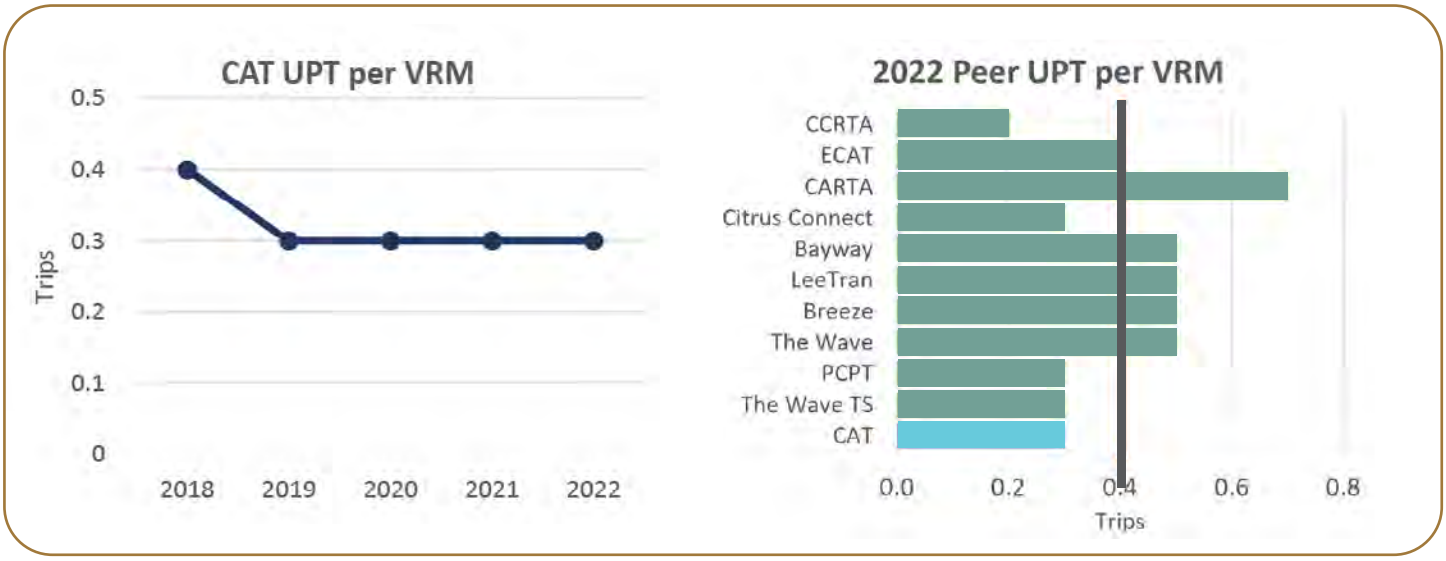

FIGURE 2-52: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED TRIPS PER VEHICLE REVENUE MILE

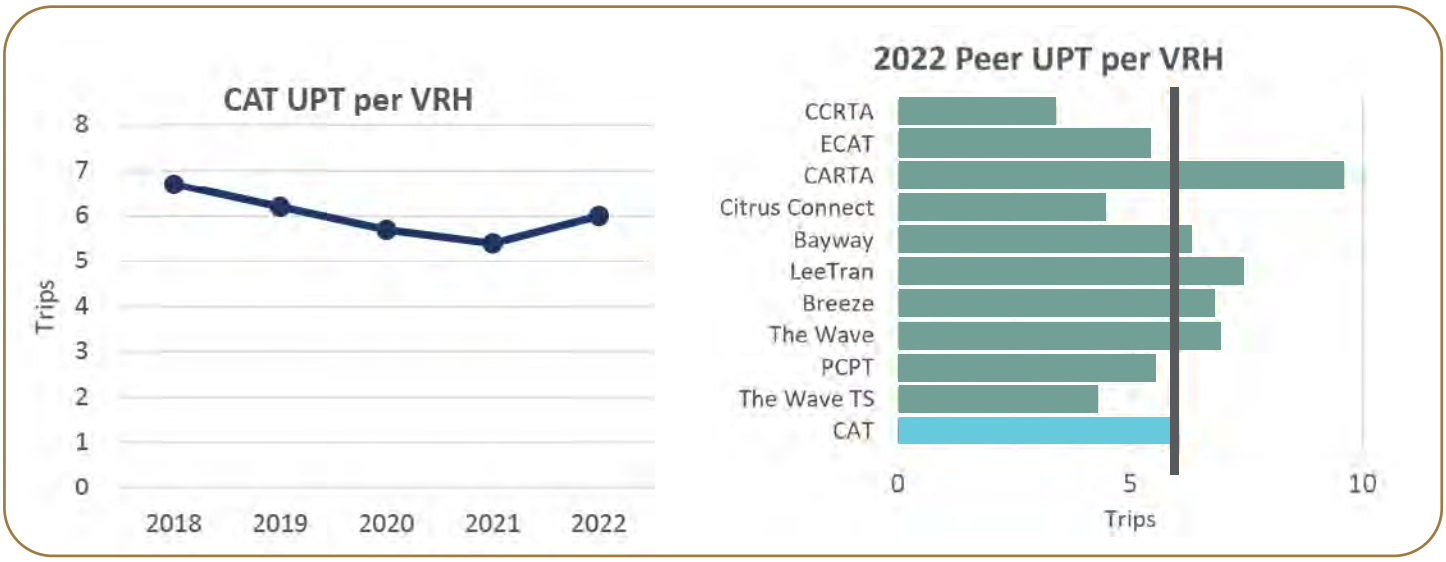

FIGURE 2-53: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR UNLINKED TRIPS PER VEHICLE REVENUE HOUR

EFFICIENCY MEASURES

Service efficiency revolves mostly around operating expenses and a few other indicators, in essence, how much it costs to provide and run the service. Most of the efficiency measures are derived from ratios between two performance measures, and again reflect total values for all modes. The data values for all measures involving operating expense were recalculated for the peer comparison charts to account for differences in labor costs across different geographical regions. The trend charts include secondary data series reflecting the cost data in 2018-dollar values, depicting the impacts of inflation over the years.

OPERATING EXPENSE PER CAPITA

Operating expense per capita reflects the total investment spent on provided transit services in relation to the service area population. The metric itself reflects greater investment in transit with higher values, however, there are many additional underlying considerations including productivity, demand, and utilization. Operating expense per capita decreased from 2019 to 2021, possibly due to lowered costs from less service during the pandemic, then increased in 2022. CAT's operating expense per capita value is below the peer average, indicating that it spends less per capita to operate compared to other agencies (shown in **Figure 2-54**).

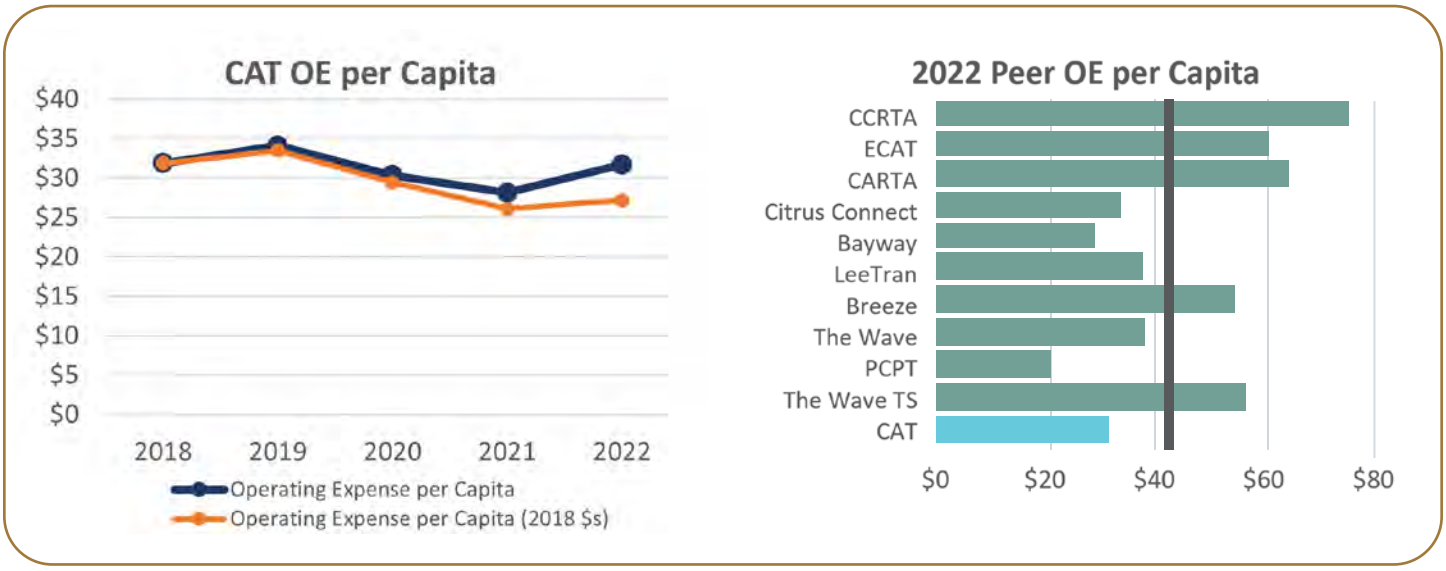

FIGURE 2-54: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER CAPITA

OPERATING EXPENSE PER UNLINKED PASSENGER TRIP/PASSENGER MILE TRAVELED

Operating expense per UPT/PMT indicate the average cost to provide service for each unlinked trip or passenger mile, showcasing the market demand for the service and how service is delivered. The lower these values, the better, as it is ideal to minimize cost per trip/mile. The trends for operating expense per UPT/PMT are identical; increasing up to 2021 and slightly decreased in 2022 (shown in **Figures 2-55** and **Figure 2-56**). The increase from 2020 to 2021 was mostly due to inflation as the trends decreased from 2020 to 2022 in 2018-dollar values. The operating expense per UPT/PMT values for CAT are below the peer averages, meaning that it costs less to operate per trip/mile compared to other agencies.

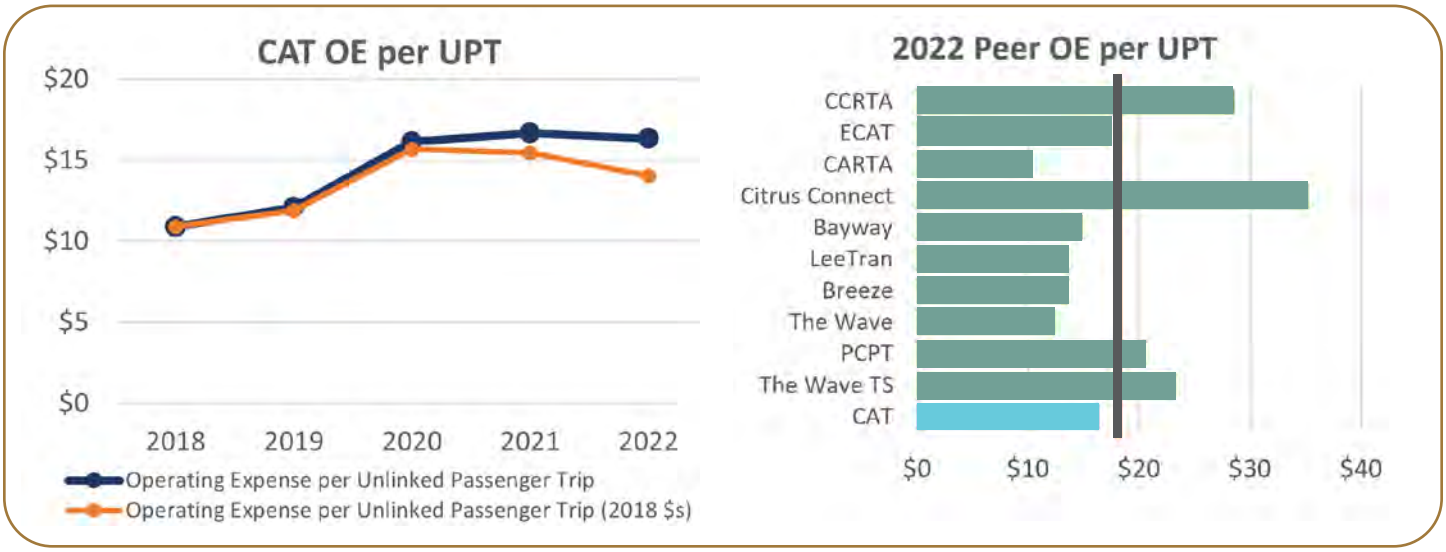

FIGURE 2-55: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER UNLINKED TRIP

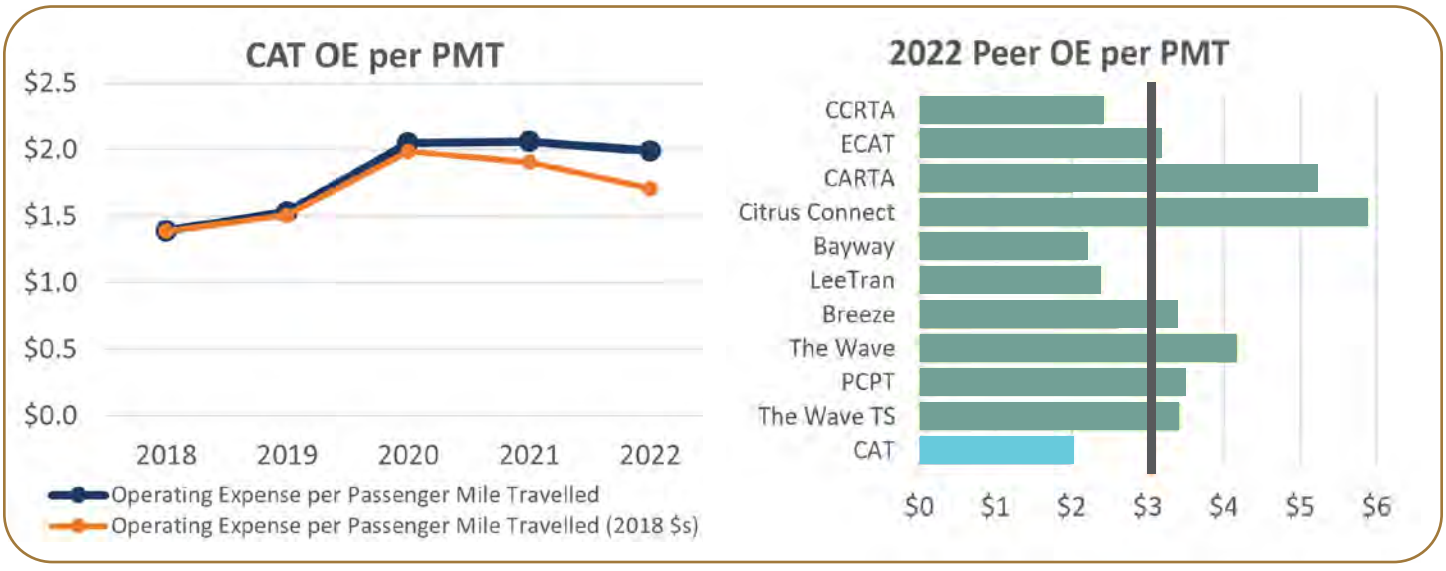

FIGURE 2-56: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER PASSENGER MILE

OPERATING EXPENSE PER VEHICLE REVENUE MILE/ VEHICLE REVENUE HOUR

Operating expense per VRM/VRH are average cost calculations for every service mile or hour, evaluating the efficiency of transit service delivery. Lower values are ideal to minimize the cost per mile/hour. CAT operating expense and vehicle revenue miles have been consistently increasing, except for a slight decrease from 2020 to 2021. Apart from Citrus Connect, the operating expense per VRM/VRH values are close together across the agencies. CAT's values are below the peer averages, demonstrating that it costs less to operate per mile/hour compared to other agencies (shown in **Figures 2-57** and **2-58**).

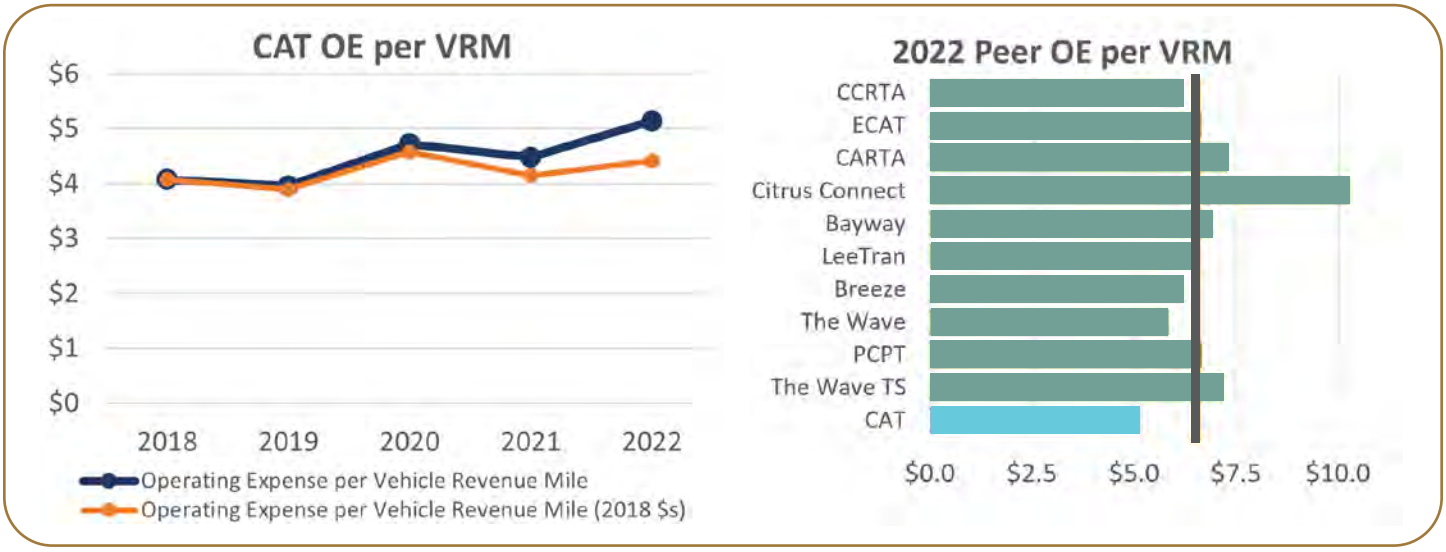

FIGURE 2-57: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER REVENUE MILE

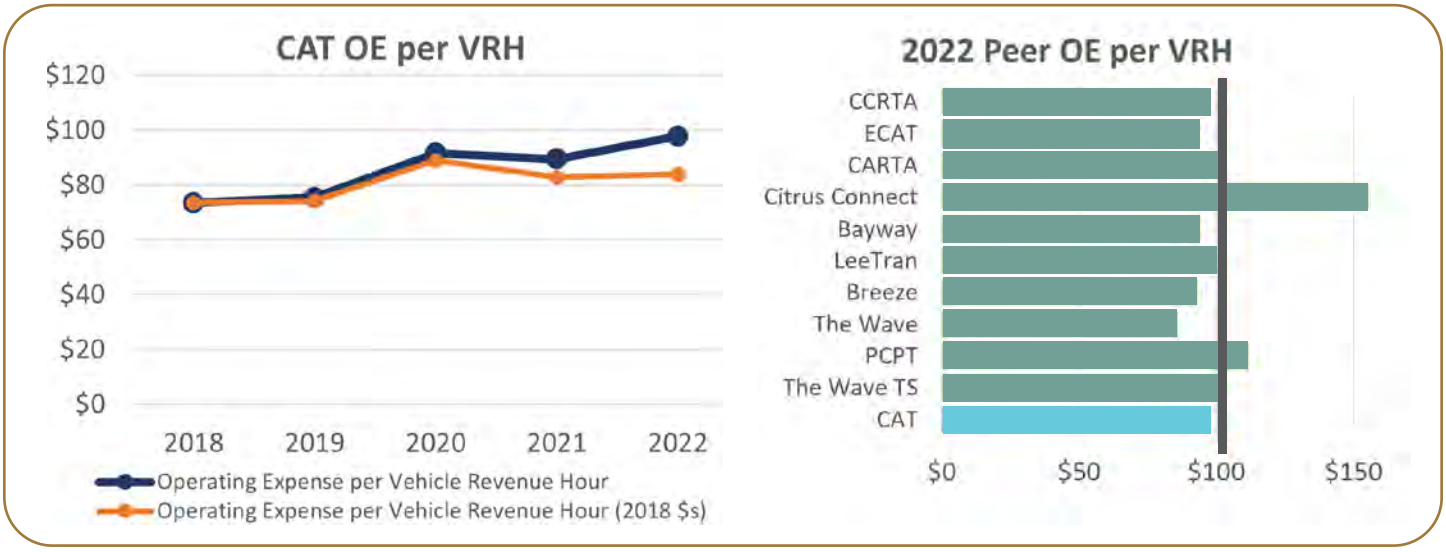

FIGURE 2-58: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR OPERATING EXPENSE PER REVENUE HOUR

VEHICLE REVENUE MILES PER VEHICLE

VRM per vehicle is the average service provided by each vehicle in operation during maximum service, derived from dividing VRM by VOMS. It is an indication of vehicle utilization, but there are other contextual considerations to be made including fleet size and age. VRM per vehicle values decreased from 2019 to 2021, likely due to lowered vehicle utilization during the pandemic. CAT has the highest VRM per vehicle value compared to the other peer agencies, indicating high vehicle utilization (shown in **Figure 2-59**). The increase is also a reflection of congestion as a result of the growth within the county, causing longer travel times for the same distances compared to the previous year.

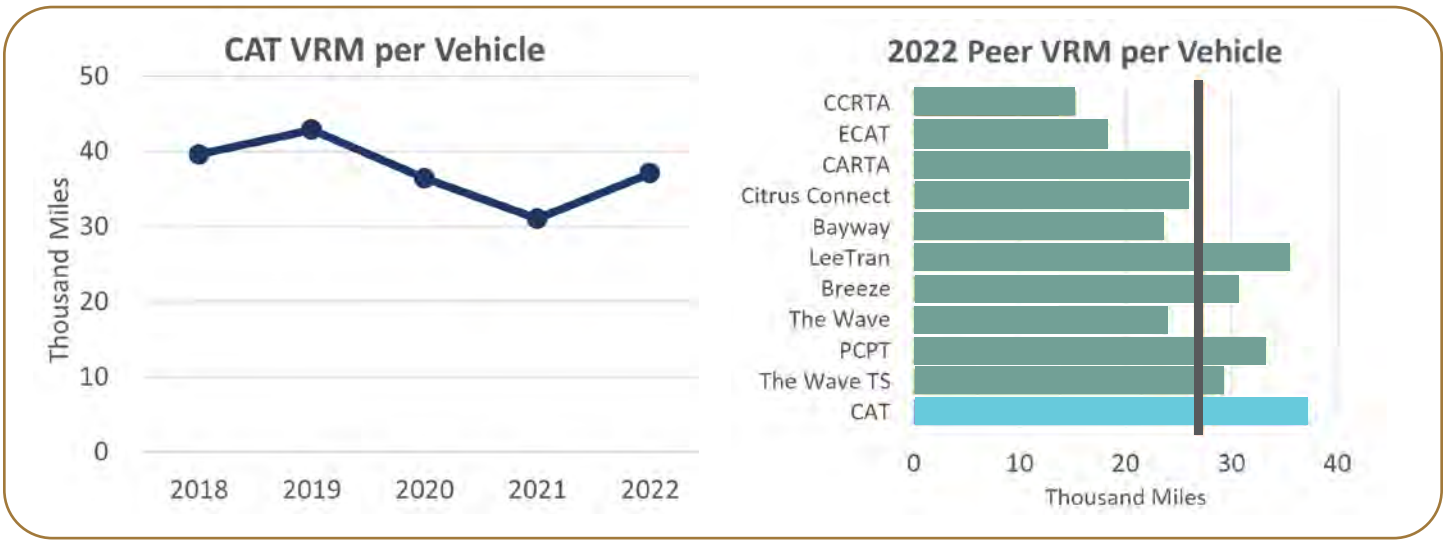

FIGURE 2-59: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR VEHICLE REVENUE MILE PER VEHICLE

FAREBOX RECOVERY RATIO

Farebox recovery ratio is the percentage of the total operating expenses that are funded by total fare revenue from service users, equating fare revenue over operating costs. Higher farebox recovery is desired as that means a greater percentage of the operating costs are covered by passengers compared to other funding sources. The farebox recovery ratio of approximately 8% in 2022 demonstrates a low level of recovery and therefore indicating that the transit network is heavily reliant on other funding sources. However, CAT is performing below but near the peer mean which suggests that it is performing at an average level in comparison to other agencies, many of whom are performing worse (shown in **Figure 2-60**).

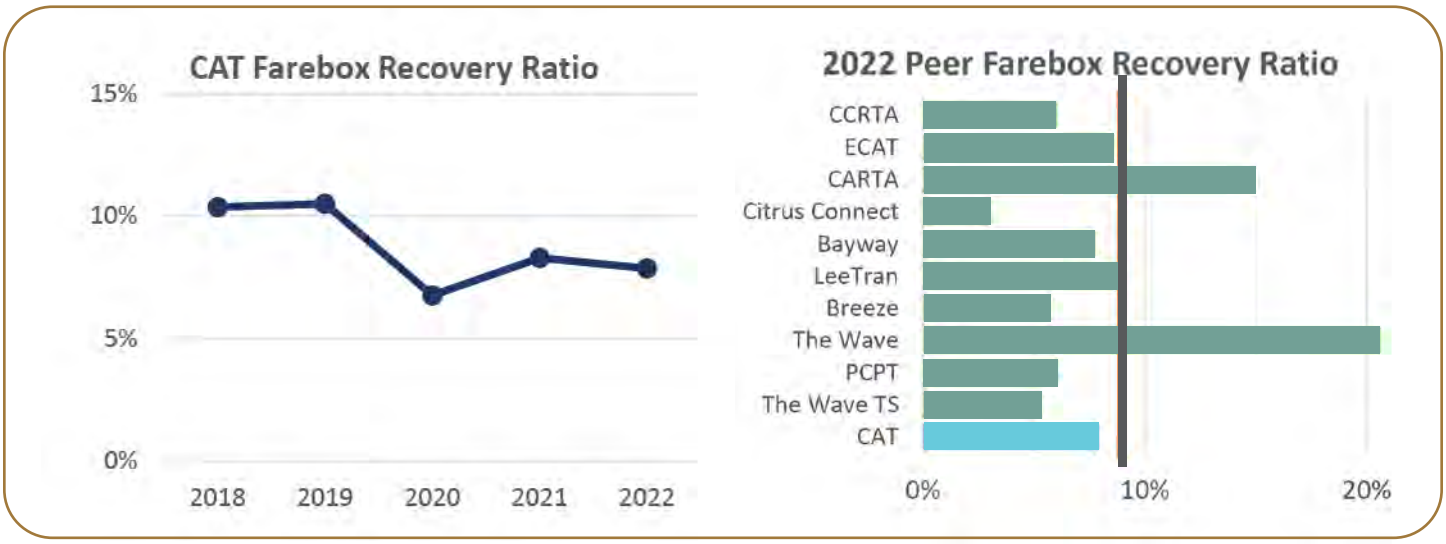

FIGURE 2-60: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR FAREBOX RECOVERY RATIO

AVERAGE FARE

Average fare is the average amount paid per passenger per trip and is calculated by dividing fare revenue by UPT. The metric itself is not necessarily indicative of performance but is a good comparison to other transit systems in terms of fare cost. CAT's average fare value is right at the peer average, showing that the fares implemented by CAT are comparable to the other agencies, other than The Wave, which has a much higher average fare (shown in **Figure 2-61**).

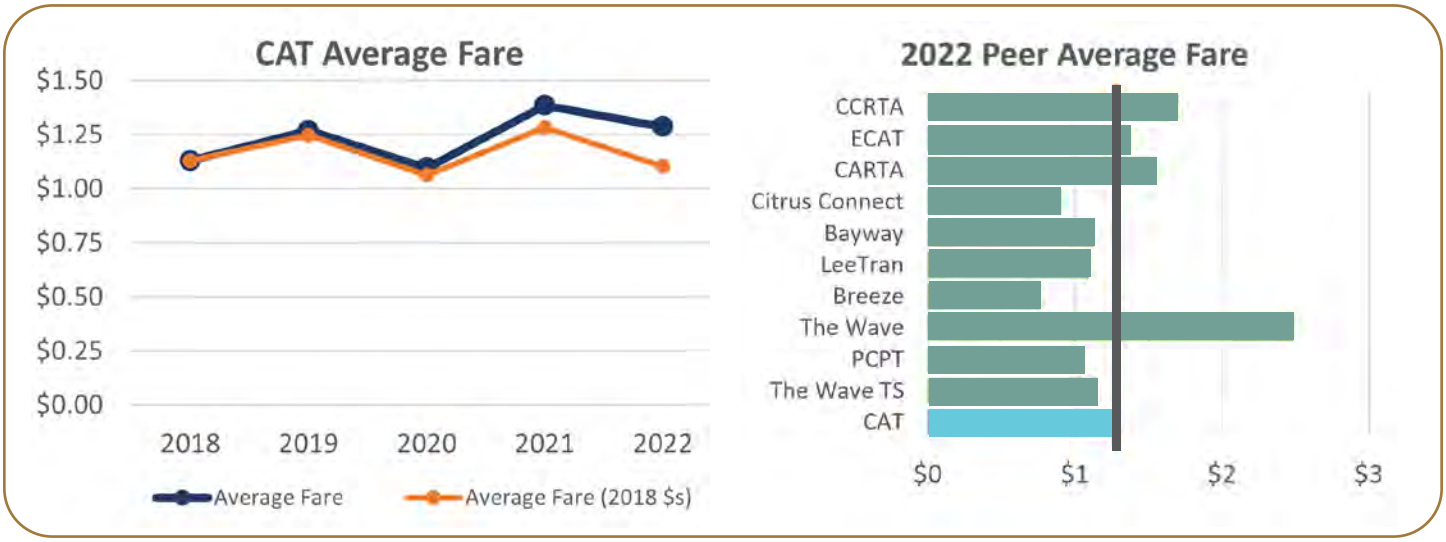

FIGURE 2-61: 5-YEAR TREND AND 2022 PEER COMPARISON CHARTS FOR AVERAGE FARE

KEY FINDINGS

Over the past five years, a clear trend has emerged across most performance measures. From 2018 to 2021, values declined, with the most significant drop occurring between 2019 and 2020, likely due to the onset of the COVID-19 pandemic, which severely impacted the CAT transit system. By 2022, performance measures began to recover, possibly reflecting adaptations by the transit systems to pandemic-related challenges and a gradual return of riders. Rising costs and inflation since the pandemic have likely driven up operating expenses, affecting service delivery. Despite the removal of the last loop for Routes 11, 12, 13, 14, and 17, as per the FY 2024 update of the TDP, ridership increased during the peak season between FY 2023 and FY 2024.

Overall, the indicators for CAT are mostly below the peer averages. This has different meanings and implications for the various measures. For the general performance measures, it indicates that CAT provides less service and there may be less transit demand compared to other agencies. The charts showed that CAT values were actually quite close to most of the other agencies in the peer group aside from CARTA, LeeTran, and Sarasota Breeze, which are larger transit agencies that serve a larger population size. For the effectiveness measures, CAT values falling lower than the peer average demonstrates that the transit system may not be as effective as other agencies, as the utilization of service is lower. On the other hand, lower than average values for the efficiency measures indicates that CAT is doing better than the peer agencies, as it costs less for CAT to operate per capita, trip, mile, or hour.

In general, the analysis of CAT trends over the years and comparing CAT to other peer agencies helps to identify how CAT is performing in its operations. Seeing how other agencies perform can assist with identifying where CAT can improve its existing system.




Schedules
& Real Time
Routes
Stops
INFORMATION
rideCAT
COLLIER AREA TRANSIT

SECTION 3
PUBLIC OUTREACH

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3 PUBLIC OUTREACH

This section summarizes public outreach activities conducted as part of the TDP. The TDP's Public Involvement Plan (PIP) provided a plan for creating meaningful public engagement which considers comments by the public, stakeholders, policymakers, and others when making recommendations. The TDP PIP is built on and incorporated adopted public engagement strategies and approaches developed in the Collier MPO Public Participation Plan and Collier Area Transit's public engagement plans. Thus, several public involvement sessions were planned such as, stakeholder interviews, an online survey, two Listening Sessions, and two Public Workshops.

PUBLIC INVOLVEMENT PLAN IMPLEMENTATION

By design, implementation plans serve as strategic plans, outlining actions to be undertaken to achieve previously identified goals and objectives. This implementation plan section describes the activities undertaken under the Collier Area Transit TDP Public Involvement Plan (PIP). The PIP was designed to aid internal coordination with stakeholders and public outreach activities.

The development of the TDP requires a separate plan for defining a public involvement process that meets specific objectives or the use of the MPO's Public Participation Plan. The TDP's PIP sets forth a plan for creating meaningful public engagement and considers comments by the public, stakeholders, policymakers, and others when making recommendations in the TDP. The PIP considers the following factors:

- Define a process to reach all demographic groups including commuters, students, transportation disadvantaged, senior citizens, and persons with disabilities;
- Solicit input from riders whose primary transportation is transit, riders who may use transit occasionally for certain trips, non-riders that would like to use transit at least for some trips, and those who do not consider transit an option to meet their transportation needs;
- Ensure that questions raised throughout the process are considered, responded to, documented, and synthesized; and
- Complies with federal civil rights and environmental laws and regulations.

The PIP was developed by Stantec, CAT and the MPO, submitted for public comment and for FDOT review and approval. FDOT approved the TDP PIP on March 29, 2024. The PIP is included as **Appendix B**.

ON-BOARD SURVEYS DESIGN CONSIDERATIONS

CAT conducts surveys frequently with a target of every two years to evaluate the existing system and provided service, as well as soliciting suggestions and feedback. Surveys are conducted to better understand the needs and concerns of current users, welcoming CAT riders to provide feedback on how they think service can be improved.

Two past surveys were developed and conducted to gather information on how the existing system is perceived and what services are in demand. These are the CAT Sticker Survey conducted in November 2022 and the Baseline CAT Survey. The CAT Sticker Survey explores how riders use CAT service and the rideCAT mobile app. The Baseline CAT Survey delves more into the demand for services in addition to service satisfaction. This survey has a lot more responses compared to the previous survey.

The results from these surveys provide a better understanding of the attitudes, habits, and preferences of riders as survey responders indicate their common trip routes and purposes. This helps to show the gaps in the existing transit service and potential for service improvements based on demand.

SURVEY CHARACTERISTICS

The surveys consisted of questions regarding passenger socio-demographics, travel behavior and characteristics, and rider satisfaction. The information gathered included:

- Socio-demographics
  - Age
  - Gender
  - Education Attainment
- Travel Behavior and characteristics
  - Commonly taken bus routes
  - Trip purpose for transit trips
  - Length of time using CAT services
  - Method for receiving service alerts
  - rideCat mobile app usage
- Rider satisfaction
  - How well various services meet transportation needs
  - Ease of usage for various services
  - Service improvement importance rankings
  - Cleanliness of transportation infrastructure
  - Overall experience ratings
  - Satisfaction of service

PASSENGER DEMOGPRAHIC INFORMATION

The CAT Sticker Survey asked riders for demographic information including age, gender, and highest level of education attained. From the results, it appears that most of the survey respondents were young adults aged between 21-30. There were a few more male respondents than female respondents. The results can be seen in the graphs below.

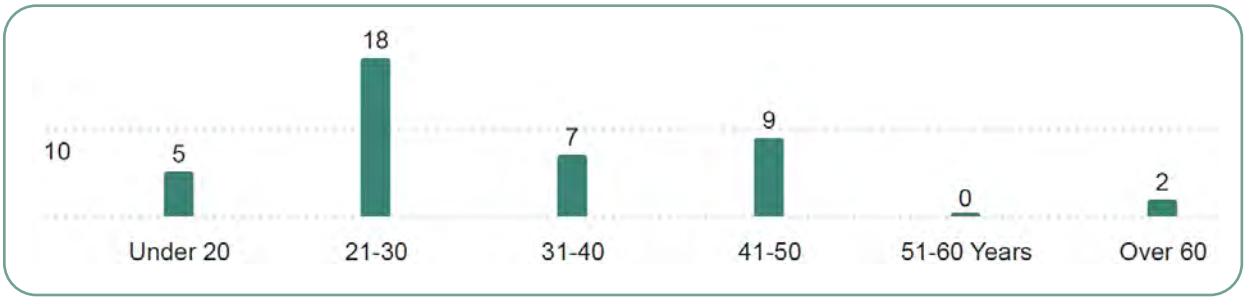

FIGURE 3-1: DISTRIBUTION OF RESPONDENT AGE FROM CAT STICKER SURVEY RESPONSES



FIGURE 3-2: DISTRIBUTION OF RESPONDENT GENDER FROM CAT STICKER SURVEY RESPONSES

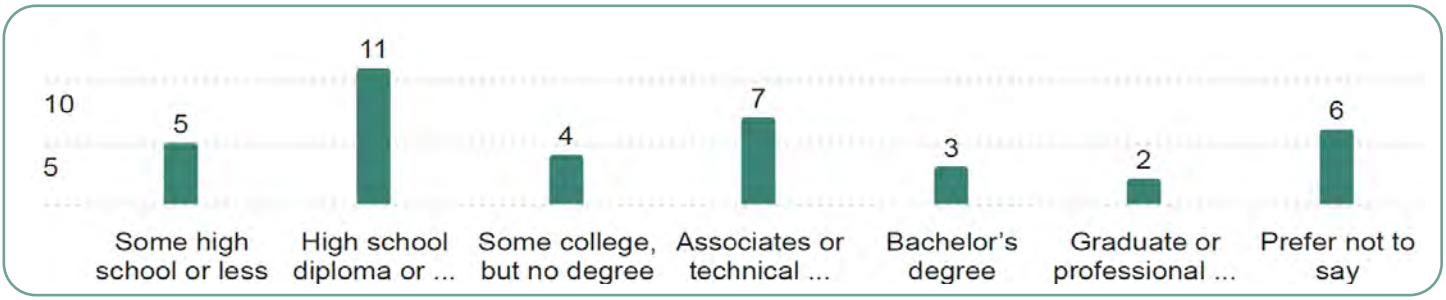

FIGURE 3-3: DISTRIBUTION OF RESPONDENT EDUCATIONAL ATTAINMENT FROM CAT STICKER SURVEY RESPONSES

PASSENGER TRAVEL BEHAVIOR AND CHARACTERISTICS

Survey respondents were asked which routes they usually ride, and the results are shown in the graph below. The top routes were the 11, 12, and 19.

Additionally, respondents were asked to indicate which destinations they take transit to get to. The top trip purpose for transit trips was to go to work, followed by shopping, and the remaining trip purposes had a fairly even distribution of responses.

Other survey questions include how long the rider has been a user of CAT and how they receive CAT service alerts. A majority of the survey respondents indicated that they have only taken CAT for a year or less (20 responses), others were riding CAT for the first time (10 responses), a few had been riding with CAT for over 5 years (7 responses), and very few between 1 to 5 years (5 responses in total). The majority of respondents find out about CAT service alerts through the website at rideCAT.com (28 responses), some through rideCAT social media (10 responses), and a few through subscription text alerts (6 responses). These results are shown in the graphs in **Figure 3-6** and **Figure 3-7**.

The survey also includes a few questions about the rideCAT mobile app such as if riders are aware of the app, if they use it, or what prevents them from using it. Majority of the responders said that they are aware of the app and use it (38 and 31 respectively), however, 9 were not aware of the app and 17 did not use it. The answers to why the respondents do not use the app include that they did not know about it, do not know how to use it, or just have no need for it.

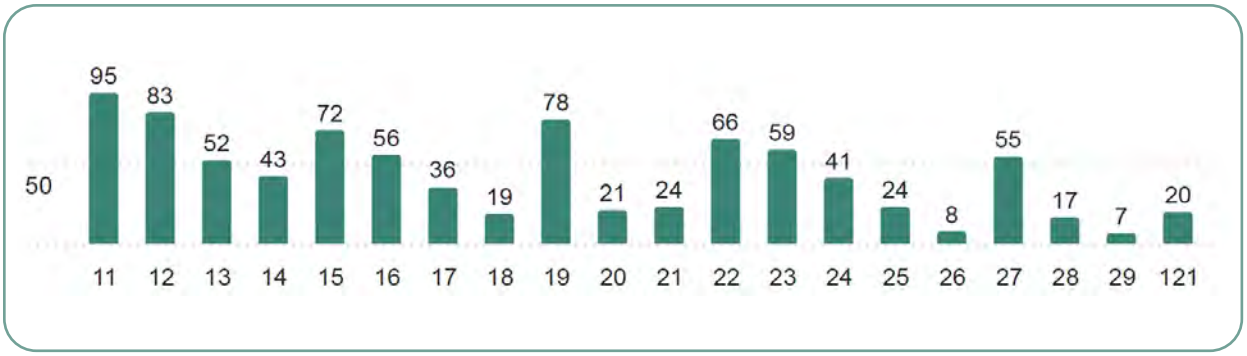

FIGURE 3-4: DISTRIBUTION OF MOST FREQUENTED ROUTES FROM BASELINE CAT SURVEY RESPONSES

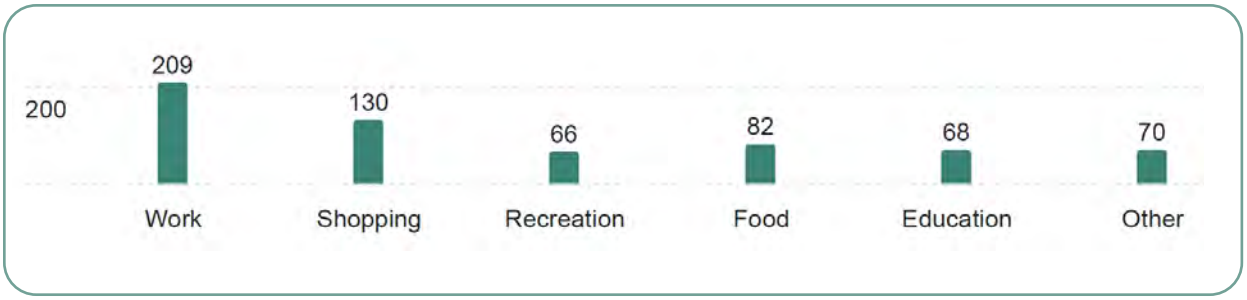

FIGURE 3-5: DISTRIBUTION OF TRIP DESTINATIONS FROM BASELINE CAT SURVEY RESPONSES

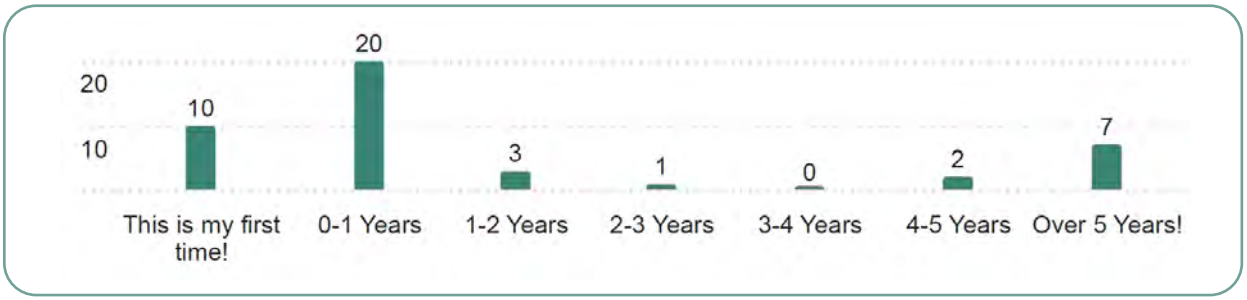

FIGURE 3-6: DISTRIBUTION OF AMOUNT OF TIME RIDING WITH CAT FROM CAT STICKER SURVEY RESPONSES



FIGURE 3-7: DISTRIBUTION OF METHOD FOR RECEIVING SERVICE ALERTS FROM CAT STICKER SURVEY RESPONSES

PASSENGER SATISFACTION

Survey responders were asked to rate how well different aspects of the service met their transportation needs, overall ease of use for various services, cleanliness of the different transit infrastructure, the service they received, and their overall experience with CAT.

The responses to this question varied between the CAT Sticker Survey and the Baseline CAT Survey. The graph for the CAT Sticker Survey results shows a positive skew where the majority of responses were very satisfied and very few were very dissatisfied, as seen in **Figure 3-8**. The graph for the Baseline CAT Survey results in **Figure 3-9** shows that most riders just feel neutral about CAT service, many are satisfied with their experience, and an almost equal amount of people are very dissatisfied or very satisfied.

Both surveys also asked how likely the rider would be to recommend CAT services to a friend or colleague. The responses for both surveys followed a similar trend where a majority said they would recommend CAT. The results from both surveys are shown in **Figure 3-10** and **Figure 3-11**.

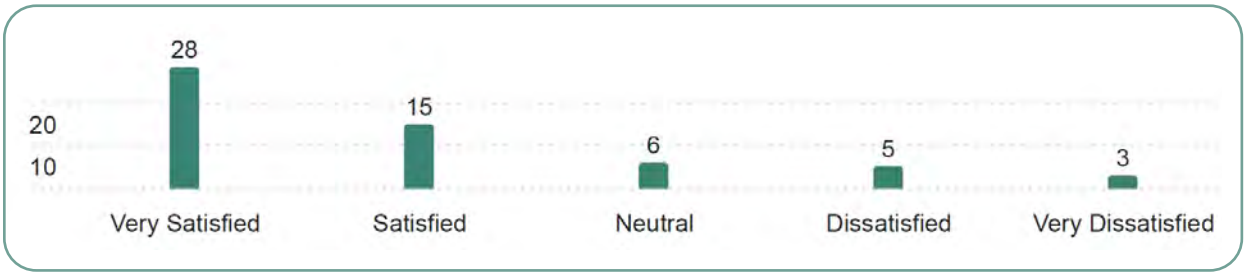

FIGURE 3-8: DISTRIBUTION OF RESPONDENT AGE FROM CAT STICKER SURVEY RESPONSES

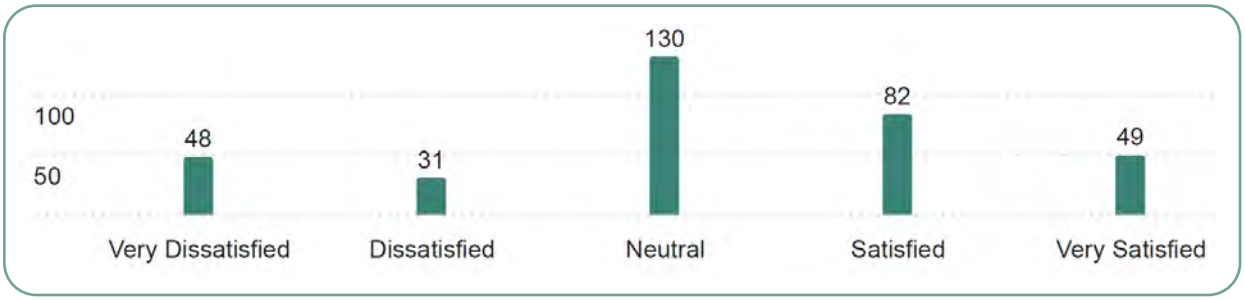

FIGURE 3-9: DISTRIBUTION OF SATISFACTION LEVEL WITH CAT SERVICE FROM BASELINE CAT SURVEY RESPONSES

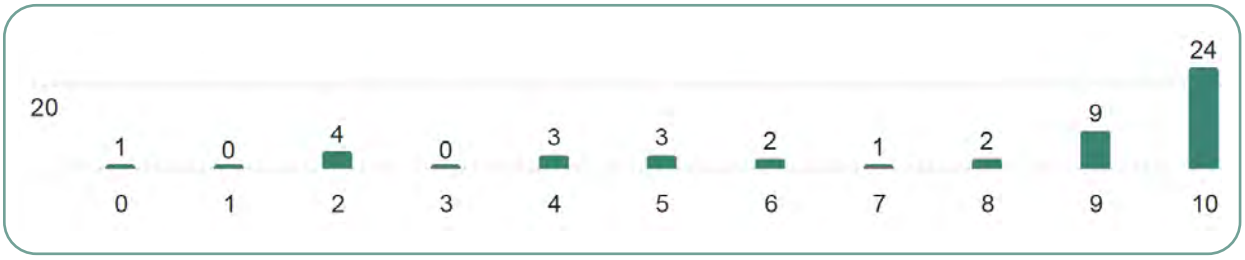

FIGURE 3-10: DISTRIBUTION OF LIKELINESS TO RECOMMEND CAT FROM CAT STICKER SURVEY RESPONSES

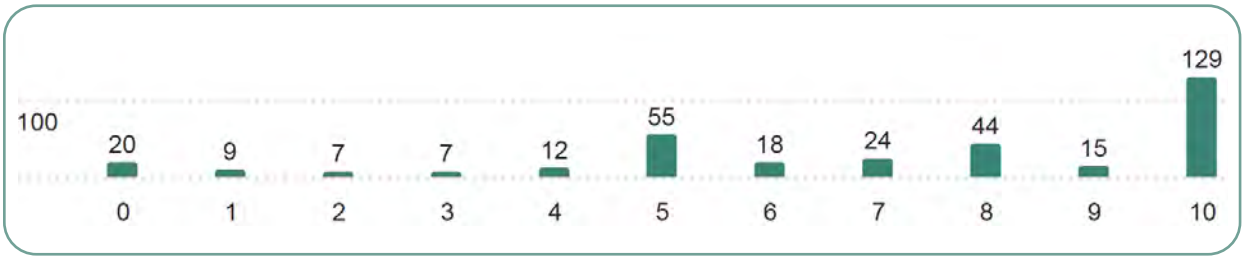

FIGURE 3-11: DISTRIBUTION OF LIKELINESS TO RECOMMEND CAT FROM BASELINE CAT SURVEY RESPONSES

STAKEHOLDER INTERVIEWS

Collier MPO and Public Transportation and Neighborhood Enhancement (PTNE) staff identified key policy makers and community partner stakeholders to interview as part of the PIP. Stakeholder interviews were held in person, through the telephone or virtually as necessary to facilitate participation.

PURPOSE

The purpose of stakeholder interviews was to gauge the policy, long-term strategies, goals, and objectives of key decision-makers and identify obstacles and opportunities in the development of recommendations and plans. Stakeholder participation was documented and is included in **Appendix D**.

LOCATION, DATE, AND TIME

Stakeholder interviews were held via telephone, in-person or online zoom between July 2, 2024, to August 22, 2024.

PARTICIPATION

Nine stakeholders participated in the interviews, all of which were policy makers.

REFERENCE MATERIALS AND HANDOUTS

Each stakeholder interviewee was asked the same 9 questions. During this initial introduction, all the policymakers interviewed were advised of the TDP process underway and how their responses would be used to develop and support recommendations. All respondents were provided a draft of their interview notes for review and edit.

Below is a summary of the responses.

1. How familiar are you with transit overall?

This question prompted responses on their overall familiarity with transit. Overall, most respondents stated they were very familiar with transit and commented on using transit in other places. Two (2) respondents stated they considered themselves less familiar with transit than other areas and one respondent indicated they were somewhat familiar. The respondents overwhelmingly indicated they were familiar with transit services.

2. Do you have any specific discussion points about transit in Collier Area Transit you would like to raise?

This question asked if there are any identified issues or topics directly associated with CAT that needed to be addressed. Respondents overwhelmingly focused on transit service including addressing paratransit, connectivity with micromobility, reaching underserved areas and providing passenger amenities. Two respondents noted the need for improved communication.

Respondents overwhelmingly identified issues related to challenges faced by CAT including providing service to underserved areas, operating challenges, along with coordination and communication.

3. How would you rate your awareness of CAT, are you familiar with how to use transit or where it operates?

Respondents were asked to rate their awareness specifically related to CAT.

Overall respondents acknowledged they were familiar with various aspects of CAT and transit services provided. Six respondents indicated they had a high level of familiarity with CAT through their roles in government and while serving on the MPO. Two (2) respondents indicated although familiar with CAT, they felt they did not have a significant understanding of CAT operations.

All policymakers interviewed were familiar with CAT operations.

4. What do you view as the role of transit in Collier? Connect workers with jobs? Primarily for persons without cars? Relief for limited parking, roadway congestion?

Respondents were asked to identify the primary role of transit in Collier County. The discussion point was meant to capture community fit and identify focus areas.

All respondents agreed that all the identified roles were an important part of CAT's mission. Some respondents went on to clarify, stating that connecting the workforce with areas of employment opportunity was particularly important for their economic impact.

Respondents agreed CAT's role including a variety of services including connecting workers with jobs, serving the transit dependent, and addressing congestion were important.

5. What would you consider transit priorities? Increase areas served? Increasing service frequency, adding bus shelters, introducing mobility-on-demand, connecting service with sidewalks, bicycles, and multi-use paths?

Respondents were asked to identify transit priorities and recommendations they would support.

Of respondents asked to identify what improvements should be prioritized, five (5) policymakers responded development of new services to underserved areas should be prioritized. This was followed by improving operational efficiency by adding more service hours. Two (2) respondents prioritized regional connectivity and overall improved connectivity between modes.

Respondents overwhelmingly agreed adding new service to underserved areas was an identified priority.

6. Who should transit target as primary customers? Persons without access to a vehicle, community, the environment, businesses, tourism?

This question asked respondents to identify the primary customer base.

Most of the respondents agreed all of CATs customers, including transit dependent, businesses, and tourists, should be targeted as primary customers, without prioritizing any one group. Two (2) of the respondents stated transit-dependent persons should be prioritized.

Respondents agreed all CAT's customers should be treated as primary customers, refusing to prioritize one group over another.

7. How best do we pay for transit services? User fees? Including improvements through new developments, partnerships with major employers, businesses, institutions, and increased advertising? Is there an opportunity to consider innovative funding strategies to help fund transit?

This question asked respondents to identify and prioritize funding strategies and user groups which could be called on to finance transit in the future.

All respondents unanimously responded CAT should diversify its funding base, adding new financing strategies, rather than targeting or relying on any one area. This was the only question for which there was a unanimous answer.

All respondents agreed CAT should diversify its funding base by developing new revenue streams. This included revisiting past decisions on advertising revenue.

8. Would service expansion be considered if a municipality funded it?

This question looked to explore how policymakers may feel about some municipalities opting in for more services by funding it through CAT.

A majority of respondents agreed municipalities should be able to pursue funding additional transit service. Respondents cautioned against the unintended consequences of this approach including the challenge of determining cost-sharing, straining the core operations, and creating gaps or disjointed service. Two (2) of the respondents did not feel this was a viable option for every community. All the respondents express support for CAT to explore this funding option further. All of the respondents agreed, municipalities should be able to work with CAT to secure additional services. All of the respondents also cautioned, this option should be fully vetted to avoid impacts to the overall system.

9. Can you comment on the outlook for transit?

This question sought to understand how policy makers felt about the future of transit.

Three (3) of the respondents stated the outlook for CAT and transit in Collier County was best described as "under pressure." All of the respondents noted a variety of challenges including access to affordable housing, cost containment, and limited resources for needed expansion. Other policy makers characterized the outlook for transit as cautious, continued growth, transitioning, complicated, and promising.

Policy makers provided an overall positive outlook for transit, tempered by the challenges of limited resources, continued growth in outlying areas, and increasing costs.

Policy makers also made reference to challenges.

Policy makers are too focused on cost-cutting and operating efficiency. CAT should be prepared to provide information that supports a careful business plan.

CAT should continue to develop operational efficiencies that facilitate use of transit by residents and visitors including developing transit hubs, increased use of technology, and improved regional connectivity with Lee County.

Policy makers recommended improved communication to promote transit as an option.

Policy makers stressed the need for connectivity between modes, accommodating the use of micromobility including e-bikes, shared use paths, and bicycle and pedestrian walkways as means of supporting transit, its users, and operational efficiency.

WORKFORCE DEVELOPMENT BOARD

The working group formed a TDP Project Review Committee comprised of the TDP Working Group, CareerSource (the Workforce Development Board) and FDOT.

PURPOSE

The purpose of the TDP Project Review Committee was to provide context of the TDP, an opportunity to review the existing routes, the preliminary improvements, the evaluation criteria, evaluation process, the recommended routes and to comment on project activities to date.

LOCATION, DATE, AND TIME

The first virtual meeting was held on August 30, 2024, the second virtual meeting was held on April 17, 2025, and the final virtual meeting was held after substantial completion of the draft TDP.

REFERENCE MATERIALS AND HANDOUTS

- Welcome
- Agenda
- Introduction
- Collier County Strategic Plan 2024
- Transit Plans - Overview
- Workforce Development Board -Partnering
- Collier MPO
- Collier County - Community Profile
- Collier Area Transit
- CAT Challenges
- CAT Highlights
- Recommendations

TDP Project Review Committee materials are included in **Appendix E**.

PARTICIPATION

Two representatives from CareerSource and three representatives from FDOT attended the first meeting. Two representatives from CareerSource and three representatives from FDOT attended the second meeting. The third meeting is expected to take place in August, 2025.

ONLINE SURVEY

CAT conducted an online survey as part of their public involvement process to define CAT's vision to promote improvements that enhance mobility over the next decade, and to develop their ten-year transit plan to guide the future of mobility in the region.

PURPOSE

The survey aimed to engage the public in the planning process by collecting valuable feedback on local transit needs and priorities. The insights gathered will play a key role in shaping CAT long-term vision, ensuring that future improvements align with the community's expectations. This input will help guide the development of a comprehensive ten-year transit plan in collaboration with the Collier County MPO, fostering a more efficient and accessible transportation system for the region.

LOCATION, DATE, AND TIME

The survey was provided on the CAT Facebook page, the Collier County MPO's website and in the November issue of the Collier MPO monthly newsletters. The survey ran from November 2, 2024, to January 2, 2025.

REFERENCE MATERIALS AND HANDOUTS

The survey included the following questions:

1. What is your understanding of and experience with Collier County's existing public transportation (CAT) and related mobility services in the area?
2. What other forms of transportation do you use? Check all that apply.
3. In your opinion, how much awareness is there in Collier County about transit/public transportation
4. What is your opinion of transit services in Collier County?
5. What is your perception of transit's role in Collier County? Check all that apply.
6. What mobility improvements would you prefer to see in Collier County? Check all that apply.
7. In your opinion, who should benefit from mobility improvements?
8. In your opinion, what strategies should be used to pay for expanded mobility service? Check all that apply.
9. Please specify your level of satisfaction with each of the CAT services listed below.
10. Please rank the following transit improvements from highest to lowest in priority.
11. How often do you ride CAT?
12. What route(s) do you commonly take?
13. For what trip purpose(s) do you use CAT for? Check all that apply.
14. Do you have any other comments or suggestions that would help CAT improve mobility services? Please explain
15. Your Age
16. You are: - Selected Choice (Gender)
17. Your ethnic origin is... - Selected Choice
18. How many motor vehicles in your household are available for your use?
19. What was the range of your total household income for 2024?
20. Do you speak a language other than English at home?
21. Home ZIP code

PARTICIPATION

60 survey responses were received by January 2, 2025. However, some survey participants did not answer all the questions.

CAT Online Rider Survey January 2, 2025
Q1 – Understanding and Experience with CAT Services When asked about their familiarity with Collier Area Transit, 24 respondents indicated that they currently use or have used the bus system. Another 16 reported having seen the buses but not ridden them, while 9 said they know someone who uses CAT. Only 4 respondents had no knowledge of the system at all, and 1 selected "Other." **Conclusion:** Most respondents have at least some levels of exposure to CAT services, either through direct use or observation, with relatively few having no connection to the system.
Q2 – What other forms of transportation do you use? Respondents reported using a variety of transportation modes aside from CAT. The most common mode was personal vehicle use, selected by 40 participants, indicating high car dependency. Rideshare services such as Uber or Lyft were the second most used, with 16 selections. Carpooling or vanpooling was chosen by 7 respondents, showing some shared-ride behavior. Bicycles were used by 10 respondents, while only 2 reported using e-bikes. Taxi services were used by 6 respondents, and agency senior mobility services had no responses. Other modes were selected by 3 individuals, but details were not provided. **Conclusion:** While many respondents rely on personal vehicles, a significant number also use rideshare and active transportation options like biking. However, the low use of alternative mobility options such as e-bikes, taxis, and senior services suggests room to expand awareness or availability of non-driving transportation choices.
Q3 – Awareness of Public Transit in Collier County Respondents rated awareness levels as follows: 24 said there is “a little” awareness, 17 rated it as “a moderate amount,” and only 6 felt there was “a lot.” Meanwhile, 4 respondents felt there was no awareness at all. **Conclusion:** Public awareness of transit services in Collier County is generally perceived as limited, with most respondents seeing only minimal to moderate community knowledge of CAT.
Q4 – Opinion on Transit Services A large majority of respondents (46) believe that transit services must be provided. A small number (4) found it might be useful, while only 1 respondent each felt that it either does not matter, may not be useful, or is not needed. **Conclusion:** There is strong support for the necessity of public transit in Collier County, with very few expressing indifference or opposition.
Q5 – Perception of Transit’s Role When asked to define transit’s role, 47 respondents said it should serve workers and commuters, and 45 believed it should serve people without access to a vehicle. An additional 26 chose relieving parking and congestion, and 25 selected service for tourists and visitors. One person selected “Other.” **Conclusion:** Transit is primarily viewed as an essential service for workers and those without personal vehicles, with secondary benefits in easing congestion and supporting tourism.

TABLE 3-1: ONLINE SURVEY RESPONSES SUMMARY

Q6 – Preferred Mobility Improvements The most favored improvements included more bus service (40 responses), expanded service hours (39), and higher-frequency buses (35). Other suggestions included enhanced infrastructure (33), improved customer amenities (29), more transfer hubs (26), mobility-on-demand services (27), and more Park & Ride facilities (18). Lower on the list were additional scooter/bike options (15). In the open-text section, respondents requested routes to area beaches like Clam Pass and Vanderbilt, better timing between buses to facilitate transfers, and improved driver communication in English. There was also a call for service between Immokalee and Florida SouthWestern State College (FSW). **Conclusion:** Respondents prioritized comprehensive service enhancements, particularly in frequency, operating hours, and infrastructure. Comments reflect frustration with scheduling, language barriers, and coverage gaps.
Q7 – Who Should Benefit from Mobility Improvements The majority (40 respondents) believed that mobility improvements should benefit everyone. A smaller portion (8) focused on those without a vehicle, while 5 thought it should support those who are transit-dependent for work. Two selected "Other." **Conclusion:** There is a strong preference for equitable, countywide transit improvements that are not limited to specific user groups.
Q8 – Strategies to Fund Expanded Service Respondents supported several funding strategies: 32 chose using revenue from other sources, 28 each supported user fees and advertising, 27 recommended roadway funds, 23 supported creating partnerships, and 16 were in favor of increasing local taxes. Two chose "Other." In the open responses, some called for better use of existing state, federal, and local resources, especially given Collier County's wealth. One person suggested grants as an appropriate funding source. **Conclusion:** The preferred funding approach relies on optimizing existing revenue streams and forming partnerships rather than imposing new taxes.
Q9 – Service Satisfaction Ratings (Scale 1–5) Among various service elements, "Service Frequency" received the highest mean rating of 3.16, followed by "Route Service Areas" (2.90), "Information Sharing/Public Notices" (2.80), "Bus Stop Locations" (2.82), and "Bus Schedules" (2.73). "Customer Service/Driver Interactions" (2.66), the "CAT Mobile App" (2.65), and "Signage/Way-finding" (2.38) followed. The lowest-rated element was the "CAT Website" at 2.16. **Conclusion:** Respondents were generally neutral to dissatisfied with CAT services, especially regarding digital and communication tools, although service frequency and coverage received relatively better marks.

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

Q10 – Transit Improvement Priorities (Ranked 1=Highest) Connecting services to sidewalks, bike paths, and multi-use trails had the highest average rank (4.80), closely followed by mobility-on-demand (4.76). Bus stop improvements such as shelters and benches ranked third (3.98), followed by extended service hours (2.90), increased service area (2.37), and increased service frequency (2.20). **Conclusion:** Respondents prioritized pedestrian integration and flexible options like on-demand services over frequency and geographic expansion
Q11 – Frequency of CAT Use Ten respondents indicated they never use CAT. Weekly use patterns showed some variability: 4 use it once a week, 9 use it 2–3 times per week, 4 use it 4–6 times per week, and another 4 use it daily. **Conclusion:** A significant portion of respondents are infrequent or non-users of CAT, suggesting a need for service improvements to attract regular ridership.
Q12 – Common Routes Used The most commonly mentioned routes were Route 10, Route 6, and Route 4. Route 19 also received several mentions, along with less frequent mentions of other routes. **Conclusion:** Several key routes see regular use, with Route 10 being especially prominent, indicating priority corridors for targeted improvements.
Q13 – Trip Purposes Personal trips (18) and work commutes (16) were the top reasons for using CAT. Medical appointments (9), shopping (10), and leisure (8) followed. No one selected “Other.” **Conclusion:** Transit is most commonly used for daily necessities such as work, errands, and medical visits.
Q14 – Final Comments & Suggestions Numerous respondents raised concerns about poor customer service, unsafe or reckless bus driving, and a lack of English communication from drivers. Some called for connections to Lehigh Acres and Lee County, better service for Immokalee residents (especially students and healthcare access), and partnerships with institutions like FGCU. Many emphasized the need for longer hours, more shelters, and better coordination between land use planning and transit. One person suggested exploring trains. Others voiced frustration with recent route cuts and questioned eligibility for door-to-door services. **Conclusion:** Feedback emphasizes serious operational and service quality concerns, while also highlighting broad support for better coordination, accessibility, and equity across the system.
Q15 – Age **Conclusion:** The summary shows the distribution of counts across age groups, with 25 - 34 and 55 - 64 being the largest groups, followed by 35 - 44 and 45 - 54. 12 responded “prefer not to say.”

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

Q16 – Gender Of the respondents, 30 identified as female and 20 as male. No one selected non-binary or "prefer not to say." **Conclusion:** The survey sample was predominantly female, with a decent gender mix overall.
Q17 – Ethnic Origin Thirty respondents identified as White/Caucasian, 16 as Hispanic/Latino, 2 as Black/African American, and 1 as Two or More Races. No respondents selected Asian/Pacific Islander or American Indian. Two chose "Other." **Conclusion:** The survey captured a racially and ethnically diverse population, with a strong representation of Hispanic/Latino participants.
Q18 – Vehicles in Household 22 respondents reported having one vehicle, 18 had two, and 11 had no vehicle. No one reported having three or more. **Conclusion:** A notable portion of respondents rely on limited or no access to personal vehicles, underscoring the need for robust transit options.
Q19 – Household Income (2024) Responses varied across income brackets. The largest group fell in the $20,000–$29,999 range (7 respondents), followed by $100,000–$149,999 (6) and <$10,000 (4). Other groups ranged between 1 and 5 responses. **Conclusion:** The survey reflects a broad range of income levels, with many respondents falling in lower- to middle-income brackets.
Q20 – Language Spoken at Home 21 respondents reported speaking a language other than English at home, while 31 said they speak only English. **Conclusion:** Over 40% of respondents speak a non-English language at home, reinforcing the need for multilingual transit communication.
Q21 – ZIP Codes ZIP codes reported include a concentration from 34142 (several mentions), as well as 34116, 34112, 34110, 34120, 34113, and others including 33972, 33991, and 34114. **Conclusion:** Responses reflect a geographically diverse range of residents across Collier County and nearby areas.

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

Summary of Question 14 from the On-Line CAT Survey
Q14 – Do you have any other comments or suggestions that would help CAT improve mobility services? Respondents shared a range of comments—many expressing frustrations with current conditions while others offered constructive suggestions and long-term ideas. The feedback can be grouped into key themes:
1. Poor Customer Service and Communication • Several respondents complained that CAT customer service rarely answers the phone, and when it does, callers are either redirected to voicemail or treated rudely. • Multiple comments criticized drivers for poor communication, especially due to **limited English proficiency**, which causes misunderstandings and difficulties for non-Spanish-speaking riders. • There were also concerns that **drivers are unprofessional**, with complaints that they drive too fast, brake hard, and don't make an effort to help passengers make transfers. Some believe drivers intentionally delay routes to earn overtime. *This suggests systemic issues in customer relations and operator training, particularly in safety, language access, and responsiveness.*
2. Service Coverage and Route Expansion Needs • A major concern was the lack of service to key areas. Respondents emphasized the need to: » Connect Immokalee to major destinations such as **FSW (Florida SouthWestern State College)** and **Naples**. » Extend service to **Lehigh Acres in Lee County**, including cross-county coordination. » Improve connectivity to **universities like FGCU**, medical centers, and job sites. • **Route 19** was called out specifically for needing more checkpoints due to its long span. • One commenter noted that many people can't access essential services such as dental care due to a lack of transportation from rural areas. *These responses highlight major geographic gaps in service, especially for students, workers, and low-income residents.*
3. Scheduling and Accessibility Barriers • Several riders noted the difficulty in coordinating schedules to make connections—either due to inconsistent timing or lack of frequent service. • The lack of **evening service** was mentioned by a working senior (age 68), who asked about eligibility for door-to-door CAT CONNECT due to the cancellation of an evening route. • One respondent criticized CAT's **para-transit service**, stating it's hard to get to work on time and suggesting a **formal agreement with Lee County** to assist those crossing county borders for employment. *Unreliable scheduling and limited hours are a barrier to access, particularly for workers and seniors.*

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

4. Bus Stop Conditions and Rider Experience

- Respondents expressed concern over the **lack of shelters and benches**, especially during the rainy season and hot summer months.
- One person emphasized the dignity issue, stating they would never let their mother ride the bus because it's degrading to stand at a pole with no cover.
- Others noted the **physical discomfort and exposure** as a major deterrent to using CAT, particularly for vulnerable populations.

Inadequate bus stop amenities significantly impact the safety, comfort, and public image of transit service.

5. Public Awareness and Outreach

- Several respondents admitted they had little or no knowledge about CAT services, including **routes, pricing, or how the system works.**
- There was a call for improved **advertising and public education,** especially in underserved communities like Immokalee.

Greater investment in outreach, signage, and digital presence is needed to increase ridership and understanding.

6. Long-Term Vision and Planning

- Some provided forward-looking suggestions, such as:
  - » Incorporating **multi-modal planning** to support healthy, sustainable growth.
  - » Aligning **land use policies** with transit development instead of suburban sprawl.
  - » Exploring **rail or train options** for future connectivity.

Strategic planning and vision are seen as crucial to making transit viable in a growing county.

7. Mixed Opinions on Funding and Priorities

- One respondent expressed that **too much is already spent** on transit and implied that most riders don't pay taxes.
- This contrasts with other responses advocating for expanded services and better funding.

There's some ideological division among residents about the role and scale of public investment in transit.

Conclusion:

The feedback in Question 14 presents a detailed and often critical look at CAT's operations. Common concerns include poor communication, unreliable service, limited geographic coverage, and uncomfortable bus stop conditions. At the same time, many respondents voiced strong support for system expansion, better coordination with land use and regional partners, and equitable access for underserved populations. The comments reflect a mix of immediate needs (e.g., driver training, evening service, physical shelters) and broader aspirations (e.g., countywide connectivity, intermodal planning, and better access to services, education, and employment for underserved communities).

TABLE 3-1 (CONTINUED): SURVEY RESPONSES SUMMARY

PUBLIC WORKSHOPS AND LISTENING GROUP SESSIONS

The Listening Sessions took place on January 28, 2025, and January 31, 2025, both were held as an online format. The Public Workshops were held in-person on February 6, 2025, at the Golden Gate Community Center and February 12, 2025, at the Immokalee Community Park.

PURPOSE

Listening Sessions form part of the overall consultation plan for the project and are designed to involve key stakeholders such as business groups, partner agencies, and human services providers.

Public Workshops provide the opportunity for the public to comment and to receive feedback on existing services, gap identification and recommendations.

The purpose of both the listening sessions and public workshops was to provide the public and stakeholders with an opportunity to review the existing routes, the preliminary improvements, the evaluation criteria, evaluation process, the recommended routes and to comment on project activities to date.

LOCATION, DATE, AND TIME

The listening sessions consisted of an online presentation for the social service agencies on January 28, 2025, at 10:00 am and the workforce partners on January 31, 2025, at 11:00 am, hosted on TEAMS by Stantec, Collier Area Transit (CAT) and Collier Metropolitan Planning Organization (MPO). Comments related to the online listening session were requested by March 2025.

The public workshops were held in-person at Golden Gate Community Center on February 6, 2025, at 5:30 to 7:30 pm and at Immokalee Community Park on February 11, 2025, at 5:30 to 7:30 pm.

NOTIFICATION

An email was sent 2 weeks in advance of the listening session notifying the respective social services agencies and workforce partners of the date and time.

Flyers in English and Spanish advertising of the two public workshops were created and announced to the MPO Website (Collier Website) on January 31, 2025. Announcements of the workshops were included in the MPO's January 2025 newsletter, flyers were posted at the venue sites and distributed to the MPO Board and advisory committees, the MPO's adviser network, and distributed to CareerSource and Immokalee CRA. The flyers were also included in CAT's digital advertising and on its Facebook page.

The flyers provided information about the in-person public workshops, including their purpose, date, time, and location, as well as ways to provide feedback without attending the workshops.

Comments regarding the Workshop presentation were requested to be submitted by March 6, 2025.

REFERENCE MATERIALS AND HANDOUTS

The following displays were presented as part of the online listening session presentation:

- Welcome
- Agenda
- Presenters
- Meeting objectives
- Collier County Strategic Plan 2024
- Collier Area Transit
- Transit Development Plans – Overview
- Stakeholder Involvement
- Collier MPO Planning and Coordination
- Collier County – Community Profile
- Collier Area Transit – Bus Maps
- Collier Area Transit – System Profile
- CAT Highlights

- CAT Challenges
  - Recommendations
  - Recommendations Implementation Years
  - Recommendations Proposed Routes
  - Next Steps
  - Comments
  - Contact Information
  - Thank you

Comment forms were provided at the in-person public workshops.

The following displays were presented as part of the in-person public workshop:

- Welcome
- Agenda
- Presenters
- Meeting objectives
- Collier County Strategic Plan 2024
- Collier Area Transit
- Transit Development Plans – Overview
- Stakeholder Involvement
- Collier MPO Planning and Coordination
- Collier County – Community Profile
- Collier Area Transit – Bus Maps
- Collier Area Transit – System Profile
- CAT Highlights
- CAT Challenges
- Recommendations
- Questions for agencies and stakeholders
- Next Steps
- Contact Information
- Thank you

Public outreach materials are included in **Appendix C**.

FORMAT

As noted, the Listening Sessions were online through TEAMS. The presentations were recorded for note taking and provided an overview of the project existing conditions, challenges, opportunities and a list of questions for the social service agencies and workforce partners to answer.

The Public Workshops were in-person with a presentation by Stantec at the start of the meeting. The presentations provided an overview of the existing conditions and proposed changes. Members of the public were encouraged, after the presentations, to complete comment forms, contact the project team to ask questions and/or provide feedback to the study and provide comments on the presentation.

Comment forms were provided at the in-person public workshops.

PARTICIPATION

A total of 13 people attended the two Listening Sessions. Discussion did occur within the listening sessions and a summary of comments are provided in **Table 3-2**.

Two people (exclusive of Stantec, CAT and MPO staff) attended each of the public workshops. A total of 2 comment sheets were submitted in person.

COMMENTS RECEIVED

No comments were received through the online website survey stemming from the public workshops and Listening Sessions. The online website survey was provided as a QR code for the in-person Public Meeting presentation.

An overview of the comments received during the in-person Public Meeting is provided in **Table 3-3**.

Common Themes	Summary of Comments
Limited Coverage & Accessibility	Transit service is restricted to certain areas, making it difficult for workers and residents without cars to easily commute, particularly from the Immokalee area to other portions of the County to access jobs, such as North Naples.
Need for More Routes & Frequent Service	Expanding routes, increasing bus frequency, and extending service hours were widely supported to make transit more viable.
Mobility on Demand – Potential & Challenges	Mobility-on-demand services could improve accessibility but are costly and difficult to implement at scale.
Workforce & Economic Impact	Limited transit options affect jobs for employees and employee retention for small-business owners, especially for those who cannot afford a car. Employer-supported transit and vanpools were discussed as potential solutions.
Infrastructure & Bus Stop Improvements	Participants prioritized more bus shelters, transfer hubs, and reliable stops. Some felt park-and-ride locations and bike infrastructure are adequate, while others emphasized the need for pedestrian and micromobility improvements.
Alternative & On-Demand Transit Options	Carpooling, employer vanpools, and microtransit were suggested as solutions, but affordability and logistical challenges remain.
Community Engagement & Awareness	Improving outreach through partnerships with businesses, schools, and organizations was emphasized. Suggestions included social media engagement, advertising, and rider education on paratransit.
Technology & Accessibility Improvements	Participants supported real-time tracking apps, enhanced reliability, and better accessibility features, such as wheelchair access and audio/visual aids.

TABLE 3-2: LISTENING SESSION INPUT RECEIVED

Common Themes	Summary of Comments
Upgrade Navigation System	Better system tracking and fareboxes need to be replaced.
Increase Bus Stops	New affordable housing development being constructed in Immokalee near SR29 increase bus stops to accommodate this new development.

TABLE 3-3: PUBLIC WORKSHOP INPUT RECEIVED

PUBLIC COMMENT PERIOD

As required by the PIP, a minimum 30-day public comment period was issued prior to BCC adoption of the TDP. The public comment period notice documents are included in **Appendix H** and included the following:

- Legal advertisement in Naples Daily News.
- Email blasts to CAT's Transit Advisory Network and the MPO's Adviser Network.
- Latest News Article on the MPO's website and an article in the MPO's September 2025 newsletter.
- Distribution of copies of the TDP and notice of the comment period to a total of 17 public government offices and local libraries for the members of the public to access and review.

Comments received during the public comment period are included in **Appendix I**.

COORDINATION WITH LOCAL GOVERNMENT PLANNING DEPARTMENTS

Throughout the development of the TDP, CAT and the MPO coordinated with the local Workforce Board and various local government planning agencies. CAT also presented the recommended transit improvements to the Immokalee Community Redevelopment Agency on March 19, 2025. Written notice of the opportunity to comment on proposed projects, the ten-year implementation program, and the draft TDP, along with notice of the public meetings where the draft TDP was to be presented and discussed, was also provided (included in **Appendix G**).

PRESENTATIONS TO ADVISORY COMMITTEES AND BOARDS

The draft TDP was presented to CAT's Public Transit Advisory Committee, the MPO's Technical and Citizens Advisory Committees, and the MPO Board prior to being presented to the Collier Board of County Commissioners for adoption.

SECTION 4
ALTERNATIVE ANALYSIS

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4 ALTERNATIVE ANALYSIS

TRANSIT DEMAND ANALYSIS

A key part of the Collier Area Transit (CAT) Transit Development Plan (TDP) is comparing the current transit service with the two main rider markets: the discretionary market and the traditional market. The discretionary market is analyzed using a Density Threshold Assessment (DTA) based on socio-economic data from the Florida Department of Transportation (FDOT) District One Regional Planning Model (D1RPM), while the traditional market is evaluated through a Transit Propensity Score using Census demographics. Ridership projections are calculated using FDOT's Transit Boardings Estimation and Simulation Tool (TBEST). These tools help determine whether the existing transit routes effectively serve areas with characteristics supportive of transit. This section explains how these tools identify service gaps, which will guide future adjustments or new services.

Historically, CAT has used similar analysis in previous transit development plans to determine needs and examine market conditions under which it is operating. Market conditions continue to be similar, supporting the analysis of trends and conditions assessed and providing confidence in the assumptions made to support recommended strategies for meeting Collier County's needs.

DISCRETIONARY MARKET ASSESSMENT

The discretionary market describes potential passengers residing in densely populated regions within the service area who may opt for transit as a commuting or transportation option but have other alternatives available to fulfill their mobility requirements. While discretionary markets may not be representative of the typical CAT rider, it is useful to pinpoint areas with higher population density that may attract additional choice riders. The DTA used industry-standard benchmarks to identify regions in the CAT service area that exhibit transit-friendly levels of residential and employee density. The assessment set three density thresholds to evaluate whether an area has enough population or employment density to support fixed-route transit services. Results categorize areas into three levels of transit investment: Minimum, High, or Very High, based on their ability to sustain different levels of service.

- Minimum Investment – reflects minimum dwelling unit or employment densities to consider basic fixed-route transit services (i.e., local fixed-route bus service).
- High Investment – reflects increased dwelling unit or employment densities that may be able to support higher levels of transit investment (i.e., increased frequencies, express bus) than areas meeting only the minimum density threshold.
- Very High Investment – reflects very high dwelling unit or employment densities that may be able to support higher levels of transit investment (i.e., premium transit services) than areas meeting the minimum or high-density thresholds.

Level of Transit Investment	Dwelling Unit Density Threshold	Employment Density Threshold
Minimum Investment	4.5-5 Dwelling units/acre	4 Employees/acre
High Investment	6-7 Dwelling units/acre	5-6 employees/acre
Very High Investment	>8 Dwelling units/acre	>7 Employees/acre

TABLE 4-1: TRANSIT SERVICE DENSITY THRESHOLDS

Interpolated socio-economic data from a FDOT District One Regional Planning Model base year of 2015 and a horizon year of 2045 produce DTA estimates for a 2026 TDP base year and a 2035 planning horizon year. **Figure 4-1** depicts the 2026 base year results, indicating that the employment-based discretionary transit market is concentrated in areas throughout the CAT service area. Major concentrations of employment-related transit investments are found both east and west of Naples Airport, as well as around Pine Ridge Road and US 41. Other areas of "High" to "Very High" employment-related transit investments are located in Immokalee and along Tamiami Trail.

Household unit-based discretionary areas with transit investment opportunities are fewer but follow the same densities as employment-based discretionary areas. The areas that meet or surpass the "High" threshold are located along the coastal area which includes the City of Naples, Marco Island, north of Pine Ridge Road, south of Pine Ridge Road, along US 41, around Immokalee Road west of Logan Boulevard, and in Immokalee west of CR 846.

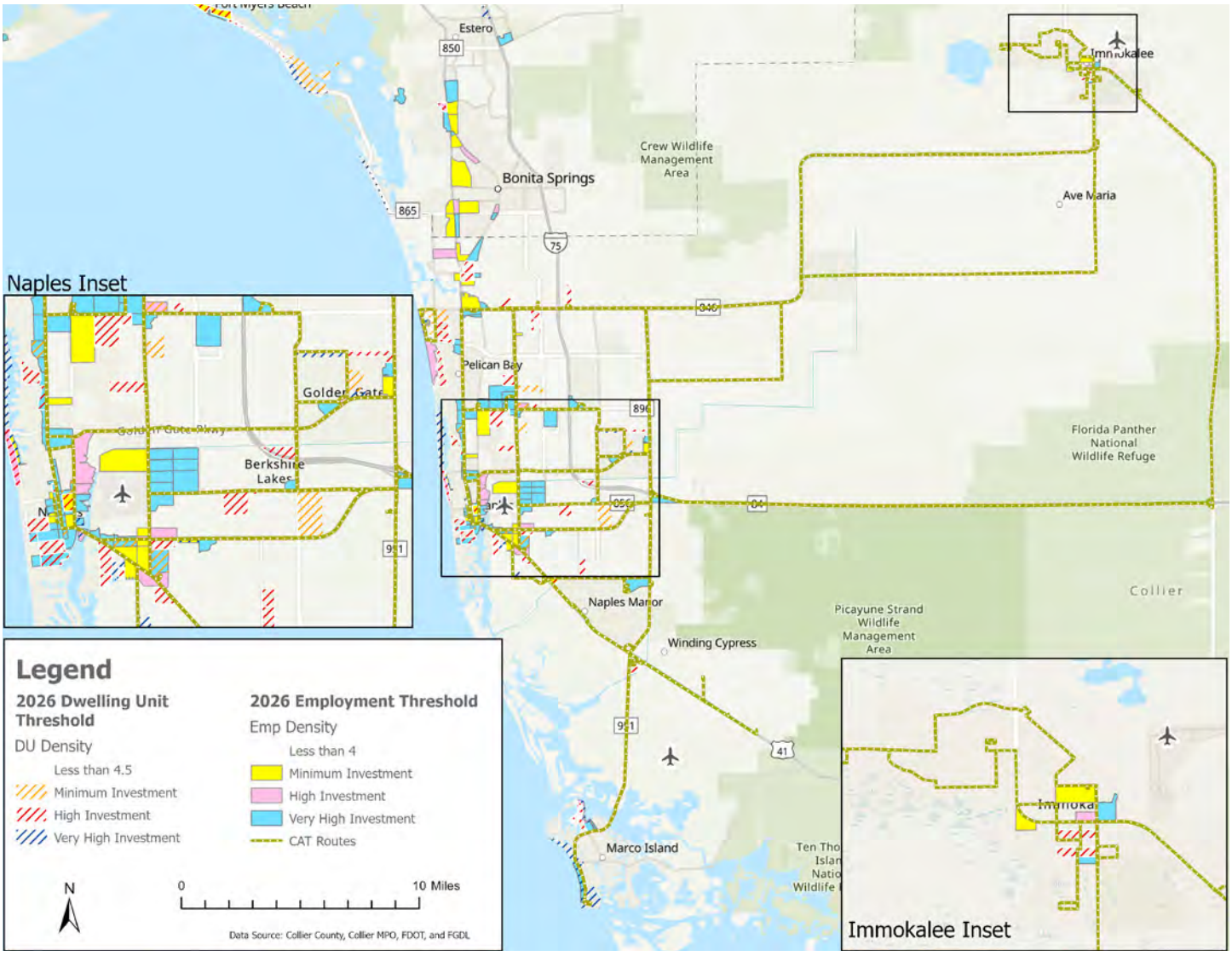


FIGURE 4-1: 2026 DENSITY THRESHOLD ASSESSMENT

Figure 4-2 displays the results of the 2035 DTA, which project growth in specific areas beyond the 2026 baseline. Notable growth is expected along the Naples coast, in Immokalee, south of the US 41 and Collier Boulevard intersection, and in areas adjacent to those already meeting the minimum transit investment threshold. Areas with a "High" to "Very High" employment-based discretionary transit market are concentrated near the airport, along Davis Boulevard, Pine Ridge Road, Goodlette-Frank Road, portions of US 41 from north of Bonita Springs in Lee County south to Naples, the coastal areas of North Naples and Marco Island, around SR 29 in Immokalee, and near Collier Boulevard and I-75.

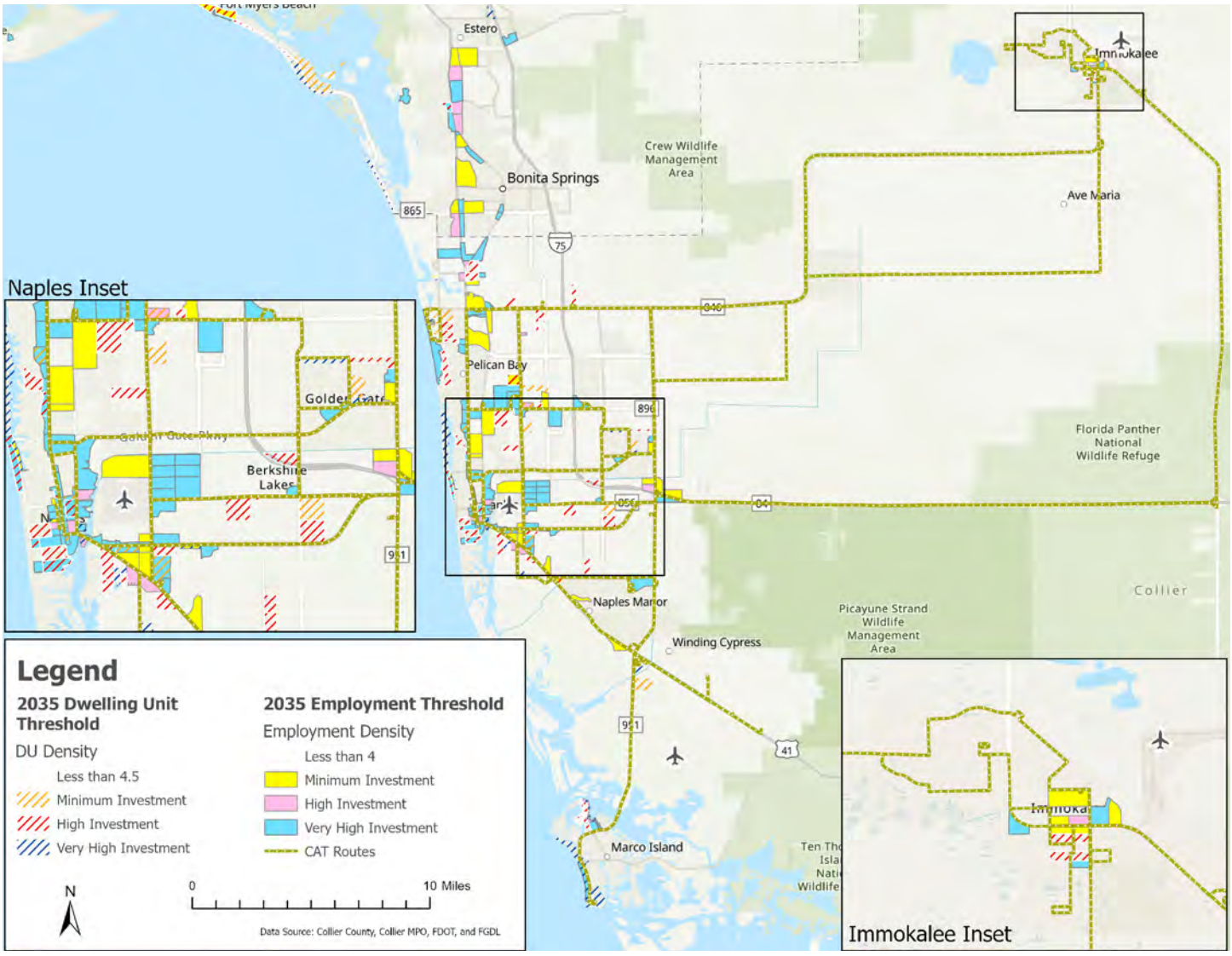


FIGURE 4-2: 2036 DENSITY THRESHOLD ASSESSMENT

TRADITIONAL MARKET ASSESSMENT

A secondary assessment used demographics to measure transit usage propensity. Analysis integrated American Community Survey (ACS) data at the census block group level reflecting concentrations of those too young to drive, those transitioning from driving due to old age, those in low-income groups, and identified households with no access to a personal vehicle. Blending the demographic factors created a composite ranking for each block group corresponding to a level of transit use propensity and market potential (**Figure 4-3**). Graphic depiction of the results includes existing transit routes to show whether CAT currently serves these areas.

The CAT service area includes block groups with significant transit-dependent populations. Areas north-west of Naples airport, east of Collier Boulevard near US 41 and near Lee County show “High” and “Very High” transit propensity scores due to higher concentrations of older adults, youths, younger adults, and low-income households. In addition, identified block groups in Immokalee also show “High” to “Very High” transit propensity scores supported by high concentrations of zero-vehicle households, older adults, youths, and younger adult populations. It is important to recognize that some low-density suburban and rural areas, especially around Immokalee, may be classified as having "High" or "Very High" transit propensity. However, this does not necessarily indicate a strong need for traditional fixed-route service. These areas might be better served by a more economical and flexible form of public transportation such as on-demand transit options instead.

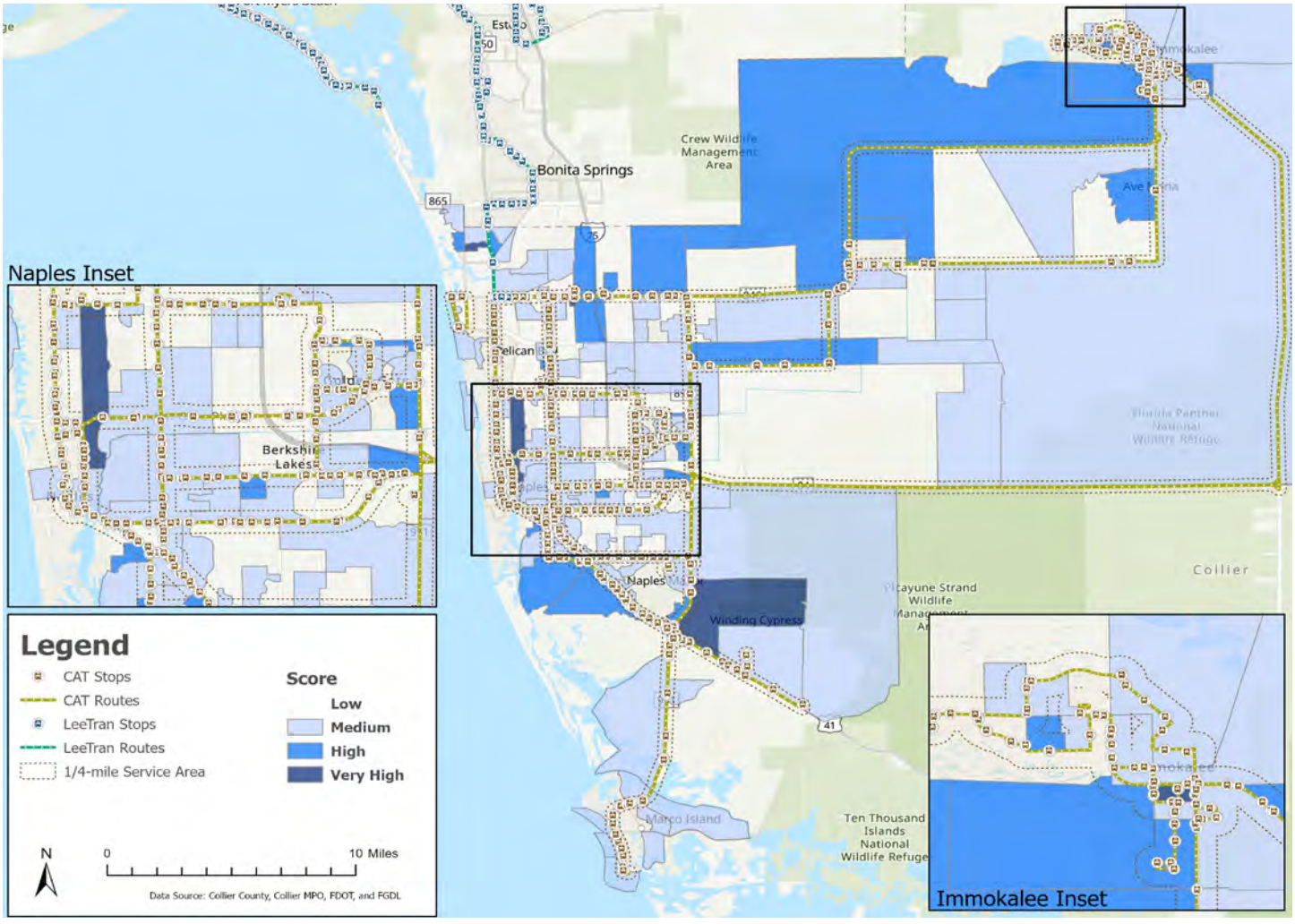


FIGURE 4-3: TRANSIT PROPENSITY SCORE

GAP ANALYSIS OVERVIEW

The gap analysis is an evaluation process that compares existing service coverage to potential need using the traditional market assessment analysis results. It serves to identify geographical gaps in public transit where transit needs may be high but service is considered insufficient.

The gap analysis involves a visual comparison of the "High" and "Very High" transit propensity block groups from the traditional market assessment along with a ¼-mile buffer of existing transit routes and stops. The analysis considers any "High" and "Very High" transit propensity areas that do not intersect the transit service buffer to be potential gaps in transit service. A more detailed analysis follows the determination of potential gaps as some block groups are large and unevenly proportioned. Supplementary aerial photography assessment helps to verify if an area within a potential transit service gap is supported by the needed land uses and density that can support transit service.

As shown in **Figure 4-3**, areas that have noticeable potential to support augmented transit service are located west and east of US-41 but south of Bonita Beach Road. Other major areas that may be underserved include North Naples, Immokalee, Collier Boulevard between Rattlesnake Hammock Road and Radio Road and areas east of Goodlette-Frank Road.

Following the completion of the gap analysis, service planning was implemented to formulate strategies aimed at addressing the identified service deficiencies, particularly in regions with elevated transit propensity scores. CAT has various alternatives for addressing specific service gaps, which may involve alterations to current routes, such as modifying route alignments, adjusting service spans, increasing service frequencies, and employing Mobility-on-Demand (MOD) strategies.

FUTURE TRANSIT DEMAND MODELING

Forecasting transit demand is an important aspect of transportation planning. Rule 14-73.001, F.A.C. states that an FDOT-approved transit demand estimation technique/ software must be used to estimate the current and potential 10-year transit demand. The projections were prepared using the Transit Boardings Estimation and Simulation Tool Version 4.8, the FDOT-approved ridership estimation software for the following scenarios:

- "2026 – No Improvements" – projects ridership demand to 2026 with the current transit system
- "2035 – No Improvements" – projects ridership demand to 2035 with the current transit system

Transit Boarding Estimation and Simulation Tool (TBEST) is a transit analysis and ridership-forecasting model capable of estimating travel demand at the route level. The program was developed to offer accurate forecasts of transit ridership in the near and mid-term, aligning with the requirements of transit operational planning and TDP development. When generating model outputs, TBEST also takes transit network connectivity, service frequency, distance between stops, and time of day into account.

MODEL INPUTS/ ASSUMPTIONS AND LIMITATIONS

TBEST uses a combination of demographic information and transit network data for its modeling inputs. The assumptions and inputs used in modelling the regionally significant routes in TBEST are outlined below. The regional model is based on the TBEST Land Use Model 2023 structure, which is backed by parcel-level data sourced from the Florida Department of Revenue (DOR) statewide tax database. It is important to highlight that the model does not interact with roadway network conditions. As a result, ridership predictions will not reflect changes in roadway traffic conditions, speeds, or roadway connectivity.

TRANSIT NETWORK

CAT staff created the base transit system analysis environment using General Transit Feed Specification (GTFS) data designed to reflect 2024 conditions, the model's validation year. GTFS data includes:

- Route alignments
- Route patterns
- Bus stop locations
- Service spans
- Existing service frequency headways during peak and off-peak periods

The study team verified, validated, and made necessary edits to GTFS data to ensure accurate representation of up-to-date bus service spans and headways.

SOCIOECONOMIC DATA

Analysts derived the socioeconomic data used as the base input for the TBEST model from the District One Regional Planning Model (D1RPM) Version 2 and ACS 5-Year Estimates. Using the data inputs listed above, the model captures market demand (population, demographics, employment, and land use characteristics) within ¼-mile radius of each transit stop.

TBEST uses a socioeconomic data growth function to project population and employment data. Using 2045 socioeconomic forecasts from the D1RPM v2, population and employment growth rates were applied at a Traffic Analysis Zone (TAZ) level. Population and employment data are hard coded into the model and cannot be modified by end-users. As applied, the growth rates do not reflect fluctuating economic conditions as experienced in real time.

TBEST MODEL LIMITATIONS

While TBEST offers ridership projections at the route and bus stop levels, its primary value lies in comparisons of route productivity. The output from TBEST should not be seen as exact predictions of ridership numbers. Instead, it should be used to compare and assess different routes to guide decisions about actual service implementation. TBEST results are estimations and as such should be interpreted to represent potential future growth requiring solid planning, judgment, and experience.

POTENTIAL FUTURE TRANSIT DEMAND RESULTS

The TBEST model was validated using the inputs, assumptions, and ridership data at the route level from February 2024. By extrapolating from the validated model, the ridership forecasts were established for the TDP Update's 2026 baseline and 2035 horizon years. These annual ridership forecasts indicate the anticipated level of service usage, assuming no modifications are made to any of the fixed-route services, in accordance with F.A.C. Rule 14-73.001. **Table 4-2** presents the projected demand in terms of the number of annual riders by route for the years 2026 and 2035, along with the ridership growth rates for the intervening period, as derived from the TBEST model.

POTENTIAL FUTURE TRANSIT DEMAND ANALYSIS

Based on the TBEST model results shown in **Table 4-2**, demand for transit will experience a moderate increase for all routes over time, particularly for routes 21, 23, 27, 29 and 121. Projections expect overall average annual ridership to increase by 11.85% by 2035, an annual growth rate of about 1.3%. The model results show that the most significant absolute increase in demand in the network will occur within the next 10 years on routes 11, 19, and 24.

Growing Collier County's transit market share requires strategic implementation of a combination of service efficiency and expansion in areas experiencing growth. The service enhancements outlined in this plan, along with other transit planning initiatives will collectively result in improved transit services for the area. The strategies proposed are supported by public comments collected throughout the planning cycle.

Route	2026 Average Annual Ridership	2035 Average Annual Ridership	2026-2035 Absolute Change	2026-2035 Average Growth Rate
11	133,083	149,106	16,023	12.04%
12	71,636	78,108	6,472	9.03%
13	53,944	60,451	6,507	12.06%
14	45,155	50,810	5,655	12.52%
15	87,628	95,448	7,820	8.92%
16	50,935	55,304	4,369	8.58%
17	28,256	31,430	3,174	11.23%
19	112,352	126,605	14,253	12.69%
20	23,402	25,700	2,298	9.82%
21	13,261	15,289	2,028	15.29%
22	35,986	40,281	4,295	11.94%
23	27,832	31,491	3,659	13.15%
24	97,743	109,635	11,892	12.17%
25	22,957	25,820	2,863	12.47%
27	39,467	45,354	5,887	14.92%
29	25,696	29,195	3,499	13.62%
121	26,731	32,181	5,450	20.39%
Totals	896,064	1,002,208	106,144	11.85%

TABLE 4-2: POTENTIAL DEMAND AND GROWTH RATES WITH NO IMPROVEMENTS, 2026–2035

SYSTEM ENHANCEMENT STRATEGIES

Potential transit enhancements for CAT's 10-year TDP represent area transit needs for the next 10 years and were developed without considering funding constraints. Instead, CAT sought to develop a strategic business plan approach to identifying priorities and recommendations that reflected the Board of County Commissioners' approach to careful and targeted investments that support robust economic growth and opportunities. To accomplish this, the study team identified and prioritized service improvements using an evaluation process that considered input from the community and the technical analyses that identified potential transit service gaps. The resulting prioritized list of improvements were used to develop 10-year implementation and financial plans. As Collier County and the communities within the county continue to grow, these prioritized transit needs will assist CAT in prioritizing, selecting, and implementing service improvements as funding becomes available.

The proposed transit network is shown in **Figure 4-4** below.

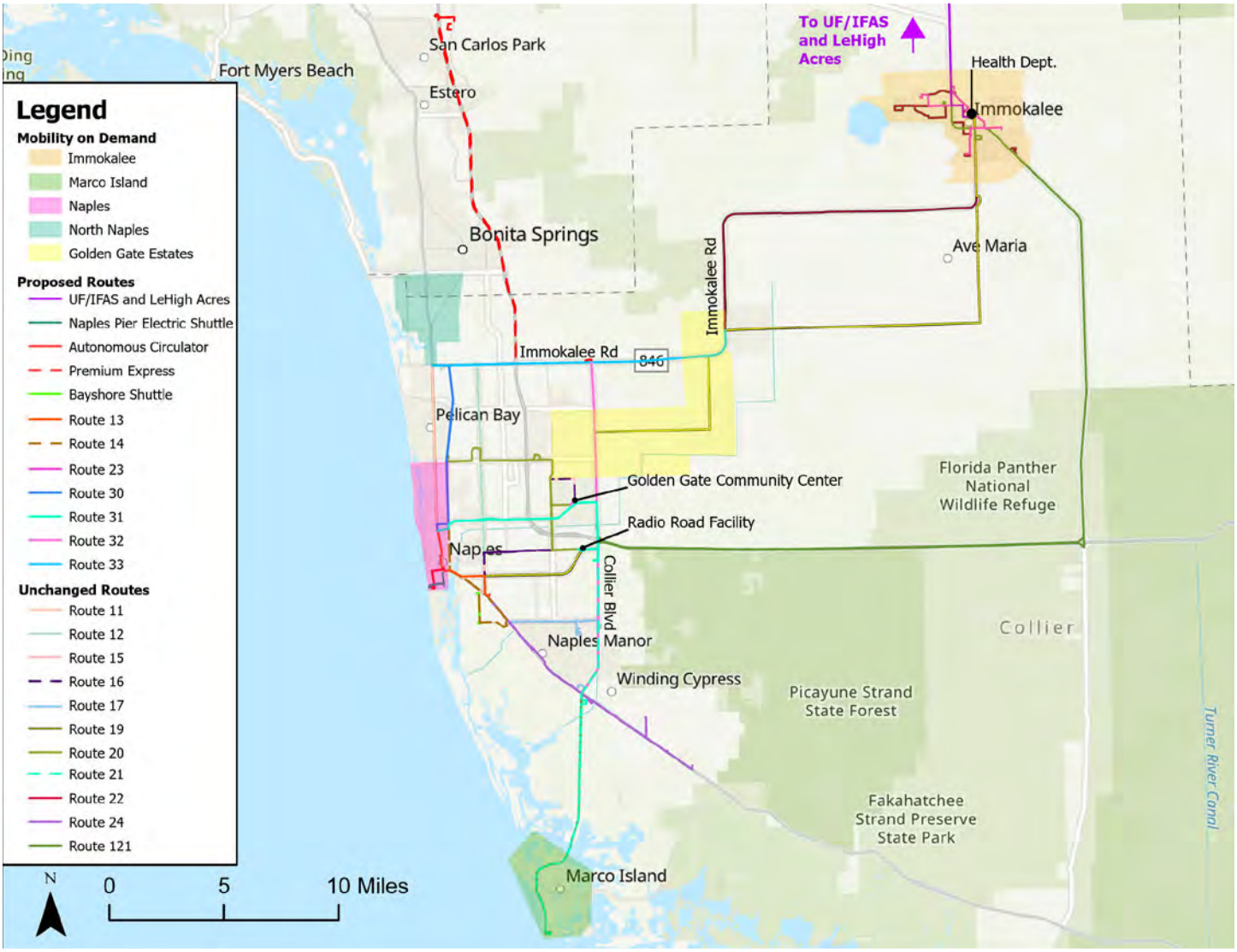


FIGURE 4-4: PROPOSED TRANSIT NETWORK

PROPOSED TRANSIT SERVICE STRATEGIES

The transit system enhancements proposed for 2026-2035 aim to enhance current CAT services and extend transit coverage to previously unserved areas. These strategies are designed to address the community's transit requirements and have been formulated using data collected through public outreach, the transit demand assessment presented herein, and the Situational Appraisal.

The identified actions have been categorized into three distinct groups based on these methodologies:

- Service Improvements
- Capital/Infrastructure
- Policy/Other

Additional detail regarding specific improvements identified in each category describe how each strategy contributes to an envisioned service network (**Figure 4-4**).

SERVICE IMPROVEMENTS

Enhancements to service include improvements to existing routes concerning network design, frequency, extended operational hours, and/or the addition of service days. This category further includes the expansion of services, which involves the introduction of new routes or modes.

EXISTING ROUTE MODIFICATION

There is a significant need to extend service hours, increase service frequency, and realign certain current bus routes.

FREQUENCY ENAHANCEMENTS

Analysis and assessment results inform the proposal of the following headway reductions to improve service effectiveness:

- Route 13: Reduce headway from 60 minutes to 40 minutes (includes realignment)
- Route 15: Reduce headway from 90 minutes to 45 minutes
- Route 16: Reduce headway from 90 minutes to 45 minutes
- Route 17: Reduce headway from 90 minutes to 45 minutes
- Route 14: Reduce headway from 60 minutes to 30 minutes
- Route 11: Reduce headway from 30 minutes to 20 minutes
- Route 12: Reduce headway from 90 minutes to 45 minutes
- Route 23: Reduce headway from 60 minutes to 40 minutes (includes realignment)
- Route 121: Add one additional trip during the a.m. and one during the p.m.

SERVICE SPAN EXPANSION

Based on the availability of funding and demand for service, the study team proposes and recommends extending service hours for routes 11, 14, 15, 17, 19, and 24 until 10:00 p.m.

REALIGN ROUTES

To enhance service efficiency, reduce network redundancy, improve travel times, and simplify route information, several route and network modifications are proposed. The objective of these recommendations is to streamline the route and network structure while being better able to accommodate the anticipated population and employment growth identified in the Transit Demand Analysis. The route extensions and realignments work in tandem with other route improvements, and several route pairs proposed

below combine separate one-directional routes to serve as single bidirectional routes. The proposed changes include:

- Realign Routes 13 and 14 – Currently operating as a one-way pair, Routes 13 and 14 would be restructured into two bidirectional routes. This change would simplify the routes for riders and improve frequency on a shortened Route 13. The routes would operate between Coastland Center and the Government Center. Route 13 would operate along 9th Street/Tamiami Trail to Davis Blvd to the Government Center every 40 minutes. Route 14 would operate along Goodlette-Frank Road to Tamiami Trail to Bayshore Dr to Thomason Dr to Tamiami Trail north to the Government Center. In the alternatives evaluation, the realignment for Route 13 includes a 60 to 40-minute reduction in headway.
- Route 23 – Potential realignment of Route 23 would provide direct connections between residential areas to several destinations while expanding the service area. The route would connect the westernmost residential cluster on Lake Trafford Road to the County Health Department, several packing houses along New Harvest Road, and finally to the easternmost residential cluster on Farm Worker Way. A deviation to provide service to the Roberts Center is recommended as an alternative. Comments requesting incorporating the Habitat for Humanity Kai Casa into Route 22 and Route 23 were received from the public workshop on February 11, 2025. In the alternatives evaluation, this realignment includes a 60 to 40-minute reduction in headway.

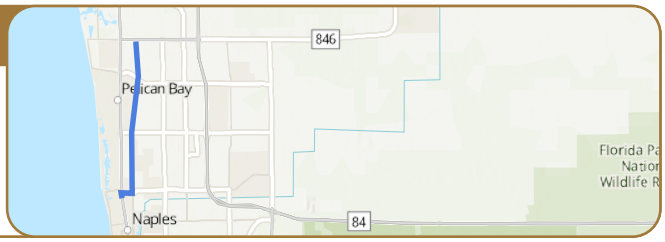
NEW TRANSIT ROUTES AND SERVICES

Proposed new services, depicted in **Figure 4-5** below, seek to address specific mobility, parking, congestion concerns while piloting and testing the application of new technologies and emerging mobility concepts.

The proposals would split and extend Routes 25 and 27 to create Routes 30, 31, 32 and 33 – Routes 25 and 27 provide service in both the north-south and east-west directions. To create a more grid-like network, close gaps in transit service, simplify navigation for riders, and to better accommodate employment growth along Collier Boulevard and Immokalee Road, the study team proposes splitting the routes where they change directions and extend them to provide better connectivity to key destinations and other routes.

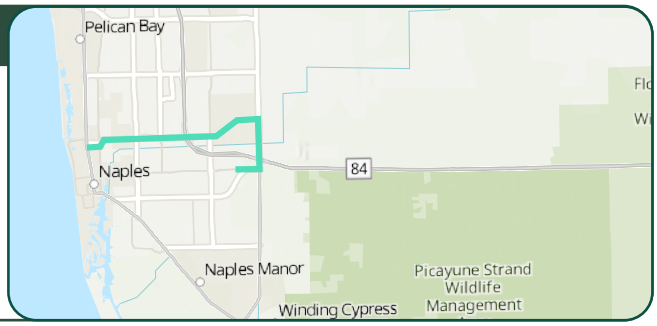
ROUTE 30

Previously named Route 25 North-South (Goodlette-Frank Road), this alignment would provide service along Goodlette-Frank Road from Immokalee Road to the Coastland Center Mall.



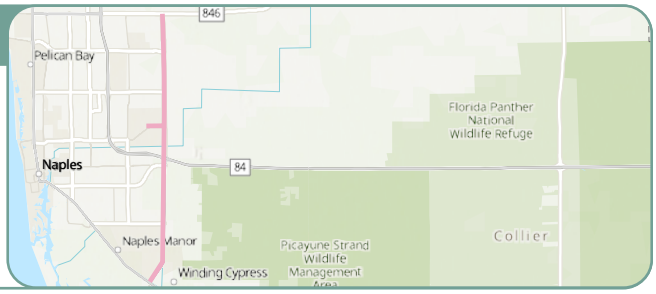
ROUTE 31

Previously named Route 25 East-West (Golden Gate Parkway), this alignment would connect Coastland Center Mall to the Golden Gate Community via Golden Gate Parkway before turning south on Collier Boulevard, where it would service Walmart and the CAT Radio Road Facility.



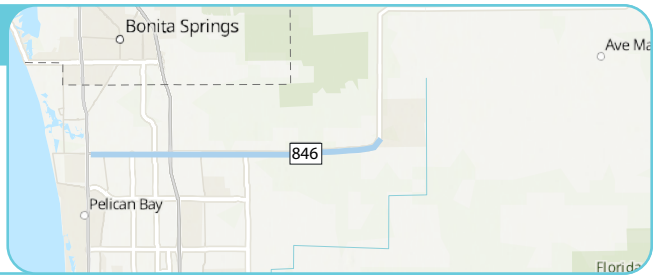
ROUTE 32

Previously named Route 27 North-South (Collier Boulevard), this alignment would provide service along Collier Boulevard from Immokalee Road to Tamiami Trail with a deviation to the Golden Gate Community Center on Golden Gate Parkway.



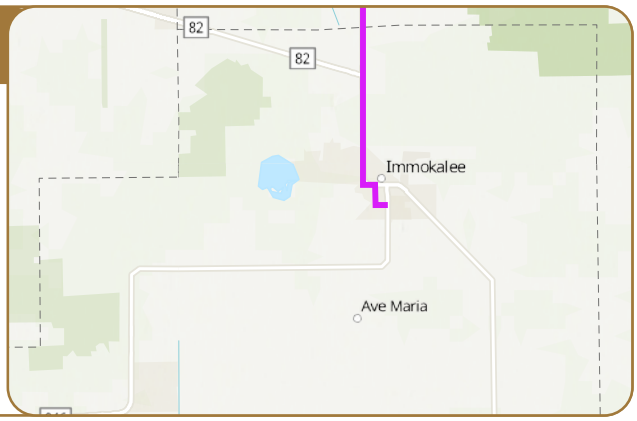
ROUTE 33

Previously named Route 27 East-West (Immokalee Road), this alignment would provide service along Immokalee Road from Walmart on Tamiami Trail to the Publix at the intersection of Immokalee Road and Randall Boulevard.



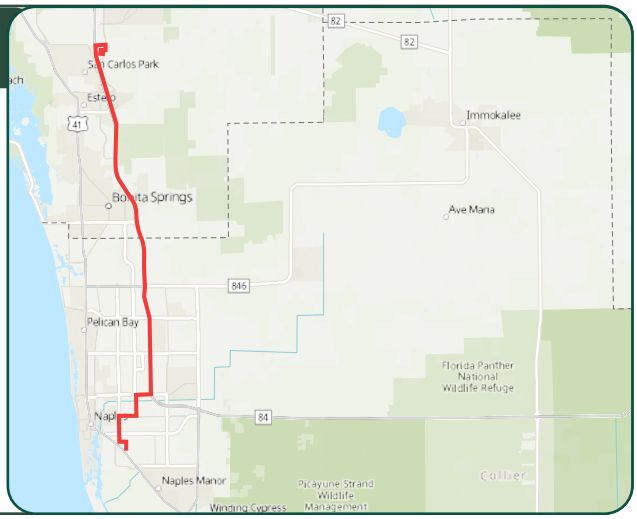
UF/IFAS AND LEHIGH ACRES ROUTE

A need to connect Immokalee to the University of Florida/IFAS satellite campus and Lehigh Acres was identified in a 2024 Regional Service and Regional Fare Study conducted by CAT and the MPO. The study identifies a proposed route to connect Collier and Lee Counties through a proposed UF/IFAS Immokalee to Lehigh Acres route. The route would require one vehicle. The Regional study recommended service from approximately 6 a.m. to 6 p.m. daily.



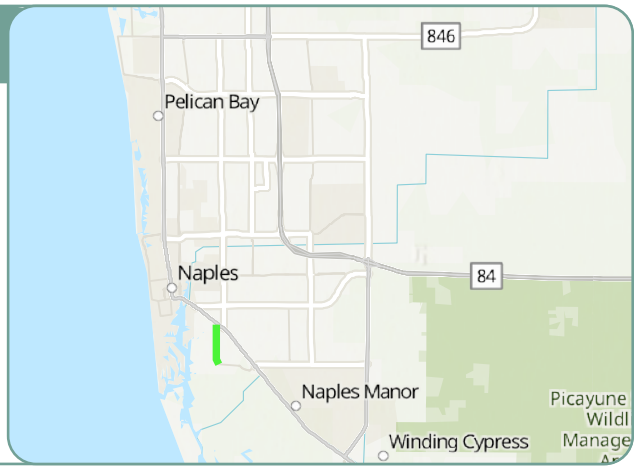
I-75 PREMIUM EXPRESS

It is envisioned that this route would be a premium express commuter service operating on I-75. The Route would begin service at the Government Center, head north on Airport Pulling Road, turn east on Radio Road, north on Livingston Road, east on Golden Gate Parkway and go north on I-75 before ending in the vicinity of the Florida Gulf Coast Town Center. The northern terminus and operating plan require coordination with LeeTran. The route would require one vehicle to provide a 90-minute headway service from 6 a.m. to 8 p.m.



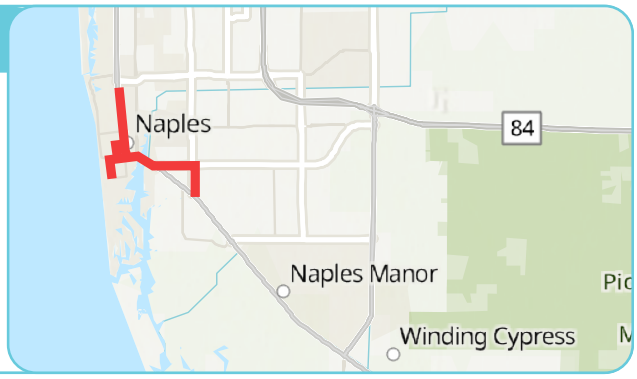
BAYSHORE DRIVE ELECTRIC SHUTTLE

The Bayshore Community Redevelopment Agency (CRA) has requested that CAT help mitigate parking needs by operating two shuttles within the Bayshore CRA. A survey was conducted by the Bayshore CRA to introduce the proposed service and vehicle, gauge community support, and identify the most visited destinations in the Bayshore Area. The route would require one vehicle but would likely need two vehicles to provide 15-minute headways from Weeks Avenue to the Naples Botanical Garden from 11:00 a.m. to 9:00 p.m.



DOWNTOWN AUTONOMOUS CIRCULATOR

The downtown autonomous circulator concept was developed as part of an effort to create a conceptual roadmap for CAT's sustainable future and to address congestion and the parking shortage in downtown Naples. The current alignment of the circulator runs along 4th Ave S and 3rd St S to connect Downtown Naples to the 3rd St S shopping area.



ELECTRIC NAPLES PIER SHUTTLE

The electric shuttle concept was developed as part of an effort to create a conceptual roadmap for CAT's sustainable future and to alleviate congestion and demand for parking in downtown Naples. The shuttle would make stops at the Naples Pier, Crayton Cove, as well as shops and restaurants within the area south of 6th Avenue South. CAT Staff will coordinate with merchants and representatives with the City of Naples to determine the final route alignment for the Shuttle.

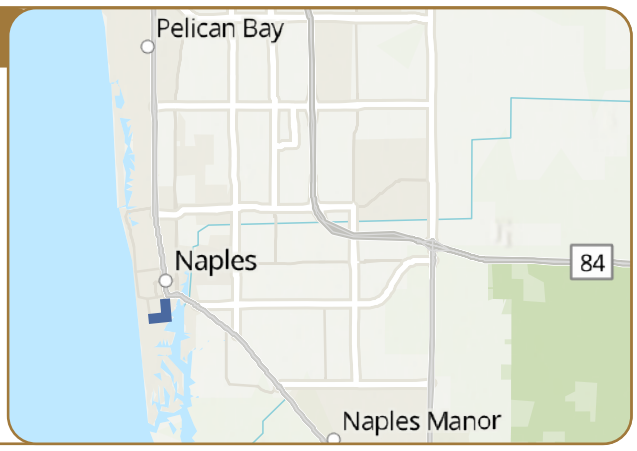


FIGURE 4-5: NEW TRANSIT ROUTES AND SERVICES DESCRIPTIONS AND MAPS

MOBILITY-ON-DEMAND SERVICE INTRODUCTION

Mobility-on-demand (MOD) services use on-demand information, real-time data, and predictive analytics to provide travelers with transportation choices that best serve their needs and circumstances. MOD service could be requested via a mobile app, on the CAT website or by telephone. MOD service is designed to localize mobility (i.e., home to grocery store) and to provide connections to the fixed-route transit network for longer trips (i.e., home to bus stop to catch a bus downtown). MOD works best in areas in which fixed-route service may not be nearby, where customers have limited mobility access to bus stops, or where the necessary infrastructure is not available for safe or convenient access to bus stops. MOD service operates as a point-to-point system, responding to either immediate customer requests or those scheduled for a future time. Travel can be accommodated within a MOD zone and overlap into adjacent zones to complete short trips that cannot be served conveniently by fixed-route service. MOD may supplement transit in areas of reduced service due to lower demand.

The creation of a MOD service recommendation considered input from public involvement, demographic characteristics, and the nature of the existing route network. Many neighborhoods in proposed MOD zones have dead-ends and non-uniform street grids, thereby diminishing connectivity of transit routing as well as walkability to bus stops. MOD zones are intended to fulfill unmet needs in these areas and better operate within the constraints posed by land use decisions. In addition, MOD service improves accessibility, including for transportation disadvantaged persons. Therefore, the MOD is recommended as an innovative service approach that can be used to meet growing demand for CAT Connect service, replacing traditional paratransit service for certain trip types.

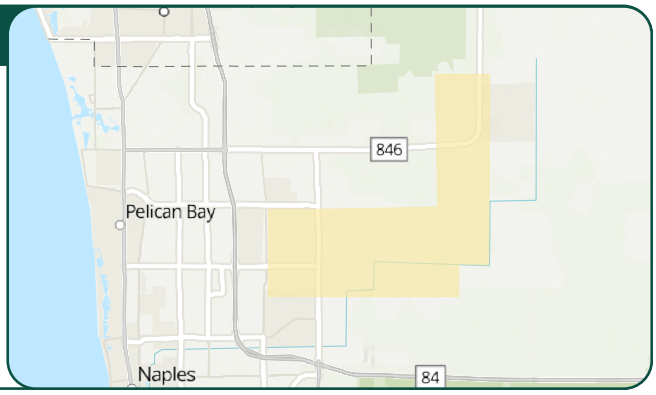
Recommended operation requires a Software-as-a-Service (SaaS) cloud-based platform that enables an extension of the existing CAT Connect dial-a-ride service. CAT may also elect to assess options to contract MOD operations as Mobility-as-a-Service (MaaS) with a third party. However, contracting may limit potential for CAT to leverage MOD to supplement or transition paratransit demand from CAT Connect to MOD.

The below potential MOD zones (**Figure 4-6**) were identified.

Implementation is recommended to be further studied to develop operating concepts and requirements for each proposed MOD zone prior to finalization and deployment of any service.

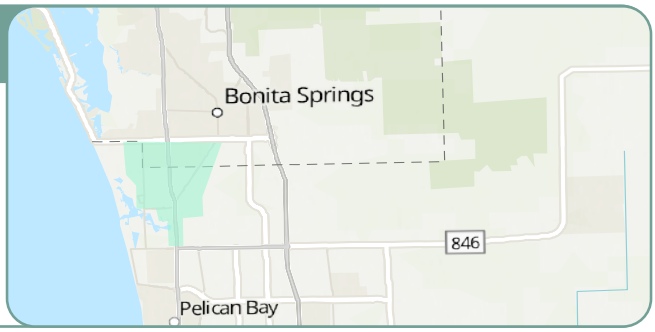
GOLDEN GATE ESTATES

This MOD zone would include areas of Golden Gate Estates, an expansive rural neighborhood east of I-75. This zone currently has a high demand for paratransit service and would provide transit service to areas currently underserved by fixed-route transit; most are low-density and may require three vehicles in the peak and two during the off-peak to operate due to poor roadway connectivity and large service area.



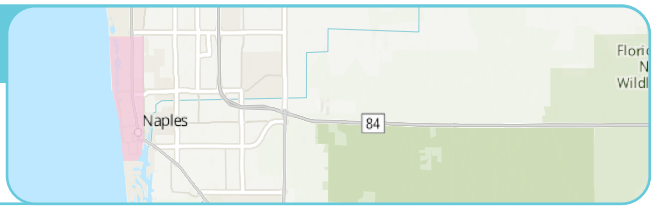
NORTH NAPLES

This zone would cover the northwest quadrant of Collier County. The zone borders Bonita Beach Road and extends as far south as Immokalee Road and would serve areas east and west of US-41 as well as areas east and west of Old US- 41 Road.



NAPLES ZONE

This MOD zone would cover the beach from Broad Avenue to Pine Ridge Road as far east as Goodlette-Frank Road.



IMMOKALEE

This zone would encompass the entirety of the Immokalee area from Lake Trafford in the west to Immokalee Regional Airport and Farm Worker Village in the east. It extends north to the Isabel Collier Read Medical Campus and south to Stockade Road.



MARCO ISLAND

This microtransit service would serve Marco Island. This service would likely require more than one vehicle, as it would continue to provide connections to other routes in the CAT network, requiring drivers to leave the island.



FIGURE 4-6: NEW MOBILITY ON-DEMAND SERVICE DESCRIPTIONS AND MAPS

CAPITAL & INFRASTRUCTURE IMPROVEMENTS

The Immokalee Transfer Station facility is currently under construction and is on track to be completed in the summer of 2025. CAT is building a bus transfer station adjacent to the Collier County Health Department and Immokalee Branch Library. The station will include new bus bays, passenger transfer shelter, and other amenities including benches, vending machines, and restrooms.

CAT has recently completed a series of on-board technology upgrades including Automated Vehicle Location (AVL) replacement, Automated Passenger Counters (APCs), on-board announcers, and on-board information media. A farebox replacement project is currently underway.

It is recommended CAT implement an end-to-end trip planning software that fully integrates with a mobile pay application. This app should allow the rider to plan trips using any of CAT's services, including fixed route and MOD, but also connects to other third-party applications, allowing the rider "first and last mile" options including park-and-ride, ride share, microtransit, and micromobility.

Artificial Intelligence (AI) is a rapidly developing technology that is automating complex tasks and proving to be beneficial in synthesizing large amounts of data. It is recommended that CAT begin to explore and research opportunities to implement it to improve rider experience such as predictive scheduling to reduce wait times and provide detailed recommendations for multi-modal trip planning. It can also assist with paratransit and microtransit dispatch, reducing the time needed to book a trip and making the service more convenient and easier to access for the rider. AI can also assist in other facets of transportation planning and operations including developing real-time information systems, improving demand forecasting, identifying fuel efficiency, and providing predictive maintenance.

CAT is exploring technology to partner with merchants and employers to pay down fares for patrons and employees using smart cards and/or mobile pay applications. A project to explore the use of account-based payment systems to reload smart cards and other fare media as part of a SaaS or MaaS platform is underway and may provide an opportunity to implement cost and time saving efficiencies. This effort could facilitate compatible fare policy and fare technology with LeeTran better supporting the regional collaboration between Lee and Collier Counties. This smart card technology could track detailed rider usage (boardings and alightings) for more accurate bus stop activity data when combined with APC data and also provide rider origin and destination information.

A park-and-ride study completed in 2020 documented and prioritized sites providing implementation strategies by locating potential lots near multimodal facilities. The identified facilities were adjacent to transit, pathways, sidewalks, or bike lanes, and provided access to sustainable transportation modes. These sites were identified as a starting point as opportunities arise in the county for the development of Park and Ride Facilities. Continued identification of sites and recommendations should be considered as opportunities for implementation arise.

Collier County is advancing its transit infrastructure with key investments, including the construction of a new Operations and Maintenance Facility and enhancements to transit stops. In parallel, Collier County will continue reallocating awarded grant funds to support the project, ensuring financial readiness. The design process commenced in 2024 with an estimated $18 million dollars in project costs. The new facility will be built on the existing site while current operations continue, minimizing disruptions to transit services.

POLICY & OTHER IMPROVEMENTS

CAT collaborates with the Collier MPO to conduct various studies to advance transportation, mobility and transit in Collier County. These various studies develop data-driven recommendations which support the Board of County Commissioners' directives as well as the County Manager's goals. The following efforts have been identified and are planned areas of studies to support transit in Collier County.

- **The I-75 Express Study:** This study aims to assess the feasibility of express bus service on I-75. This study would include coordination with FDOT.
- **Zero/Low Emissions Vehicles & Infrastructure:** CAT, in collaboration with Collier MPO, developed a zero emission fleet transition plan. The Plan was completed and approved by the Board in May of 2025. The Plan recommends that from 2025-2029, CAT purchase one battery electric bus (BEB) and two overnight chargers and evaluate operating and maintenance issues. From 2029-2032, that CAT purchase of a second BEV and revisit further changes to the implementation of alternative fuel technology in the next TDP Major update in 2031. From 2032-2034, that CAT purchase and implement six hybrid electric buses and evaluate operating and maintenance issues.
- **Transit Fare Study:** It is recommended that CAT conduct a fare study approximately every five years to assess fare structures and determine whether modification to its fares is warranted. CAT has recently initiated a fare study with an estimated completion date of spring 2026.
- **MOD Demand Study and Operations Requirements Pilot Project:** The MOD Study is recommended to be conducted prior to the 2031 Pilot Project to align with and support the Immokalee MOD and the Pilot Project, also scheduled for 2031. It is recommended that MOD service pilot projects be pursued to address first-mile/last-mile connectivity to existing fixed routes where gaps in access to transit exist. Pilot projects can also determine if expanded door-to-door services provide enhanced workforce mobility options on a cost/benefit basis.
- **Immokalee Road Corridor Study:** A feasibility study to determine demand for transit service throughout the corridor and address connectivity.
- **Comprehensive Operations Analysis (COA) Study** – Implementing a comprehensive operations analysis every seven years starting in 2028 ensures long-term system efficiency, responsiveness to changing travel patterns, and alignment with evolving community needs. This regular evaluation supports data-driven decision-making and helps prioritize improvements for optimal service delivery.

STRATEGY EVALUATION & PRIORITIZATION METHODOLOGY

This section summarizes the evaluation process for the service enhancement strategies developed and recommended in this CAT TDP. A variety of actions have been identified, ranging from expansion of existing routes to implementation of new routes. CAT will prioritize these improvements to effectively plan and implement them within the next 10 years using existing and/or new funding sources.

STRATEGY EVALUATION AND PRIORITIZATION CRITERIA

Through a thorough evaluation of recommendations, CAT can more effectively prioritize and schedule proposed initiatives. Assessment of the advantages of each improvement in relation to the others through an objective prioritization methodology is required to most effectively distribute project funding. Major evaluation categories utilized to prioritize the service enhancements include Public Outreach, Transit Markets, and Productivity/Efficiency. Scored criteria comprise each broader category, each of which measures an enhancement's effectiveness or ability to serve an identified demand market. Criteria weighting produces a comprehensive score for each proposed strategy (Table 4-3). By assigning weights to the criteria, it becomes possible to assess the relative significance of each criterion within the group to which it applies.

Category	Criteria	Measure of Effectiveness	Relative Weighting	Overall Category Weight
Public Outreach	Public Input	Level of Interest in specific system changes (Very High, High, Moderate, Low)	40%	40%
Transit Markets	Traditional Market	Percent serving poverty communities	15%	30%
	Proximity to Employment Market	Percent of countywide employment market served	15%	
Productivity/ Efficiency	Productivity	Trips per hour (TBEST-generated trips and revenue hours of service)	15%	30%
	Cost Efficiency	Cost per trip (including new trips)	15%	

TABLE 4-3: STRATEGY EVALUATION MEASURES

PUBLIC OUTREACH

Public outreach spans the entire development of the TDP. As a critical component of the TDP, it is used to support the development of key components of the plan including providing direction on the development of enhancement strategies and supporting recommendations. In November 2024, CAT published a public engagement survey in the Collier MPO monthly newsletter and other online resources.

Public engagement survey responses directly inform the strategy evaluation process. The survey specifically asked respondents to rank transit improvements from highest to lowest priority. The transit improvements included both infrastructure and service improvements. Two infrastructure improvement types ranked first and third, connecting service to sidewalks, bike paths, and multi-use paths, and bus stop improvements (shelters, benches, etc.) respectively. The alternatives analysis is focused on service improvements; thus, the infrastructure improvements were not included in this evaluation. Mobility-on-Demand service ranked second but was also not evaluated because of the limitations in the ridership estimation model (TBEST).

The three service improvement categories included (Increased Service Area (New Service and Realignments), Increased Service Frequency, and Extended (Later) Service). The survey results ranked Extended Service the highest, Increased Service area second, and Increased Service Frequency third.

TRANSIT MARKETS

The evaluation process identifies two transit markets: the traditional market and the employment market.

- Traditional Market – Certain demographic groups with a history of relying on public transportation, such as those living below the federal poverty line, are more likely to use or depend on transit for their travel requirements. For each route, the analysis calculated the percentage serving poverty communities using 2023 ACS 5-year estimates imported into ArcGIS.
- Proximity to Employment Market – The total number of private jobs countywide served by each potential service option, determined from information produced using ArcGIS and interpolated 2026 socio-economic data from the D1RPM version 2 model.

PRODUCTIVITY AND EFFICIENCY

Productivity is assessed based on ridership levels. Transit agencies utilize service efficiency as a metric to evaluate the effectiveness of their current resources. Both measures contribute to the agency's success, and services that demonstrate strong performance in productivity and efficiency are recommended to be prioritized accordingly. This assessment relies on projected figures for ridership, revenue hours, and operating costs for each specific system enhancement.

- Ridership productivity is measured in terms of annual passenger trips per revenue hour of service. To provide for an equal comparison between system modifications, passenger trips and revenue hours of service were generated using output from TBEST 2035 ridership projection data.
- Cost efficiency is evaluated for each enhancement using the standard transit industry efficiency measure of operating cost per passenger trip. Operating costs used are calculated using operating cost per trip based on CAT performance data and TBEST 2035 ridership projection data.

SCORING THRESHOLD

The evaluation calculated scores using a chosen measure of effectiveness or the informed judgment of the analyst. Potential scores were then allocated based on how the given transit enhancement strategy compares to others in relation to a specific criterion. The computation-based criteria thresholds were established by calculating the average of the complete data set and then adding or subtracting one standard deviation from the average. A higher score indicates a higher ranking for the strategy being assessed in terms of the criterion under consideration (**Table 4-4**).

The study team proceeded to evaluate each proposed strategy using the previously described process. From this process, each evaluated strategy received a score. Enhancements were then separated by improvement type (i.e., route network/new service, frequency enhancements, service span extensions) and ranked based on their respective score to create a prioritized list of improvements resulting from this process (**Table 4-6**).

Note that improvements like mobility-on-demand zones, the Naples Pier Electric Shuttle, a new UF/IFAS and Lehigh Acres Route, and a Downtown Autonomous Circulator were not included in the technical analysis due to limitations in the ridership estimation model.

Category	Criteria	Measure of Effectiveness
Public Input (Interest in Improvement)	None	1
	Moderate	3
	High	5
	Very High	7
Traditional Market Potential (% Serving poverty)	Less than (Average -1 STDEV)	1
	Between (Average -1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average +1 STDEV)	7
Proximity to Employment (Total Number of Private Jobs)	Less than (Average -1 STDEV)	1
	Between (Average -1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average +1 STDEV)	7
Productivity (Trips per Hour)	Less than (Average -1 STDEV)	1
	Between (Average -1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average +1 STDEV)	7
Cost Efficiency (Operating Cost per Trip)	Less than (Average -1 STDEV)	1
	Between (Average -1 STDEV) to Average	3
	More than Average to (Average + 1 STDEV)	5
	More than (Average +1 STDEV)	7

TABLE 4-4: MEASURE OF EFFECTIVENESS THRESHOLDS AND POINTS ASSIGNMENT

Evaluation Criteria		New Bayshore Shuttle	Express Premium Route to Lee County	Realign Route 13 Shorten to 40 min headway	Realign Route 14, operate at 60 min headway	Realign Route 23 headway 60 to 40 min	New Route 31 (Golden Gate Pkwy) (Route 25 EW)	Route 30 (Goodlette Frank Rd) (Split Route 25 NS)	New Route 33 (Immokalee Rd) (Split Route 27 EW)	Route 32 (Collier Blvd) (Split Route 27 NS)	Route 15 from 90 to 45 min	Route 16 from 90 to 45 min	Route 121 - add one AM, one PM	Route 14 from 60 to 30 min	Route 17 from 90 to 45 min	Route 11 from 30 to 20 min	Route 12 from 90 to 45 min	Route 13 from 40 to 30 min	Route 17 - extend to 10:00 PM	New Route 19 /28- extend to 10:00 PM	Route 24 - extend to 10:00 PM	Route 11 - extend to 10:00 PM	Route 14 - extend to 10:00 PM	Route 15 - extend to 10:00 PM
Public Involvement	Level of Support	High	High	High	High	High	High	High	High	High	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate	Very High	Very High	Very High	Very High	Very High	Very High
	Score	5	5	5	5	5	5	5	5	5	3	3	3	3	3	3	3	3	7	7	7	7	7	7
	Weight	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Traditional Market	**% Poverty**	**14.6%**	**8.4%**	**8.8%**	**10.3%**	**10.0%**	**11.4%**	**9.2%**	**8.3%**	**8.8%**	**11.3%**	**9.2%**	**11.3%**	**10.1%**	**8.3%**	**11.3%**	**11.4%**	**13.92%**	**10.9%**	**16.5%**	**15.26%**	**11.5%**	**13.9%**	**10.3%**
	Score	**7**	**1**	**3**	**3**	**3**	**5**	**3**	**1**	**3**	**5**	**3**	**5**	**3**	**1**	**5**	**5**	**7**	**3**	**7**	**7**	**5**	**7**	**3**
	Weight	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**
Employment Market	Private Jobs	1,263	9,134	9,766	12,876	19,147	29,559	8,992	40,001	21,319	29,563	8,992	16,399	7,075	40,001	29,563	29,559	26,604	8,470	12,606	8,068	41,597	26,558	11,544
	Score	1	3	3	3	3	5	3	7	5	5	3	3	1	7	5	5	5	3	3	3	7	5	3
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Ridership Per Hour	**Trip/Hour**	**21**	**3.5**	**12.4**	**12.8**	**8.8**	**4.2**	**15.2**	**4**	**2.6**	**17.5**	**12.5**	**25.9**	**13.1**	**7.4**	**13.1**	**16.1**	**10.2**	**9.1**	**17.9**	**14.6**	**16.4**	**15.3**	**18.4**
	Score	**7**	**1**	**3**	**5**	**3**	**1**	**5**	**1**	**1**	**5**	**3**	**7**	**5**	**3**	**5**	**5**	**3**	**3**	**5**	**5**	**5**	**5**	**5**
	Weight	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**	**15%**
Operating Cost per New Trip	Cost/Trip	$7.90	$47.80	$13.50	$13.10	$19.00	$39.50	$11.00	$41.90	$63.70	$9.60	$13.30	$6.50	$12.70	$22.50	$12.80	$10.40	$16.40	$18.30	$9.40	$11.40	$10.20	$10.90	$9.00
	Score	3	7	3	3	5	7	3	7	7	3	3	3	3	5	3	3	3	3	3	3	3	3	3
	Weight	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Total Score		**4.7**	**3.8**	**3.8**	**4.1**	**4.1**	**4.7**	**4.1**	**4.4**	**4.4**	**3.9**	**3**	**3.9**	**3**	**3.6**	**3.9**	**3.9**	**3.9**	**4.6**	**5.5**	**5.5**	**5.8**	**5.8**	**4.9**

TABLE 4-5: STRATEGY EVALUATION

Proposed Improvement	Score	Rank
Route Network and New Service		
New Bayshore Shuttle	4.7	1
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	4.7	1
New Route 33 (Immokalee Rd) (Split Route 27 E-W)	4.4	2
Route 32 (Collier Blvd) (Split Route 27 N-S)	4.4	2
Realign Route 14 to operate at 60 min. headway	4.1	3
Realign Route 23 headway 60 to 40 minutes	4.1	3
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	4.1	3
Express Premium Route to Lee County	3.8	4
Realign Route 13 shorten to 40 min. headway	3.8	4
Frequency Improvements		
Route 15 from 90 to 45 min	3.9	1
Route 121 - add one AM, one PM	3.9	1
Route 11 from 30 to 20 mins	3.9	1
Route 12 from 90 to 45 mins	3.9	1
Route 13 from 40 to 30 min	3.9	1
Route 17/18 from 90 to 45 minutes	3.6	2
Route 16 from 90 to 45 min	3.0	3
Route 14 from 60 to 30 min	3.0	3
Later Service		
Route 11 - Extend to 10:00 PM	5.8	1
Route 14 - Extend to 10:00 PM	5.8	1
Route 19 - Extend to 10:00 PM	5.5	2
Route 24 - Extend to 10:00 PM	5.5	2
Route 15 - Extend to 10:00 PM	4.9	3
Route 17 - Extend to 10:00 PM	4.6	4

TABLE 4-6: RANKING TABLE

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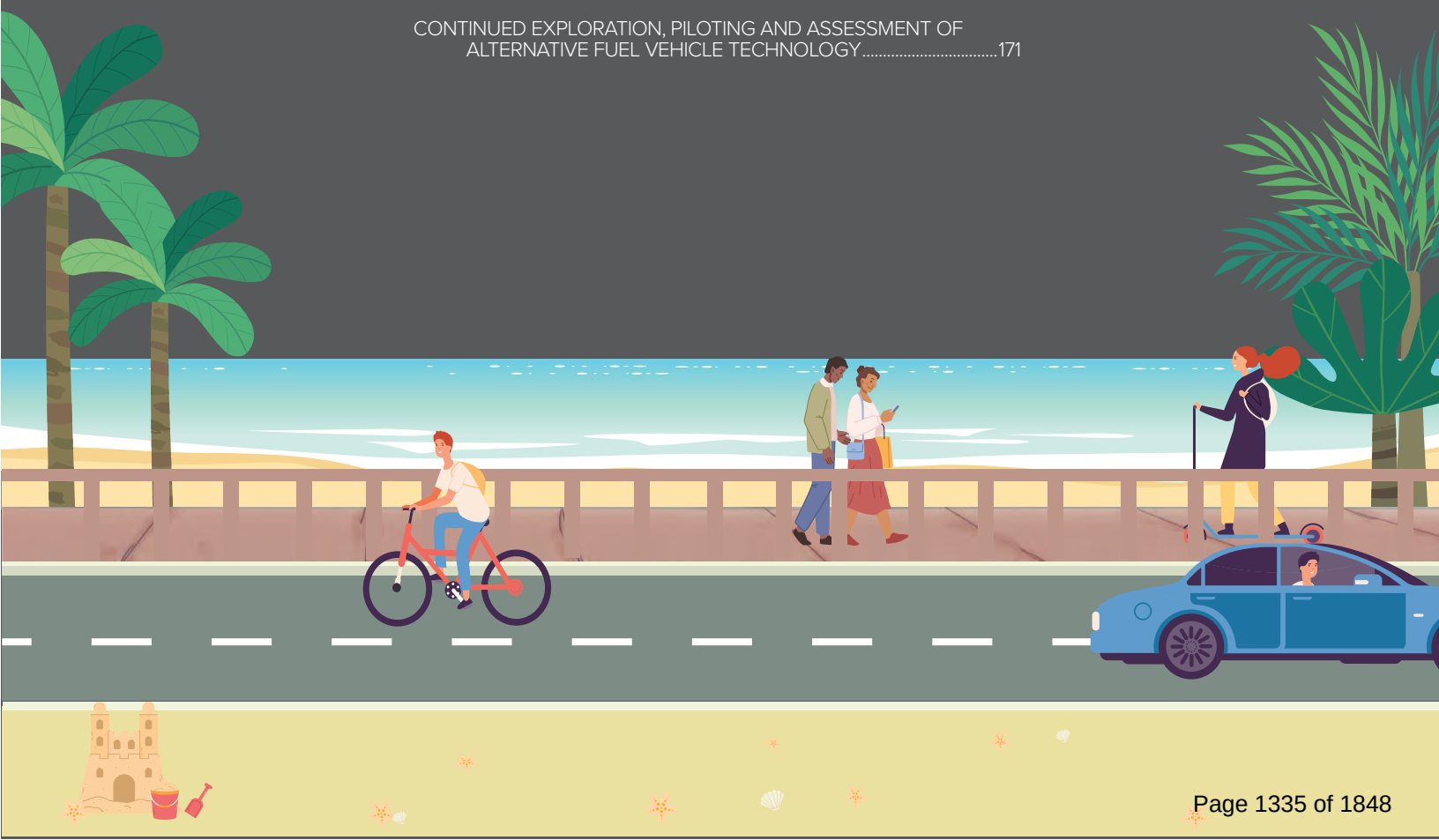


5 TEN-YEAR ENHANCEMENT IMPLEMENTATION PLAN

This section outlines the proposed 10-year transit plan, encompassing financial strategies and implementation details. Initially, the transit service, capital/infrastructure projects, technology upgrades, and policy enhancements are categorized as either unconstrained or constrained. Following this, an overview of the assumptions regarding capital and operating costs, as well as revenue projections used in creating the TDP, is provided. Finally, the financial plan for the 10-year timeframe is presented, along with the implementation program for the CAT TDP.

TRENDS, PROJECTIONS AND POLICY

The landscape of transit services in Collier County is evolving rapidly, influenced by both emerging trends and existing challenges. This memo outlines the key trends shaping the future of transit, including technological advancements, shifts in market demands, and operational strategies. These trends present both positive opportunities and significant obstacles for the county's transit system. On the one hand, innovations like Artificial Intelligence (AI), Internet of Things (IoT), and Electric Vehicles (EVs) promise increased efficiency, reliability, and sustainability. On the other hand, challenges such as funding constraints, fluctuating demand, and infrastructure limitations could hinder the county's ability to fully leverage these advancements. This section examines these trends, exploring the ways in which they will influence service delivery, operational efficiency, and customer experience, while also addressing the opportunities and challenges that Collier County must navigate to improve its transit system.

MARKET TRENDS AND INFLUENCES

Transit planning in Collier County is poised to evolve under the influence of economic growth, housing trends, and residual impacts of the COVID-19 pandemic. Housing trends further underscore the need for strategic transit investments. As of October 2024, the median listing price for homes in Collier County was $739,000, a 10.9% decrease from the previous year, while the median sale price increased by 3% to $648,714. These dynamics suggest a complex housing market where affordability challenges persist, potentially driving some workers to live farther from employment centers. Transit systems must address this disparity by ensuring connectivity between suburban or exurban areas and key job hubs.

The COVID-19 pandemic has also left a lasting impact on transit needs in the county. In 2022, 11.7% of workers telecommuted, making it the second most common work mode after driving alone. This trend toward remote work, which emerged during the pandemic, could result in sustained reductions in peak-hour transit demand. However, it may also necessitate greater flexibility in transit operations to cater to sporadic, off-peak travel. Despite the changes brought about by COVID-19, there is still a need for service workers, particularly in the western portion of the county. Telecommuting represents a potential transportation demand management (TDM) strategy to reduce congestion and environmental impact in Collier County. These factors collectively call for adaptive, forward-thinking transit planning that balances immediate needs with long-term sustainability.

BUSINESS CLIMATE AND SOCIOECONOMIC ANALYSIS

BUSINESS CLIMATE

Since December 2020, when the 2021-2030 CAT 10-Year Transit Development Plan was developed, the Consumer Price Index (CPI) grew from 1.4% to a peak of 9.1% in June 2022 (source: US Bureau of Labor Statistics, BLS). The CPI has since dropped to 2.4% as of September 2024. While the CPI has dropped, it is an index, so it measures change over time; thus, actual costs have remained elevated cumulatively 25.74% since 2021. The current operational contract for transit services with MV Transportation, CAT's current transportation operator, was in-place before 2021 and is scheduled to be re-advertised for a new contract. It should be expected that bids will likely reflect the higher operational costs relative to inflation.

SERVICE AND OPERATIONAL STRATEGY

MOBILITY-ON-DEMAND (MOD)

Microtransit and Mobility on Demand (MOD) services are transforming public transportation, offering flexible alternatives to fixed-route buses. Providers like VIA Transportation, Inc and the Spare mobility operations platform are revolutionizing public transportation by offering flexible, on-demand options that go beyond traditional fixed-route and paratransit offerings. These services allow transit agencies to replace inefficient fixed routes with dynamic, demand-responsive transportation, providing cost-effective alternatives, especially in low-density areas or during off-peak times. By using real-time scheduling and route optimization, agencies can improve service efficiency, reduce operational costs, and better match supply with demand, ultimately offering a more flexible, user-friendly experience.

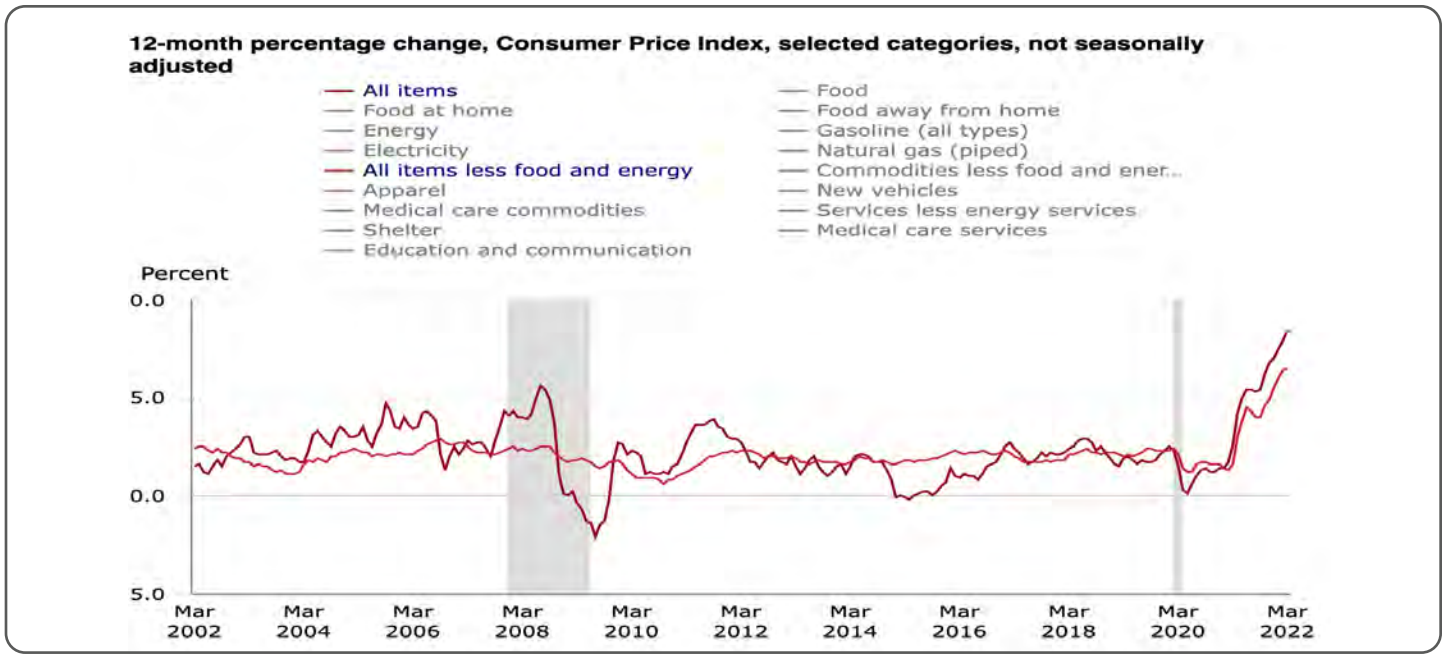


FIGURE 5-1: ANNUAL CPI PERCENTAGE CHANGES

Agencies are increasingly adopting these solutions to address underperforming fixed routes, reducing the financial burden while improving rider satisfaction. For example, in Sarasota, Breeze Transit replaced two poor performing suburban fixed routes with MOD microtransit (North Port and Venice/Englewood). These routes provided service between two communities separated by longer distances. The use of MOD in place of these fixed routes served nearly 300,000 trips in 2023 at a cost per passenger comparable to a historically well-performing route. With the success of pilot projects, such as Breeze Transit OnDemand service in Sarasota, and LeeTran's Ultra service in Lee County, microtransit is proving to be an effective tool for transit agencies. By integrating technologies similar to ride-hailing apps, like Uber and Lyft, these services enhance accessibility, streamline operations, and demonstrate the potential of mobility on demand as a sustainable transportation model for the future.

The use of MOD is being pursued at a national level. In North Carolina, 11 communities throughout the state applied for a three-year grant, the Rural Surface Transportation Grant, to pilot MOD microtransit services. The strategy of submitting a multi-community grant application may increase the likelihood of securing funding for innovative transit solutions. As of October 2023, these communities are at different stages of implementation. The City of Wilson has successfully launched its service and is in the revenue phase, while Alamance County Transportation Authority, City of Sanford, Kerr Area Regional Transit, McDowell County Transportation, Johnston County Area Transit, Randolph County, Rockingham, Salisbury Transit System, Tar River Transit, and Wave Transit remain in the planning phase. NCDOT continues to support these communities to ensure long-term sustainability and assess service effectiveness.

Lessons from pilots underscore the importance of conducting feasibility studies to assess local needs and service applicability. Additionally, diversifying funding sources is crucial to sustaining microtransit without negatively impacting existing demand-response services. The pilot also highlighted the need for early and inclusive stakeholder engagement, particularly with disadvantaged communities, to ensure equitable service planning. Selecting the right service model—whether Transportation-as-a-Service (TaaS), Software-as-a-Service (SaaS), or technology acquisition—depends on agency resources and operational experience. Successful implementation requires careful vendor selection, detailed contract expectations, and strong marketing efforts, such as branded vehicles, to enhance visibility and public adoption. A key challenge remains balancing user convenience with operational efficiency. Notably, pilot programs revealed latent demand for transit, which could serve as a foundation for future fixed-route services.

PUBLIC VS. PRIVATE

Collier County, Florida, can enhance its transit system by integrating public oversight with private sector efficiencies in specific operational areas. One best practice approach is leveraging private partnerships for transit-oriented development (TOD), which focuses on transit and urban efficiency. TOD prioritizes a "transit first" philosophy, creating mixed-use facilities near transit hubs to improve ridership, reduce reliance on single-occupancy vehicles, and generate revenue for reinvestment into the transit system. This approach, as seen in Miami-Dade County with the "Transit Village" concept, promotes urban growth that aligns with public transportation needs, benefiting both infrastructure and community development.

Beyond TOD, Collier County could explore community-oriented development (COD), an emerging strategy designed to address community needs and equity. COD focuses on a "people first" philosophy, emphasizing community well-being, inclusivity, and long-term social benefits. By prioritizing affordable housing, local business support, and community engagement, COD ensures that development fosters economic growth while maintaining equity and preventing displacement. This approach provides a best practice for Collier County, promoting

inclusive development and maximizing the benefits of transit-oriented projects for all residents.

OPERATIONAL ALTERNATIVE FUEL TECHNOLOGIES

Municipalities and corporations are increasingly exploring various alternative fuel technologies outside of traditional diesel fuel. By evaluating and potentially adopting similar strategies, Collier County can modernize its transit system, reduce carbon emissions, align with federal and state goals for expanding clean energy transportation, and be eligible for related federal grant funding. Since the initial roll out of battery electric vehicles (EV), the industry has developed technology evaluation tools that assist fleet managers in determining what alternative fuel source makes sense from a cost-benefit perspective. After assisting in selection of a technology, they also can help plan the re-fueling network based upon geographic demand and site availability.

Hydrogen is one example of the various emerging alternative fuel technologies. Hydrogen offers promoting advantages, such as zero emissions, faster refueling and longer range than EV vehicles, is particularly suited for heavy-duty and transit vehicles, and addresses challenges associated with EV charging infrastructure. California serves as an exemplified leader in advancing hydrogen fuel infrastructure. The state is working on expanding its "Hydrogen Highway," a network of hydrogen fueling stations across the state to support hydrogen-powered vehicles, including buses and trucks. Cities like Long Beach and Sacramento have deployed hydrogen fuel cell buses, while San Francisco is focusing on hydrogen-powered trucks for port operations. Alternative fuel technologies are being contemplated by CAT as discussed in the 2025 Zero Emission Fleet Transition Plan.

TECHNOLOGY AND INNOVATION IN TRANSIT

BUS SHELTER TECHNOLOGY

Integrating advanced shelter technology for bus stops in Collier County can enhance the transit experience by providing solar lighting, real-time arrival displays, USB charging ports, and interactive kiosks for safety and convenience. These features offer schedule updates and route information while improving visibility and security at night. Incorporating weather protection, or climate-controlled environments could make public transit a more attractive option. For example, the Pinellas Suncoast Transit Authority (PSTA) in St. Petersburg has successfully implemented eco-friendly shelters with similar features, demonstrating the potential to modernize transit systems. Collier County, which has begun installing solar lighting, can implement these advancements to align with its efforts to enhance infrastructure, improve rider satisfaction, and increase transit usage throughout the region.

APPS

In Collier County, advanced transit technologies like ride-hailing apps, car-sharing platforms, and tools like the rideCAT Mobile App, rideCAT Connect Mobile App (paratransit), and the Transit App can improve transportation accessibility and efficiency. The rideCAT App allows users to buy bus passes, plan trips, find bus stops, track buses in real-time, provide rider feedback, and access Collier 311 (connects users to local government services). The rideCAT Connect App allows users to manage trips and track their bus in real-time. The Transit app provides the same features as the rideCAT app, excluding access to Collier 311, and even allows the user to navigate other transit systems within the Transit App, promoting regional connections. There is potential to expand these features to integrate ride-hailing, dynamic trip planning, and multi-modal travel options into a unified

platform, which could streamline services. Enhancing user experience with personalized notifications and service alerts could further improve convenience, helping Collier County create a more connected and adaptive transit system.

ARTIFICAL INTELIGENCE (AI)

AI is enhancing transit services by improving operational efficiency and accuracy. Key applications include predictive maintenance, where AI analyzes data to forecast equipment failures and minimize downtime. AI also supports real-time tracking and route optimization, ensuring timely and efficient service. In addition, AI powers dynamic pricing, adjusting fares based on demand and other factors to optimize revenue. The rise of self-driving shuttles, using AI for navigation, is further streamlining operations and reducing costs. By leveraging AI for predictive applications, transit services can enhance both operational efficiency and customer experience.

INTERNET OF THINGS (IOT)

IoT is revolutionizing transit services by providing real-time data for improved decision-making and service delivery. Sensors and smart devices installed on vehicles and infrastructure track vehicle location, passenger load, and operational health, enabling better route planning and reducing delays. IoT also supports predictive maintenance, allowing for proactive vehicle servicing. Additionally, IoT enhances the customer experience by delivering accurate, real-time updates through mobile apps and digital displays. Through seamless connectivity, IoT improves operational efficiency and reliability, creating a smarter, more responsive transit system.

ALTERNATIVE FUEL TECHNOLOGY

As discussed in the 2025 Zero Emission Fleet Transition Plan, CAT is piloting a Battery Electric Bus (BEB) and will evaluate operational and cost effectiveness, with plans to pilot a second BEB between 2029-2032. Further analysis of alternative fuel technology is expected with the next TDP Major update in 2031. From 2032-2034, CAT plans to replace six diesel buses that have met their useful life (and two support vehicles) with hybrid electric models and evaluate operational and cost effectiveness.

POLICY PRIORITIES

STAKEHOLDER INPUT

As part of the public engagement process for the new TDP update, several community leaders and decision-makers were interviewed for their perspective and insights as a stakeholder.

The role of transit in Collier County was viewed primarily as a service for workers to access jobs and to serve persons without access to a vehicle, and secondarily as a service to help relieve parking and roadway congestion, or in certain locations, as a service for visitors. However, all interviewed stakeholders agreed that all CAT customers should be treated as primary customers and no one group should be prioritized over another.

In general, all the interviewed stakeholders expressed a need for more transit service and service options in Collier County. They all shared the sentiment that improving transit services and adding more mobility options would be good for the community and the local economy.

VISION AND MISSION STATEMENT

As part of the Transit Development Plan update process, several plans and studies in relation to transportation in Collier County were examined for relevant key findings, as discussed in the Policy Consistency sub-section above. This included local plans, policies, and programs that would help to form the recommendations developed in the updated Transit Development Plan. Based on valuable stakeholder input and existing policy review, the following public transit vision and mission statement, and goals and objectives were developed:

Mission, Goals, and Objectives

The vision, mission, goals, and objectives of Collier Area Transit serve an important part of the Transit Development Plan, serving as guidance in the decision-making

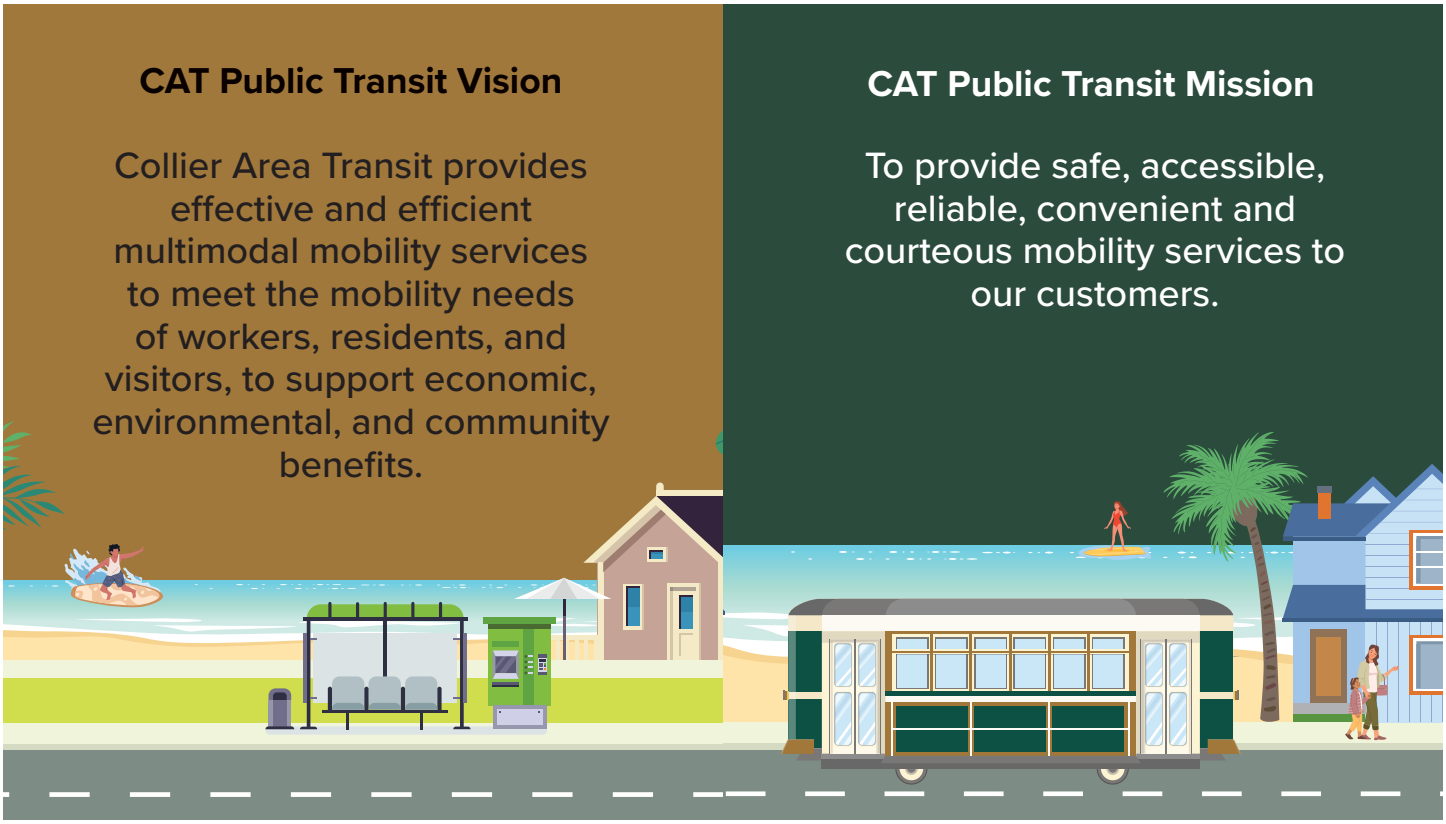
processes, informing construction of long-term plans, and in consideration of allocating limited resources. Individually, the vision, mission, goals, and objectives serve distinct functions in this guidance. They create an operating framework where the guidance starts with the overarching direction in the vision and mission, identified goals and specific objectives, leading to detailed individual initiatives.

In this major update of the Transit Development Plan, each goal, objective, and initiative has been reviewed and updated. These updates reflect CAT's continued development and efforts towards improving the efficiency and effectiveness of the transit services provided to the residents, visitors, and public in Collier County.

CAT's mission statement provides a direct and concise description of CAT's purpose and principal functions. At the highest level, it provides the largest view of CAT's commitment to its customers and clients, policymakers, and stakeholders. Every decision, plan, and goal reflect CAT's mission and serves to direct the everyday workings of the agency.

CAT's vision statement supports its mission with a forward-looking focus, reflecting the next five to ten years. The vision statement sets the pace and focus directing staff and resources aligning larger policy goals, preparing for emerging trends, and providing a framework for long term investments. Both the mission and vision provide a view of CAT's directives and most importantly, provide the framework for the development of recommendations in this plan. Building on the framework provided by the vision and mission, goals and objectives provide more specificity, adding measurable steps and actions necessary to achieve those goals.

Together, the mission, vision, goals, and objectives provide a necessary evaluation of CAT performance and support comparisons in peer analysis. The goals and objectives provide context for evaluation and support comparisons with similar focus.



How Goals and Objectives are Developed

CAT relies on goals and objectives to aid in the decision-making process. In order to do this, the goals and objectives must remain relative and reflect the current conditions of Collier County and align with the course set by policy makers. Goals and objectives are reviewed annually and updated as needed.

GOAL 1: Operate reliable, convenient, and cost-effective mobility services that safely and efficiently meet the mobility needs of Collier County's workers, residents, and visitors.

- **OBJECTIVE 1.1: Improve efficiency, service quality, and level of service to adequately serve workers, residents, and visitors while contributing to the economic vitality of the county.**
  - **Initiative 1.1.1:** Operate east/west corridor service to provide access to jobs, education, healthcare, community services, and recreation.
  - **Initiative 1.1.2:** Operate north/south corridor service to provide alternative access to jobs, education, healthcare and community services, and recreation.
  - **Initiative 1.1.3:** Improve peak weekday service frequency to 45 minutes or better on CAT routes.
  - **Initiative 1.1.4:** Evaluate the feasibility of premium transit services within corridors where density of demand and activity warrants frequent service.
  - **Initiative 1.1.5:** Provide mobility-on-demand service in areas with lower density of demand than is productive for fixed route service and to access areas that are not able to be served by fixed route.
- **OBJECTIVE 1.2: Provide adequate bus stop amenities at all stops according to bus stop threshold and accessibility guidelines within available fiscal capacity.**
  - **Initiative 1.2.1:** Pursue funding and partnership opportunities to maintain and improve existing bus stops. Build on needs plans including the Immokalee Transportation Network Plan which identify gaps.
  - **Initiative 1.2.2:** Install and maintain bus stop amenities in accordance with Title VI Equity Analysis, ADA compliant Passenger Amenities Program and Bus Stop Amenities Guidelines.
  - **Initiative 1.2.3:** Install a minimum of ten ADA-compliant, accessible bus stop shelters per year. Explore opportunities to use tools such as Cartegraph Overall Condition Rating as a measure.
  - **Initiative 1.2.4:** Coordinate and partner with Collier County and local governments to include sidewalks and bus stop shelters in design and construction of roadway projects and new developments.
  - **Initiative 1.2.5:** Monitor and implement the recommendations from the CAT Bus Stop ADA Assessment.
- **OBJECTIVE 1.3: Structure transit service with a focus on providing job access for workforce and access to mobility for persons with no or limited access to a private automobile.**
  - **Initiative 1.3.1:** Improve transit service for areas with high mobility needs per the transit orientation index (TOI) as identified, updating as census data becomes available.
  - **Initiative 1.3.2:** Provide efficient transit and mobility access to major employment centers, development corridors, and other significant activity centers as funding allows, coordinating with major employers.
  - **Initiative 1.3.3:** Focus transit and mobility services in areas with high employment, and with high dwelling unit densities with connections to targeted job-housing locations to serve the workforce, including Golden Gate Estates and areas located in the eastern portion of the county.

- **Initiative 1.3.4:** Focus improved service frequency on transit routes that serve high mobility needs communities; target service frequency of hourly or better where demand and fiscal capacity allow; apply mobility on demand solutions for areas with lower population densities and where fixed-route service is not productive and cost-effective.

- **OBJECTIVE 1.4: Create an optimized interconnected multimodal mobility network designed to fit the range of needs and conditions for the service market.**
  - **Initiative 1.4.1:** Coordinate with FDOT Commuter Services to promote, enhance and expand carpool and vanpool strategies and services to connect workforce communities with employment locations within the service area; identify properties for park-and-ride in areas with high mobility demand as funding is available. Implement recommendations from the current park-and-ride study.
  - **Initiative 1.4.2:** Coordinate with the CAT Connect paratransit program to identify and target areas with high transportation disadvantaged (TD) ridership and lower density of demand and develop programs to shift TD riders to a mobility on demand for all solutions with connections to the fixed-route network.
  - **Initiative 1.4.3:** Require local governments and FDOT to provide accessible sidewalks, bus stops, and other bus stop improvements within roadway projects and all new developments.
  - **Initiative 1.4.4:** Coordinate with community improvement organizations that support investments in enhanced mobility such as: the Immokalee CRA, Bayshore Gateway Triangle CRA, Naples CRA, Opportunity Naples, Golden Gate Estates Civic, Immokalee Chamber of Commerce, and the Greater Naples Chamber of Commerce to affect improvements in mobility through increased funding participation, roadway and sidewalk improvements, new developments, to assure transit and mobility services are integral to economic development planning and decision-making.
  - **Initiative 1.4.5:** Make transit and mobility reviews a part of the development and redevelopment review and approval process within the county and cities. Require development community, as part of the development review and approval process, follow guidelines on bus stop siting and design, land use, and roadway design factors that affect transit design; and to coordinate with CAT for transit services during the development process. Include CAT as a reviewing agency within the development review and approval process. Consider adding a transit component to traffic impact studies.
  - **Initiative 1.4.6:** Develop and adopt a transit level of service (LOS) policy and guidance to provide a framework and metrics for improving, modifying, and funding transit services through coordination with the Growth Management Division.

- **OBJECTIVE 1.5**: **Provide coordinated transportation services between Collier and adjacent counties to support workforce commutes to major employment centers and facilitate connections to both transit networks in support of regional economic and community benefits.**
  - **Initiative 1.5.1:** Identify high travel volumes between Collier and adjacent counties; develop regional services for travel markets that have high transit propensity and support regional community and economic benefits, including Immokalee and East Naples communities, key destinations in Lee County including Southwest Florida International Airport (RSW) and Veteran's Affairs facilities.
  - **Initiative 1.5.2:** Coordinate with LeeTran and FDOT to identify funding for expanding cross-county public transportation services.

- **OBJECTIVE 1.6:** Enhance transit services targeted at tourists, seasonal residents, and the workforce that supports this market.
  - **Initiative 1.6.1:** Broadcast CAT television commercials, radio advertisements, digital advertisements, and social media advertising, monitor ridership in relation to marketing and advertising efforts to determine ridership increases attributable to marketing efforts.
  - **Initiative 1.6.2:** Develop CAT branded services and amenities within the coastal markets to better attract ridership by visitors, seasonal residents, and workers.
- **OBJECTIVE 1.7:** Enhance awareness of CAT services and accessibility to service information for riders, workers, residents, and visitors.
  - **Initiative 1.7.1** Continue to leverage technology applications to increase and enhance awareness of CAT services and to connect riders with CAT services.
  - **Initiative 1.7.2** Obtain professional services for a market study and development of marketing strategies and best practices to increase awareness of CAT, CAT services, CAT image, and increase market share in terms of model split ridership. This effort should leverage use of technology, social media, transitional media, branding, and develop and provide strategies to attract interest in CAT to build choice ridership and build the image of CAT as a service.
  - **Initiative 1.7.3** Continue to partner with the Chamber of Commerce to develop and disseminate information and materials to businesses, residents, and visitors about the value of CAT services, the benefits of riding CAT, and information about how to access and use CAT services.
  - **Initiative 1.7.4:** Provide travel training for persons interested in using the CAT system. Develop a train-the-trainer program to create ambassadors for transit services.
  - **Initiative 1.7.5:** Conduct outreach activities at community events, schools, and other organizations to teach students and the public how to use CAT and the benefits of CAT services.
  - **Initiative 1.7.6:** Coordinate with County Public Information to garner relationships with local media and news outlets to keep the community aware and involved.

GOAL 2: Increase the resiliency of Collier County, protecting our infrastructure and natural resources, by providing attractive and convenient mobility alternatives that will reduce adverse environmental impacts within our communities.

- **OBJECTIVE 2.1:** Provide services and programs to reduce vehicle miles traveled with Collier County.
  - **Initiative 2.1.1:** Coordinate with the Collier MPO's Bicycle and Pedestrian Advisory Committee and local non-profit and for-profit groups to expand the use of bicycles as a commute and mobility option, including bicycle share programs.
  - **Initiative 2.1.2:** Coordinate with Collier County Driver License and Motor Vehicle Service Centers to promote CAT fixed-route services to persons unable to obtain a driver's license or with an unsafe and/or inoperable vehicle.
  - **Initiative 2.1.3:** Encourage and support partnerships with stakeholders, including employers and conduct outreach at major activity centers (educational, government, healthcare, retail, residential, commercial) to provide education and awareness of CAT services and benefits, and incentives to use CAT services rather than drive.

- **OBJECTIVE 2.2** Improve resiliency for extreme weather events and changing environment, supporting emergency preparedness and resiliency.
  - » **Initiative 2.2.1:** Use electric vehicles as back-up power for emergency facilities.
  - » **Initiative 2.2.2:** Explore solar powered canopies to energize the maintenance building and buses and provide shade.

GOAL 3: Build meaningful partnerships that increase awareness and education of and about mobility options and increase the viability of mobility services to promote livability and enhance economic and social well-being.

- **OBJECTIVE 3.1:** Develop marketing strategies to increase awareness of CAT services and to increase ridership.
  - » **Initiative 3.1.1:** Participate in local job fairs and outreach/partnerships with employers to increase knowledge about the transit system and to encourage use.
  - » **Initiative 3.1.2:** Develop marketing materials and programs to demonstrate the value and role of transit as a mobility option, including benefits accruing to personal finances, access to opportunities, and reduction of regional carbon emissions.
  - » **Initiative 3.1.3:** Continue CAT outreach strategies including public relations campaigns, television, radio, and social media advertisements, designed to promote transit ridership along service corridors and promote sustainability, enhancing CAT visibility.
  - » **Initiative 3.1.4:** Conduct an on-going program of outreach and education targeted at governments, employers, community organizations, community services, healthcare services to build and foster partnership to provide, fund, and support mobility services.
- **OBJECTIVE 3.2** Focus intergovernmental relationships to improve and expand regional mobility.
  - » **Initiative 3.2.1:** Continue to coordinate and partner with LeeTran to improve and expand cross-country mobility services to support workforce travel demand with a focus on commuter express routes, connecting workers to employment, and provide connections strategically to the transit networks in Lee and Collier counties to facilitate access to key activity centers.
  - » **Initiative 3.2.2:** Coordinate with FDOT Commuter Services to enhance and expand carpool, vanpool and other strategies and services to connect workforce communities with employment locations within the region; identify properties for park-and-ride lots in areas with high mobility demand as funding is available.

GOAL 4: Coordinate the development and provision of mobility services with local, regional, state planning efforts and through public and private partnerships.

- **OBJECTIVE 4.1** Coordinate integrated land use and transportation planning efforts to incorporate transit needs into the development review and approval process.
  - » **Initiative 4.1.1:** Work with Collier County to implement recommendations listed in the Collier County Transit Impact Analysis.
  - » **Initiative 4.1.2:** Participate in planning and development review meetings to ensure that county and city policies support transit services and funding needs.
  - » **Initiative 4.1.3:** Meet quarterly with staff from the Collier County Transportation Engineering and Planning departments to identify upcoming utilities, roadway, and/or stormwater projects, planning studies, and site developments that will affect the provision of transit services.

- **Initiative 4.1.4:** Coordinate with Community Development to draft a Transit Element or a transit sub-element within the Transportation Element or incorporated alternative means of transportation into the Growth Management Plan through other appropriate modifications.

GOAL 5: Use technologies and innovation in service delivery to improve productivity, efficiency, reliability, and cost-effectiveness of mobility services and operations.

- **OBJECTIVE 5.1:** Explore, monitor, test, and deploy technology applications to enhance mobility services, increase awareness of CAT services and ease of access to CAT services.
  - **Initiative 5.1.1:** Improve customer information systems, including at kiosks and on the CAT website, through directly curated and through available mobile applications, to enhance availability of and access to CAT service information and trip planning, to support increased ridership.
  - **Initiative 5.1.2:** Explore and acquire cloud-based Software as a Service (SaaS) and/or Mobility as a Service (MaaS) functionalities to support mobility on demand services, directly operated and/or operated through contract or partnership, to serve the public and augment or replace ADA paratransit services where and when warranted based on costs, productivity, and service quality.

GOAL 6: Monitor and improve mobility service quality and service standards.

- **OBJECTIVE 6.1:** Develop ongoing processes to measure and monitor service quality.
  - **Initiative 6.1.1:** Use a Route Monitoring System to examine fixed-route services on an annual basis and make revisions to low-performing services as needed, including transition to mobility on demand solutions where and when warranted.
  - **Initiative 6.1.2:** Conduct surveys at least every two years to obtain passenger information including user demographics, travel behavior characteristics, transfer activity, and user satisfaction.
  - **Initiative 6.1.3:** Maintain an ongoing public involvement process to solicit and assess input through online reviews, calls/comment cards, discussion groups, surveys, and CAT booths at community events.
  - **Initiative 6.1.4:** Maintain on ongoing process for operators to communicate transit service comments and suggestions to identify passenger needs and improve services and service performance; comments to be reviewed monthly by service planning and operations.
  - **Initiative 6.1.5:** Manage the CAT fleet of fixed-route vehicles to maintain an average fleet age per the Transit Asset Management (TAM) Plan and the FTA useful life benchmark by vehicle type.
  - **Initiative 6.1.6:** Maintain an ongoing process for operators to communicate potential vehicle maintenance problems to be logged with the preventive maintenance program to identity and resolve problems early.

GOAL 7: Maximize the use of all funding sources available, including through partnerships with businesses, employers, and other institutions to increase and improve access to mobility services and mobility workers, residents, visitors.

- **OBJECTIVE 7.1:** Increase and expand revenue sources.
  - **Initiative 7.1.1:** Explore opportunities for generating advertising revenue on and inside the buses.
  - **Initiative 7.1.2:** Educate the public and local decision-makers on the importance of public transportation and the need for financial support.

- **Initiative 7.1.3:** Submit grant applications available through federal, state, local, and private sources.
- **Initiative 7.1.4:** Annually seek to identify and obtain available alternative revenue sources for the provision of new and improved transit services.
- **Initiative 7.1.5:** Serve on and coordinate with the Collier County Tourist Development Council (TDC) and to explore the potential for using tourist development tax revenue to expand and improve transit service for Collier County's tourists and visitors, help enhance awareness of CAT services, develop public-private partnerships to design and fund transit services that serve visitors and employees.
- **Initiative 7.1.6:** Explore and advocate for opportunities to leverage and enhance share of funding from existing taxes and fees to be assigned to transit. Explore means to secure impact fees, development fees, and new taxes to be secured for supporting transit, maintenance, and expansion of transit services.
- **Initiative 7.1.7:** Partner with a local non-profit organization to raise funds, underwrite costs of adopting infrastructure for the purpose of "adopting a shelter" or "adopting a rider."

FINANCIAL PLAN ASSUMPTIONS

A financial plan was created to support the implementation of improvements outlined in this TDP, which details the cost, revenue, and policy assumptions that informed its development, followed by a summary of estimated cost and revenue projections for CAT under both unconstrained and constrained scenarios. This summary highlights the annual costs associated with service enhancements and technology/capital projects slated for implementation over the next decade, along with the anticipated revenues expected to fund them. Spreadsheets detailing the projections relied upon for both constrained and unconstrained scenarios in development of the financial plan are included in the last four pages of this TDP.

OPERATING COST ASSUMPTIONS

Numerous cost assumptions were made to forecast transit costs for 2026 through 2035. These assumptions are based on a variety of factors, including service performance data from CAT and information from other recent Florida TDPs. These assumptions are summarized as follows:

- Annual operating costs for fixed-route and paratransit services are based on the most recent adopted budget (FY25). These costs include the cost to operate and maintain existing services and facilities, such as administrative buildings, maintenance facilities, and transit hubs.
- An annual inflation rate of 2.28 % was used for all operating cost projections, based on the average Consumer Price Index (CPI) as used in the 2024 TDP Annual Progress Report (Progress Report).
- Annual operating costs for future service enhancements are based on the projected annual service hours and cost per revenue hour of $118 for fixed route service.

CAPITAL COST ASSUMPTIONS

Several assumptions were developed to project the costs for capital needs identified previously and are summarized as follows:

- New vehicles planned to be purchased include those necessary to replace vehicles within the existing fleet that have reached the end of their useful life and vehicles to implement the new service.
- Vehicles are assumed to cost $576,800.60 for a fixed route bus, $158,653.28 for paratransit vehicles, and $45,000 for support vehicles, based on information provided by CAT. The fixed route cost was derived by averaging the total net value of 30-40’ fixed route buses from 2024 purchase orders and the total net cost of paratransit use to determine the cost of one bus. 32 fixed route buses, 8 support vehicles, and 68 paratransit vehicles will need to be purchased between 2026 and 2035.
- An annual inflation rate of 2.28% was used for capital cost projections, based on average CPI as used in the 2024 TDP Annual Progress Report.
- The useful life for motor bus replacement is assumed to be 12 years. The useful life for paratransit vehicle replacement is assumed to be 5 years, reduced by 2 years from the previous TDP.

CONSTRAINED FINANCIAL PLAN

The constrained financial plan reflects a scenario in which available funding limits the scope of service expansions and capital investments, i.e. no new services or projects. Under this scenario, only the highest-priority projects and essential operational needs can be accommodated within projected revenue constraints. The plan prioritizes maintaining existing services, replacing aging vehicles, and addressing critical infrastructure improvements while deferring or scaling back lower-priority enhancements. Funding limitations may require adjustments to service levels, project timelines, or alternative financing strategies to ensure financial sustainability over the next decade.

An overview of the estimated annual operating and capital costs for CAT by year are included in **Figure 5-2**.

REVENUE ASSUMPTIONS

Revenue assumptions for fixed route service are based on information from several state and local agencies. Assumptions for different revenue sources, including annual operating revenues are from the CAT FY 2024 TDP Annual Progress Report, the Collier County Government FY 2025 adopted budget, FDOT's Work Program for FY2025-2029, FDOT's draft tentative Work Program for FY2026-2030, and the CAT maintenance and operational facility funding document. **Figure 5-3** shows the ratio of anticipated operating revenue sources, while **Figure 5-4** shows the ratio of anticipated capital revenue sources.

Local revenues for CAT are anticipated to increase at an annual inflation rate of 2.28% starting in 2026 tracking with the inflation rate. **Figure 5-5** shows estimated local operating revenues from 2026 through 2035.

Figure 5-6 provides an overview of planned capital transit purchases, including paratransit vehicle investments over the next 10 years. These purchases provide a reliable fleet and support riders who depend on CAT's paratransit services. Due to financial constraints, capital investments must be carefully planned, balancing the need for new vehicle acquisitions with available funding sources to support long-term operational efficiency.

The following information and assumptions were considered when developing the revenue estimates:

- Federal Grants 5307 and 5311 for operating assistance reflect the FY 2025 adopted budget.
- Federal Grant and Local Match 5307 ADA – Operating anticipates no further allocation to these two funds for operations in the future.
- Federal Grant 5307 PM – Operating anticipates further allocation to these funding in the future.
- Federal Grants 5307, 5339 and 5324 for capital, reflects the CAT maintenance and operational facility funding.
- Grants 5310 for capital reflects the cost of paratransit vehicles. 10% of the funding is derived each from State and Local Match, while 80% is from Federal Match.
- Based on vehicle information provided by CAT staff, a total of $18.8 million in capital funds was assumed in the 10-year plan to fund the existing fixed-route bus replacement program and $11 million for paratransit vehicles.
- Projected fare revenues for existing services are based on FY 2024 YTD Route Statistics data provided by CAT, with a conservative 1.3% annual growth rate applied.
- State Block Grant – the formula to allocate Block Grant funds for operating is based on three components: population of service area, ridership and revenue miles. Block grant revenues are approximate based on the information that was provided.

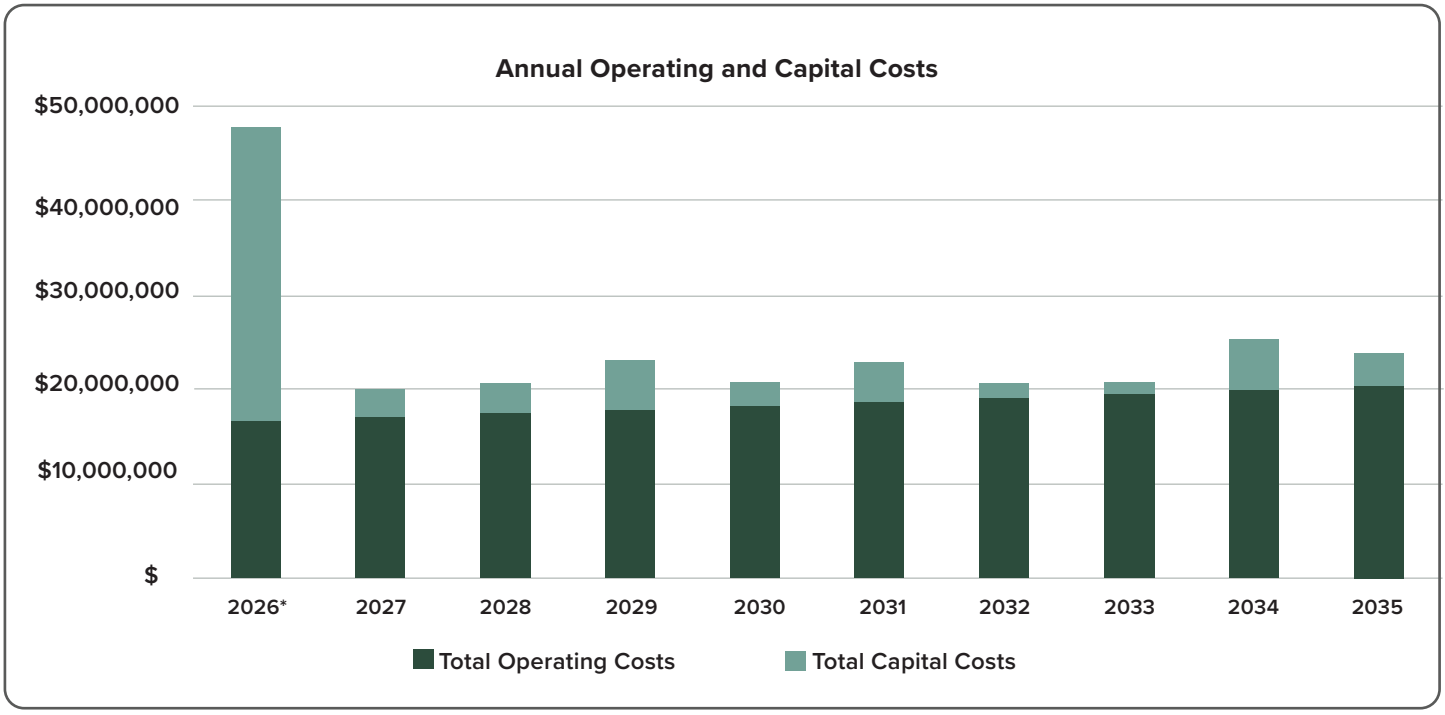


FIGURE 5-2: ANNUAL ESTIMATED OPERATION AND CAPITAL COSTS BY YEAR*
*Note: The major 2026 capital cost is associated with the maintenance facility.

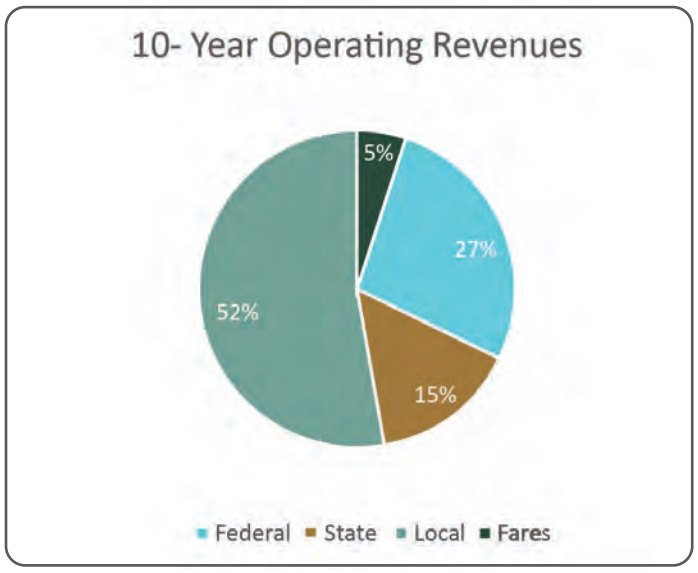


FIGURE 5-3: ESTIMATED 10-YEAR OPERATING REVENUES SOURCES

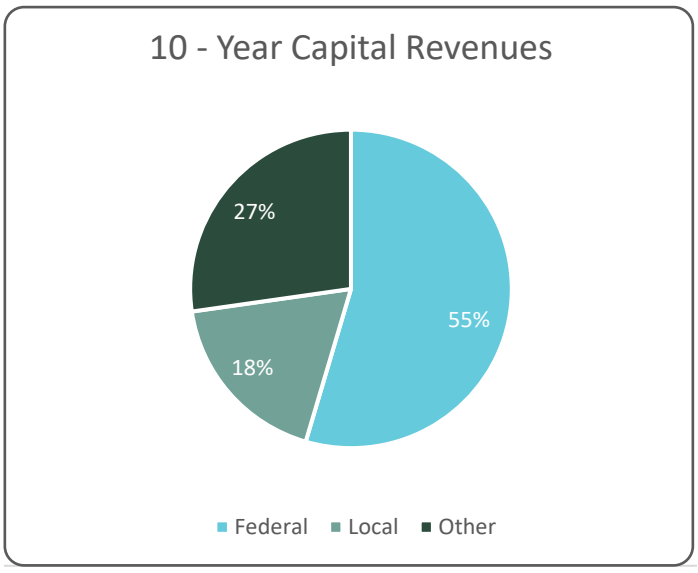


FIGURE 5-4: ESTIMATED 10-YEAR CAPITAL REVENUES SOURCES

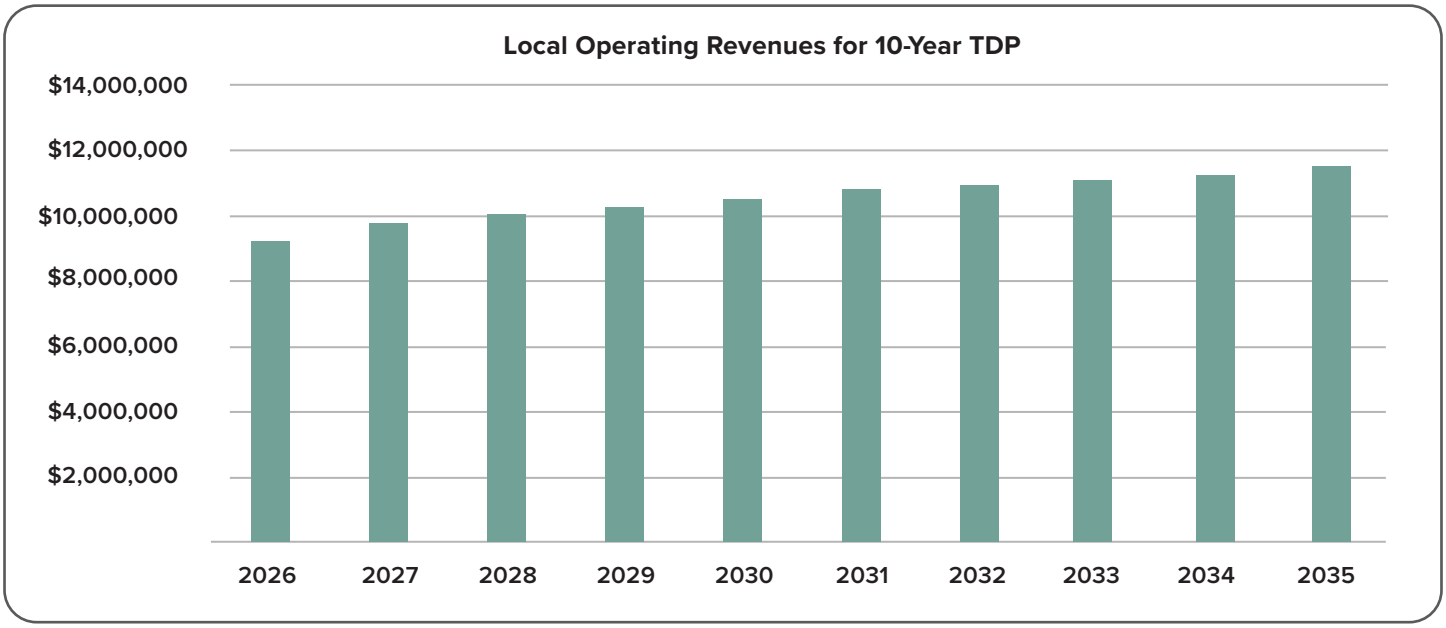


FIGURE 5-5: LOCAL OPERATING REVENUES

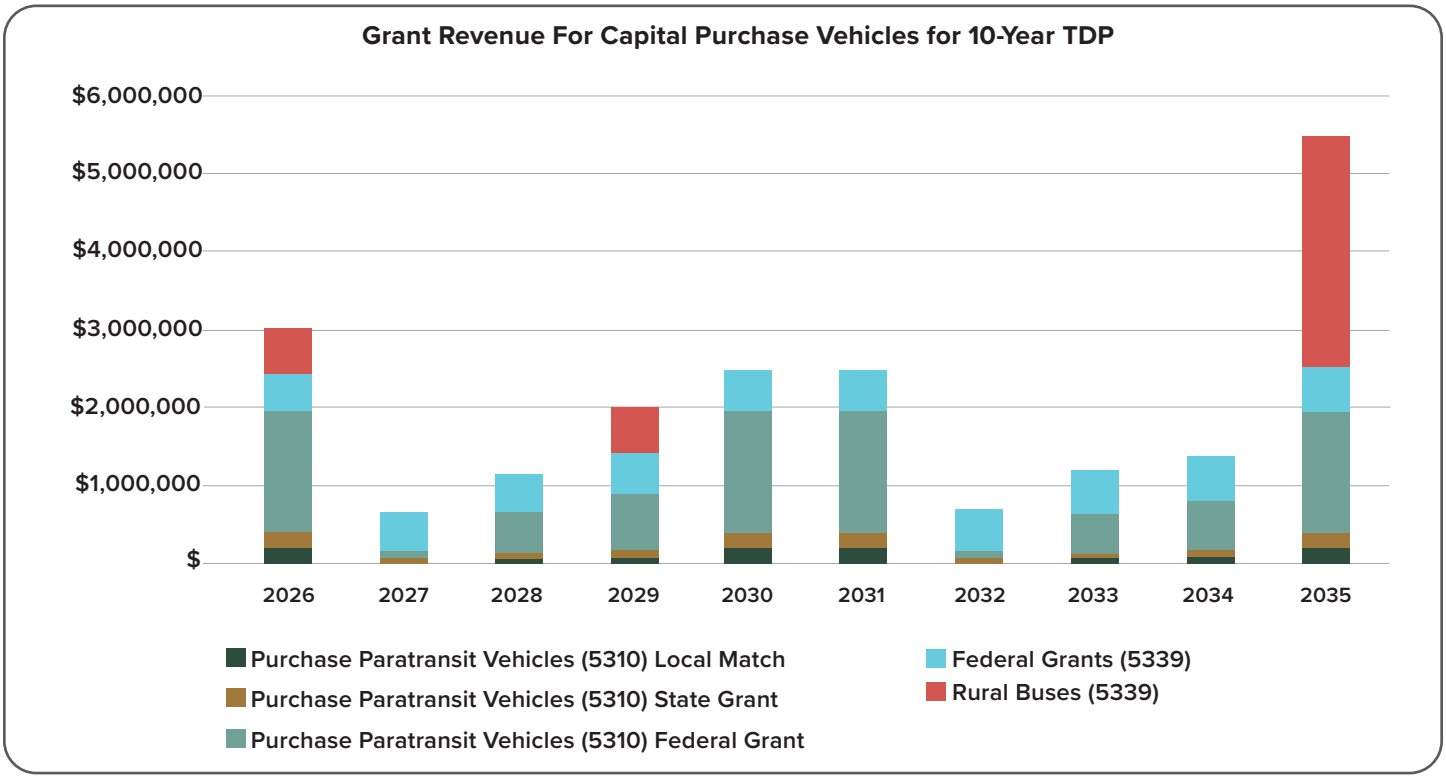


FIGURE 5-6: PLANNED CAPITAL TRANSIT PURCHASES (VEHICLES) FOR 10 YEARS

10-YEAR TDP IMPLEMENTATION PLAN AND UNFUNDED NEEDS

Significant progress has been made on many of the goals and the implementation plan outlined in the previous TDP. Several technological enhancements have been implemented to improve service efficiency and passenger experience. These upgrades include Automatic Passenger Counters (APC) for precise ridership data collection, an onboard surveillance system to enhance safety, and paratransit scheduling and dispatching software for optimized service coordination. Additionally, a Transit Signal Priority (TSP) system has been deployed along key corridors like U.S. 41 and Collier Boulevard, reducing bus delays by allowing priority at intersections. CAT has also introduced an Interactive Voice Response (IVR) system, providing automated trip reminders and real-time bus arrival alerts for paratransit riders (rideCAT). Lastly, an onboard information media system now delivers real-time updates to passengers during transit, ensuring better communication and accessibility.

However, some route changes, frequency enhancements, and service expansions have been delayed due to funding constraints. These adjustments are reflected in the implementation plan below. The implementation plan detailed in **Table 5-7** outlines both funded and unfunded service and capital improvements. It specifies the implementation timeline, operating and capital expenses for each improvement, and identifies whether the funding is expected from existing or new revenue sources. These enhancements stem from a public engagement effort and an analysis of data. They are listed along with their anticipated implementation year and grouped into four key categories: Route Network and New Services, Frequency Improvements, Later Service, and Other Improvements. It should be noted that the timeline presented in **Table 5-7** is flexible, allowing for projects to be accelerated or postponed as priorities shift. Adjustments to the schedule will be made in response to the availability of funding.



Service Improvements	Proposed Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Maintain Existing Service				
Maintain Existing Fixed-Route Service	2026	$105,095,886	$21,883,191	Existing
Maintain Existing Paratransit Service	2026	$79, 585,921	$12,637,003	Existing
Replacement Support Vehicles	2026	$0	$314,261	Existing
Bus Shelter Rehab	2026	$0	$464,100	Existing
Safety & Security Program	2026	$0	$1,109,094	Existing
Route Network and New Service				
New Bayshore Shuttle	2027	$4,480,750	$165,970	Unfunded
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	2027	$6,945,109	$0	Unfunded
Realign Route 14 operate at 60 min. headway	2027	$319,523	$0	Unfunded
Realign Route 23 headway 60 to 40 minutes	2028	$5,321,808	$0	Unfunded
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	2027	$6,178,440	$0	Unfunded
Route 32 (Collier Blvd) (Split Route 27 N-S)	2029	$4,961,028	$631,231	Unfunded
Express Premium Route to Lee County	2029	$5,277,761	$631,231	Unfunded
UF/IFAS and Lehigh Acres	2031	$1,348,673	$660,343	Unfunded
New Route 33 (Immokalee Rd) (Split Route 27 E-W)	2031	$3,506,569	$660,343	Unfunded
Immokalee MOD	2031	$3,035,294	$181,632	Unfunded
Frequency Improvements				
Route 15 from 90 to 45 min	2027	$2,759,543	$603,402	Unfunded
Route 121 - add one AM, one PM	2027	$1,546,739	$603,402	Unfunded
Route 11 from 30 to 20 min	2027	$8,025,908	$603,402	Unfunded
Route 12 from 90 to 45 min	2027	$9,822,575	$0	Unfunded
Realign Route 13 shorten to 40 min headway	2027	$5,295,288	$0	Unfunded
Route 17 from 90 to 45 min	2027	$7,944,903	$603,402	Unfunded
Route 16 from 90 to 45 min	2029	$5,020,662	$631,231	Unfunded
Route 13 from 60 to 30 min	2029	$4,151,101	$0	Unfunded
Route 14 from 60 to 30 min	2031	$4,269,564	$660,343	Unfunded

TABLE 5-1: 10 YEAR IMPLEMENTATION PLAN, 2026-2035

Service Improvements	Proposed Year	10-Year Operating Cost YOE	10-Year Capital Cost YOE	Existing or New Revenues
Later Service				
Route 19 - Extend to 10:00 PM	2029	$607,255	$0	Unfunded
Route 11 - Extend to 10:00 PM	2031	$587,636	$0	Unfunded
Route 14 - Extend to 10:00 PM	2031	$533,689	$0	Unfunded
Route 24 - Extend to 10:00 PM	2031	$620,390	$0	Unfunded
Route 15 - Extend to 10:00 PM	2031	$185,282	$0	Unfunded
Route 17 - Extend to 10:00 PM	2031	$1,303,742	$0	Unfunded
Other Improvements				
Transit Fare Study	Beginning 2025 and every 5 years	$0	$118,258	Unfunded
Zero/Low Emissions Vehicles & Infrastructure	2025	Ongoing		Existing
Facilities Improvements	2026	$0	$29,437,469	Existing
Bus Shelters	2026	$0	$5,586,428	Existing
I-75 Express Study	2031	$0	$50,000	Existing
Study: Immokalee Road Corridor	2026	$0	$75,000	Existing
Downtown Autonomous Circulator	2031	$1,965,220	$0	Unfunded
Electric Naples Pier Shuttle	2031	$3,082,699	$181,632	Unfunded
MOD Demand and Operations Requirements Pilot Projects	2031	$0	$50,000	Existing
COA Study	Beginning 2028 & every 7 years	$0	$348,427	Unfunded
Total		**$283,778,959**	**$78,890,796**	
Total Funded Projects & Maintenance of Existing Service		**$184,681,807**	**$71,606,547**	
Total Unfunded Projects		**$99,097,152**	**$7,284,249**	

TABLE 5-1 (CONTINUED): 10 YEAR IMPLEMENTATION PLAN, 2026-2035

NEXT STEPS 10 YEARS

UF/IFAS LEHIGH ACRES ROUTE

With the completion of the Collier Area Transit Regional Service and Regional Fare Study (2024), the UF/IFAS Lehigh Acres Route ranked the highest for the regional routes studied based upon origin-destination data, population that use transit and the high reduction of travel time. Public and Stakeholder feedback strongly supported this regional route because it addresses an existing and growing workforce need. LeeTran also identified this route as a need in their TDP. The next steps for this route are:

- Work jointly with LeeTran to obtain funding and approve an agreement on route operation building upon the already established regional service agreement.
- Pursue a separate fee structure with CAT operating the route.
- Charge CAT fares aboard the regional bus with CAT retaining all revenue.
- Determine demand by collecting feedback on desired times of service, frequency and stops.

SEASONAL DEMAND / PARK-AND-RIDE

The occurrence of the seasonal population growth and visitors from winter to spring is typical in Florida but magnified in southwest Florida. Strongly concentrated closer to the coast, the high consumption of roadway capacity coupled with the parking deficit on the barrier islands creates special event scenarios, generating traffic similar to larger concert or sports venues that last for months. This has lasting effects on existing residents' quality of life, the visitors experience and the commute time for workforce resulting in negative impacts to businesses. An integrated approach that blends parking infrastructure, transit services and technology together to improve the overall daily travel experience would be beneficial. Studies such as the Park-and-Ride Study (November 2020) have led to implementation of a mobile payment system (PayByPhone) that is also used by the City of Naples as well as identifying funding strategies for park-and-ride lots as prioritized in **Figure 5-7**.

To further address these seasonal challenges, securing funding and fostering public-private partnerships are important for the development and expansion of park-and-ride lots. These partnerships can help maximize available resources, identify optimal locations for facilities,

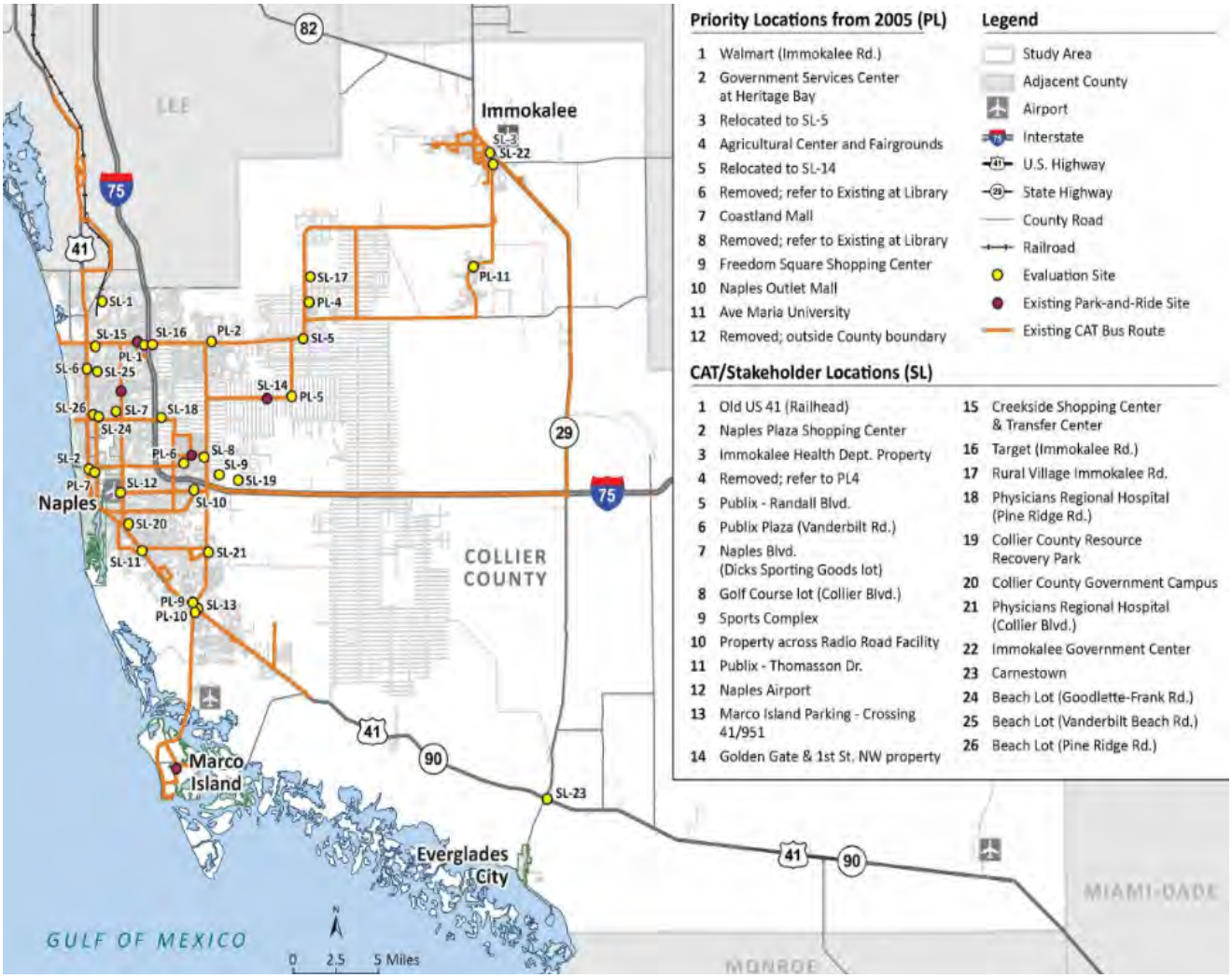


FIGURE 5-7: RECOMMENDED PRIORITY SITES PARK AND RIDE

and ensure long-term sustainability. By collaborating with private businesses and transit agencies, Collier County can create a well-integrated network that supports increased demand for parking and transit services during peak tourist seasons.

CAT currently has four park and ride locations: Livingston Rd/Immokalee Rd (Across from Seed to Table); Orange Blossom Drive Library; Golden Gate Public Library; and (Golden Gate) Estates Library. CAT also offers free parking at its Radio Road Headquarters Station and the Government Center Intermodal Transfer Station.

Federal funding opportunities are available through the Federal Transit Administration (FTA) to support projects that enhance transportation infrastructure and reduce congestion. The Congestion Mitigation and Air Quality (CMAQ) Improvement Program provides funding for initiatives that aim to decrease traffic congestion and improve air quality, making it a suitable option for park-and-ride facilities that help alleviate roadway congestion. Additionally, the Surface Transportation Block Grant (STBG) offers financial assistance for a range of transit and infrastructure projects, including the development of park-and-ride lots, ensuring that these facilities can be effectively integrated into the broader transportation network.

At the state level, the Florida Department of Transportation (FDOT) administers programs designed to enhance public transportation options. The FDOT Park-and-Ride Lot Program provides both funding and technical support for establishing new park-and-ride facilities, helping to address the region's seasonal transportation demands. By leveraging these federal and state funding sources, Collier County and the City of Naples can expand park-and-ride infrastructure, improving mobility options for both residents and visitors while reducing roadway congestion during peak travel seasons.

In addition to traditional payment platforms, leveraging technology to enhance user convenience and efficiency is crucial. Integrating real-time tracking of parking space availability into a trip planning application and online tool would allow residents and visitors to easily locate open spaces or even reserve a space, reducing congestion and frustration. This data should also be linked to public transit schedules, rideshare services, and alternative transportation options, creating a seamless and connected mobility experience.

To further support seasonal mobility needs, developing a mobility-on-demand service with designated service zones connecting park-and-ride lots to key destinations should be considered. This service could include shuttle buses, microtransit, or rideshare partnerships tailored to high-traffic areas such as downtown Naples, beaches, and shopping districts. Implementing such a system would alleviate parking shortages, improve access/reliability for residents and visitors, and help reduce congestion, ultimately enhancing the overall travel experience.

TROLLEYS

To address transportation needs and revenue potential, Collier County should look into expanding its trolley system where acceptable by residents and stakeholders. Exploring new routes that connect popular tourist attractions, commercial hubs, and residential areas could increase ridership and make trolleys a more viable revenue source. Trolleys have been found to be more cost effective when deployed on barrier islands or as connectors to barrier islands. The county might also assess the feasibility of introducing nominal fares or securing sponsorships and advertising opportunities to offset operating costs.

SMART TECHNOLOGY

The incorporation of smart technology into Collier County's parking and transportation systems is another avenue worth pursuing. Implementing smart parking meters, dynamic pricing models, and mobile app integrations could enhance convenience for users while increasing revenue. These advancements would position Collier County as a forward-thinking community, offering modernized services that cater to both residents and visitors while boosting overall efficiency.

CAPITAL INFRASTRUCTURE IMPROVEMENTS

Collier County is advancing its transit infrastructure with key investments, including the construction of a new Operations and Maintenance Facility and enhancements to transit stops. In parallel, Collier County will continue reallocating awarded grant funds to support the project, ensuring financial readiness. The design process began in 2024 with an estimated $18 million dollars in project costs. The new facility will be built on the existing site while current operations continue, minimizing disruptions to transit services.

In addition to the new facility, Collier County is prioritizing upgrades to transit stops to enhance accessibility, safety, and passenger experience. Planned improvements include the installation of shelters, lighting, seating, and ADA-compliant infrastructure to better serve the community. The county will assess high-traffic locations and areas of critical need to ensure that enhancements align with ridership demand. Coordination with stakeholders, including local agencies and community partners, will be essential in finalizing design elements and construction schedules. By advancing these infrastructure projects, Collier County is strengthening its transit network, improving operational efficiency, and ensuring long-term sustainability in public transportation.

MOBILITY-ON-DEMAND (MOD)

To improve public transit accessibility and efficiency, Collier County should move forward with evaluating and implementing Mobility on Demand (MOD) and first-mile/last-mile (FMLM) solutions. These efforts will foster greater connectivity, especially in underserved areas, and complement existing transit services, enhancing overall mobility for both residents and visitors.

Collier County has an opportunity to optimize its public transportation network by adopting MOD services, which can replace underperforming fixed routes, particularly in low-density areas and during off-peak hours. MOD aligns transit services with actual demand, making them more efficient and responsive. Integrating FMLM solutions will close the gap between transit stations and riders' final destinations, improving system accessibility and convenience. A feasibility study to identify locations where MOD and FMLM can replace, or supplement current services, is a crucial first step.

To ensure success, Collier County should explore successful case studies such as Breeze Transit in Sarasota and consider partnerships with MOD technology providers for real-time scheduling and route optimization. A pilot program incorporating FMLM solutions, such as microtransit or bike-sharing services, should follow to further enhance connectivity. Engaging with the community throughout the process will ensure that these solutions effectively meet residents' needs.

By advancing MOD and FMLM solutions, Collier County can strengthen its transportation network, improve accessibility, and enhance the efficiency and reliability of public transit services to better serve its growing population. These steps will pave the way for a more seamless, responsive transit system that benefits the entire community.

To increase funding opportunities and improve regional connectivity, Collier County could explore additional partnerships with neighboring entities, such as Lee County, to jointly apply for federal and state transportation grants. Similar to North Carolina’s success in securing funding from the New Rural Surface Transportation Grant Program for on-demand transit services across multiple rural communities, a collaborative regional approach can increase the competitiveness of grant applications, leverage shared resources and expand mobility solutions for residents across county lines.

NEXT STEPS 15 YEARS

2050: EXPAND REGIONAL SERVICES

The demand for regional services should be considered for expansion in multiple corridors. The UF-IFAS/Lehigh Acres route is already recommended for implementation in the next 10 years. With 20% of Collier County's workforce living in Lee County and the high interaction between the counties beyond workforce, other services such as I-75 express bus service to RSW (folded into managed lanes if implemented) and Urban Estates; Regional Service from Urban Estates and Bonita Springs. The demand for these regional travel patterns is anticipated to grow over time addressing workforce needs and other connections such as air travel.

BROADER IMPLEMENTATION OF MOBILITY-ON-DEMAND (MOD)

The use of MOD provided by Transportation Network Companies (TNC) such as Uber and Lyft, are widespread today and have been accepted by the public. Across the US, public transit agencies are increasingly piloting MOD application to enhance mobility options. This service has the benefit of including door-to-door transportation, the convenient first-mile/last-mile transit and paratransit services.

In Collier County, pilot programs in Golden Gate Estates and Immokalee have already been recommended in the shorter term. Using the information learned from the pilots should provide insight into potential expansion into other areas and where additional targeted delivery will provide necessary connections and service gaps where latent demand may exist.

PARK & RIDE SYSTEM

The nature of Collier County's workforce and visitor travel patterns highlight a long-term necessity for a robust park & ride system. Park & ride lots can make fixed route service more viable for workforce travel while also addressing parking challenges for beachgoers. On the county's west coast near beach access points, limited parking capacity often leads to unnecessary roadway congestion. The provision of a convenient park & ride system would serve to both improve the beach experience while reducing the consumption of limited roadway capacity.

TRAVEL APPLICATION (APP)

With smart phone ownership nearly universal among Collier County's residents and visitors, the need for a fully-integrated, end-to-end travel application is clear. This app should support linked payment platforms for a wide range of mobility services including fixed route, MOD, private coach bus services and micro mobility options should be implemented. Rather than developing a standalone solution, Collier County could integrate with existing global companies who are providing these applications in other geographic locations and to ensure interoperability and seamless user experiences.

Artificial Intelligence (AI) should be leveraged to optimize travel based upon cost, time of travel and availability of mobility options. Additionally, the app could consider the incorporation of goods movement such as carrying packages on coach bus services such as Greyhound (FlixBus) and Red Coach. Space sharing at CAT facilities could provide temporary storage and a final pick-up location for certain types of goods , creating an additional revenue stream for CAT while enhancing regional logistics.

CONTINUED EXPLORATION, PILOTING AND ASSESSMENT OF ALTERNATIVE FUEL VEHICLE TECHNOLOGY

CAT's exploration and piloting of Alternative Fuel vehicles - whether electric, hydrogen fuel cell or a mix of fuel types- should continue. Diversification of CAT's fleet will help it be responsive to community needs and during times of emergency, such as diesel/gasoline shortages during hurricanes. As alternative fuel technology continues to evolve, assessment of the associated benefits, operational efficiencies, and potential cost savings should continue to be revisited. CAT should also actively track efficiency associated with its planned integration of battery electric buses and hybrid vehicles.



CAT TDP 10-YEAR CONSTRAINED COST AND REVENUE SUMMARY - CAPITAL

Capital Costs & Revenue											
Costs	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**10-Year Total**
Replacement Fixed Route Buses - Maintain Existing Service	$ 589,951	$ 1,810,206	$ 2,468,638	$ 3,787,384	$ 645,623	$ 1,981,029	$ 1,350,798	$ -	$ 6,358,933	$ 2,890,630	$ 21,883,191
Replacement Vans - Maintain Existing Paratransit Services	$ 1,947,247	$ 165,970	$ 679,018	$ 868,124	$ 2,131,002	$ 2,542,854	$ 185,774	$ 760,037	$ 971,707	$ 2,385,270	$ 12,637,003
Replacement of Support Vehicles	$ -	$ -	$ -	$ 49,247	$ 100,739	$ 51,518	$ -	$ -	$ -	$ 112,759	$ 314,261
Vehicle Replacement Subtotal	**$ 2,537,198**	**$ 1,976,176**	**$ 3,147,656**	**$ 4,704,755**	**$ 2,877,364**	**$ 4,575,401**	**$ 1,536,571**	**$ 760,037**	**$ 7,330,640**	**$ 5,388,658**	$ 34,834,456
Shelter Rehab	$ 41,845	$ 42,799	$ 43,775	$ 44,773	$ 45,794	$ 46,838	$ 47,906	$ 48,998	$ 50,115	$ 51,258	$ 464,100
Safety and Security Program	$ 100,000	$ 102,280	$ 104,612	$ 106,997	$ 109,437	$ 111,932	$ 114,484	$ 117,094	$ 119,764	$ 122,494	$ 1,109,094
Facility	$ 29,437,469	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,437,469
Bus Shelters	$ 503,693	$ 515,177	$ 526,923	$ 538,937	$ 551,225	$ 563,793	$ 576,647	$ 589,795	$ 603,242	$ 616,996	$ 5,586,428
Study Immokalee Road Corridor Hub	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 75,000
I-75 Express Study	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Zero/Low Emissions vehicles & Infrastructure	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transit Fare Study	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -		$ -
COA Study	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -		$ -
MOD Demand and Operations Requirements Pilot Study	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Other Capital/Infrastructure	**$ 30,158,007**	**$ 660,256**	**$ 675,310**	**$ 690,707**	**$ 706,455**	**$ 822,562**	**$ 739,037**	**$ 755,887**	**$ 773,121**	**$ 790,748**	$ 36,772,092
Total Capital Costs	**$ 32,695,205**	**$ 2,636,432**	**$ 3,822,966**	**$ 5,395,462**	**$ 3,583,819**	**$ 5,397,963**	**$ 2,275,608**	**$ 1,515,924**	**$ 8,103,761**	**$ 6,179,406**	$ 71,606,547
Revenues											$ -
Federal Grant (5307) Facility	$ 8,658,678	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,658,678
Federal Grant (5307)	$ 500,999	$ 512,422	$ 524,105	$ 536,055	$ 548,277	$ 560,777	$ 573,563	$ 586,640	$ 600,016	$ 613,696	$ 5,556,549
Federal Grant (5339)b	$ 6,129,309	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,129,309
Federal Grant (5339)	$ 474,920	$ 485,748	$ 496,823	$ 508,151	$ 519,737	$ 531,587	$ 543,707	$ 556,103	$ 568,782	$ 581,751	$ 5,267,309
Rural Buses (5339)	$ 589,952	$ -	$ -	$ 589,952	$ -	$ -	$ -	$ -	$ -	$ 2,949,758	$ 4,129,662
Federal Grant (5324)	$ 10,699,969	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,699,969
Insurance	$ 130,596	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 130,596
Transit Infrastructure Grants-Community Project Funding/Congressionally Directed Spending	$ 4,285,532	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,285,532
Purchase Paratransit Vehicles (5310) Local Match	$ 194,725	$ 16,227	$ 64,908	$ 82,985	$ 194,725	$ 194,725	$ 16,227	$ 64,908	$ 81,135	$ 194,725	$ 1,105,290
Purchase Paratransit Vehicles (5310) State Match	$ 194,725	$ 16,227	$ 64,908	$ 82,985	$ 194,725	$ 194,725	$ 16,227	$ 64,908	$ 81,135	$ 194,725	$ 1,105,290
Purchase Paratransit Vehicles (5310) Federal Grant	$ 1,557,798	$ 129,816	$ 519,266	$ 746,867	$ 1,557,798	$ 1,557,798	$ 129,816	$ 519,266	$ 649,082	$ 1,557,798	$ 8,925,304
Total Capital Revenue	**$ 33,417,201**	**$ 1,160,441**	**$ 1,670,011**	**$ 2,546,994**	**$ 3,015,260**	**$ 3,039,611**	**$ 1,279,540**	**$ 1,791,826**	**$ 1,980,151**	**$ 6,092,452**	$ 55,993,487
Annual Revenues Minus Cost	721,996.53	(1,475,991.85)	(2,152,955.40)	(2,848,468.44)	(568,558.76)	(2,358,352.20)	(996,067.71)	275,901.86	(6,123,610.37)	(86,954.25)	
Rollover from Previous Year	1,370,329.00	2,092,325.53	616,333.68	(1,536,621.73)	(4,385,090.16)	(4,953,648.92)	(7,312,001.12)	(8,308,068.82)	(8,032,166.96)	(14,155,777.33)	
Capital Surplus/Shortfall (Cumulative)	**2,092,325.53**	**616,333.68**	**(1,536,621.73)**	**(4,385,090.16)**	**(4,953,648.92)**	**(7,312,001.12)**	**(8,308,068.82)**	**(8,032,166.96)**	**(14,155,777.33)**	**(14,242,731.58)**	

CAT TDP 10-YEAR CONSTRAINED COST AND REVENUE SUMMARY - OPERATING

Operating Costs & Revenue			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10-Year Total
Operating Costs													
Maintain Existing Service- Fixed Route	Existing		$ 9,475,833	$ 9,691,882	$ 9,912,857	$ 10,138,870	$ 10,370,036	$ 10,606,473	$ 10,848,301	$ 11,095,642	$ 11,348,622	$ 11,607,371	$ 105,095,886
Maintain Existing Service- Paratransit	Existing		$ 7,175,760	$ 7,339,368	$ 7,506,705	$ 7,677,858	$ 7,852,913	$ 8,031,960	$ 8,215,088	$ 8,402,392	$ 8,593,967	$ 8,789,909	$ 79,585,921
Realign Route 14 operate at 60 min. headway	Route Realignment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Realign Route 23 headway 60 to 40 minutes	Route Realignment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 32 (Collier Blvd) (Split Route 27 N-S)	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Express Premium Route to Lee County	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 11 from 30 to 20 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 12 from 90 to 45 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 13 from 40 to 30 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 14 from 60 to 30 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 15 from 90 to 45 mins	Increased Frequency		$ -										$ -
Route 16 from 90 to 45 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 17 -from 90 to 45 mins	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Realign Route 13 shorten to 40 min headway	Route Realignment		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 121 - add one AM, one PM	Increased Frequency		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 11 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 14 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 17 - Extend Hours to 10 :00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 15 - Extend to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 19- Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Route 24 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New UF/IFAS and Lehigh Acres Route	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Immokalee MOD	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Bayshore Shuttle	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Route 33 (Immokalee Rd)	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Autonomous Circulator	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Naples Pier Electric Shuttle	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mobility on Demand - Golden Gate	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mobility on Demand - North Naples	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mobility on Demand - Naples	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Mobility on Demand - Marco Island	Add New Service		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Operating Costs			**$ 16,651,593**	**$ 17,031,249**	**$ 17,419,562**	**$ 17,816,728**	**$ 18,222,949**	**$ 18,638,433**	**$ 19,063,389**	**$ 19,498,034**	**$ 19,942,589**	**$ 20,397,280**	$ 184,681,807
Operating Revenues													
Federal Grant (5311)	Existing	Federal	$ 784,255	$ 802,136	$ 820,425	$ 839,130	$ 858,263	$ 877,831	$ 897,846	$ 918,316	$ 939,254	$ 960,669	$ 8,698,125
Local Match (5311)	Existing	Local	$ 784,255	$ 802,136	$ 820,425	$ 839,130	$ 858,263	$ 877,831	$ 897,846	$ 918,316	$ 939,254	$ 960,669	$ 8,698,125
Federal Grant (5307) Operating Assistance (Fuel)	Existing	Federal	$ 637,307	$ 651,837	$ 666,699	$ 681,900	$ 697,447	$ 713,349	$ 729,613	$ 746,249	$ 763,263	$ 780,665	$ 7,068,330
Local Match (5307)	Existing	Local	$ 637,307	$ 651,837	$ 666,699	$ 681,900	$ 697,447	$ 713,349	$ 729,613	$ 746,249	$ 763,263	$ 780,665	$ 7,068,330
Federal Grant 5307-Preventative Maintenance	New	Federal	$ 1,250,987	$ 1,279,509	$ 1,308,682	$ 1,338,520	$ 1,369,038	$ 1,400,252	$ 1,432,178	$ 1,464,832	$ 1,498,230	$ 1,532,389	$ 13,874,617
Federal Grant 5307 ADA	Existing	Federal	$ 1,027,914	$ 1,051,350	$ 1,075,321	$ 1,099,839	$ 1,124,915	$ 1,150,563	$ 1,176,796	$ 1,203,627	$ 1,231,069	$ 1,259,138	$ 11,400,532
Federal Grant 5307 ADA - Operating	Existing	Federal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Match (5307) ADA Operating	Existing	Local	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Federal Grant 5307 ADA -PM	Existing	Federal	$ 637,204	$ 651,733	$ 666,592	$ 681,790	$ 697,335	$ 713,235	$ 729,496	$ 746,129	$ 763,141	$ 780,540	$ 7,067,195
COLLIER AREA TRANSIT OPERATING ASSISTANCE CORRIDOR US 41	Existing	State	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 4,915,300
COLLIER AREA TRANSIT OPERATING ASSISTANCE CORRIDOR US 41- LOCAL MATCH	Existing	Local	$ -	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 4,423,770
FDOT Transit Block Grant Operating Assistance	Existing	State	$ 1,278,095	$ 1,313,107	$ 1,352,500	$ 1,393,076	$ 1,434,868	$ 1,467,583	$ 1,501,044	$ 1,535,268	$ 1,570,272	$ 1,606,074	$ 14,451,886
Local Match for FDOT Transit Block Grant	Existing	Local	$ 1,278,095	$ 1,313,107	$ 1,352,500	$ 1,393,076	$ 1,434,868	$ 1,467,583	$ 1,501,044	$ 1,535,268	$ 1,570,272	$ 1,606,074	$ 14,451,886
TD Funding	Existing	State	$ 782,749	$ 800,596	$ 818,849	$ 837,519	$ 856,614	$ 876,145	$ 896,121	$ 916,553	$ 937,450	$ 958,824	$ 8,681,420
Local TD Funding	Existing	Local	$ 87,040	$ 89,025	$ 91,055	$ 93,131	$ 95,254	$ 97,426	$ 99,647	$ 101,919	$ 104,243	$ 106,620	$ 965,358
Collier County CAT Enhancements Fund 4030: Contribution from General Fund	Existing	Local	$ 2,824,564	$ 2,888,965	$ 2,954,833	$ 3,022,203	$ 3,091,109	$ 3,161,587	$ 3,233,671	$ 3,307,399	$ 3,382,807	$ 3,459,935	$ 31,327,073
Collier County TD Fund 4033: Contribution from General Fund	Existing	Local	$ 2,434,673	$ 2,490,184	$ 2,546,960	$ 2,605,031	$ 2,664,425	$ 2,725,174	$ 2,787,308	$ 2,850,859	$ 2,915,858	$ 2,982,340	$ 27,002,812
Existing Paratransit Fare Revenue	Existing	Local	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 1,965,380
Fare Revenue from Existing Services	Existing	Fare	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 9,107,000
Other Local Revenues	Existing	Other Local Sources	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 400,000
Total Operating Revenue			**$ 16,083,213**	**$ 16,915,819**	**$ 17,271,838**	**$ 17,636,543**	**$ 18,010,145**	**$ 18,372,205**	**$ 18,742,521**	**$ 19,121,279**	**$ 19,508,674**	**$ 19,904,901**	**$ 181,567,138**
Annual Revenue Minus Costs			**(568,380)**	**(115,430)**	**(147,724)**	**(180,185)**	**(212,805)**	**(266,227)**	**(320,868)**	**(376,755)**	**(433,915)**	**(492,380)**	
FY 26 Estimate to Budget Reconciliation			**568,380**										
Rollover from Previous Year			923,134	923,134	807,704	659,980	479,794	266,990	763	(320,106)	(696,860)	(1,130,776)	
Operating Surplus/Shortfall (Cumulative)			**0**	**807,704**	**659,980**	**479,794**	**266,990**	**763**	**(320,106)**	**(696,860)**	**(1,130,776)**	**(1,623,155)**	

CAT TDP 10-YEAR UNCONSTRAINED COST AND REVENUE SUMMARY - CAPITAL

Capital Costs & Revenue	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10-Year Total
Cost/Revenue											
Replacement Fixed Route Buses - Maintain Existing Service	$ 589,951	$ 1,810,206	$ 2,468,638	$ 3,787,384	$ 645,623	$ 1,981,029	$ 1,350,798	$ -	$ 6,358,933	$ 2,890,630	$ 21,883,191
Replacement Vans - Maintain Existing Paratransit Services	$ 1,947,247	$ 165,970	$ 679,018	$ 868,124	$ 2,131,002	$ 2,542,854	$ 185,774	$ 760,037	$ 971,707	$ 2,385,270	$ 12,637,003
Replacement of Support Vehicles	$ -	$ -	$ -	$ 49,247	$ 100,739	$ 51,518	$ -	$ -	$ -	$ 112,759	$ 314,261
Preventative Maintenance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle Replacement Subtotal	**$ 2,537,198**	**$ 1,976,176**	**$ 3,147,656**	**$ 4,704,755**	**$ 2,877,364**	**$ 4,575,401**	**$ 1,536,571**	**$ 760,037**	**$ 7,330,640**	**$ 5,388,658**	**$ 34,834,456**
New Vehicles for Improved, MOD and New Services	$ -	$ 2,579,578	$ -	$ 1,893,692	$ -	$ 2,344,294	$ -	$ -	$ -	$ -	$ 6,817,564
New Service Improvements Subtotal	**$ -**	**$ 2,579,578**	**$ -**	**$ 1,893,692**	**$ -**	**$ 2,344,294**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,817,564**
Shelter Rehab	$ 41,845	$ 42,799	$ 43,775	$ 44,773	$ 45,794	$ 46,838	$ 47,906	$ 48,998	$ 50,115	$ 51,258	$ 464,100
Safety and Security Program	$ 100,000	$ 102,280	$ 104,612	$ 106,997	$ 109,437	$ 111,932	$ 114,484	$ 117,094	$ 119,764	$ 122,494	$ 1,109,094
Facility	$ 29,437,469	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,437,469
Bus Shelters	$ 503,693	$ 515,177	$ 526,923	$ 538,937	$ 551,225	$ 563,793	$ 576,647	$ 589,795	$ 603,242	$ 616,996	$ 5,586,428
Study Immokalee Road Corridor	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 75,000
I-75 Express Study		$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Zero/Low Emissions vehicles & Infrastructure	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transit Fare Study	$ -	$ -	$ -	$ -	$ 55,800	$ -	$ -	$ -	$ -	$ 62,458	$ 118,258
COA Study	$ -	$ -	$ 160,496	$ -	$ -	$ -	$ -	$ -	$ -	$ 187,931	$ 348,427
MOD Demand and Operations Requirements Pilot Project	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Other Capital/Infrastructure	**$ 30,158,007**	**$ 660,256**	**$ 835,806**	**$ 690,707**	**$ 762,255**	**$ 822,562**	**$ 739,037**	**$ 755,887**	**$ 773,121**	**$ 1,041,137**	**$ 37,238,776**
Total Capital Costs	**$ 32,695,205**	**$ 5,216,010**	**$ 3,983,462**	**$ 7,289,155**	**$ 3,639,619**	**$ 7,742,257**	**$ 2,275,608**	**$ 1,515,924**	**$ 8,103,761**	**$ 6,429,795**	**$ 78,890,796**
Capital Revenues											
Federal Grant (5307) Facility	$ 8,658,678	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,658,678
Federal Grant (5307)	$ 500,999	$ 512,422	$ 524,105	$ 536,055	$ 548,277	$ 560,777	$ 573,563	$ 586,640	$ 600,016	$ 613,696	$ 5,556,549
Federal Grant (5339)b	$ 6,129,309	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,129,309
Federal Grant (5339)	$ 474,920	$ 485,748	$ 496,823	$ 508,151	$ 519,737	$ 531,587	$ 543,707	$ 556,103	$ 568,782	$ 581,751	$ 5,267,309
Rural Buses (5339)	$ 589,952	$ -	$ -	$ 589,952	$ -	$ -	$ -	$ -	$ -	$ 2,949,758	$ 4,129,662
Federal Grant (5324)	$ 10,699,969	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,699,969
Insurance	$ 130,596	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 130,596
Transit Infrastructure Grants-Community Project Funding/Congressionally Directed Spending	$ 4,285,532	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,285,532
Purchase Paratransit Vehicles (5310) Local Match	$ 194,725	$ 16,597	$ 67,902	$ 86,812	$ 213,100	$ 254,285	$ 18,577	$ 76,004	$ 97,171	$ 238,527	$ 1,263,700
Purchase Paratransit Vehicles (5310) State Match	$ 194,725	$ 16,597	$ 67,902	$ 86,812	$ 213,100	$ 254,285	$ 18,577	$ 76,004	$ 97,171	$ 238,527	$ 1,263,700
Purchase Paratransit Vehicles (5310) Federal Grant	$ 1,557,798	$ 132,776	$ 543,214	$ 694,499	$ 1,704,802	$ 2,034,283	$ 148,619	$ 608,030	$ 777,366	$ 1,908,216	$ 10,109,603
Total Capital Revenue	**$ 33,417,201**	**$ 1,164,140**	**$ 1,699,946**	**$ 2,502,281**	**$ 3,199,015**	**$ 3,635,218**	**$ 1,303,044**	**$ 1,902,781**	**$ 2,140,506**	**$ 6,530,475**	**$ 57,494,607**
Annual Revenues Minus Cost	$ 721,997	($4,051,870)	($2,283,516)	($4,786,873)	$ (440,603)	($4,107,039)	($972,565)	$386,857	($5,963,256)	$100,680	
Rollovers from Previous Years	$ 1,370,329	$ 2,092,325.53	$ (1,959,544.59)	$ (4,243,060.13)	$ (9,029,933.28)	$ (9,470,536.74)	$ (13,577,575.73)	$ (14,550,140.38)	$ (14,163,283.70)	$ (20,126,539.48)	
Capital Surplus/Shortfall (Cumulative)	**$ 2,092,326**	**$ (1,959,545)**	**$ (4,243,060)**	**($9,029,933)**	**($9,470,537)**	**($13,577,576)**	**($14,550,140)**	**($14,163,284)**	**($20,126,539)**	**($20,025,860)**	

CAT TDP 10-YEAR UNCONSTRAINED COST AND REVENUE SUMMARY - OPERATING

Operating Costs & Revenue			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	10-Year Total
Operating Costs													
Maintain Existing Service- Fixed Route	Existing		$ 9,475,833	$ 9,691,882	$ 9,912,857	$ 10,138,870	$ 10,370,036	$ 10,606,473	$ 10,848,301	$ 11,095,642	$ 11,348,622	$ 11,607,371	$ 105,095,886
Maintain Existing Service- Paratransit	Existing		$ 7,175,760	$ 7,339,368	$ 7,506,705	$ 7,677,858	$ 7,852,913	$ 8,031,960	$ 8,215,088	$ 8,402,392	$ 8,593,967	$ 8,789,909	$ 79,585,921
Realign Route 14 operate at 60 mins headway	Route Realignment		$ -	$ 32,386	$ 33,125	$ 33,880	$ 34,652	$ 35,442	$ 36,251	$ 37,077	$ 37,922	$ 38,787	$ 319,523
Realign Route 23 headway 60 to 40 mins	Route Realignment		$ -		$ 613,935	$ 627,933	$ 642,250	$ 656,893	$ 671,870	$ 687,189	$ 702,857	$ 718,882	$ 5,321,808
Route 32 (Collier Blvd) (Split Route 27 N-S)	Add New Service		$ -	$ -	$ -	$ 661,698	$ 676,785	$ 692,216	$ 707,998	$ 724,141	$ 740,651	$ 757,538	$ 4,961,028
Express Premium Route to Lee County	Add New Service		$ -	$ -	$ -	$ 703,944	$ 719,994	$ 736,410	$ 753,200	$ 770,373	$ 787,938	$ 805,903	$ 5,277,761
Route 30 (Goodlette Frank Rd) (Split Route 25 N-S)	Increase Frequency		$ -	$ 626,236	$ 640,514	$ 655,118	$ 670,054	$ 685,332	$ 700,957	$ 716,939	$ 733,285	$ 750,004	$ 6,178,440
Route 11 from 30 to 20 mins	Increase Frequency		$ -	$ 813,492	$ 832,040	$ 851,010	$ 870,413	$ 890,259	$ 910,556	$ 931,317	$ 952,551	$ 974,269	$ 8,025,908
Route 12 from 90 to 45 mins	Increase Frequency		$ -	$ 995,599	$ 1,018,299	$ 1,041,516	$ 1,065,262	$ 1,089,550	$ 1,114,392	$ 1,139,800	$ 1,165,788	$ 1,192,368	$ 9,822,575
Route 13 from 60 to 30 mins	Increase Frequency					$ 553,671	$ 566,295	$ 579,206	$ 592,412	$ 605,919	$ 619,734	$ 633,864	$ 4,151,101
Route 14 from 60 to 30 mins	Increase Frequency		$ -	$ -	$ -	$ -	$ -	$ 815,852	$ 834,453	$ 853,479	$ 872,938	$ 892,841	$ 4,269,564
Route 15 from 90 to 45 mins	Increase Frequency		$ -	$ 279,702	$ 286,080	$ 292,602	$ 299,274	$ 306,097	$ 313,076	$ 320,214	$ 327,515	$ 334,982	$ 2,759,543
Route 16 from 90 to 45 mins	Increase Frequency		$ -	$ -	$ -	$ 669,652	$ 684,920	$ 700,537	$ 716,509	$ 732,845	$ 749,554	$ 766,644	$ 5,020,662
Route 17 -from 90 to 45 mins	Increase Frequency		$ -	$ 805,282	$ 823,642	$ 842,421	$ 861,628	$ 881,273	$ 901,366	$ 921,918	$ 942,937	$ 964,436	$ 7,944,903
Realign Route 13 shorten to 40 mins headway	Route Realignment		$ -	$ 536,721	$ 548,958	$ 561,475	$ 574,276	$ 587,370	$ 600,762	$ 614,459	$ 628,469	$ 642,798	$ 5,295,288
Route 121 - add one AM, one PM	Increase Frequency		$ -	$ 156,775	$ 160,349	$ 164,005	$ 167,745	$ 171,569	$ 175,481	$ 179,482	$ 183,574	$ 187,760	$ 1,546,739
Route 11 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 112,289	$ 114,849	$ 117,468	$ 120,146	$ 122,885	$ 587,636
Route 14 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 101,980	$ 104,305	$ 106,684	$ 109,116	$ 111,604	$ 533,689
Route 17 - Extend Hours to 10 :00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 249,126	$ 254,806	$ 260,616	$ 266,558	$ 272,636	$ 1,303,742
Route 15 - Extend to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 35,405	$ 36,212	$ 37,038	$ 37,882	$ 38,746	$ 185,282
Route 19- Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ 80,995	$ 82,842	$ 84,731	$ 86,663	$ 88,638	$ 90,659	$ 92,726	$ 607,255
Route 24 - Extend Hours to 10:00 PM	Increased Hours of Service		$ -	$ -	$ -	$ -	$ -	$ 118,548	$ 121,250	$ 124,015	$ 126,842	$ 129,734	$ 620,390
UF/IFAS and Lehigh Acres Route	Add New Service		$ -	$ -	$ -	$ -	$ -	$ 257,712	$ 263,588	$ 269,598	$ 275,744	$ 282,031	$ 1,348,673
Immokalee MOD	Add New Service							$ 580,000.90	$ 593,225	$ 606,750	$ 620,584	$ 634,734	$ 3,035,294
Downtown Autonomous Circulator	Add New Service							$ 375,525.11	$ 384,087	$ 392,844	$ 401,801	$ 410,962	$ 1,965,220
Electric Naples Pier Shuttle	Add New Service							$ 589,059.16	$ 602,490	$ 616,226	$ 630,276	$ 644,647	$ 3,082,699
New Bayshore Shuttle	Add New Service		$ -	$ 454,161	$ 464,516	$ 475,107	$ 485,939	$ 497,019	$ 508,351	$ 519,941	$ 531,796	$ 543,921	$ 4,480,750
New Route 31 (Golden Gate Pkwy) (Split Route 25 E-W)	Add New Service		$ -	$ 703,944	$ 719,994	$ 736,410	$ 753,200	$ 770,373	$ 787,938	$ 805,903	$ 824,277	$ 843,071	$ 6,945,109
New Route 33 (Immokalee Rd)	Add New Service		$ -	$ -	$ -	$ -	$ -	$ 670,055	$ 685,332	$ 700,958	$ 716,939	$ 733,286	$ 3,506,569
Total Operating Costs			**$ 16,651,593**	**$ 22,435,548**	**$ 23,561,013**	**$ 26,768,166**	**$ 27,378,480**	**$ 31,908,261**	**$ 32,635,769**	**$ 33,379,865**	**$ 34,140,925**	**$ 34,919,339**	**$ 283,778,958**
Operating Revenues													
Federal Grant (5311)	Existing	Federal	$ 784,255	$ 802,136	$ 820,425	$ 839,130	$ 858,263	$ 877,831	$ 897,846	$ 918,316	$ 939,254	$ 960,669	$ 8,698,125
Local Match (5311)	Existing	Local	$ 784,255	$ 802,136	$ 820,425	$ 839,130	$ 858,263	$ 877,831	$ 897,846	$ 918,316	$ 939,254	$ 960,669	$ 8,698,125
Federal Grant (5307) Operating Assistance (Fuel)	Existing	Federal	$ 637,307	$ 651,837	$ 666,699	$ 681,900	$ 697,447	$ 713,349	$ 729,613	$ 746,249	$ 763,263	$ 780,665	$ 7,068,330
Local Match (5307)	Existing	Local	$ 637,307	$ 651,837	$ 666,699	$ 681,900	$ 697,447	$ 713,349	$ 729,613	$ 746,249	$ 763,263	$ 780,665	$ 7,068,330
Federal Grant 5307-Preventative Maintenance	New	Federal	$ 1,250,987	$ 1,279,509	$ 1,308,682	$ 1,338,520	$ 1,369,038	$ 1,400,252	$ 1,432,178	$ 1,464,832	$ 1,498,230	$ 1,532,389	$ 13,874,617
Federal Grant 5307 ADA	Existing	Federal	$ 1,027,914	$ 1,051,350	$ 1,075,321	$ 1,099,839	$ 1,124,915	$ 1,150,563	$ 1,176,796	$ 1,203,627	$ 1,231,069	$ 1,259,138	$ 11,400,532
Federal Grant 5307 ADA - Operating	Existing	Federal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local Match (5307) ADA Operating	Existing	Local	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Federal Grant 5307 ADA -PM	Existing	Federal	$ 637,204	$ 651,733	$ 666,592	$ 681,790	$ 697,335	$ 713,235	$ 729,496	$ 746,129	$ 763,141	$ 780,540	$ 7,067,195
COLLIER AREA TRANSIT OPERATING ASSISTANCE CORRIDOR US 41	Existing	State	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 4,915,300
COLLIER AREA TRANSIT OPERATING ASSISTANCE CORRIDOR US 41- LOCAL MATCH	Existing	Local		$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 491,530	$ 4,423,770
FDOT Transit Block Grant Operating Assistance	Existing	State	$ 1,278,095	$ 1,313,107	$ 1,352,500	$ 1,393,076	$ 1,434,868	$ 1,467,583	$ 1,501,044	$ 1,535,268	$ 1,570,272	$ 1,606,074	$ 14,451,886
Local Match for FDOT Transit Block Grant	Existing	Local	$ 1,278,095	$ 1,313,107	$ 1,352,500	$ 1,393,076	$ 1,434,868	$ 1,467,583	$ 1,501,044	$ 1,535,268	$ 1,570,272	$ 1,606,074	$ 14,451,886
TD Funding	Existing	State	$ 782,749	$ 800,596	$ 818,849	$ 837,519	$ 856,614	$ 876,145	$ 896,121	$ 916,553	$ 937,450	$ 958,824	$ 8,681,420
Local TD Funding	Existing	Local	$ 87,040	$ 89,025	$ 91,055	$ 93,131	$ 95,254	$ 97,426	$ 99,647	$ 101,919	$ 104,243	$ 106,620	$ 965,358
Collier County CAT Enhancements Fund 4030: Contribution from General Fund	Existing	Local	$ 2,824,564	$ 2,888,965	$ 2,954,833	$ 3,022,203	$ 3,091,109	$ 3,161,587	$ 3,233,671	$ 3,307,399	$ 3,382,807	$ 3,459,935	$ 31,327,073
Collier County TD Fund 4033: Contribution from General Fund	Existing	Local	$ 2,434,673	$ 2,490,184	$ 2,546,960	$ 2,605,031	$ 2,664,425	$ 2,725,174	$ 2,787,308	$ 2,850,859	$ 2,915,858	$ 2,982,340	$ 27,002,812
Existing Paratransit Fare Revenue	Existing	Local	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 196,538	$ 1,965,380
Fare Revenue from Existing Services	Existing	Fare	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 910,700	$ 9,107,000
Other Local Revenues	Existing	Other Local Sources	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 400,000
Total Operating Revenue			**$ 16,083,213**	**$ 16,915,819**	**$ 17,271,838**	**$ 17,636,543**	**$ 18,010,145**	**$ 18,372,205**	**$ 18,742,521**	**$ 19,121,279**	**$ 19,508,674**	**$ 19,904,901**	**$ 181,567,138**
Annual Revenue Minus Costs			**($568,380)**	**$ (5,519,728)**	**($6,289,176)**	**($9,131,623)**	**($9,368,335)**	**($13,536,055)**	**($13,893,248)**	**($14,258,585)**	**($14,632,252)**	**($15,014,438)**	
FY 26 Estimate to Budget Reconciliation			**568,380**										
Rollover from Previous Year			$ 923,134	$ 923,134	$ (4,596,594)	$ (10,885,770)	$ (20,017,393)	$ (29,385,728)	$ (42,921,784)	$ (56,815,032)	$ (71,073,617)	$ (85,705,869)	
Operating Surplus/Shortfall (Cumulative)			**$0**	**($4,596,594)**	**($10,885,770)**	**($20,017,393)**	**($29,385,728)**	**($42,921,784)**	**($56,815,032)**	**($71,073,617)**	**($85,705,869)**	**($100,720,306)**	



TEN-YEAR TRANSIT DEVELOPMENT PLAN 2026-2035

COLLIER COUNTY AREA TRANSIT | **FLORIDA**

Stantec

MINUTES OF THE PUBLIC TRANSIT ADVISORY COMMITTEE MEETING

NAPLES, FLORIDA

AUGUST 20, 2025

LET IT BE REMEMBERED, the Public Transit Advisory Committee in and for the County of Collier, having conducted business herein, met on this date at 1:00 P.M. in REGULAR SESSION at Collier County Government Center, Human Resources Building B, 3303 Tamiami Trail E, Naples, Florida 34112 with the following members present:

Chair:	John DiMarco, III
Vice Chair:	Peter Berry
	Cliff Donenfeld
	Dewey Enderle
	Sonja Lee Samek (Excused)
	Benita Staadecker
	Open Seat

ALSO PRESENT: Omar DeLeon, Public Transit Manager, Collier County PTNE
Alexander Showalter, Senior Planner, Collier County PTNE
Keyla Castro, Operations Support Specialist, Collier County PTNE
Nolen Begley, Fixed Route Manager, MV Transportation (Virtual)
Jacob Stauffer, Transit Planner, MV Transportation
Leslie Barnes, General Manager, MV Transportation

1. **Call to Order**
   Chair DiMarco called the meeting to order at 1:00 P.M.

2. **Roll Call**
   Roll call was taken, and a quorum of five was established.

3. **Approval of Agenda**
   Ms. Staadecker moved to approve the Agenda as presented. Second by Vice Chair Berry. Carried unanimously 5 - 0.

4. **Approval of Minutes**
   a. **March 19, 2025**
   b. **June 18, 2025**
   c. **July 16, 2025**
   Mr. Enderle moved to approve the minutes of the March 19, 2025, June 18, 2025, and July 16, 2025, Public Transit Advisory Committee meeting as presented. Second by Mr. Donenfeld. Carried unanimously 5 – 0.

5. **Committee Action**
   a. **Membership Application – Jake Wayne Bates & Meghan E. Brown**
   Mr. Showalter presented Executive Summary *"Membership Applications"* for Jake Bates and Meghan Brown, noting one seat for a three-year term is available on the Public Transit Advisory Committee.

   Jake Wayne Bates
   Mr. Showalter reported that Jake Wayne Bates had withdrawn his application for appointment to the Public Transit Advisory Committee.

   Meghan E. Brown
   The PTNE Staff submitted for the Committee's consideration an application from Meghan E. Bates, to join PTAC.

   Ms. Brown's application will be considered by the Committee at the next meeting of the PTAC.

6. **Reports and Presentations**
   a. **Fare Study Update**
   Mr. Showalter presented *Executive Summary Collier Area Transit Fare Study.* He noted:
   - The 2015 Major Transit Development Plan determined Collier Area Transit (CAT) should periodically review and evaluate its fare structure to ensure they are equitable and generating the revenue required to operate the services.
     Federal regulations outlined by FTA in Circular 4702.1G require all service modifications be fair and equitable and an analysis of all proposed changes be completed.
   - CAT, in partnership with consultants Johnson Engineering and Benesch, is undertaking a study to evaluate its fixed-route and paratransit fare structure.
   - CAT last modified its fixed-route and paratransit fare in 2018.

- The major update of the County's Transit Development Plan (TDP), completed in 2015, recommends that CAT's fare structure be evaluated every five years, commencing in 2017.
- This will help Collier County ensure it is maximizing farebox recovery in a fair and equitable manner and passenger fares are consistent with "peer' transit agencies.
- The Paratransit service is operating at a deficit.
- Two public workshops for passengers to evaluate the fare scenarios will be held August 26th and August 27th at North Collier Regional Park and the Immokalee Community Park. The meetings are advertised on the County's website.

Existing Fare Structure

ADA Trips

- The fare for this service is $3 for a one-way trip.
- Reduced fare of $1 may apply if certain household income guidelines are met.
- Household income information is not required for eligibility of the program. This program does allow/transport a single guest or Personal Care Attendants (PCA).

Transportation Disadvantaged (TD) Trips

- The fare for TD trips is based on an income scale and varies from $1, $3 or $4 per one-way trip. This program does not allow/transport guests.

Conceptual Fare Alternatives

Graphs featuring updated fare scenarios for regular and paratransit passengers were distributed in the Agenda for Member reference.

Committee Comments:

- The fare increase could lower ridership.
- Incremental increases should be even dollars (versus cents). This is convenient for drivers and passengers to eliminate making change.
- CAT fares are reasonable compared to the cost of private or ride-share transportation.
- Suggest Staff compare method of payment options with similar out of state, (i.e. use of credit cards).

Next Step

Mr. Showalter reported the study on completion will be submitted to the Board of County Commissioners (BCC) for approval.

7. **Member and Staff Comments**

MV Transportation Contract

Mr. Showalter reported:

- The County's five-year contract with MV Transportation expires on September 30, 2025.
- MV Transportation issued WARN notices required so workers have 60 days' advance notice of job losses.
- The BCC will consider an extension from October 1, 2025, to September 30, 2026.
- The item is on the BCC *Consent Agenda* for August 26, 2025.

Alexander Showalter

Mr. Showalter announced that he has accepted a position with Collier County's Growth Management Division.

8. **Public Comments**
None

9. **Next Meeting Date** September 17, 2025 - 1:00 P.M.
Collier County Government Center
Human Resources Building "B"
3303 Tamiami Trail E
Naples, FL. 34112

10. **Adjournment**
There being no further business for the good of the County, the meeting was adjourned by the chair at 1:49 P.M.

Public Transit Advisory Committee

John DiMarco III, Chair

These minutes approved by the Board/Committee on 9/17,2025 as presented X or as amended _____.

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

September 3, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Radio Road Beautification MSTU Advisory Committee
Collier County, Florida

September 8, 2025
3:00 p.m.

Notice is hereby given that the **Radio Road Beautification Municipal Service Taxing Unit (MSTU) Advisory Committee** will meet on **Monday, September 8,** at **3:00 p.m.** This will be a Hybrid Remote meeting and it will be held at the Collier Area Transit Conference Room at 8300 Radio Road, Naples, Florida. Some of the Board members may be appearing remotely, with staff present in person. The public may attend either remotely or in person.

Individuals who would like to participate remotely should contact Rosio Garcia at Rosio.Garcia@colliercountyfl.gov by noon on September 8.

Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

The agenda will be available on the Collier County Government website at Radio Road Beautification Advisory Committee | Collier PTNE Collier PTNE

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Judy Sizensky at (239) 252-4980.

###

Radio Road Beautification M.S.T.U.

Advisory Committee
8300 Radio Road
Naples Florida 34104

September 8, 2025
3:00 PM

AT **CAT CONFERENCE ROOM-8300 RADIO ROAD, NAPLES 34104**

Others are encouraged to attend via Zoom video conference

AGENDA

I. CALL TO ORDER

II. ATTENDANCE

Advisory Committee
Harry Wilson - Chairperson (3/3/29)
Michael Cashman-Vice Chairman (3/3/26)
Jason Zullo (3/3/29)
-Vacant-
-Vacant-

Staff
Judy Sizensky - Project Manager
Rosio Garcia - Operations Analyst
Joan Cruz-Supervisor-Superior Landscaping

Transcriptionist
Wendy Warren

III. APPROVAL OF AGENDA

IV. APPROVAL OF MINUTES

A. June 16, 2025
B. August 11, 2025

V. LANDSCAPE – SUPERIOR LANDSCAPE, JOAN CRUZ

VI. PROJECT MANAGER REPORT- JUDY SIZENSKY

A. Review of **Current Budget FY25 – September 2025**
B. Update on new plantings and irrigation.

VII. OLD BUSINESS

VIII. NEW BUSINESS

IX. COMMITTEE MEMBER COMMENTS

X. PUBLIC COMMENTS

XI. ADJOURNMENT

NEXT MEETING:
TBD
CAT TRANSFER STATION – CAT CONFERENCE ROOM

Radio Road Beautification M.S.T.U.
Advisory Committee
8300 Radio Road
Naples, Florida 34104

June 16, 2025

I. CALL TO ORDER

Vice Chair Wilson called the meeting to order at 3:32 P.M. A quorum of three established.

II. ATTENDANCE

Advisory Committee:	Harry Wilson, Chair
	Michael Cashman, Vice Chair
	Jason Zullo
	(Open Seat)
	(Open Seat)
County Staff:	Judith Sizensky, Project Manager, PTNE Division
	Rosio Garcia, Operations Coordinator, PTNE Division
	Keyla Castro, Operations Support Specialist, PTNE Division
Landscape:	Joan Cruz, Superior Landscaping and Lawn Service (Excused)
Transcriptionist	Wendy Warren, Premier Staffing

III. APPROVAL OF AGENDA

Chair Wilson moved to approve the Agenda of the Radio Road Beautification MSTU Advisory Committee as presented. Second by Mr. Zullo. Carried unanimously 3 – 0.

IV. APPROVAL OF MINUTES – April 21, 2025

Chair Wilson moved to approve the minutes of the April 21, 2025, Radio Road Beautification MSTU Advisory Committee meeting as presented. Second by Mr. Zullo. Carried unanimously 3 – 0.

V. LANDSCAPE MAINTENANCE REPORT

Ms. Sizensky reported:

Devonshire Boulevard Median Landscaping

- She met Mr. Zullo and Mr. Cruz on site to review landscaping ideas for the medians.
- Mr. Zullo developed plans to incorporate plants suggested during the walk through and removing the Juniper.
- Trees in the medians obstructing line of sight were removed.
- Irrigation system communication access has been requested from the County to improve operational reliability, a key component to ensure new plantings will thrive.

VI. PROJECT MANAGER REPORT – Judy Sizensky

A. Budget Report

Radio Road MSTU Fund 1625 Budget for June 9, 2025, prepared June 2, 2025.

Ms. Sizensky provided an overview of the budget highlighting:

- **Purchase Orders**
  1. FPL – Electricity.
  2. Forestry Resources – Mulch.
  3. Contemporary Controls & Communications, Inc. – Motorola Irrigation Central Control Systems Parts and Services.
  4. Premier Staffing – Transcription Services.
  5. SiteOne Landscape Supply – Irrigation Parts & Pumps.
  6. Superior Landscaping Services –
     - Incidentals are for landscape refurbishment and miscellaneous.
     - Grounds Maintenance includes irrigation repairs.

- **Budget**
  1. Line 5 – Estimated Ad Valorem Tax Revenue and Interest is $199,100.
  2. Line 2, Carry Forward – Unexpended Prior Year (2024) Funds total $45,000.
  3. All Revenues – Of the $234,100 budgeted, $193,120 has been collected leaving a balance of $40,979 (including taxes, interest, carry forward funds and a 5% estimated negative revenue) to be collected.
  4. Line 33, Operating Expense – Of the $163,600 budgeted, $53,359 is committed to existing Purchase Orders and $69,671 is expended, leaving the remainder of $40,569 available within budget for additional operating expenses as needed.
  5. Lines 37 and 39, County Overhead – Of the $50,500 budgeted, $50,455 has been transferred, and a balance of $44 remains for transfer (PTNE Staff & Overhead, Property Appraiser, & Tax Collector).
  6. Line 42, All Expenses – Of the $234,100 budgeted, $53,359 is committed in existing Purchase Orders, $120,126 has been expended, leaving the remainder of $60,613 available for MSTU expenditures.

- **General**
  1. MSTU tax rate 0.0001 mills is for beautification and maintenance within the taxing district.
  2. Funds not spent in Fiscal Year 2025 will be carried forward into Fiscal Year 2026.
  3. Tax millage collected by the Radio Road Beautification MSTU may only be utilized by the MSTU and within the MSTU district boundary.
  4. The FY-26 Budget is effective October 1, 2025.

Ms. Sizensky noted:

1. The Ad Valorem property tax value increased 0.91% for fiscal year 2025 over 2024 generating additional revenue of $17,981.
2. Uncommitted funds available within budget are eligible for transfer to other categories upon approval by the Committee.
3. Contemporary Controls & Communications, Inc. invoice in the amount of $24,339, for conversion to Motorola™, was paid.
4. The irrigation pump is nearing the end of its useful life; replacement cost could be significant.
5. The Road Maintenance Division will submit an invoice for FY-25 irrigation expenses.
6. The 2023 Purchase Order for Preferred Materials will be removed.

B. Review Quotes for Devonshire Boulevard Medians

Ms. Sizensky reported:

- Superior Landscaping submitted a proposal dated May 17, 2025, in the amount of $12,056.05 to remove deteriorating landscaping and install new plants in Devonshire Boulevard Median #4 and one-half of Median #3.
- Plant selection includes Variegated Shell Ginger, Liriope, Green Island Ficus, Red Congo, Yellow African Iris, and Panama Rose.
- Irrigation will be adjusted to accommodate new plantings.
- The available balance in the FY-25 budget for MSTU improvements is $60,613.

Committee discussion:

- All landscaping work for the medians should be undertaken during the rainy season.

Mr. Cashman motioned to approve Superior Landscaping installing new plants on all of Devonshire Boulevards, consistent with the plant list submitted on the May 17, 2025, proposal, for an amount not to exceed $40,000.00. Second by Chair Wilson. Carried unanimously 3 – 0.

Rich King Memorial Greenway

Ms. Sizensky reported:

- The grass buffer abutting the power line was damaged by a Florida Power & Light (FPL) contractor during maintenance.
- Sod or small white stones can be installed to refurbish the area.
- Deteriorating plants should be replaced.

Recommendation

The Committee agreed to refurbish the buffer area with small white stones and replace plants/shrubs, as necessary.

VII. OLD BUSINESS

Ms. Sizensky reported:

- Berkshire Commons is responsible for the irrigation lines on the south side of Devonshire Boulevard. Plants in the area died because of system malfunction.
- A Code Complaint has been filed with the County against Berkshire Commons for non-compliance with landscaping requirements for the area.
- Mr. Zullo will meet with County Code Enforcement Officials, Tuesday, June 17th to review the areas for which Berkshire Commons is responsible and suggest plants or shrubs to be placed which are appropriate for the area.

VIII. NEW BUSINESS

Next Meeting

The Committee agreed to schedule a meeting of the MSTU Advisory Committee for August 11, 2025, at 3:00 P.M.

IX. COMMITTEE MEMBER COMMENTS

None

X. PUBLIC COMMENTS

None

XI. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned by the Chair at 4:03 P.M.

NEXT MEETING **August 11, 2025 - 3:00 PM**
CAT Transfer Station – CAT Conference Room
8300 Radio Road
Naples, Florida 34104

RADIO ROAD MSTU ADVISORY COMMITTEE

_____

Harry Wilson, Chair

The Minutes were approved by the Committee on _____,2025 as presented ____or as amended ___.

Radio Road Beautification M.S.T.U.
Advisory Committee
8300 Radio Road
Naples, Florida 34104

August 11, 2025

I. CALL TO ORDER

Vice Chair Cashman called the meeting to order at 2:58 P.M. Roll call was taken, and a quorum was not established.

II. ATTENDANCE

Advisory Committee:	Harry Wilson, Chair - Excused
	Michael Cashman, Vice Chair
	Jason Zullo
	(Open Seat)
	(Open Seat)
County Staff:	Judith Sizensky, Project Manager, PTNE Division
	Rosio Garcia, Operations Coordinator, PTNE Division
	Keyla Castro, Operations Support Specialist, PTNE Division
Landscape:	Joan Cruz, Superior Landscaping and Lawn Service
Transcriptionist	Wendy Warren, Premier Staffing

III. APPROVAL OF AGENDA

Ms. Sizensky noted that due to absence of a quorum the meeting of the Radio Road Beautification MSTU Advisory Committee would be held as an informational meeting in accordance with the Agenda.

IV. APPROVAL OF MINUTES – June 16, 2025

The minutes of the June 16, 2025, Radio Road Beautification MSTU Advisory Committee meeting will be considered at the September 8, 2025, meeting.

V. LANDSCAPE MAINTENANCE REPORT

Mr. Cruz reported:

Devonshire Boulevard Median Landscaping

- Existing landscape material was removed in preparation for installation of new plantings.
- Landscaping material will be planted on all of Devonshire Boulevards week of August 16, 2025, consistent with the plant list submitted on May 17, 2025.
- The irrigation schedule will be adjusted to ensure health of new plantings. Once plants are established, water requirements will be moderate.

Mr. Zullo reported:

- Berkshire Lakes Master Association installed new landscaping at the corners of Devonshire Belleville Boulevards.

Ms. Sizensky reported:

- Bees present in the valve box, will be removed.
- Mulch will be ordered and applied for the installation of new plantings.
- Irrigation system communication access has been requested from the County to improve operational reliability, a key component to ensure new plantings will thrive.

Ms. Sizensky *will invite a Motorola representative and County irrigation staff to the September 8, 2025, meeting of the Radio Road MSTU to discuss a solution to irrigation system issues.*

VI. PROJECT MANAGER REPORT – Judy Sizensky

A. Budget Report

Radio Road MSTU Fund 1625 Budget for August 11, 2025, prepared August 6, 2025.

Ms. Sizensky provided an overview of the budget highlighting:

- **Purchase Orders**
  1. FPL – Electricity.
  2. Forestry Resources – Mulch.
  3. Contemporary Controls & Communications, Inc. – Motorola Irrigation Central Control Systems Parts and Services.
  4. Premier Staffing – Transcription Services.
  5. SiteOne Landscape Supply – Irrigation Parts & Pumps.
  6. Superior Landscaping Services –
     - Incidentals are for landscape refurbishment and miscellaneous.
     - Grounds Maintenance includes irrigation repairs.

- **Budget**
  1. Line 5 – Estimated Ad Valorem Tax Revenue and Interest is $199,100.
  2. Line 2, Carry Forward – Unexpended Prior Year (2024) Funds total $45,000.
  3. All Revenues – Of the $234,100 budgeted, $197,423 has been collected leaving a balance of $1,676 (including taxes, interest, carry forward funds and a 5% estimated negative revenue) to be collected.
  4. Line 33, Operating Expense – Of the $163,600 budgeted, $83,386 is committed to existing Purchase Orders and $79,644 is expended, leaving the remainder of $569 available within budget for additional operating expenses as needed.
  5. Lines 37 and 39, County Overhead – Of the $51,000 budgeted, $50,519 has been transferred, and a balance of $480 remains for transfer (PTNE Staff & Overhead, Property Appraiser, & Tax Collector).
  6. Line 42, All Expenses – Of the $234,100 budgeted, $83,386 is committed in existing Purchase Orders, $130,164 has been expended, leaving the remainder of $20,549 available for MSTU expenditures.

- **General**
  1. MSTU tax rate 0.0001 mills is for beautification and maintenance within the taxing district.
  2. Funds not spent in Fiscal Year 2025 will be carried forward into Fiscal Year 2026.
  3. Tax millage collected by the Radio Road Beautification MSTU may only be utilized by the MSTU and within the MSTU district boundary.
  4. The Ad Valorem property tax value increased 0.91% for fiscal year 2025 over 2024 generating additional revenue of $17,981.

5. The FY-26 Budget is effective October 1, 2025.

Ms. Sizensky noted:

1. Superior Landscaping's Purchase Order for Incidentals, Line 18, was increased from $30,000 to $56,660 to fund landscape renovation of the medians on Devonshire Boulevard.
2. Superior Landscaping's balance for 2025 monthly maintenance, Line 22, is $17,968.
3. The balance due Contemporary Controls & Communications for conversion to the Motorola™ irrigation system will be processed on resolution of pending system malfunctions.
4. Mulch is the sole remaining expenditure for Fiscal Year 2025.
5. The Road Maintenance Division will provide an invoice for FY-25 irrigation expenses.
6. The 2023 Purchase Order for Preferred Materials will be removed.
7. Uncommitted funds available within budget are eligible for transfer to other categories upon approval by the Committee.

B. Review Status for New Plantings

Ms. Sizensky reported:

- Superior Landscaping will install new plantings including Variegated Shell Ginger, Liriope, Green Island Ficus, Red Congo, Yellow African Iris, and Panama Rose on Devonshire Boulevard medians.
- Irrigation will be adjusted to accommodate new plantings.

VII. OLD BUSINESS

Advisory Committee Seats

Ms. Sizensky reported:

- Two seats on the Radio Road Beautification MSTU Advisory Committee are available. Residency within the boundaries of the MSTU and voter registration are requirements for membership.
- Interested parties for membership on the Advisory Committee can access the Online Application at https://www.colliercountyfl.gov/government/advisory-boards-and-authorities/online-advisory-board-application.
- Applications received will be considered by the Advisory Committee. The candidate(s) recommended will be provided to the Board of County Commissioners for appointment to the Advisory Committee.

VIII. NEW BUSINESS

Irrigation System

Ms. Sizensky reported:

- Irrigation system communication access has been requested from the County to improve operational reliability, a key component to ensure new plantings will thrive.
- Schematic drawings and instructions detailing communication details for irrigation system functions will be requested from Motorola™.
- Motorola™ and County irrigation system representatives will be invited to the September 8th meeting to discuss a resolution to the irrigation system inconsistencies.

IX. COMMITTEE MEMBER COMMENTS

Next Meeting

The Committee agreed to schedule a meeting of the MSTU Advisory Committee for September 8, 2025, at 3:00 P.M.

X. PUBLIC COMMENTS
None

XI. ADJOURNMENT
There being no further business to come before the Committee, the meeting was adjourned by the Chair at 3:39 P.M.

NEXT MEETING **September 8, 2025 - 3:00 PM**
CAT Transfer Station – CAT Conference Room
8300 Radio Road
Naples, Florida 34104

RADIO ROAD MSTU ADVISORY COMMITTEE

_____

Harry Wilson, Chair

The Minutes were approved by the Committee on _____,2025 as presented ____or as amended ___.

RADIO ROAD MSTU
FUND 1625000000
September 9, 2025

			Vendor	Item	FY 25 PO#	Amended Budget	Commitments	Expenditures	Total
1		OVERNIGHT INTEREST				$ -	$ -	$ (2,329.35)	$ 2,329.35
2		INVESTMENT INTEREST				$ (1,500.00)	$ -	$ (2,034.44)	$ 534.44
3		DEL AD VALOREM				$ (197,600.00)		$ (193,503.66)	$ (4,096.34)
4		INTEREST TAX COLLECTOR						$ (182.70)	$ 182.70
5		**REVENUE STRUCTURE**				**$ (199,100.00)**	**$ -**	**$ (198,050.15)**	**$ (1,049.85)**
6		TRANSFERS FROM PROP APP				$ -	$ -	$ -	$ -
7		TRANSFERS FROM TAX COLL				$ -	$ -		$ -
8		CARRY FORWARD GEN				$ (45,000.00)	$ -	$ -	$ (45,000.00)
9		CARRY FORWARD OF ENCUMB					$ -	$ -	$ -
10		NEG 5% EST REV				$ 10,000.00	$ -	$ -	$ 10,000.00
11		**TRANSFERS & CONTRIB**				**$ (35,000.00)**	**$ -**		**$ (35,000.00)**
12		**TOTAL REVENUE**				**$ (234,100.00)**	**$ -**	**$ (198,050.15)**	**$ (36,049.85)**
13	631403	ENGINEERING FEES				$ 2,500.00	$ -	$ -	$ 2,500.00
14	634970	INDIRECT COST	Collier County			$ 2,600.00	$ -	$ 2,600.00	$ -
15	634980	INTERDEPT PAYMENT				$ 4,000.00	$ -	$ -	$ 4,000.00
16			All Sod Nursery	Sod	P-Card			$ 12.39	
17			Superior Landscaping	Landscape Incidentals	4500233510		$ 56,660.00	$ 1,340.00	
18		**LANDSCAPE INCIDENTALS**				**$ 30,000.00**	**$ 56,660.00**	**$ 1,352.39**	**$ (28,012.39)**
21			CONTEMPORARY CONTROLS & COMM INC		4500235430		$ -	$ 24,339.37	
22			Superior Landscaping		4500233510		$ 12,358.14	$ 50,761.86	
23	634999	**OTHER CONTRACTUAL**				**$ 111,500.00**	**$ 12,358.14**	**$ 75,101.23**	**$ 24,040.63**
24	643100	ELECTRICITY	FP&L	Electricity	4700005092	$ 2,500.00	$ 401.41	$ 1,458.59	$ 640.00
25	645100	INSURANCE GENERAL	Collier County	Insurance	Direct Pay	$ 300.00	$ -	$ 300.00	$ -
							$ 401.41	**$ 1,758.59**	**$ 640.00**
26				P-card Sprinkler Works	TXN#6241-4			$ 190.00	
			SP Weize	P-card	TXN#6166-12			$ 161.49	
			SiteOne		4500233509		$ 2,035.17	$ 5,464.83	$ 35.28
	646311	SPRINKLER MAINTENANCE				$ 5,500.00	**$ 2,035.17**	**$ 5,816.32**	**$ (2,351.49)**
27	646318	MULCH	Forestry Resources			$ 1,500.00		$ -	$ 1,500.00
28	649100	LEGAL ADVERTISING	Gannett Media NDN			$ 500.00		$ -	$ 500.00
29	649990	OTHER MISCELLANEOUS	Premier Staffing	Transcriptionist Services		$ 2,500.00	$ 1,200.00	$ 6.60	$ 1,293.40
30	651210	COPY CHARGES	JM TODD	Monthly CPC (Shared)	4500234730	$ 200.00	$ 35.28	$ 114.72	$ 50.00
31	652310	FERT HERB CHEM				$ -	$ -	$ -	$ -
32	652990	OTHER OPERATING SUPPLIES				$ -	$ -	$ -	$ -
33		**OPERATING EXPENSE**				**$ 163,600.00**	**$ 72,690.00**	**$ 86,749.85**	**$ 4,160.15**
34	763100	IMPROVEMENTS GENERAL	Prefered Materials		390	$ 19,500.00		$ -	$ 19,500.00
35		**CAPITAL OUTLAY**				**$ 19,500.00**	**$ -**	**$ -**	**$ 19,500.00**
36		911011 TRANS to 1011				$ 46,600.00	$ -	$ 46,600.00	$ -
37		**TRANSFERS**				**$ 46,600.00**	$ -	$ 46,600.00	**$ -**
		930700 TC BUDGET TRANS				**$ 4,400.00**		**$ 3,920.08**	$ 479.92
39		**TRANSFERS CONST**				**$ 4,400.00**	**$ -**	**$ 3,920.08**	**$ 479.92**
42		**TOTAL BUDGET**				**$ 234,100.00**	**$ 72,690.00**	**$ 137,269.93**	**$ 24,140.07**

Taxable Value	Fiscal Year	% from prior fiscal year
984,103,688	FY 12 Final Taxable Value	
955,918,992	FY 13 Final Taxable Value	-2.86%
967,155,849	FY 14 Final Taxable Value	1.18%
996,994,678	FY 15 Final Taxable Value	3.09%

Total Available Ba	$ 24,140.07
Plus Commited Ar	$ 72,690.00
Estimated Cash	**$ 96,830.07**

RADIO ROAD MSTU
FUND 1625000000
September 9, 2025
Y 25

1,066,174,009 FY 16 July Taxable Value	6.94%
1,145,697,249 FY 17 July Taxable Value	7.46%
1,242,647,732 FY 18 July Taxable Value	8.46%
1,304,336,542 FY 19 July Taxable Value	4.96%
1,359,693,426 FY 20 July Taxable Value	4.24%
1,414,713,178 FY 21 July Taxable Value	4.05%
1,492,545,736 FY 22 July Taxable Value	5.50%
1,752,181,904 FY 23 July Taxable Value	17.40%
1,958,171,593 FY 24 July Taxable Value	11.76%
1,975,936,056 FY 25 July Taxable Value	0.91%

Prepared 09/04/25 MV

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

Sept 8, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Collier County Tourist Development Council
Collier County, Florida

Sept 16, 2025
9:00 a.m.

Notice is hereby given that the **Collier County Tourist Development Council** will meet on **Tuesday, Sept 16,** at **9:00 a.m.** This will be a Hybrid Remote meeting and it will be held at the Board of County Commissioners Chambers, third floor, Collier County Government Center, 3299 Tamiami Trail E., Naples, Florida. Some of the Council members may be appearing remotely, with staff present in person. The public may participate either remotely or in person.

Individuals who would like to participate in person must complete and submit a speaker form prior to the beginning of the discussion about the item.

Individuals who would like to participate remotely should register at:

https://us02web.zoom.us/meeting/register/gvufP9COQnG9uxYFlLfULQ

The deadline to participate remotely is Sept 15th. After registering, you will receive a confirmation email containing information about joining the meeting.

Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

About the public meeting:

Two or more members of the Board of County Commissioners, Coastal Advisory Committee, City of Naples City Council, and City of Marco Island City Council may be present and participate at the meeting. The subject matter of this meeting may be an item for discussion and action at future meetings of these Boards.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management

Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Buzzy Ford at (239) 252-2383.

###

COLLIER COUNTY
Tourist Development Council

NAPLES · MARCO ISLAND
EVERGLADES
PARADISECOAST.COM

AGENDA

Board of County Commission Chambers
Collier County Government Center
3299 Tamiami Trail East, 3rd Floor
Naples, FL 34112

September 16, 2025
9:00 AM

Commissioner Chris Hall, Chair
Clark Hill, Vice-Chair
Susan Becker
Laura Radler
Nancy Kerns
Michael McComas
Edward (Ski) Olesky
Council Member Bill Kramer
Councilor Darrin Palumbo

All interested parties are invited to attend and to register to speak and to submit their objections, if any, in writing to the Council prior to the meeting if applicable. For more information, please contact Jay Tusa at (239) 252-4040. If you are a person with a disability who needs any accommodation in order to participate in this proceeding, you are entitled, at no cost to you, to the provision of certain assistance. Please contact the Collier County Facilities Management Department located at 3335 Tamiami Trail East, Suite 101, Naples, FL 34112-5356, (239) 252-8380. Public comments will be limited to 3 minutes unless the Chairman grants permission for additional time. Collier County Ordinance No. 99-22 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners before the Board of County Commissioners and its advisory boards, register with the Clerk to the Board at the Board Minutes and Records Department.

About the public meeting:

Two or more members of the Board of County Commissioners, Coastal Advisory Committee, City of Naples City Council, and City of Marco Island City Council may be present and participate at the meeting. The subject matter of this meeting may be an item for discussion and action at future meetings of these Boards.

1. **Call to Order**

2. **Pledge of Allegiance**

3. **Roll Call**

4. **Agenda and Minutes**

   Approval of today's Regular, Consent, and Summary agenda as amended (ex-parte disclosure provided by Commission members for Consent agenda.)

   4.A. August 19, 2025 Meeting Minutes *(2025-2852)*

5. **Public Comments**

6. **Presentations**

   6.A. Paradise Coast Sports Complex Quarterly Report *(2025-2814)*

7. **Tourism Director Report**

   7.A. Executive Director Updates & TDT Tax Report *(2025-2815)*

8. **Consent Agenda**

   All Matters listed under this agenda item are considered to be routine and action will be taken by one motion without separate discussion of each item. If discussion is desired by a member of the Council, that item will be moved from the Consent Agenda and considered separately under New Business or Old Business.

   8.A. Recommendation to award Request For Proposal (RFP) # 24-8318 for Tourism Public Relations Services to Lou Hammond Group Florida, Inc., and make a finding that this expenditure promotes tourism. *(2025-2706)*

9. **New Business**

   9.A. Recommendation to approve a request for reimbursement from the City of Naples for FY 24/25 in the amount not to exceed $675,000 using Tourist Development Tax funds for beach maintenance and Lowdermilk Park parking lot maintenance, waive any irregularities in the process, authorize the necessary Budget Amendment, and make a finding that this expenditure promotes tourism. *(2025-2816)*

   9.B. Recommendation to approve the FY 2025-2026, 10-Year Capital Planning document for Tourist Development Tax funds in TDC Beach Renourishment Fund (1105) and TDC Engineering Fund (1102) and make a finding that these expenditures promote tourism. *(2025-2874)*

   9.C. Recommendation to approve the fall truck haul beach renourishment project and authorize Tourist Development Tax expenditures for the Vanderbilt Beach

Renourishment scheduled for November 2025, with an estimated project cost of $5,500,000; and make a finding that this item promotes tourism (Project 90066). *(2025-2877)*

9.D. Recommendation to approve the Tourist Development Council Grant application requests from Collier County and the City of Naples for FY 2025-2026 in the amount of $18,569,300, budget these expenditures, and make a finding that these expenditures promote tourism. *(2025-2930)*

10. Old Business

11. Ten Minute Break

12. Agency Partner Reports

12.A. Agency Partner Reports *(2025-2813)*

13. Tourism Staff Reports

13.A. Tourism Staff Reports *(2025-2920)*

14. Council Member Discussion

15. Next Meeting Date

15.A. TDC Next Meeting Date - October 21, 2025 *(2025-2795)*

16. Adjourn

MINUTES OF THE COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL MEETING
August 19, 2025 – 9:00 a.m.

LET IT BE REMEMBERED the Collier County Tourist Development Council, in and for the County of Collier, having conducted business herein, met on this date 9:00 a.m. in REGULAR SESSION at 33299 Tamiami Trail East, 3rd floor, Naples, FL 34112 with the following members present:

Commissioner Chris Hall, Chair
Clark Hill, Vice-Chair
Susan Becker
Laura Radler
Nancy Kerns
Michael McComas (via Zoom)
Edward "Ski" Olesky (excused)
Bill Kramer
Councilor Darrin Palumbo

ALSO PRESENT:

Jay Tusa, CVB Tourism Director
Sandra Rios, CVB Public Relations Manager
Colleen Greene, County Attorney's Office
Buzzy Ford, Digital and Social Media Coordinator

Any person who decides to appeal a decision of the Tourist Development Council will need a record of the proceedings pertaining thereto, and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, Neither Collier County nor the Tourist Development Council shall be responsible for providing this record.

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

A. Roll was taken by staff. A quorum was present with 7 in person, 1 via Zoom. Chairman Hall moved to approve Michael McComas to participate via Zoom. Seconded by Laura Radler. Motion approved 7-0. The quorum was set at 8.

4. AGENDA and MINUTES

A. Clark Hill requested approval of the meeting agenda. Seconded by Nancy Kerns. Motion to approve the agenda and the minutes of the June 17, 2025, meeting Moved by Chairman Hall; Seconded by Clark Hill
Motion passed 8-0

5. PUBLIC COMMENTS –

1) **Mr. Scott Carr** – (no agenda item) Tourism Website & Advertising
2) **Ms. Elysia Dawn –** 9.D-Grant Applications
3) **Ms. Muffy Clark Gill –** 9.D-Grant Applications
4) **Elane Gates –** 9.D-Grant Applications
5) **Ms. Meg Stephanian** – 9.D-Grant Applications & 9.F-Supplemental Marketing

6. PRESENTATIONS

A. There were no presentations on the agenda

7. TOURISM DIRECTOR REPORT

A. Tourism Director Jay Tusa presented the TDT Tax Report, noting:

1) Occupancy increased 3.5% year-over-year
2) ¡ARTE VIVA! campaign won awards at FFEA for print advertising and the website.
3) Secured 13 earned media placements -nearly $200M in media value
4) Welcome new staff Tom Albrecht -Tourism Sales Manager

8. CONSENT AGENDA

A. Recommendation to approve the use of Tourism Development Tax (TDT) Promotion funds to support the upcoming 2025 Legends Southeast Invitational Lacrosse tournament up to $3000 and make a finding that these expenditures promote tourism. (2025-2564)

Item approved as part of the agenda approval.

9. NEW BUSINESS

A. Recommendation to approve a Category A Grant Application for the City of Naples Stormwater Outfall Pipe Removal and Water Quality Project as a reimbursable grant not to exceed $10,000,000 and make a finding that this project promotes tourism. (2025-2568)
Presented in-person by: Bob Middleton, City of Naples
Motion by Commissioner Hall, seconded by Nancy Kerns. Motion carried unanimously (8-0).

B. Recommendation to the Board of County Commissioners to approve an Ordinance for the purpose of levying and imposing the 6th percent Tourist Development Tax, subject to approval by the voters of Collier County at the general election on November 3, 2026. (2025-2643)
Motion by Susan Becker, seconded by Nancy Kerns. Motion passed unanimously (8-0).

C. Recommendation to approve a Sponsorship Agreement with 3 STEP SPORTS LLC ("3 STEP SPORTS") for $2,325,000 to host and promote youth and amateur sporting events, including Football University National Championships and Top Gun Showcase, from 2025 through 2030, and make a finding that this action promotes tourism. (2025-2694).
Presented in-person by: Steve Quinn
Motion by Bill Kramer, seconded by Darrin Palumbo. Motion passed unanimously (8-0).

D. Recommendation to approve Tourist Development Tax Grant Applications for FY 2025-2026 (FY25-26) Marketing Grants (Category B) ($84,000) and Non-County Owned/Operated Museums (Category C-2) ($674,000), for a total of $758,000, and make a finding that these expenditures promote Tourism. (2025-2541)
Public Speaker: Hyla Crane

Motion by Darrin Palumbo, seconded by Susan Becker. Motion passed (7-1) (Michael McComas dissenting vote.)

E. Recommendation to approve the FY 2025-2026 Destination Marketing Plan and make a finding that this action promotes tourism. (2025-2667)
Presented in-person by: Kristen Murphy, Paradise Advertising
Motion by Commissioner Hall, seconded by Darrin Palumbo. Motion carried (8-0)

F. Recommendation to review proposals up to $5,000,000 for FY 2025-2026 Supplemental Tourism Marketing efforts, determine a final recommendation send to the Board of County Commissioners, and make a finding that this action promotes tourism. (2025-2668)
Presented in-person by: Barbara Karasek, Paradise Advertising

The Council approved the $5 million proposal for expanded marketing initiatives. Several members stressed the need for flexibility and rapid-response capability. Laura Radler, Darrin Palumbo & Clark Hill recommended that the Marketing budget should be a baseline of $11,000,000 for next budget year.

Barbara Karasek – marketing gets paused in Sept & Oct because we have to end FY and wait for a new FY PO. This may reduce visitor demand in Oct & Nov. We cannot contractually commit until we get a new FY PO. FY26 focus will be on occupancy and revenue.

Clark Hill -we cannot be the lowest comp-set and keep our luxury market. We should increase baseline to $11,000,000.

Bill Kramer – we should not have 2 separate budget requests for advertising. Also need to work on the PO procedure issue.

Laura Radler – maybe TDC should bring the PO issue to the BCC.

Darrin Palumbo – worried that Naples restaurants are closing, which is a leading indicator of a slowdown. We should use the reserve funds & increase our FY baseline budget.

Motion by Bill Kramer to make a final recommendation of an additional $5 million in supplemental tourism marketing efforts and to develop a process to create a budget baseline of $11 million for advertising in future fiscal years.

Motion seconded by Darrin Palumbo. Motion carried unanimously (7-0).

(Commissioner Hall left chambers and was not present for this item and the remainder of the meeting.)

10. OLD BUSINESS

A. None

11. TEN MINUTE BREAK – None

12. AGENCY PARTNER REPORTS (2025-2538)

A. Downs & St. Germain Research (Joseph St. Germain, in-person). Noted restaurants & shopping are down. Midwest visitation increased. Shorter planning cycle.

13. TOURISM STAFF REPORTS (2025-2555)

14. COUNCIL MEMBER DISCUSSION

- Susan Becker – today's information was well prepared, and I thank staff for their hard work. Seconded by Darrin Palumbo.
- Clark Hill -we need to stay visible in Europe. Flat occupancy and spending off shows fewer people are spending money and dining out.
- Bill Kramer – concerned restaurants are not getting enough traffic.
- Michael McComas -encountering some restaurants are only open 3-5 days a week because of staffing issues.

15. NEXT MEETING

A. The next meeting will be held on September 16, 2025. (2025-2521)

16. ADJOURNED

There being no further business, the meeting was adjourned at 11:28 am

COLLIER COUNTY
TOURIST DEVELOPMENT COUNCIL

_____
Chairman Chris Hall

The Minutes were approved on _____,
(date of approval)

as presented _____ or as amended _____.

PARADISE COAST SPORTS COMPLEX

Paradise Coast Sports Complex (PCSC)

TDC Report

Q3 Report FY 24-25

Q3 RECAP SPORTS EVENTS

April	May	June
South Florida Cup (TSG)	FHSAA Lacrosse Championships	Top Gun (FBU)
Kick Off Soccer	Dreams Cup (TSG)	FC Naples x 1
Pop Warner Football	K2 - Great Inflatable 5K	
NFL Flag Football	SNIP 5K	
FC Naples x 5	NFL Flag Football	
	FC Naples x 1	

Q3 RECAP OTHER EVENTS

April	May	June
Easter Eggstravaganza	Rockin' Pirate Palooza	CC Leadership Pipeline Program/Mentoring Graduation
Wags to Riches Puppy Prom	School of Rock	
Legends Concert	Hospitality Industry Tourism Wk Celebration	
Movies in Paradise	Movies in Paradise	

Q3 2024-2025 FINANCIALS

YTD 2025				
	Actual	Budget	over Budget	% of Budget
Revenue	$ 3,100,859	$ 3,499,703	$ (398,844)	89%
Cost of Goods Sold	$ 1,050,134	$ 1,300,807	$ (250,673)	81%
Gross Profit	$ 2,050,726	$ 2,198,896	$ (148,170)	93%
Expenses	$ 1,412,733	$ 1,507,374	$ (94,641)	94%
Net Operating Income	$ 637,993	$ 691,522	$ (53,529)	-8%

YTD Prior Year (2024)				
	YTD 2025	YTD 2024 (PY)	Change	% Change
Revenue	$ 3,100,859	$ 2,274,075	$ 826,784	36%
Cost of Goods Sold	$ 1,050,134	$ 804,350	$ 245,784	31%
Gross Profit	$ 2,050,726	$ 1,469,725	$ 581,000	40%
Expenses	$ 1,412,733	$ 1,082,912	$ 329,821	30%
Net Operating Income	$ 637,993	$ 386,813	$ 251,179	65%

Q3 Headlines

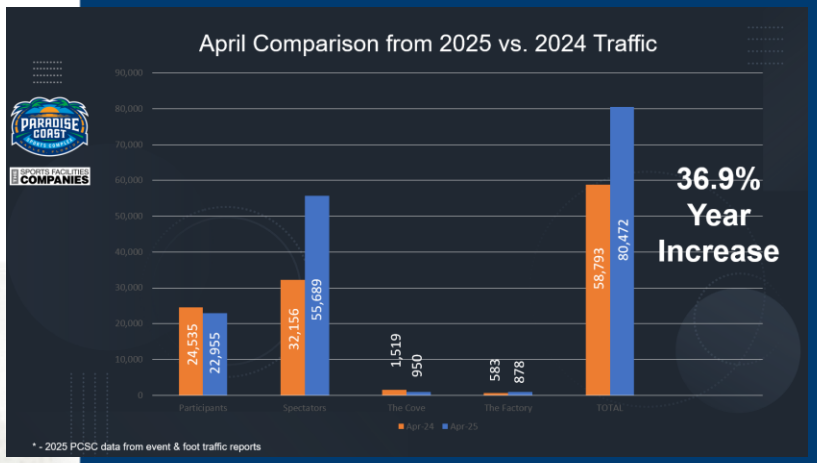
- Nearly $850,000 in revenue
- April third-best revenue month YTD
- COGS and Expenses managed
- Notable gains year over year
- Attrition expected in summer months (May – Aug)
- Nine more FCN home games in Q4 to provide a boost

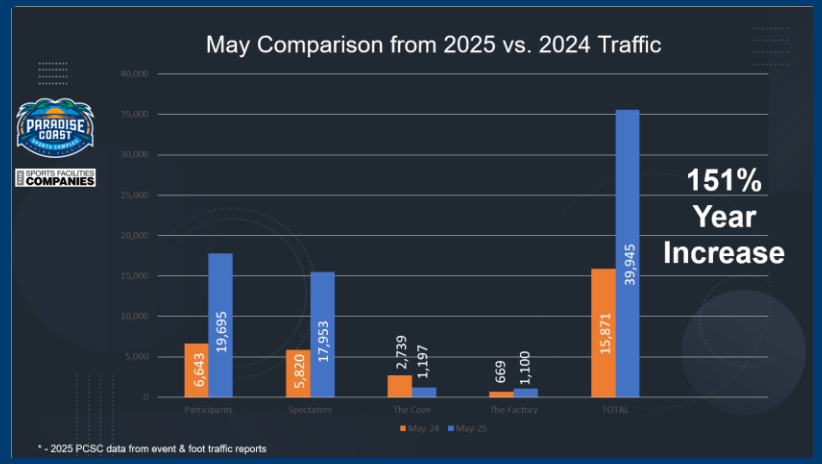
EVENTS IN Q4

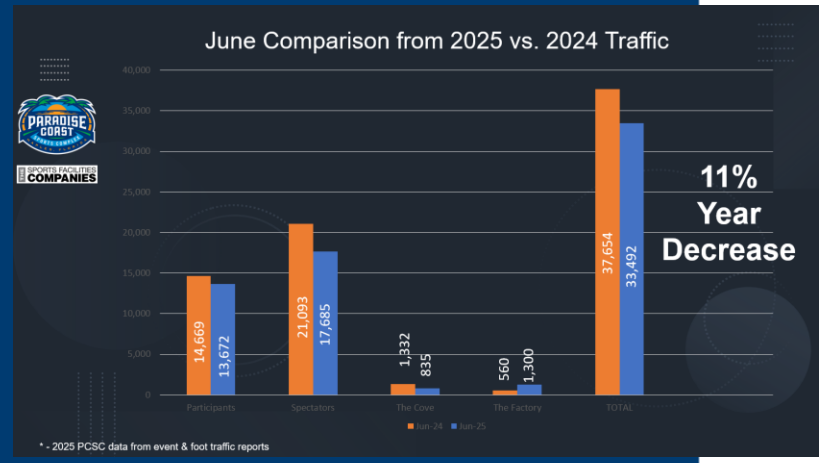
July	August	September
FC Naples x 2	FC Naples x 3	FC Naples x 2
FCA Football Camp	Copa Naples (TSG)	Kick Off Soccer
5v5 Soccer Tournament	AAU Girls Flag Football	FYSA Soccer
Inter Miami Soccer Camp	Univ. of Quebec-Montreal Soccer	
Hero Challenge (Factory)	Pop Warner Football	

Q3 ONSITE FOOT TRAFFIC

2024 Quarterly Total Foot Traffic: **112,318**
2025 Quarterly Total Foot Traffic: **153,909**







2024 Apr. Total Foot Traffic: 58,793
2025 Apr. Total Foot Traffic: 80,472

Five FC Naples Games in 2025
Slight Increase in South Florida Cup Teams

2024 May. Total Foot Traffic: 15,871
2025 May. Total Foot Traffic: 39,945

Increase in FHSSA Attendance
Significant Increase in Nightly Programming

2024 Jun. Total Foot Traffic: 37,654
2025 Jun. Total Foot Traffic: 33,492

FBU Spectators Down
Soccer Camps Replaced Tourneys

Q3 (JUN) 2025 ONLINE & SOCIAL TRAFFIC SNAPSHOT

Total Viewed Web Pages:

June. 2025
Sessions: **8,387**

VS. June. 2024
Sessions: **11,383**

June. 2025
Pageviews : **5,075**

VS. June. 2024
Pageviews : **6,180**

New Site Visitors:

June. 2025

Search: **5,941**

VS. June. 2024
Search: **7,907**

Google My Business

PCSC Profile
Interactions: **20,304**
PCSC Profile Views: **44,778**
PCSC Profile Searches: **26,308**

Cove Profile
Interactions: **3,065**
Views: **45,710**
Searches: **24,942**

Factory Profile
Interactions: **802**
Views: **3,812**
Searches: **1,215**

Facebook

Monthly Posts: 17

Facebook Engagement: 65,090

Facebook Views: 172,984

Page Likes: 9,667

Total Followers: 11,966 (UP +115)

Linked In

Followers: 683 (UP +34)

E-Newsletter

Two June. Newsletters sent to total of 6,794 Subscribers

51% Avg. Open Rate

2.34% Avg. Click Rate

Instagram

Posts This Month: 41

Total Posts: 1,603

Reach (June) : 38,146 (+82.1%)

Page Views (June) : 64,923

Total Followers: 6,839 (UP +208)

X (Twitter)

Tweets This Month: 8

Total Posts: 2,605

Tweet Impressions: 5,750

Total Followers: 1,333 (UP +3)

APR.-JUN. 2025 MAIN MEDIA PROMOTIONS

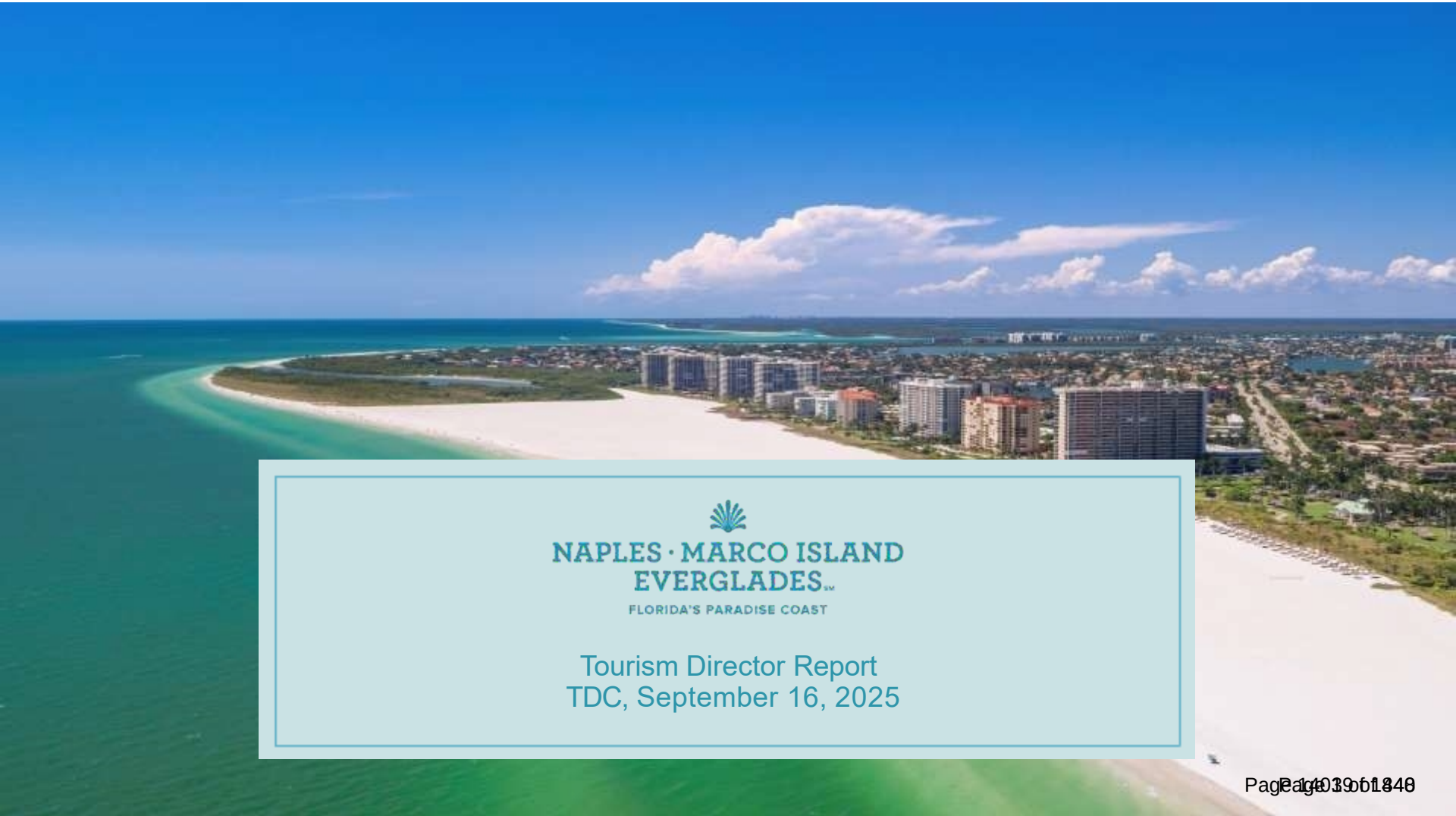
May 2025

Sports Events Media Group Magazine Soccer & Lacrosse Sourcebook “Voted #1 Soccer & Lacrosse Facility”



THANK YOU!





NAPLES · MARCO ISLAND EVERGLADES℠

FLORIDA'S PARADISE COAST

Tourism Director Report
TDC, September 16, 2025

Tourism Director Report

TDT Collection Report

- Tourist Development Tax Revenue for July 2025 was $2,729,036, resulting in a year-to-date total of $42,856,479.

Tourism Highlights

- **Lodging Performance** – Occupancy increased 2.0% YOY to 51.9%; despite a 1.9% decline in ADR to $267.08, RevPAR held steady, up 0.1% to $138.61.
- **Henry Award Recognition** – The “Only Paradise Will Do” print campaign earned the 2025 Visit Florida Flagler Henry Award, underscoring statewide recognition of CVB marketing excellence
- **Partner Engagement** – Hosted the August 21 Partner Breakfast at Great Wolf Lodge with 100+ partners in attendance, highlighting FY26 priorities, content series rollouts, and upcoming sales activations.
- **Meetings & Group Sales** – Distributed 31 RFPs and secured 11 definite bookings totaling 17,034 room nights; engaged with 114 clients and 18 partners.
- **Media Coverage Value** – Lou Hammond Group secured 10 earned placements in Condé Nast Traveler, CNBC Make It, and Vero Beach Magazine, delivering $150M+ in media value.

Tourism Director Report

Tourism Highlights

- **International PR Activation** – Hosted three German journalists from major publishing houses and digital platforms, along with a UK journalist from *The Daily Telegraph*, advancing European market visibility.
- **Event Presence** – Presented as Silver Speaker Sponsor at the Florida Society of Association Executives Annual Conference (500 attendees); attended Northstar's Luxury & Wellness Appointment Show (49 client meetings), the Destination Reps Client Event in Chicago (40 clients), and the SITE Membership Networking Event (40 buyers).
- **Global Sales Collaboration** – Engaged with Florida DMOs on joint initiatives for AAA and American Society of Travel Advisors tradeshows, reinforcing statewide marketing efforts.
- **German Market Campaigns** – Launched family travel blog with Little Travel Society (4 hotel partners) and completed America Unlimited campaign (300 room nights booked, 3.1M impressions, 4K+ clicks).
- **New UK Co-op Partner** – Secured JTA Travel UK to drive tactical offers and bookings for low season 2025 and into 2026.
- **Content Series Expansion** – Five of eight branded content series launched (beaches, luxury, family, athleisure, dark skies), with dining, cars, and stone crab to debut in FY26, supported by paid media.

FISCAL YEAR (OCTOBER THRU SEPTEMBER) TOTALS

AUGUST 2025
FOR THE MONTH OF JULY 2025 VENDOR TAX COLLECTIONS

BREAKDOWN	FISCAL 2023-2024	FISCAL 2024-2025	DIFFERENCE	%
OVERALL COLLECTIONS (includes minor categories not shown below)				
Current Month	$2,558,589	$2,729,036	$170,447	6.66 %
Year to Date	$43,871,366	$44,837,079	$965,713	2.20 %
HOTEL / MOTEL				
Current Month	$1,618,412	$1,855,624	$237,212	14.66 %
Year to Date	$25,805,003	$27,248,105	$1,443,102	5.59 %
REALTORS				
Current Month	$94,792	$78,979	- $15,813	- 16.68 %
Year to Date	$4,087,429	$3,487,414	- $600,015	- 14.68 %
INDIVIDUALS (APTS/CONDOS S F HOMES)				
Current Month	$815,027	$765,037	- $49,990	- 6.13 %
Year to Date	$13,480,079	$13,647,975	$167,896	1.25 %

FY 25 TDT Collections Report

31-Jul-2025

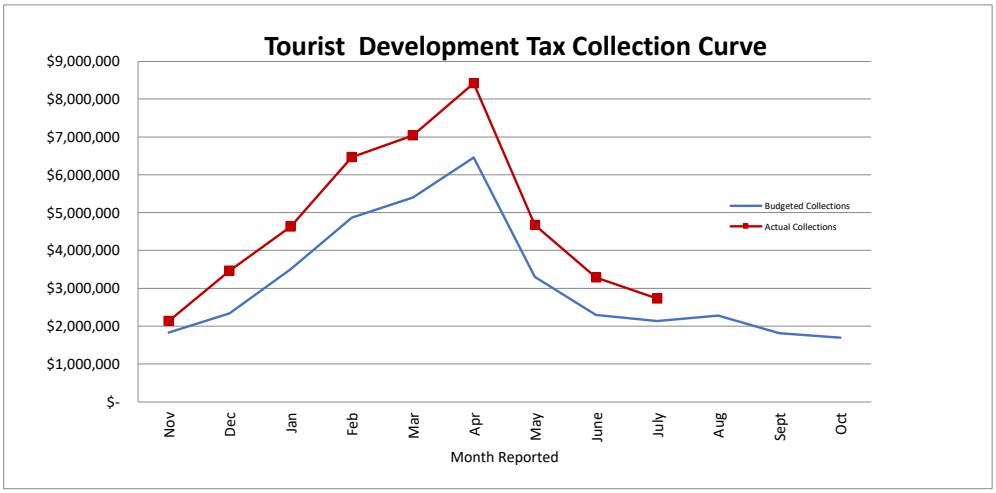
Fund Reporting	Fund	Adopted Budget	Updated Annual Forecast	Budgeted YTD	YTD Actual	Variance to Budgeted YTD
Beach Park Facilities	1100	1,357,700	1,741,630	1,150,356	1,534,583	384,227
TDC Promotion	1101	13,643,700	18,067,418	11,560,070	15,678,779	4,118,709
Non-County Museums	1103	724,300	929,117	613,687	816,793	203,106
TDC Admin	1104	-	-	0	-	-
Beach Renourishment	1105	14,782,800	18,963,074	12,525,210	16,704,092	4,178,881
Disaster Recovery	1106	-	-	0	-	-
County Museums	1107	2,000,000	2,000,000	1,694,565	2,000,000	305,435
TDC Capital	1108	5,415,500	6,946,893	4,588,459	6,122,233	1,533,773
	Gross Budget	**37,924,000**	**48,648,132**	**32,132,348**	**42,856,480**	**10,724,132**
	Less 5% Rev Res	(1,896,200)	28.28%		% Over/(Under) Bud	33.4%
	Net Budget	36,027,800				

Collections

Month Reported	Actual	Cum YTD	% Budget Collected to Date	% Variance FY24 Collections	% Variance FY23 Collections	% Variance FY22 Collections
Nov	2,137,562	2,137,562	5.64%	-16.72%	-9.20%	-5.03%
Dec	3,465,253	5,602,815	14.77%	5.83%	30.93%	19.12%
Jan	4,632,754	10,235,570	26.99%	5.02%	24.82%	3.04%
Feb	6,466,174	16,701,744	44.04%	-1.10%	19.50%	8.28%
Mar	7,042,625	23,744,369	62.61%	2.54%	10.66%	8.83%
Apr	8,422,508	32,166,877	84.82%	3.48%	15.42%	0.80%
May	4,675,081	36,841,958	97.15%	9.54%	15.55%	-3.29%
June	3,285,486	40,127,443	105.81%	4.51%	20.07%	6.22%
July	2,729,036	42,856,479	113.01%	6.66%	11.97%	3.12%
Aug	-	42,856,479	113.01%	n/a	n/a	n/a
Sept	-	42,856,479	113.01%	n/a	n/a	n/a
Oct	-	42,856,479	113.01%	n/a	n/a	n/a
Total	**42,856,479**	**42,856,479**	**YTD**	**2.61%**	**15.81%**	**4.46%**
				48,648,132		

Budget Comparison

	5 Yr History-Cum	5 Yr History-Monthly	Budgeted Collections	Actual Collections	Budget to Actual Variance	Updated Forecast
Nov	4.8%	4.8%	1,827,211	2,137,562	310,352	2,137,562
Dec	11.0%	6.2%	2,338,559	3,465,253	1,126,694	3,465,253
Jan	20.2%	9.2%	3,502,227	4,632,754	1,130,527	4,632,754
Feb	33.1%	12.8%	4,869,752	6,466,174	1,596,422	6,466,174
Mar	47.3%	14.2%	5,397,019	7,042,625	1,645,606	7,042,625
Apr	64.3%	17.0%	6,460,316	8,422,508	1,962,192	8,422,508
May	73.0%	8.7%	3,303,306	4,675,081	1,371,774	4,675,081
June	79.1%	6.1%	2,299,023	3,285,486	986,462	3,285,486
July	84.7%	5.6%	2,134,934	2,729,036	594,102	2,729,036
Aug	90.7%	6.0%	2,277,930	-	-	2,277,930
Sept	95.5%	4.8%	1,816,973	-	-	1,816,973
Oct	100.0%	4.5%	1,696,749	-	-	1,696,749
Total	100.0%	100.0%	**37,924,000**	**42,856,479**	**10,724,132**	**48,648,131**
			% over/(under) budget		33.4%	28.28%



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Collections

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June	3,285,486	40,127,443	105.81%	4.51%	20.07%	6.22%
July	2,729,036	42,856,479	113.01%	6.66%	11.97%	3.12%
Aug	-	42,856,479	113.01%	n/a	n/a	n/a
Sept	-	42,856,479	113.01%	n/a	n/a	n/a
Oct	-	42,856,479	113.01%	n/a	n/a	n/a
Total	**42,856,479**	**42,856,479**	**YTD**	**2.61%**	**15.81%**	**4.46%**

48,648,132

Budget Comparison

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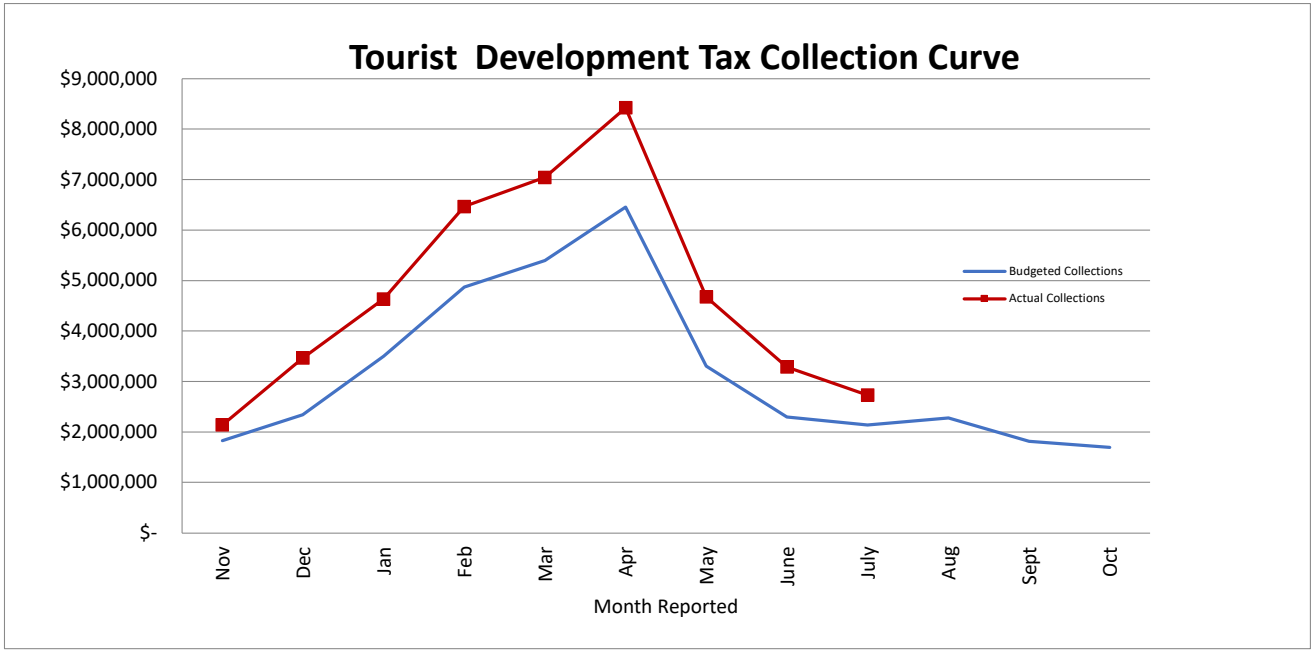
Jan	20.2%	9.2%	3,502,227	4,632,754	1,130,527	4,632,754
Feb	33.1%	12.8%	4,869,752	6,466,174	1,596,422	6,466,174
Mar	47.3%	14.2%	5,397,019	7,042,625	1,645,606	7,042,625
Apr	64.3%	17.0%	6,460,316	8,422,508	1,962,192	8,422,508
May	73.0%	8.7%	3,303,306	4,675,081	1,371,774	4,675,081
June	79.1%	6.1%	2,299,023	3,285,486	986,462	3,285,486
July	84.7%	5.6%	2,134,934	2,729,036	594,102	2,729,036
Aug	90.7%	6.0%	2,277,930	-	-	2,277,930
Sept	95.5%	4.8%	1,816,973	-	-	1,816,973
Oct	100.0%	4.5%	1,696,749	-	-	1,696,749
Total	100.0%	100.0%	**37,924,000**	**42,856,479**	**10,724,132**	**48,648,131**
			% over/(under) budget		33.4%	28.28%



Collier County Tax Collector - Tourist BOCC - Zone - TAX-53800 Report (Detailed Distribution Data) - Run 08/05/2025 01:35PM

Tourist Zone	Allocation Date (Year)	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
-- Any --		*-- Any --*			*-- Tourist Tax --*	*-- 07/01/2025-07/31/202 5 --*
CC - Collier County - Unincorporated	**2025**	**July**	**1,622,696.13**	**1,622,696.13**	**Tourist Tax**	
EC - Everglades City	**2025**	**July**	**10,508.61**	**10,508.61**	**Tourist Tax**	
IM - Immokalee	**2025**	**July**	**5,457.91**	**5,457.91**	**Tourist Tax**	
MI - Marco Island	**2025**	**July**	**735,640.24**	**735,640.24**	**Tourist Tax**	
NA - Naples	**2025**	**July**	**354,733.47**	**354,733.47**	**Tourist Tax**	
CC - Collier County - Unincorporated, EC - Everglades City, IM - Immokalee, MI - Marco Island, NA - Naples	***2025***	***July***	***2,729,036.36***	***2,729,036.36***	***Tourist Tax***	***Grand Total***

Collier County Tax Collector - Tourist BOCC - Zone - TAX-53800 Report (Detailed Distribution Data) - Run 08/05/2025 01:44PM

Tourist Zone	Allocation Date (Year)	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
-- Any --		*-- Any --*			*-- Tourist Tax --*	*-- 10/01/2024-07/31/202 5 --*
CC - Collier County - Unincorporated	2024	October	1,251,054.38	1,251,054.38	Tourist Tax	
CC - Collier County - Unincorporated	2024	November	1,329,812.49	1,329,812.49	Tourist Tax	
CC - Collier County - Unincorporated	2024	December	2,077,169.22	2,077,169.22	Tourist Tax	
CC - Collier County - Unincorporated	**2024**	**December, November, October**	**4,658,036.09**	**4,658,036.09**	**Tourist Tax**	
CC - Collier County - Unincorporated	2025	January	2,693,732.79	2,693,732.79	Tourist Tax	
CC - Collier County - Unincorporated	2025	February	3,954,600.47	3,954,600.47	Tourist Tax	
CC - Collier County - Unincorporated	2025	March	4,052,196.58	4,052,196.58	Tourist Tax	
CC - Collier County - Unincorporated	2025	April	4,808,304.74	4,808,304.74	Tourist Tax	
CC - Collier County - Unincorporated	2025	May	2,544,201.31	2,544,201.31	Tourist Tax	
CC - Collier County - Unincorporated	2025	June	1,936,967.03	1,936,967.03	Tourist Tax	
CC - Collier County - Unincorporated	2025	July	1,622,696.13	1,622,696.13	Tourist Tax	
CC - Collier County - Unincorporated	**2025**	**April, February, January, July, June, March, May**	**21,612,699.05**	**21,612,699.05**	**Tourist Tax**	
CC - Collier County - Unincorporated		**April, December, February, January, July, June, March, May, November, October**	**26,270,735.14**	**26,270,735.14**	**Tourist Tax**	
EC - Everglades City	2024	October	4,757.68	4,757.68	Tourist Tax	
EC - Everglades City	2024	November	7,360.57	7,360.57	Tourist Tax	
EC - Everglades City	2024	December	11,077.57	11,077.57	Tourist Tax	
EC - Everglades City	**2024**	**December, November, October**	**23,195.82**	**23,195.82**	**Tourist Tax**	
EC - Everglades City	2025	January	16,457.44	16,457.44	Tourist Tax	
EC - Everglades City	2025	February	21,187.66	21,187.66	Tourist Tax	
EC - Everglades City	2025	March	27,301.01	27,301.01	Tourist Tax	

Collier County Tax Collector - Tourist BOCC - Zone - TAX-53800 Report (Detailed Distribution Data) - Run 08/05/2025 01:44PM

Tourist Zone	Allocation Date (Year)	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
EC - Everglades City	2025	April	52,602.42	52,602.42	Tourist Tax	
EC - Everglades City	2025	May	20,186.41	20,186.41	Tourist Tax	
EC - Everglades City	2025	June	10,930.98	10,930.98	Tourist Tax	
EC - Everglades City	2025	July	10,508.61	10,508.61	Tourist Tax	
EC - Everglades City	**2025**	**April, February, January, July, June, March, May**	**159,174.53**	**159,174.53**	**Tourist Tax**	
EC - Everglades City		**April, December, February, January, July, June, March, May, November, October**	**182,370.35**	**182,370.35**	**Tourist Tax**	
IM - Immokalee	2024	October	2,657.82	2,657.82	Tourist Tax	
IM - Immokalee	2024	November	2,938.49	2,938.49	Tourist Tax	
IM - Immokalee	2024	December	4,398.84	4,398.84	Tourist Tax	
IM - Immokalee	**2024**	**December, November, October**	**9,995.15**	**9,995.15**	**Tourist Tax**	
IM - Immokalee	2025	January	3,312.24	3,312.24	Tourist Tax	
IM - Immokalee	2025	February	3,884.47	3,884.47	Tourist Tax	
IM - Immokalee	2025	March	3,820.36	3,820.36	Tourist Tax	
IM - Immokalee	2025	April	5,177.34	5,177.34	Tourist Tax	
IM - Immokalee	2025	May	3,471.27	3,471.27	Tourist Tax	
IM - Immokalee	2025	June	3,178.09	3,178.09	Tourist Tax	
IM - Immokalee	2025	July	5,457.91	5,457.91	Tourist Tax	
IM - Immokalee	**2025**	**April, February, January, July, June, March, May**	**28,301.68**	**28,301.68**	**Tourist Tax**	
IM - Immokalee		**April, December, February, January, July, June, March, May, November, October**	**38,296.83**	**38,296.83**	**Tourist Tax**	
MI - Marco Island	2024	October	495,411.75	495,411.75	Tourist Tax	

Collier County Tax Collector - Tourist BOCC - Zone - TAX-53800 Report (Detailed Distribution Data) - Run 08/05/2025 01:44PM

Tourist Zone	Allocation Date (Year)	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
MI - Marco Island	2024	November	461,052.08	461,052.08	Tourist Tax	
MI - Marco Island	2024	December	819,306.83	819,306.83	Tourist Tax	
MI - Marco Island	**2024**	**December, November, October**	**1,775,770.66**	**1,775,770.66**	**Tourist Tax**	
MI - Marco Island	2025	January	1,073,819.81	1,073,819.81	Tourist Tax	
MI - Marco Island	2025	February	1,230,292.65	1,230,292.65	Tourist Tax	
MI - Marco Island	2025	March	1,626,233.15	1,626,233.15	Tourist Tax	
MI - Marco Island	2025	April	2,212,741.29	2,212,741.29	Tourist Tax	
MI - Marco Island	2025	May	1,301,480.94	1,301,480.94	Tourist Tax	
MI - Marco Island	2025	June	856,438.38	856,438.38	Tourist Tax	
MI - Marco Island	2025	July	735,640.24	735,640.24	Tourist Tax	
MI - Marco Island	**2025**	**April, February, January, July, June, March, May**	**9,036,646.46**	**9,036,646.46**	**Tourist Tax**	
MI - Marco Island		**April, December, February, January, July, June, March, May, November, October**	**10,812,417.12**	**10,812,417.12**	**Tourist Tax**	
NA - Naples	2024	October	226,478.94	226,478.94	Tourist Tax	
NA - Naples	2024	November	336,398.69	336,398.69	Tourist Tax	
NA - Naples	2024	December	553,325.46	553,325.46	Tourist Tax	
NA - Naples	**2024**	**December, November, October**	**1,116,203.09**	**1,116,203.09**	**Tourist Tax**	
NA - Naples	2025	January	845,457.07	845,457.07	Tourist Tax	
NA - Naples	2025	February	1,256,209.16	1,256,209.16	Tourist Tax	
NA - Naples	2025	March	1,333,098.80	1,333,098.80	Tourist Tax	
NA - Naples	2025	April	1,343,782.26	1,343,782.26	Tourist Tax	
NA - Naples	2025	May	805,740.75	805,740.75	Tourist Tax	

Collier County Tax Collector - Tourist BOCC - Zone - TAX-53800 Report (Detailed Distribution Data) - Run 08/05/2025 01:44PM

Tourist Zone	Allocation Date (Year)	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
NA - Naples	2025	June	477,971.38	477,971.38	Tourist Tax	
NA - Naples	2025	July	354,733.47	354,733.47	Tourist Tax	
NA - Naples	**2025**	**April, February, January, July, June, March, May**	**6,416,992.89**	**6,416,992.89**	**Tourist Tax**	
NA - Naples		**April, December, February, January, July, June, March, May, November, October**	**7,533,195.98**	**7,533,195.98**	**Tourist Tax**	
CC - Collier County - Unincorporated, EC - Everglades City, IM - Immokalee, MI - Marco Island, NA - Naples	***Grand Total***	***April, December, February, January, July, June, March, May, November, October***	***44,837,015.42***	***44,837,015.42***	***Tourist Tax***	

Collier County Tax Collector - Tourist BOCC - Rental Type Report (Detailed Distribution Data) - Run 08/05/2025 01:30PM

Tourist Rental Type	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
-- Any --	*-- Any of: July --*			*-- Tourist Tax --*	*-- 07/01/2025-07/31/202 5 --*
02 - CONDOMINIUM	**July**	**102,781.11**	**102,781.11**	**Tourist Tax**	
05 - HOTEL	**July**	**1,855,624.07**	**1,855,624.07**	**Tourist Tax**	
06 - INTERVAL OWNER	**July**	**20,086.82**	**20,086.82**	**Tourist Tax**	
07 - MOBILE HM PARK	**July**	**665.39**	**665.39**	**Tourist Tax**	
09 - PROPERTY MANAGEMENT COMPANY	**July**	**78,979.20**	**78,979.20**	**Tourist Tax**	
12 - RV PARK /CAMPGD	**July**	**8,643.89**	**8,643.89**	**Tourist Tax**	
13 - SINGLE FAMILY	**July**	**662,255.88**	**662,255.88**	**Tourist Tax**	
02 - CONDOMINIUM, 05 - HOTEL, 06 - INTERVAL OWNER, 07 - MOBILE HM PARK, 09 - PROPERTY MANAGEMENT COMPANY, 12 - RV PARK /CAMPGD, 13 - SINGLE FAMILY	***July***	***2,729,036.36***	***2,729,036.36***	***Tourist Tax***	***Grand Total***

Collier County Tax Collector - Tourist BOCC - Rental Type Report (Detailed Distribution Data) - Run 08/05/2025 01:41PM

Tourist Rental Type	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
-- Any --	*-- Any of: --*			*-- Tourist Tax --*	*-- 10/01/2024-07/31/202 5 --*
01 - APARTMENTS	**October**	**113.17**	**113.17**	**Tourist Tax**	**10/11/2024**
02 - CONDOMINIUM	January	287,321.98	287,321.98	Tourist Tax	
02 - CONDOMINIUM	February	394,658.64	394,658.64	Tourist Tax	
02 - CONDOMINIUM	March	668,529.77	668,529.77	Tourist Tax	
02 - CONDOMINIUM	April	1,325,967.85	1,325,967.85	Tourist Tax	
02 - CONDOMINIUM	May	196,994.98	196,994.98	Tourist Tax	
02 - CONDOMINIUM	June	117,651.65	117,651.65	Tourist Tax	
02 - CONDOMINIUM	July	102,781.11	102,781.11	Tourist Tax	
02 - CONDOMINIUM	October	81,224.40	81,224.40	Tourist Tax	
02 - CONDOMINIUM	November	57,047.69	57,047.69	Tourist Tax	
02 - CONDOMINIUM	December	123,047.99	123,047.99	Tourist Tax	
02 - CONDOMINIUM	**April, December, February, January, July, June, March, May, November, October**	**3,355,226.06**	**3,355,226.06**	**Tourist Tax**	
05 - HOTEL	January	2,855,575.15	2,855,575.15	Tourist Tax	
05 - HOTEL	February	3,244,834.45	3,244,834.45	Tourist Tax	
05 - HOTEL	March	4,068,078.93	4,068,078.93	Tourist Tax	
05 - HOTEL	April	4,553,649.01	4,553,649.01	Tourist Tax	
05 - HOTEL	May	3,452,777.60	3,452,777.60	Tourist Tax	
05 - HOTEL	June	2,320,757.17	2,320,757.17	Tourist Tax	
05 - HOTEL	July	1,855,624.07	1,855,624.07	Tourist Tax	
05 - HOTEL	October	1,090,686.73	1,090,686.73	Tourist Tax	
05 - HOTEL	November	1,405,067.56	1,405,067.56	Tourist Tax	

Collier County Tax Collector - Tourist BOCC - Rental Type Report (Detailed Distribution Data) - Run 08/05/2025 01:41PM

Tourist Rental Type	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
05 - HOTEL	December	2,401,054.30	2,401,054.30	Tourist Tax	
05 - HOTEL	**April, December, February, January, July, June, March, May, November, October**	**27,248,104.97**	**27,248,104.97**	**Tourist Tax**	
06 - INTERVAL OWNER	January	24,469.69	24,469.69	Tourist Tax	
06 - INTERVAL OWNER	February	23,485.94	23,485.94	Tourist Tax	
06 - INTERVAL OWNER	March	19,151.62	19,151.62	Tourist Tax	
06 - INTERVAL OWNER	April	21,634.77	21,634.77	Tourist Tax	
06 - INTERVAL OWNER	May	33,397.88	33,397.88	Tourist Tax	
06 - INTERVAL OWNER	June	20,081.68	20,081.68	Tourist Tax	
06 - INTERVAL OWNER	July	20,086.82	20,086.82	Tourist Tax	
06 - INTERVAL OWNER	October	16,647.27	16,647.27	Tourist Tax	
06 - INTERVAL OWNER	November	14,377.09	14,377.09	Tourist Tax	
06 - INTERVAL OWNER	December	25,418.42	25,418.42	Tourist Tax	
06 - INTERVAL OWNER	**April, December, February, January, July, June, March, May, November, October**	**218,751.18**	**218,751.18**	**Tourist Tax**	
07 - MOBILE HM PARK	January	2,821.70	2,821.70	Tourist Tax	
07 - MOBILE HM PARK	February	4,702.74	4,702.74	Tourist Tax	
07 - MOBILE HM PARK	March	5,396.38	5,396.38	Tourist Tax	
07 - MOBILE HM PARK	April	7,113.17	7,113.17	Tourist Tax	
07 - MOBILE HM PARK	May	3,546.00	3,546.00	Tourist Tax	
07 - MOBILE HM PARK	June	1,822.60	1,822.60	Tourist Tax	
07 - MOBILE HM PARK	July	665.39	665.39	Tourist Tax	
07 - MOBILE HM PARK	October	580.49	580.49	Tourist Tax	
07 - MOBILE HM PARK	November	1,087.15	1,087.15	Tourist Tax	

Collier County Tax Collector - Tourist BOCC - Rental Type Report (Detailed Distribution Data) - Run 08/05/2025 01:41PM

Tourist Rental Type	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
07 - MOBILE HM PARK	December	1,636.88	1,636.88	Tourist Tax	
07 - MOBILE HM PARK	**April, December, February, January, July, June, March, May, November, October**	**29,372.50**	**29,372.50**	**Tourist Tax**	
09 - PROPERTY MANAGEMENT COMPANY	January	434,145.63	434,145.63	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	February	1,179,273.11	1,179,273.11	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	March	733,790.10	733,790.10	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	April	616,757.63	616,757.63	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	May	162,642.04	162,642.04	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	June	85,891.62	85,891.62	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	July	78,979.20	78,979.20	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	October	35,604.14	35,604.14	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	November	57,918.16	57,918.16	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	December	102,412.59	102,412.59	Tourist Tax	
09 - PROPERTY MANAGEMENT COMPANY	**April, December, February, January, July, June, March, May, November, October**	**3,487,414.22**	**3,487,414.22**	**Tourist Tax**	
12 - RV PARK /CAMPGD	January	22,679.38	22,679.38	Tourist Tax	
12 - RV PARK /CAMPGD	February	36,345.98	36,345.98	Tourist Tax	
12 - RV PARK /CAMPGD	March	43,310.97	43,310.97	Tourist Tax	
12 - RV PARK /CAMPGD	April	59,616.64	59,616.64	Tourist Tax	
12 - RV PARK /CAMPGD	May	14,000.69	14,000.69	Tourist Tax	
12 - RV PARK /CAMPGD	June	7,995.83	7,995.83	Tourist Tax	
12 - RV PARK /CAMPGD	July	8,643.89	8,643.89	Tourist Tax	
12 - RV PARK /CAMPGD	October	3,739.68	3,739.68	Tourist Tax	
12 - RV PARK /CAMPGD	November	2,072.30	2,072.30	Tourist Tax	

Collier County Tax Collector - Tourist BOCC - Rental Type Report (Detailed Distribution Data) - Run 08/05/2025 01:41PM

Tourist Rental Type	Allocation Date (Month)	Allocated	Distributed Amt	Distribution Category	Allocation Date
12 - RV PARK /CAMPGD	December	6,817.01	6,817.01	Tourist Tax	
12 - RV PARK /CAMPGD	**April, December, February, January, July, June, March, May, November, October**	**205,222.37**	**205,222.37**	**Tourist Tax**	
13 - SINGLE FAMILY	January	1,005,765.82	1,005,765.82	Tourist Tax	
13 - SINGLE FAMILY	February	1,582,873.55	1,582,873.55	Tourist Tax	
13 - SINGLE FAMILY	March	1,504,392.13	1,504,392.13	Tourist Tax	
13 - SINGLE FAMILY	April	1,837,868.98	1,837,868.98	Tourist Tax	
13 - SINGLE FAMILY	May	811,721.49	811,721.49	Tourist Tax	
13 - SINGLE FAMILY	June	731,285.31	731,285.31	Tourist Tax	
13 - SINGLE FAMILY	July	662,255.88	662,255.88	Tourist Tax	
13 - SINGLE FAMILY	October	751,764.69	751,764.69	Tourist Tax	
13 - SINGLE FAMILY	November	599,992.37	599,992.37	Tourist Tax	
13 - SINGLE FAMILY	December	804,890.73	804,890.73	Tourist Tax	
13 - SINGLE FAMILY	**April, December, February, January, July, June, March, May, November, October**	**10,292,810.95**	**10,292,810.95**	**Tourist Tax**	
01 - APARTMENTS, 02 - CONDOMINIUM, 05 - HOTEL, 06 - INTERVAL OWNER, 07 - MOBILE HM PARK, 09 - PROPERTY MANAGEMENT COMPANY, 12 - RV PARK /CAMPGD, 13 - SINGLE FAMILY	***April, December, February, January, July, June, March, May, November, October***	***44,837,015.42***	***44,837,015.42***	***Tourist Tax***	***Grand Total***

Executive Summary

Recommendation to award Request For Proposal (RFP) # 24-8318 for Tourism Public Relations Services to Lou Hammond Group Florida, Inc., and make a finding that this expenditure promotes tourism.

OBJECTIVE: To award Tourism Public Relations Services Agreement for three years with the option to have two one-year renewals to the number one ranked firm, Lou Hammond Group Florida, Inc.

CONSIDERATIONS: On March 7, 2025, the Procurement Services Division issued Request for Proposal #24-8318 Tourism Public Relations Services. 2,889 firms were notified, 833 firms viewed the solicitation information, and four (4) proposals were received by the April 8, 2025, deadline. A selection committee convened on June 4, 2025, and after review of the proposals and deliberation, the Committee scored the proposals and ranked the firms as noted below based on the criteria outlined in the solicitation.

Lou Hammond Group Florida, Inc., Paradise Advertising & Marketing, Inc., and Dion Marketing Company, Inc. were deemed responsive and responsible. Blue Scorpion Reputation Management, LLC was found to be responsive and responsible, with minor irregularities.

The RFP requested that the vendor create and implement for the County an effective media relations strategy that may include, but not be limited to, the following:

- Provide a full range of media pitching and targeting;
- Nurture personal media relationships on the County's behalf;
- Develop pitches specifically targeted to each individual outlet and journalist by niche;
- Create pitches that reference the journalist's recent stories and specific section topics;
- Utilize statistics wherever possible to support trends;
- Employ unobtrusive follow-up with journalists;
- Assist with Influencer and Social Media strategies;
- Assist with trade shows and media events on behalf of the County;
- Assist with CVB partner and crisis communications as needed.

The balance of services the vendor will provide are outlined in the Scope of Services included in the attached bid document supplied by the vendor.

Respondents:					
Company Name	City	County	State	Final Ranking	Responsive/ Responsible
Lou Hammond Group Florida, Inc.	Charleston	Charleston	SC	1	Yes/Yes
Paradise Advertising & Marketing Inc.	St. Petersburg	Pinellas	FL	2	Yes/Yes
Dion Marketing Company, Inc.	Jacksonville	Duval	FL	3	Yes/Yes
Blue Scorpion Reputation Management, LLC	Atlanta	Fulton	GA	4	Yes/Yes

Staff is recommending an award to the top-ranked firm, Lou Hammond Group Florida, Inc. for three years with the option to have two one-year renewals.

FISCAL IMPACT: Funds in the annual amount of $157,200 ($132,000 annual service fee plus $25,200 in annual out-of-pocket expenses), are available in the proposed FY 2026 Tourism Division Fund (1101) budget and will be included in the budget request for each year of the Agreement.

ADVISORY BOARD RECOMMENDATION: This item will be presented to the Tourist Development

Council on September 16, 2025.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. – CMG

RECOMMENDATIONS: To award Request For Proposal (RFP) # 24-8318 for Tourism Public Relations Services to Lou Hammond Group Florida, Inc., and make a finding that this expenditure promotes tourism.

PREPARED BY: Sandra Rios, PR & Communications Manager

ATTACHMENTS:

1. 24-8318 LouHammond ContractVS
2. 24-8318 NORA
3. 24-8318 Solicitation
4. 24-8318 Final Ranking
5. 24-8318 Lou Hammond Proposal
6. 24-8318 LouHammond COI exp.7.1.26

FIXED FEE PROFESSIONAL SERVICE AGREEMENT

24-8318

for

Tourism Public Relations Services

THIS AGREEMENT, made and entered into on this ____day of_____, 20___, by and between Lou Hammond Group Florida, Inc., authorized to do business in the State of Florida, whose business address is 200 Central Avenue, 4th Floor, Suite 320, St. Petersburg, Florida, 33701,(the "Contractor") and Collier County, a political subdivision of the State of Florida, (the "County"):

WITNESSETH:

1. The Agreement shall be for a three (3) year period, commencing ☐ ~~upon the date of Board approval;~~ or ■ on 1/10/2026,and terminating on three (3) year(s) from that date or until all outstanding Purchase Order(s) issued prior to the expiration of the Agreement period have been completed or terminated.

   The County may, at its discretion and with the consent of the Contractor, renew the Agreement under all of the terms and conditions contained in this Agreement for two (2) additional one (1) year(s) periods. The County shall give the Contractor written notice of the County's intention to renew the Agreement term prior to the end of the Agreement term then in effect.

   The County Manager, or his designee, may, at his discretion, extend the Agreement under all of the terms and conditions contained in this Agreement for up to one hundred and eighty (180) days. The County Manager, or his designee, shall give the Contractor written notice of the County's intention to extend the Agreement term prior to the end of the Agreement term then in effect.

2. **COMMENCEMENT OF SERVICES**. The Contractor shall commence the work upon issuance of a ■ Purchase Order ☐ ~~Notice to Proceed~~ ☐ ~~Work Order.~~

3. **STATEMENT OF WORK**. The Contractor shall provide services in accordance with the terms and conditions of ■ Request for Proposal (RFP) ☐ ~~Invitation to Bid (ITB)~~ ☐ ~~Other~~ _____ (_____) # 24-8318, including all Attachment(s), Exhibit(s) and Addenda and the Contractor's proposal referred to herein and made an integral part of this Agreement.

   ■ The Contractor shall also provide services in accordance with **Exhibit A – Scope of Services** attached hereto.

CAO

3.1 This Agreement contains the entire understanding between the parties and any modifications to this Agreement shall be mutually agreed upon in writing by the Parties, in compliance with the County's Procurement Ordinance, as amended, and Procurement Procedures in effect at the time such services are authorized.

3.2 The execution of this Agreement shall not be a commitment to the Contractor to order any minimum or maximum amount. The County shall order items/services as required but makes no guarantee as to the quantity, number, type or distribution of items/services that will be ordered or required by this Agreement.

4. **THE AGREEMENT SUM**. The County shall pay the Contractor for the performance of this Agreement based on **Exhibit B- Fee Schedule**, attached hereto and the price methodology as defined in Section 4.1. Payment will be made upon receipt of a proper invoice and upon approval by the County's Contract Administrative Agent/Project Manager, and in compliance with Chapter 218, Fla. Stats., otherwise known as the "Local Government Prompt Payment Act".

4.1 **Price Methodology (as selected below):**

☒ **Lump Sum** (Fixed Price): A firm fixed total price offering for a project; the risks are transferred from the County to the contractor; and, as a business practice there are no hourly or material invoices presented, rather, the contractor must perform to the satisfaction of the County's project manager before payment for the fixed price contract is authorized.

☐ ~~**Time and Materials**: The County agrees to pay the contractor for the amount of labor time spent by the contractor's employees and subcontractors to perform the work (number of hours times hourly rate), and for materials and equipment used in the project (cost of materials plus the contractor's markup). This methodology is generally used in projects in which it is not possible to accurately estimate the size of the project, or when it is expected that the project requirements would most likely change. As a general business practice, these contracts include back up documentation of costs; invoices would include number of hours worked and billing rate by position (and company (or subcontractor) timekeeping or payroll records), material or equipment invoices, and other reimbursable documentation for the project.~~

☐ ~~**Unit Price**: The County agrees to pay a firm total fixed price (inclusive of all costs, including labor, materials, equipment, overhead, etc.) for a repetitive product or service delivered (i.e. installation price per ton, delivery price per package or carton, etc.). The invoice must identify the unit price and the number of units received (no contractor inventory or cost verification).~~

4.2 Any County agency may obtain services under this Agreement, provided sufficient funds are included in their budget(s).

4.3 Payments will be made for services furnished, delivered, and accepted, upon receipt and approval of invoices submitted on the date of services or within six (6) months after completion of the Agreement. Any untimely submission of invoices beyond the specified deadline period is subject to non-payment under the legal doctrine of "laches" as untimely submitted. Time shall be deemed of the essence with respect to the timely submission of invoices under this Agreement.

4.4 The County, or any duly authorized agents or representatives of the County, shall have the right to conduct an audit of Contractor's books and records to verify the accuracy of the Contractor's claim with respect to Contractor's costs associated with any Payment Application, Change Order, or Work Directive Change.

4.5 ☐ ~~**Travel and Reimbursable Expenses:** Travel and Reimbursable Expenses must be approved in advance in writing by the County. Travel expenses shall be reimbursed as per Section 112.061 Fla. Stats. Reimbursements shall be at the following rates:~~

~~Mileage~~	~~$0.44.5 per mile~~
~~Breakfast~~	~~$6.00~~
~~Lunch~~	~~$11.00~~
~~Dinner~~	~~$19.00~~
~~Airfare~~	~~Actual ticket cost limited to tourist or coach class fare~~
~~Rental car~~	~~Actual rental cost limited to compact or standard size vehicles~~
~~Lodging~~	~~Actual cost of lodging at single occupancy rate with a cap of no more than $150.00 per night~~
~~Parking~~	~~Actual cost of parking~~
~~Taxi or Airport Limousine~~	~~Actual cost of either taxi or airport limousine~~

~~Reimbursable items other than travel expenses shall be limited to the following: telephone long distance charges, fax charges, photocopying charges and postage. Reimbursable items will be paid only after Contractor has provided all receipts. Contractor shall be responsible for all other costs and expenses associated with activities and solicitations undertaken pursuant to this Agreement.~~

5. **SALES TAX.** Contractor shall pay all sales, consumer, use and other similar taxes associated with the Work or portions thereof, which are applicable during the performance of the Work. Collier County, Florida as a political subdivision of the State of Florida, is exempt from the payment of Florida sales tax to its vendors under Chapter 212, Florida Statutes, Certificate of Exemption # 85-8015966531C.

6. **NOTICES.** All notices from the County to the Contractor shall be deemed duly served if mailed or emailed to the Contractor at the following:

Company Name:	Lou Hammond Group Florida, Inc.
Address:	145 King Street, Suite 411
	Charleston, South Carolina, 29401
Authorized Agent:	Stephen Hammond
Attention Name & Title:	CEO
Telephone:	843-722-8880
E-Mail(s):	Stephenh@louhammond.com

All Notices from the Contractor to the County shall be deemed duly served if mailed or emailed to the County to:

Board of County Commissioners for Collier County, Florida

Division Name:	Tourism Division
Division Director:	Jay Tusa
Address:	2660 N. Horseshoe Drive
	Naples, Florida, 34104
Administrative Agent/PM:	Sandra Rios
Telephone:	239-252-2379
E-Mail(s):	Sandra.Rios@colliercountyfl.gov

The Contractor and the County may change the above mailing address at any time upon giving the other party written notification. All notices under this Agreement must be in writing.

7. **NO PARTNERSHIP**. Nothing herein contained shall create or be construed as creating a partnership between the County and the Contractor or to constitute the Contractor as an agent of the County.

8. **PERMITS: LICENSES: TAXES**. In compliance with Section 218.80, F.S., all permits necessary for the prosecution of the Work shall be obtained by the Contractor. The County will not be obligated to pay for any permits obtained by Subcontractors.

Payment for all such permits issued by the County shall be processed internally by the County. All non-County permits necessary for the prosecution of the Work shall be procured and paid for by the Contractor. The Contractor shall also be solely responsible for payment of any and all taxes levied on the Contractor. In addition, the Contractor shall comply with all rules, regulations and laws of Collier County, the State of Florida, or the U. S. Government now in force or hereafter adopted. The Contractor agrees to comply with all laws governing the responsibility of an employer with respect to persons employed by the Contractor.

9. **NO IMPROPER USE.** The Contractor will not use, nor suffer or permit any person to use in any manner whatsoever, County facilities for any improper, immoral or offensive purpose, or for any purpose in violation of any federal, state, county or municipal ordinance, rule, order or regulation, or of any governmental rule or regulation now in effect or hereafter enacted or adopted. In the event of such violation by the Contractor or if the County or its authorized representative shall deem any conduct on the part of the Contractor to be objectionable or improper, the County shall have the right to suspend the Agreement of the Contractor. Should the Contractor fail to correct any such violation, conduct, or practice to the satisfaction of the County within twenty-four (24) hours after receiving notice of such violation, conduct, or practice, such suspension to continue until the violation is cured. The Contractor further agrees not to commence operation during the suspension period until the violation has been corrected to the satisfaction of the County.

10. **TERMINATION.** Should the Contractor be found to have failed to perform his services in a manner satisfactory to the County as per this Agreement, the County may terminate said Agreement for cause; further the County may terminate this Agreement for convenience with a thirty (30) day written notice. The County shall be the sole judge of non-performance.

    In the event that the County terminates this Agreement, Contractor's recovery against the County shall be limited to that portion of the Agreement Amount earned through the date of termination. The Contractor shall not be entitled to any other or further recovery against the County, including, but not limited to, any damages or any anticipated profit on portions of the services not performed.

11. **NO DISCRIMINATION.** The Contractor agrees that there shall be no discrimination as to race, sex, color, creed or national origin or any other class protected by federal or Florida law.

12. **INSURANCE.** The Contractor shall provide insurance as follows:

    A. ■ **Commercial General Liability:** Coverage shall have minimum limits of $ 1,000,000.00 Per Occurrence, $ 2,000,000.00 aggregate for Bodily Injury Liability and Property Damage Liability. The General Aggregate Limit shall be endorsed to apply per project. This shall include Premises and Operations; Independent Contractors; Products and Completed Operations and Contractual Liability.

    B. ☐ ~~**Business Auto Liability:** Coverage shall have minimum limits of $_____ Per Occurrence, Combined Single Limit for Bodily Injury Liability and Property Damage Liability. This shall include: Owned Vehicles, Hired and Non-Owned Vehicles and Employee Non-Ownership.~~

    C. ■ **Workers' Compensation:** Insurance covering all employees meeting Statutory Limits in compliance with the applicable state and federal laws.

The coverage must include Employers' Liability with a minimum limit of $ 500,000.00 for each accident.

D. ☒ **Professional Liability:** Shall be maintained by the Contractor to ensure its legal liability for claims arising out of the performance of professional services under this Agreement. Contractor waives its right of recovery against County as to any claims under this insurance. Such insurance shall have limits of not less than $ 1,000,000.00 each claim and aggregate.

E. ☐ ~~**Cyber Liability:** Coverage shall have minimum limits of $_____ per occurrence.~~

F. ☐ ~~**Technology Errors and Omissions:** Coverage shall have minimum limits of $_____ per occurrence.~~

G. ☐ ~~**Watercraft:** Coverage shall have minimum limits of $_____ per occurrence.~~

H. ☐ ~~**United States Longshoreman's and Harborworker's Act** Coverage shall be maintained where applicable to the completion of the work $_____ per occurrence.~~

I. ☐ ~~**Maritime Coverage (Jones Act):** Coverage shall have minimum limits of $_____ per occurrence.~~

J. ☐ ~~_____ **(other):** Coverage shall have minimum limits of $_____ per occurrence.~~

K. ☐ ~~_____ **(other):** Coverage shall have minimum limits of $_____ per occurrence.~~

Special Requirements: Collier County Board of County Commissioners, OR, Board of County Commissioners in Collier County, OR, Collier County Government shall be listed as the Certificate Holder and included as an **"Additional Insured"** on the Insurance Certificate for Commercial General Liability where required. This insurance shall be primary and non-contributory with respect to any other insurance maintained by, or available for the benefit of, the Additional Insured and the Contractor's policy shall be endorsed accordingly.

Current, valid insurance policies meeting the requirement herein identified shall be maintained by Contractor during the duration of this Agreement. The Contractor shall provide County with certificates of insurance meeting the required insurance provisions. Renewal certificates shall be sent to the County thirty (30) days prior to any expiration date. Coverage afforded under the policies will not be canceled or allowed to expire until the greater of: thirty (30) days prior written notice, or in accordance with policy provisions. Contractor shall also notify County, in a like manner, within twenty-four (24) hours after receipt, of any notices of expiration,

cancellation, non-renewal or material change in coverage or limits received by Contractor from its insurer, and nothing contained herein shall relieve Contractor of this requirement to provide notice.

Contractor shall ensure that all subcontractors comply with the same insurance requirements that the Contractor is required to meet.

13. **INDEMNIFICATION.** To the maximum extent permitted by Florida law, the Contractor shall defend, indemnify and hold harmless Collier County, its officers and employees from any and all liabilities, damages, losses and costs, including, but not limited to, reasonable attorneys' fees and paralegals' fees, whether resulting from any claimed breach of this Agreement by Contractor, any statutory or regulatory violations, or from personal injury, property damage, direct or consequential damages, or economic loss, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the Contractor or anyone employed or utilized by the Contractor in the performance of this Agreement. This indemnification obligation shall not be construed to negate, abridge or reduce any other rights or remedies which otherwise may be available to an indemnified party or person described in this paragraph.

This section does not pertain to any incident arising from the sole negligence of Collier County.

13.1 The duty to defend under this Article 13 is independent and separate from the duty to indemnify, and the duty to defend exists regardless of any ultimate liability of the Contractor, County and any indemnified party. The duty to defend arises immediately upon presentation of a claim by any party and written notice of such claim being provided to Contractor. Contractor's obligation to indemnify and defend under this Article 13 will survive the expiration or earlier termination of this Agreement until it is determined by final judgment that an action against the County or an indemnified party for the matter indemnified hereunder is fully and finally barred by the applicable statute of limitations.

14. **AGREEMENT ADMINISTRATION.** This Agreement shall be administered on behalf of the County by the Tourism Division.

15. **CONFLICT OF INTEREST.** Contractor represents that it presently has no interest and shall acquire no interest, either direct or indirect, which would conflict in any manner with the performance of services required hereunder. Contractor further represents that no persons having any such interest shall be employed to perform those services.

16. **COMPONENT PARTS OF THIS AGREEMENT.** This Agreement consists of the following component parts, all of which are as fully a part of the Agreement as if herein set out verbatim: Contractor's Proposal, Insurance Certificate(s), ☒ Exhibit A Scope of Services, Exhibit B Fee Schedule, Exhibit C Affidavit Regarding Labor and Services ☒ RFP/ ☐ ~~ITB/~~ ☐ ~~Other~~_____ (_____) #24-8318, including Exhibits, Attachments and

Addenda/Addendum, ■ subsequent quotes, and ☐ ~~Other Exhibit/Attachment:~~ _____.

17. **APPLICABILITY.** Sections corresponding to any checked box (■) will expressly apply to the terms of this Agreement.

18. **SUBJECT TO APPROPRIATION.** It is further understood and agreed by and between the parties herein that this Agreement is subject to appropriation by the Board of County Commissioners.

19. **PROHIBITION OF GIFTS TO COUNTY EMPLOYEES.** No organization or individual shall offer or give, either directly or indirectly, any favor, gift, loan, fee, service or other item of value to any County employee, as set forth in Chapter 112, Part III, Florida Statutes, Collier County Ethics Ordinance No. 2004-05, as amended, and County Administrative Procedure 5311. Violation of this provision may result in one or more of the following consequences: a. Prohibition by the individual, firm, and/or any employee of the firm from contact with County staff for a specified period of time; b. Prohibition by the individual and/or firm from doing business with the County for a specified period of time, including but not limited to: submitting bids, RFP, and/or quotes; and, c. immediate termination of any Agreement held by the individual and/or firm for cause.

20. **COMPLIANCE WITH LAWS.** By executing and entering into this Agreement, the Contractor is formally acknowledging without exception or stipulation that it agrees to comply, at its own expense, with all federal, state and local laws, codes, statutes, ordinances, rules, regulations and requirements applicable to this Agreement, including but not limited to those dealing with the Immigration Reform and Control Act of 1986 as located at 8 U.S.C. 1324, et seq. and regulations relating thereto, as either may be amended, as well as the requirements set forth in Florida Statue, §448.095; taxation, workers' compensation, equal employment and safety including, but not limited to, the Trench Safety Act, Chapter 553, Florida Statutes, and the Florida Public Records Law Chapter 119, if applicable, including specifically those contractual requirements at F.S. § 119.0701(2)(a)-(b) as stated as follows:

IT IS THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT. IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, IT SHOULD CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

Division of Communications, Government and Public Affairs
3299 Tamiami Trail East, Suite 102
Naples, FL 34112-5746
Telephone: (239) 252-8999
Email: PublicRecordRequest@colliercountyfl.gov

The Contractor must specifically comply with the Florida Public Records Law to:

1. Keep and maintain public records required by the public agency to perform the service.
2. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Contractor does not transfer the records to the public agency.
4. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the Contractor or keep and maintain public records required by the public agency to perform the service. If the Contractor transfers all public records to the public agency upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

If Contractor observes that the Contract Documents are at variance therewith, it shall promptly notify the County in writing. Failure by the Contractor to comply with the laws referenced herein shall constitute a breach of this Agreement and the County shall have the discretion to unilaterally terminate this Agreement immediately.

21. **OFFER EXTENDED TO OTHER GOVERNMENTAL ENTITIES.** Collier County encourages and agrees to the successful Contractor extending the pricing, terms and conditions of this solicitation or resultant Agreement to other governmental entities at the discretion of the successful Contractor.

22. **AGREEMENT TERMS.** If any portion of this Agreement is held to be void, invalid, or otherwise unenforceable, in whole or in part, the remaining portion of this Agreement shall remain in effect.

23. **ADDITIONAL ITEMS/SERVICES.** Additional items and/or services may be added to this Agreement in compliance with the Procurement Ordinance, as amended, and Procurement Procedures.

24. **DISPUTE RESOLUTION.** Prior to the initiation of any action or proceeding permitted by this Agreement to resolve disputes between the parties, the parties shall make a good faith effort to resolve any such disputes by negotiation. The negotiation shall be attended by representatives of Contractor with full decision-making authority and by County's staff person who would make the presentation of any settlement reached during negotiations to County for approval. Failing resolution, and prior to the commencement of depositions in any litigation between the parties arising out of this Agreement, the parties shall attempt to resolve the dispute through Mediation before an agreed-upon Circuit Court Mediator certified by the State of Florida. The mediation shall be attended by representatives of Contractor with full decision-making authority and by County's staff person who would make the presentation of any settlement reached at mediation to County's board for approval. Should either party fail to submit to mediation as required hereunder, the other party may obtain a court order requiring mediation under section 44.102, Fla. Stat.

25. **VENUE.** Any suit or action brought by either party to this Agreement against the other party relating to or arising out of this Agreement must be brought in the appropriate federal or state courts in Collier County, Florida, which courts have sole and exclusive jurisdiction on all such matters.

26. ☐ ~~**KEY PERSONNEL**. The Contractor's personnel and management to be utilized for this project shall be knowledgeable in their areas of expertise. The County reserves the right to perform investigations as may be deemed necessary to ensure that competent persons will be utilized in the performance of the Agreement. The Contractor shall assign as many people as necessary to complete the services on a timely basis, and each person assigned shall be available for an amount of time adequate to meet the required service dates. The Contractor shall not change Key Personnel unless the following conditions are met: (1) Proposed replacements have substantially the same or better qualifications and/or experience. (2) that the County is notified in writing as far in advance as possible. The Contractor shall make commercially reasonable efforts to notify Collier County within seven (7) days of the change. The County retains final approval of proposed replacement personnel.~~

☒ **AGREEMENT STAFFING.** The Contractor's personnel and management to be utilized for this Agreement shall be knowledgeable in their areas of expertise. The County reserves the right to perform investigations as may be deemed necessary to ensure that competent persons will be utilized in the performance of the Agreement. The Contractor shall assign as many people as necessary to complete required services on a timely basis, and each person assigned shall be available for an amount of time adequate to meet required services.

27. ☒ **ORDER OF PRECEDENCE.** In the event of any conflict between or among the terms of any of the Contract Documents, the terms of solicitation the Contractor's Proposal, and/or the County's Board approved Executive Summary, the Contract Documents shall take precedence.

☐ ~~**ORDER OF PRECEDENCE (Grant Funded).** In the event of any conflict between or among the terms of any of the Contract Documents and/or the County's Board~~

~~approved Executive Summary, the terms of the Agreement shall take precedence over the terms of all other Contract Documents, except the terms of any Supplemental Conditions shall take precedence over the Agreement. To the extent any conflict in the terms of the Contract Documents cannot be resolved by application of the Supplemental Conditions, if any, or the Agreement, the conflict shall be resolved by imposing the more strict or costly obligation under the Contract Documents upon the Contractor at County's discretion.~~

28. **ASSIGNMENT**. Contractor shall not assign this Agreement or any part thereof, without the prior consent in writing of the County. Any attempt to assign or otherwise transfer this Agreement, or any part herein, without the County's consent, shall be void. If Contractor does, with approval, assign this Agreement or any part thereof, it shall require that its assignee be bound to it and to assume toward Contractor all of the obligations and responsibilities that Contractor has assumed toward the County.

29. **SECURITY**. The Contractor is required to comply with County Ordinance 2004-52, as amended. Background checks are valid for five (5) years and the Contractor shall be responsible for all associated costs. If required, Contractor shall be responsible for the costs of providing background checks by the Collier County Facilities Management Division for all employees that shall provide services to the County under this Agreement. This may include, but not be limited to, checking federal, state and local law enforcement records, including a state and FBI fingerprint check, credit reports, education, residence and employment verifications and other related records. Contractor shall be required to maintain records on each employee and make them available to the County for at least four (4) years. All of Contractor's employees and subcontractors must wear Collier County Government Identification badges at all times while performing services on County facilities and properties. Contractor ID badges are valid for one (1) year from the date of issuance and can be renewed each year at no cost to the Contractor during the time period in which their background check is valid, as discussed below. All technicians shall have on their shirts the name of the contractor's business.

The Contractor shall immediately notify the Collier County Facilities Management Division via e-mail (DL-FMOPS@colliercountyfl.gov) whenever an employee assigned to Collier County separates from their employment. This notification is critical to ensure the continued security of Collier County facilities and systems. Failure to notify within four (4) hours of separation may result in a deduction of $500 per incident.

Collier County Sheriff's Office (CCSO) requires separate fingerprinting prior to work being performed in any of their locations. This will be coordinated upon award of the contract. If there are additional fees for this process, the Contractor is responsible for all costs.

(Intentionally left blank -signature page to follow)

IN WITNESS WHEREOF, the parties hereto, by an authorized person or agent, have executed this Agreement on the date and year first written above.

ATTEST:

Crystal K. Kinzel, Clerk of the Circuit Court and Comptroller

By: _____

Dated: _____

(SEAL)

BOARD OF COUNTY COMMISSIONERS
COLLIER COUNTY, FLORIDA

By: _____

Burt L. Saunders, Chair

Contractor's Witnesses:

_____

Contractor's First Witness

CRISTIANA DAZA

↑Type/print witness name↑

_____

Contractor's Second Witness

Tye Burris

↑Type/print witness name↑

Lou Hammond Group Florida, Inc.

Contractor

By: _____

Signature

STEPHEN HAMMOND

↑Type/print signature and title↑

Approved as to Form and Legality:

CMG

_____

_____County Attorney

_____

Print Name

Exhibit A

Scope of Services

☒ following this page (containing 2 page/s)

☐ this exhibit is not applicable

CAO

Exhibit A – Scope of Services

24-8318 – Tourism Public Relations Services

The agency will create and implement an annual media relations plan for the CVB that will include the following:

1. Media pitching
   - Nurture personal media relationships on behalf of the CVB.
   - Develop pitches specifically targeted to individual outlets and journalist by niche.
   - Utilize statistics wherever possible to support trends.
   - Position CVB's Managers and Directors as industry leaders for speaking engagements and editorial opportunities.
   - Coordinate deskside briefings with national travel and tourism publications and news outlets.
   - Develop high impact story ideas and articles.
   - Assist with the coordination of press conferences and events as needed.
   - Research editorial calendars for long-lead media placements and destination inclusion in key articles and industry roundups.

2. Proactive campaigns that research and review Public Relations (PR) opportunities on national network, streaming, cable TV and syndicated shows and podcasts to promote the diverse offerings of Florida's Paradise Coast.
   - The agency will promote the destination's offerings using the CVB's event calendar with a focus on seasonality, holidays and arts & culture events.

3. The agency will assist the in-house CVB PR staff with local and regional media relations support and planning as needed and escorting media familiarization trip participants while in the destination and in situations where the in-house PR team needs additional help to respond to media inquiries.
   - Agency personnel will represent the CVB at select tradeshows and conferences as directed by the assigned Tourism Division staff.

4. Written Materials
   - The agency will craft press releases and media pitches, update and maintain the CVB's Media Kit, Fact Sheet and assist with the management of photography and video assets.
   - No materials will be disseminated on behalf of the CVB without prior written consent from the assigned Tourism Division staff.
   - The agency will provide a 12-month timeline of activities in cooperation with the CVB's in-house Public Relations team.
   - The agency will maintain a list of industry, travel and tourism awards and submit award applications to publications and industry organizations on behalf of the client.

5. Communications:
   - The agency will draft and distribute monthly communications on behalf of the CVB including the Coast Lines partner newsletter with the assistance of the in-house CVB PR staff.
   - The PR agency will respond within a reasonable time to inquiries, refer coverage opportunities to the CVB assigned Tourism Division staff, and give advice on industry trends and developments.
   - The agency will coordinate media visits and familiarization trips to the destination.
   - The agency will monitor media coverage generated by the agency and CVB staff and provide a weekly synopsis of media coverage to the CVB assigned Tourism Division staff.

6. Social Media, Partner Engagement, Reputation Management
   - The agency will assist with integrated social media campaigns that build brand equity and credibility, engage customers, drive visitation, track metrics and conversation trends.
   - The agency will monitor the CVB's social media platforms, generate ideas for social media posts and share the CVB's content on appropriate social media sites
   - The agency will assist with the solicitation and vetting of influencers and journalistic proposals and present a point of view recommendation to the CVB marketing team.

CAO

- The agency will be an integral partner in the development of the CVB's annual marketing plan and attend/participate in all relevant marketing events and initiatives.
- The agency will coordinate seminars and webinars to benefit the County's tourism partners.
- The agency will monitor coverage and online reviews, develop appropriate messaging for the online community.
- The agency will be proactive in the CVB' reputation management and will work with the CVB to ensure that any information on public domain sites is correct, helping to implement any revisions if necessary.

7. Crisis Communications
   - The agency will be an active partner in all emergency situations requiring crisis communications including media monitoring, contacts with Collier tourism partners, and vet and/or contribute photos and videos from user generated content to support the crisis communications and recovery operations.

CAO

Exhibit B

Fee Schedule

following this page (pages 1 through 1)

CAO

Exhibit B - Fee Schedule

24-8318 - Tourism Public Relations Services

Fee Description	Monthly Cost	Annual Total
Monthly Service Fee	$ 11,000.00	$ 132,000.00
Monthly out-of-pocket Expenses	$ 2,100.00	$ 25,200.00
Combined Annual Total		$ 157,200.00

CAO

Exhibit C

Affidavit Regarding Labor and Services

following this page

CAO

AFFIDAVIT REGARDING LABOR AND SERVICES
AND CONTRACTING WITH ENTITIES OF FOREIGN COUNTRIES OF CONCERN PROHIBITED

Effective July 1, 2024, pursuant to § 787.06(13), Florida Statutes, when a contract is executed, renewed, or extended between a nongovernmental entity and a governmental entity, the nongovernmental entity must provide the governmental entity with an affidavit signed by an officer or a representative of the nongovernmental entity under penalty of perjury attesting that the nongovernmental entity does not use coercion for labor or services.

Effective January 1, 2024, a governmental entity may not accept a bid on, a proposal for, or a reply to, or enter into, a contract with an entity which would grant the entity access to an individual's personal identifying information unless the entity provides the government with an affidavit signed by an officer or representative under penalty of perjury attesting that the entity does not meet any of the following criteria: (a) the entity is owned by the government of a foreign country of concern; (b) the government of a foreign country of concern has a controlling interest in the entity; or (c) the entity is organized under the laws of or has its principal place of business in a foreign country of concern.

Effective July 1, 2025, when an entity extends or renews a contract with a governmental entity which would grant the entity access to an individual's personal identifying information, the entity must provide the governmental entity with an affidavit signed by an officer or representative of the entity under penalty of perjury attesting that the entity does not meet any of the criteria in paragraphs (2)(a)-(c), § 287.138, Florida Statutes.

Nongovernmental Entity's Name:	LOU HAMMOND GROUP FLORIDA, INC
Address:	145 KING STREET, STE 411, CHARLESTON, SC 29401
Phone Number:	843-722-8880
Authorized Representative's Name:	STEPHEN HAMMOND
Authorized Representative's Title:	CEO
Email Address:	STEPHEN H@LOUHAMMOND.COM

I, Stephen Hammond (Name of Authorized Representative), as authorized representative attest under penalty of perjury that Lou Hammond Group Florida (Name of Nongovernmental Entity) does not: (1) use coercion for labor or services as defined in § 787.06, Florida Statutes, and (2) the nongovernmental entity is not (a) owned by a government of a foreign country of concern, (b) that a foreign country of concern does not have a controlling interest in the entity, and (c) that the entity is not organized under the laws of or has its principal place of business in a foreign country of concern, all as prohibited under § 287.138, Florida Statutes.

Under penalty of perjury, I declare that I have read the foregoing Affidavit and that the facts stated in it are true.

(Signature of authorized representative) Date: 7/17/2025

STATE OF SouthCarolina

COUNTY OF 24-8318

Sworn to (or affirmed) and subscribed before me, by means of ☒ physical presence or ☐ online notarization this 17 day of July, 2025, by ~~Affiant~~ Stephen Hammond (Name of Affiant), who produced his Florida Driver's License as identification.

Allison Cianci
Notary Public

1/7/2025
Commission Expires

ALLISON CIANCI MY COMM. EXP. NOTARY PUBLIC 01/07/2035 SOUTH CAROLINA

Personally Known ☒ OR Produced Identification ☐

Type of Identification Produced: Known

CAO

Other Exhibit/Attachment

Description: _____

☐ following this page (pages ____ through ___)

☒ this exhibit is not applicable

CAO

Docusign Envelope ID: 393C044B-44D6-4E74-A473-B9803D05B9D9

Collier County

Notice of Recommended Award

Solicitation: 24-8318 Title: Tourism Public Relations Services

Due Date and Time: April 8, 2025 @ 3:00 PM EST

Respondents:

Company Name	City	County	State	Final Ranking	Responsive/ Responsible
Lou Hammond Group Florida, Inc.	Charleston	Charleston	SC	1	Y/Y
Paradise Advertising & Marketing, Inc.	St. Petersburg	Pinellas	FL	2	Y/Y
Dion Marketing Company, Inc.	Jacksonville	Duval	FL	3	Y/Y
Blue Scorpion Reputation Management LLC	Atlanta	Fulton	GA	4	Y/Y

Utilized Local Vendor Preference: Yes ☐ No ■

Recommended Vendors For Award:

On March 7, 2025, the Procurement Services Division issued Request for Proposal ("RFP") No. 24-8318, Tourism Public Relations Services, two thousand eight hundred eighty-nine (2,889) firms were notified. Eight hundred thirty-three (833) firms viewed the solicitation information, and four (4) proposals were received by the April 8, 2025, deadline.

Lou Hammond Group Florida, Inc., Paradise Advertising & Marketing, Inc., and Dion Marketing Company, Inc. were deemed responsive and responsible. Blue Scorpion Reputation Management LLC was found to be responsive and responsible, with minor irregularities.

The Selection Committee convened on June 4, 2025, and after review of the proposals and deliberation, the Committee scored the proposals and ranked the firms as shown above.

Staff is recommending an award to the top-ranked firm, Lou Hammond Group Florida, Inc.

Contract Driven ■ Purchase Order Driven ☐

Required Signatures

Project Manager: Signed by: Jay Tusa BF6A5117788A4E0... 6/11/2025

Procurement Strategist: Signed by: Stephanie Bowden 64CADA05CB0B4A5... 6/11/2025

Procurement Services Director:

DocuSigned by: Sandra Srnka 3ECCC8279B554F5...

Sandra Srnka

6/11/2025

Date

Collier County

Procurement Services Division

COLLIER COUNTY
BOARD OF COUNTY COMMISSIONERS

REQUEST FOR PROPOSAL (RFP)

FOR

TOURISM PUBLIC RELATIONS SERVICES

SOLICITATION NO.: 24-8318

LISA OIEN, PROCUREMENT STRATEGIST
PROCUREMENT SERVICES DIVISION
3295 TAMIAMI TRAIL EAST, BLDG C-2
NAPLES, FLORIDA 34112
TELEPHONE: (239) 252-8935
Lisa.Oien@colliercountyfl.gov

This solicitation document is prepared in a Microsoft Word format (Rev 8/7/2017). Any alterations to this document made by the Vendor may be grounds for rejection of proposal, cancellation of any subsequent award, or any other legal remedies available to the Collier County Government.

Page 1 of 39

SOLICITATION PUBLIC NOTICE

REQUEST FOR PROPOSAL (RFP) NUMBER:	**24-8318**
PROJECT TITLE:	**TOURISM PUBLIC RELATIONS SERVICES**
DUE DATE:	**April 8, 2025, at 3:00 PM EST**
PLACE OF RFP OPENING:	**PROCUREMENT SERVICES DIVISION** **3295 TAMIAMI TRAIL EAST, BLDG C-2** **NAPLES, FL 34112**

All proposals shall be submitted online via the Collier County Procurement Services Division Online Bidding System: https://procurement.opengov.com/portal/collier-county-fl

INTRODUCTION

As requested by the Tourism Division (hereinafter, the "Division or Department"), the Collier County Board of County Commissioners Procurement Services Division (hereinafter, "County") has issued this Request for Proposal (hereinafter, "RFP") with the intent of obtaining proposals from interested and qualified Public Relations Agencies [also referred agency, firm(s), vendor(s), and proposer(s)] in accordance with the terms, conditions and specifications stated or attached. The vendor, at a minimum, must achieve the requirements of the Specifications or Scope of Work stated.

The Collier County Tourism Division, operating as the Naples, Marco Island, Everglades Convention & Visitors Bureau (CVB) is soliciting proposals for a Public Relations agency of record as an integral part of their omnichannel marketing plan. The successful bidder will have national presence and a wide range of national and international media contacts, and the ability to support crisis communications efforts when needed.

The CVB is seeking a public relations agency that specializes in Destination Marketing and Luxury Travel to manage national public relations activities as outlined within this RFP. The selected agency will supplement the efforts of an in-house public relations and communications team whose primary focus is overseeing local and regional media relations and managing crisis communications in tandem with the Collier County Public Information Office. Historically, the cost has been approximately $140,000 annually, with an additional budget for travel and out of pocket reimbursable expenses.

BACKGROUND

Public relations are an integral part of the annual marketing strategy employed by the CVB to market our community globally as a destination of choice for domestic and international visitors seeking distinctive vacations, corporate meeting sites, wedding and social event locale and sporting event venues.

Tourism is a highly competitive and outward facing industry. The CVB relies on public relations and communications strategies to maintain and grow market share in a dynamic environment that is ever changing.

TERM OF CONTRACT

The contract term, if an award(s) is/are made is intended to be for three (3) years with two (2) one (1) year renewal options. Prices shall remain firm for the initial term of this contract.

Surcharges will not be accepted in conjunction with this contract, and such charges should be incorporated into the pricing structure.

The County Manager, or designee, may, at his discretion, extend the Agreement under all of the terms and conditions contained in this Agreement for up to one hundred eighty (180) days. The County Manager, or designee, shall give the Contractor written notice of the County's intention to extend the Agreement term not less than ten (10) days prior to the end of the Agreement term then in effect.

All goods are FOB destination and must be suitably packed and prepared to secure the lowest transportation rates and to comply with all carrier regulations. Risk of loss of any goods sold hereunder shall transfer to the COUNTY at the time and place of delivery; provided that risk of loss prior to actual receipt of the goods by the COUNTY nonetheless remain with VENDOR.

DETAILED SCOPE OF WORK

The agency will create and implement an annual media relations plan for the CVB that will include the following:

1. Media pitching
   - Nurture personal media relationships on behalf of the CVB.
   - Develop pitches specifically targeted to individual outlets and journalist by niche.
   - Utilize statistics wherever possible to support trends.
   - Position CVB's Managers and Directors as industry leaders for speaking engagements and editorial opportunities.
   - Coordinate deskside briefings with national travel and tourism publications and news outlets.
   - Develop high impact story ideas and articles.
   - Assist with the coordination of press conferences and events as needed.
   - Research editorial calendars for long-lead media placements and destination inclusion in key articles and industry roundups.

2. Proactive campaigns that research and review Public Relations (PR) opportunities on national network, streaming, cable TV and syndicated shows and podcasts to promote the diverse offerings of Florida's Paradise Coast.
   - The agency will promote the destination's offerings using the CVB's event calendar with a focus on seasonality, holidays and arts & culture events.

3. The agency will assist the in-house CVB PR staff with local and regional media relations support and planning as needed and escorting media familiarization trip participants while in the destination and in situations where the in-house PR team needs additional help to respond to media inquiries.
   - Agency personnel will represent the CVB at select tradeshows and conferences as directed by the assigned Tourism Division staff.

4. Written Materials
   - The agency will craft press releases and media pitches, update and maintain the CVB's Media Kit, Fact Sheet and assist with the management of photography and video assets.
   - No materials will be disseminated on behalf of the CVB without prior written consent from the assigned Tourism Division staff.
   - The agency will provide a 12-month timeline of activities in cooperation with the CVB's in-house Public Relations team.
   - The agency will maintain a list of industry, travel and tourism awards and submit award applications to publications and industry organizations on behalf of the client.

5. Communications:
   - The agency will draft and distribute monthly communications on behalf of the CVB including the Coast Lines partner newsletter with the assistance of the in-house CVB PR staff.
   - The PR agency will respond within a reasonable time to inquiries, refer coverage opportunities to the CVB assigned Tourism Division staff, and give advice on industry trends and developments.
   - The agency will coordinate media visits and familiarization trips to the destination.
   - The agency will monitor media coverage generated by the agency and CVB staff and provide a weekly synopsis of media coverage to the CVB assigned Tourism Division staff.

6. Social Media, Partner Engagement, Reputation Management
   - The agency will assist with integrated social media campaigns that build brand equity and credibility, engage customers, drive visitation, track metrics and conversation trends.
   - The agency will monitor the CVB's social media platforms, generate ideas for social media posts and share the CVB's content on appropriate social media sites
   - The agency will assist with the solicitation and vetting of influencers and journalistic proposals and present a point of view recommendation to the CVB marketing team.
   - The agency will be an integral partner in the development of the CVB's annual marketing plan and attend/participate in all relevant marketing events and initiatives.
   - The agency will coordinate seminars and webinars to benefit the County's tourism partners.
   - The agency will monitor coverage and online reviews, develop appropriate messaging for the online community.
   - The agency will be proactive in the CVB' reputation management and will work with the CVB to ensure that any information on public domain sites is correct, helping to implement any revisions if necessary.

7. Crisis Communications
   - The agency will be an active partner in all emergency situations requiring crisis communications including media monitoring, contacts with Collier tourism partners, and vet and/or contribute photos and videos from user generated content to support the crisis communications and recovery operations.

REQUEST FOR PROPOSAL (RFP) PROCESS

1.1 The Proposers will submit a qualifications proposal which will be scored based on the criteria in Evaluation Criteria for Development of Shortlist, which will be the basis for short-listing firms.

The Proposers will need to meet the minimum requirements outlined herein in order for their proposal to be evaluated and scored by the COUNTY. The COUNTY will then score and rank the firms and enter into negotiations with the top ranked firm to establish cost for the services needed. The COUNTY reserves the right to issue an invitation for oral presentations to obtain additional information after scoring and before the final ranking. With successful negotiations, a contract will be developed with the selected firm, based on the negotiated price and scope of services and submitted for approval by the Board of County Commissioners.

1.2 The COUNTY will use a Selection Committee in the Request for Proposal selection process.

1.3 The intent of the scoring of the proposal is for respondents to indicate their interest, relevant experience, financial capability, staffing and organizational structure.

1.4 The intent of the oral presentations, if deemed necessary, is to provide the vendors with a venue where they can conduct discussions with the Selection Committee to clarify questions and concerns before providing a final rank.

1.5 Based upon a review of these proposals, the COUNTY will rank the Proposers based on the discussion and clarifying questions on their approach and related criteria, and then negotiate in good faith an Agreement with the top ranked Proposer.

1.6 If, in the sole judgment of the COUNTY, a contract cannot be successfully negotiated with the top-ranked firm, negotiations with that firm will be formally terminated and negotiations shall begin with the firm ranked second. If a contract cannot be successfully negotiated with the firm ranked second, negotiations with that firm will be formally terminated and negotiations shall begin with the third ranked firm, and so on. The COUNTY reserves the right to negotiate any element of the proposals in the best interest of the COUNTY.

RESPONSE FORMAT AND EVALUATION CRITERIA FOR DEVELOPMENT OF SHORTLIST:

1.7 For the development of a shortlist, this evaluation criterion will be utilized by the COUNTY'S Selection Committee to score each proposal. Proposers are encouraged to keep their submittals concise and to include a minimum of marketing materials. Proposals must address the following criteria:

Evaluation Criteria	Maximum Points
1. Cover Letter / Management Summary	5 Points
2. Certified Woman and/or Minority Business Enterprise	5 Points
3. Business Plan	20 Points
4. Cost of Services to the County	20 Points
5. Experience and Capacity of the Firm	20 Points
6. Specialized Expertise of Team Members	20 Points
7. Local Vendor Preference	10 Points
TOTAL POSSIBLE POINTS	**100 Points**

Tie Breaker: In the event of a tie at final ranking, award shall be made to the proposer with the lower volume of work previously awarded. Volume of work shall be calculated based upon total dollars paid to the proposer in the twenty-four (24) months prior to the RFP submittal deadline. Payment information will be retrieved from the County's financial system of record. The tie breaking procedure is only applied in the final ranking step of the selection process and is invoked by the Procurement Services Division Director or designee. In the event a tie still exists, selection will be determined based on random selection by the Procurement Services Director before at least three (3) witnesses.

Each criterion and methodology for scoring is further described below.

*****Proposals must be assembled, at minimum, in the order of the Evaluation Criteria listed or your proposal may be deemed non-responsive*****

EVALUATION CRITERIA NO. 1: COVER LETTER/MANAGEMENT SUMMARY (5 Total Points Available)

Provide a cover letter, signed by an authorized officer of the firm, indicating the underlying philosophy of the firm in providing the services stated herein. Include the name(s), telephone number(s) and email(s) of the authorized contact person(s) concerning proposal. Submission of a signed Proposal is the firm's certification that the firm will accept any awards as a result of this RFP.

EVALUATION CRITERIA NO. 2: CERTIFIED WOMAN AND/OR MINORITY BUSINESS ENTERPRISE (5 Total Points Available)

Submit certification with the Florida Department of Management Service, Office of Supplier Diversity as a Certified Woman and/or Minority Business Enterprise.

EVALUATION CRITERIA NO. 3: BUSINESS PLAN (20 Total Points Available)

In this criteria, include but not limited to:

- Detailed plan of approach (including major tasks and sub-tasks).
- Detailed timeline for completion of the project.
- Include with the Business Plan or as an attachment, a copy of a PR campaign an example of work product. This should be for one of the projects listed as a reference.

EVALUATION CRITERIA NO. 4: COST OF SERVICES TO THE COUNTY (20 Total Points Available)

In this criteria, include but not limited to:

- Provide a monthly service fee that will cover all the staff work described in your proposal and extend that cost to the annual total.
- Provide the projected monthly out-of-pocket expenses and projected annual total of cost for out-of-pocket expenses to be reimbursed to the firm. These costs should include copying, shipping, postage, and pre-approved travel expenses on County tourism business for which your firm will provide the work as described in the RFP.
- Provide Combined Annual Total = Annual Total Monthly Service Fees plus Annual Total Monthly Out-of-Pocket Expenses.

Fee Description	Monthly Cost	Annual Total
Monthly Service Fee	$	$
Monthly Out-of-Pocket Expenses	$	$

Combined Annual Total = Annual Total Monthly Service Fees plus Annual Total Monthly Out-of- Pocket Expenses	

The Combined Annual Total Cost to the County will be scored using the following methodology:

1. The greatest number of points allowed in this criterion will be awarded to the firm who has the lowest Combined Annual Total.

2. The next lowest Combined Annual Total will be divided by the lowest Combined Annual Total which will then be multiplied by the maximum criteria points to determine the vendor's points awarded. The points awarded will be rounded to the nearest whole amount.

3. Each subsequent firm's point score will be calculated in the same manner.

For illustrative purposes only:

Vendor Name	Annual Revenue	Points Awarded
Vendor ABC	$100,000	20
Vendor DEF	$110,000.00	16
Vendor GHI	$135,000	15

- Initial pricing is for evaluation purposes and is subject to change during negotiations with the selected firm.

EVALUATION CRITERIA NO. 5: EXPERIENCE AND CAPACITY OF THE FIRM (20 Total Points Available)

In this criteria, include but not limited to:

- Provide information that documents your firm's and subcontractors' qualifications to produce the required deliverables, including abilities, capacity, skill, and financial strength, and number of years of experience in providing the required services.
- Describe the various team members' successful experience in working with one another on previous projects.

The County requests that the vendor submits no fewer than three (3) and no more than ten (10) completed reference forms from clients during a period of the last 5 years whose projects are of a similar nature to this solicitation as a part of their proposal. Provide information on the projects completed by the Proposer that best represent projects of similar size, scope and complexity of this project using form provided in Form 5. Proposers may include two (2) additional pages for each project to illustrate aspects of the completed project that provides the information to assess the experience of the Proposer on relevant project work.

EVALUATION CRITERIA NO. 6: SPECIALIZED EXPERTISE OF TEAM MEMBERS (20 Total Points Available)

In this criteria, include but not limited to:

- Description of the proposed contract team and the role to be played by each member of the team.
- Attach brief resumes of all proposed project team members who will be involved in the management of the total package of services, as well as the delivery of specific services.
- Attach resumes of any sub-vendors and attach letters of intent from stated sub-vendors must be included with proposal submission.
- Provide examples of the work done by the team members for other Destination Marketing Organizations.

EVALUATION CRITERIA NO. 7: LOCAL VENDOR PREFERENCE (10 Total Points Available)

Local business is defined as the vendor having a current Business Tax Receipt issued by the Collier or Lee County Tax Collector prior to proposal submission to do business within Collier County, and that identifies the business with a permanent physical business address located within the limits of Collier or Lee County from which the vendor's staff operates and performs business in an area zoned for the conduct of such business.

VENDOR CHECKLIST

Vendor should check off each of the following items as the necessary action is completed (please see, Vendor Check List)

Collier County

Procurement Services Division

Selection Committee
Scoring Sheet (and Final Ranking

RPS #:24-8318
Title: Tourism Public Relations Services

Name of Firm	Charles Kammerer	Sandra Rios	John Melleky	Deborah Curry	Elena Ortiz	Total Scores	Final Ranking
Lou Hammond Group Florida, Inc.	**76**	**82**	**80**	**81**	**82**	401.00	1
Paradise Advertising & Marketing, Inc.	**73**	**65**	**70**	**75**	**77**	360.00	2
Dion Marketing Company, Inc.	**71**	**41**	**46**	**68**	**73**	299.00	3
Blue Scorpion Reputation Mangement LLC	**65**	**38**	**37**	**64**	**64**	268.00	4

Procurement Professional | Lisa Oien | Date: | 6/4/2025

[LOU HAMMOND GROUP FLORIDA, INC.] RESPONSE DOCUMENT REPORT

GEN No. 24-8318

Tourism Public Relations Services

RESPONSE DEADLINE: April 8, 2025 at 3:00 pm

Report Generated: Tuesday, April 8, 2025

Lou Hammond Group Florida, Inc. Response

CONTACT INFORMATION

Company:
Lou Hammond Group Florida, Inc.

Email:
brittanyc@louhammond.com

Contact:
Brittany Chapman

Address:
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Suite 411
Charleston, FL 29401

Phone:
(727) 483-0707

Website:
louhammond.com

Submission Date:
Apr 8, 2025 11:15 AM (Eastern Time)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Apr 8, 2025 1:56 PM by Brittany Chapman

QUESTIONNAIRE

1. I certify that I have read, understood and agree to the terms in this solicitation, and that I am authorized to submit this response on behalf of my company.*

Confirmed

2. Request for Proposals (RFP) Instructions Form*

Request for Proposals (RFP) Instructions have been acknowledged and accepted.

Confirmed

3. Collier County Purchase Order Terms and Conditions*

Collier County Purchase Order Terms and Conditions have been acknowledged and accepted.

Confirmed

4. Insurance Requirements*

Vendor Acknowledges Insurance Requirement and is prepared to produce the required insurance certificate(s) within five (5) days of the County's issuance of a Notice of Recommended Award.

Confirmed

5. Collier County Required Forms

PROPOSAL SUBMITTAL*
Please submit a proposal per the Evaluation Criteria outlined in the Solicitation.

Collier_County_PR_RFP_LHG_24-8318.pdf

VENDOR DECLARATION STATEMENT (FORM 1)*
Form_1_-_Vendor_Declaration_Statement.pdf

CONFLICT OF INTEREST CERTIFICATION (FORM 2)*
Form_2_-_Conflict_of_Interest_Certification.pdf

IMMIGRATION LAW AFFIDAVIT CERTIFICATION (FORM 3)*
Form_3_-_Immigration_Law_Affidavit_Certification.pdf

CERTIFICATION FOR CLAIMING STATUS AS A LOCAL BUSINESS (FORM 4) IF APPLICABLE
Please provide a business tax receipt. Local business is defined as the vendor having a current Business Tax Receipt issued by the Collier or Lee County Tax Collector prior to proposal submission to do business within Collier County, and that identifies the business with a permanent physical business address located within the limits of Collier or Lee County from which the vendor's staff operates and performs business in an area zoned for the conduct of such business. Please attach a Collier or Lee County Business Tax Receipt.

Form_4_-_Vendor_Submittal_-_Local_Vendor_-_not_applicable.pdf

REFERENCE QUESTIONNAIRE (FORM 5)*
The County requests that the vendor submits no fewer than three (3) and no more than ten (10) completed reference forms from clients during a period of the last ten (10) years whose projects are of a similar nature to this solicitation as a part of their proposal.

References_Collier_County_PR_RFP_LHG_24-8318.pdf

E-VERIFY - MEMORANDUM OF UNDERSTANDING*

Vendor **MUST** be enrolled in the E-Verify - https://www.e-verify.gov/ at the time of submission of the proposal/bid. **E-Verify Memorandum of Understanding or Company Profile page** should be attached with your submittal.

E-Verify_MOU.pdf

W-9 FORM*
W-9_Form.pdf

PROOF OF STATUS FROM DIVISION OF CORPORATIONS - FLORIDA DEPARTMENT OF STATE (SUNBIZ)*
http://dos.myflorida.com/sunbiz/ should be attached with your submittal*

Proof_of_Status_from_Division_of_Corporations_-_Florida_Department_of_State.pdf

LICENSE REQUIREMENT*
Provide licenses and certifications as outlined in Evaluation Criteria 3: Qualifications.

PR_Campaign_Example.pdf

ALL SIGNED ADDENDA (IF APPLICABLE)
All_Signed_Addenda.pdf

ALL OTHER DOCUMENTATION, AS APPLICABLE.
Form_6_-_Grant_Provisions_-_not_applicable.pdf

LHG
LOU HAMMOND GROUP

RESPONSE TO PUBLIC RELATIONS SERVICES FOR NAPLES, MARCO ISLAND, EVERGLADES CONVENTION & VISITORS BUREAU

SOLICITATION NO.: 24-8318



APRIL 8, 2025

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P. 135	No. 7: LOCAL VENDOR PREFERENCE



EVALUATION CRITERIA NO. 1: COVER LETTER

Naples, Marco Island, Everglades Convention & Visitors Bureau Team,

Thank you for the opportunity to submit a proposal on behalf of Lou Hammond Group (LHG) to continue promoting the Naples, Marco Island, Everglades Convention and Visitors Bureau. Having worked closely together for more than a decade, we greatly value the trust you've placed in us and remain passionate about sharing the story of Florida's Paradise Coast. This letter, along with the proposal that follows, reaffirms LHG's commitment to your destination and outlines our vision for building on the momentum we've created together.

We've worked hand-in-hand with the CVB team and its partners to support a thriving tourism industry, serving as part of a strong, integrated team that helped attract more than 2.7 million visitors in 2024, generating over $2.8 billion in spending.

Our publicity efforts continue to deliver strong results. In 2024, LHG secured more than 120 media placements for the destination, generating an advertising value of $8.2 million.

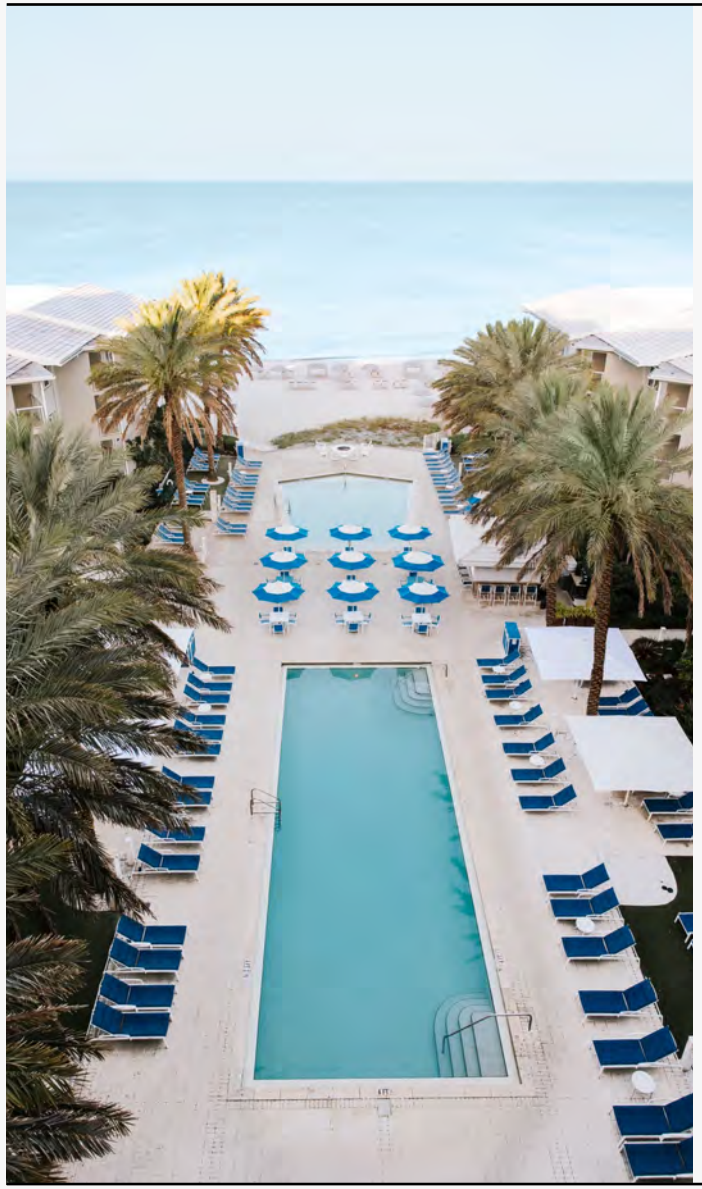
LHG is a recognized, award-winning leader in the public relations industry with four decades of experience. The media consistently looks to us as a top resource in the destination marketing space. We are proud to represent more than **32** travel and tourism clients, including See Monterey, Explore Charleston, Travel South Dakota, Nassau Paradise Island, and Visit Mississippi—each a testament to our deep understanding of place-driven storytelling and the tourism landscape.

What sets LHG apart is not just our strategic thinking and strong media relationships, but our philosophy of partnership. We are big enough to support global brands, yet nimble and personal in our approach. We don't believe in time sheets or hourly billing—our team is all in, all the time. We value responsiveness, creativity, and measurable results above all else.

Cordially,

Terry Gallagher

President, New York



AGENCY NAME AND CONTACT

LOU HAMMOND

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Mobile: 917.539.0633

BRITTANY CHAPMAN

President,
Florida
brittanyc@louhammond.com
Mobile: 727.483.0707

EVALUATION CRITERIA NO. 2: CERTIFIED WOMEN AND/OR MINORITY BUSINESS ENTERPRISE

NOT APPLICABLE



EVALUATION CRITERIA NO. 3: BUSINESS PLAN



OUR APPROACH TO COLLIER COUNTY TOURISM

We will provide consistent, integrated messaging on Naples, Marco Island and the Everglades as a smart, thriving destination – one that is on the move with outstanding offerings for any type, including easy access from air or car. We will tell the story of why these factors, along with locations and quality of life elements make it a great place to visit.

As one of America's most charming and distinctive areas, we'll achieve success for Collier County by focusing on key selling points that help the area stand out amongst domestic destinations. Among these are:

- Outstanding tourism and quality of life elements
- Thriving arts and culture
- Outstanding culinary scene
- Abundant events and activities
- World-class shopping
- Distinctive outdoor activities, such as fishing, golf and watersports
- The people of Collier County as ambassadors

OUR PLAN IS ALL ABOUT FOCUS, EMPHASIZING A NUMBER OF KEY ELEMENTS FOR SUCCESS INCLUDING:

- Segmentation: Not taking a cookie-cutter approach but instead targeting specific niche audience segments and the media that reaches them
- Reprography: Targeting the markets from which our visitors are traveling
- Aggressive Pitching: While LHG is a go-to resource for media, we don't just sit back and wait for them – we reach out with aggressive, creative concepts to drive storylines
- Seeing is Believing: To know Collier County is to love it and our focus is getting media here to experience and cover it for themselves
- Helping Partners: We believe strongly that a rising tide lifts all boats and our job is to help our industry partners tell their story and understand the work the CVB does on their behalf
- Cost Effective: We will continue to provide value for money for Collier Country with added benefits that others do not provide while always coming in within our budget with outstanding results
- Integration: Working closely with our friends at Paradise Advertising, as well as with the CVB itself to tell the destination story in an integrated manner



TECHNICAL CAPABILITIES | OUR WORK PROCESS

STRATEGIC PLAN

1

RESEARCH

As a dedicated partner of the Naples, Marco Island, Everglades Convention & Visitors Bureau, LHG brings a deep understanding of your brand, audience, and market position. Building on years of collaboration, we'll continue to refine our approach by analyzing visitor data, competitive insights, macro trends, and evolving consumer behaviors to develop messaging and campaigns that authentically resonate with your target audience and reflect the unique spirit of the destination.

2

GOALS + STRATEGY

Our agency will work closely with your team to set clear and measurable goals. We clearly articulate a tailored strategy that ladders up to those goals and use our strategy as our "North Star" to determine initiatives. This allows us to focus on the key initiatives that are established at the beginning of the contract and be objective about the program's success throughout the year.

3

PROCESS

Process makes perfect, right? We spend time explicitly laying out everyone's roles, both internal and external, and define workflow for every aspect of the program. Our detailed approach at the front end of our work ensures less bureaucracy and faster results, and fewer mistakes for everyone.

4

EXECUTE

We'll continue to work strategically and efficiently to build Naples, Marco Island, Everglades Convention & Visitors Bureau's awareness through creative pitches and tactics. Our creative approach and quick thinking ensures we are always many steps ahead, allowing us to take advantage of the news cycle and current trends, creating the biggest impact.

5

ANALYZE + ADJUST

LHG tracks and analyzes results in real time to ensure we're delivering ROI. We refine our work when needed, benchmark against annual goals and have ongoing conversations about taking thoughtful risks, using the latest research and taking into account national industry and media trends to calibrate tactics.

SAMPLE GOAL SETTING | LHG'S FRAMEWORK FOR KPIs

OVERARCHING GOAL 1:

Position Naples, Marco Island, and the Everglades as a trusted destination offering luxury experiences and a welcoming environment for both families and discerning travelers.

GOAL:

Majority (51%+) of media coverage is within Naples, Marco Island, Everglades' defined priority media list (Top 100).



OVERARCHING GOAL 2:

Introduce Naples, Marco Island, and the Everglades to a broader audience by showcasing the destination's diverse appeal—from world-class beaches and upscale shopping to unmatched outdoor pursuits.

GOAL:

Generate a minimum of 25% coverage in "best of" articles.



OVERARCHING GOAL 3:

Reinforce Naples, Marco Island, and the Everglades as an industry leader by collaborating with destination partners and Jay Tusa to drive strategic thought leadership.

GOAL:

Dedicate 10% of monthly pitches offering Naples, Marco Island, Everglades destination partners and CVB reps as an expert source.



TARGET MARKETS AND NICHES OF FOCUS

Throughout our contract, we'll focus on both national and key regional markets. Not all markets and verticals will be targeted simultaneously; we'll align with any paid programming but supplement additional earned opportunities.

CULINARY ENTHUSIASTS

Culinary tourism is quickly emerging as one of the fastest-growing sectors in travel. As baby boomers—and increasingly Gen X—enjoy more flexibility in their schedules, they're seeking meaningful ways to indulge their passions. For many, that means exploring destinations through food, diving into authentic flavors, regional specialties, and the stories behind each dish.

FAMILIES

Young families, multigenerational families and skip generational travel (without the parents) are ideal targets. More social studies teachers are employing experiential learning techniques in the classroom, incentivizing parents to supplement with enriching travel experiences.

AFFLUENT TRAVELERS

From luxury accommodations and fine dining to exclusive cultural and wellness offerings, this audience values authenticity, personalization, and premium service. Our efforts will align with key moments and media that influence their decision-making, securing placements in top-tier lifestyle, travel, and business outlets to drive awareness and inspire bookings.

NATURE & OUTDOOR

Nature tours, national parks, active outdoor adventures, sightseeing, and eco-experiences aren't just activities—they're powerful trip motivators that inspire curiosity, wellness, and a sense of stewardship. Gaining clarity and calm, we become more grounded, more adventurous, and more inspired to protect the beauty that surrounds us.

EMERGING LUXERS

The future of luxury travel is younger, more diverse, and purpose-driven. Emerging affluents—primarily Gen X and Millennials earning $120K–$249K—are entering peak earning years, with nearly 10 million qualifying households. Gen X's wealth is projected to grow 31% by 2030, and diverse travelers will soon make up the majority of the luxury market.

For Naples, Marco Island, Everglades Convention & Visitors Bureau, this shift offers a chance to engage high-value visitors seeking more than relaxation. While older travelers value history, younger audiences are drawn to meaningful experiences, eco-exploration, and mission-focused storytelling that reflects the region's natural and cultural richness.

TARGET REGIONAL MARKETS

NON-STOP FLIGHT MARKETS:

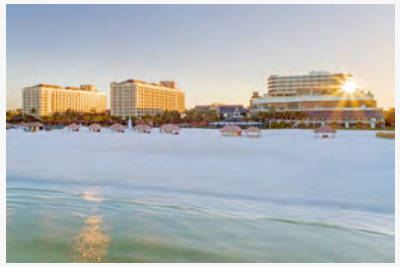
- Major metro areas including but not limited to Atlanta, Chicago, Boston, Dallas, New York, Philadelphia, Minneapolis, Newark
- Secondary markets serviced by smaller carriers such as Columbus, OH, Hartford, CT, Louisville, KY, Norfolk, VA

FLORIDA (TOP DRIVE MARKET):

- Tampa
- Miami
- Fort Lauderdale
- Orlando
- Jacksonville

YOUR NEWS BUREAU

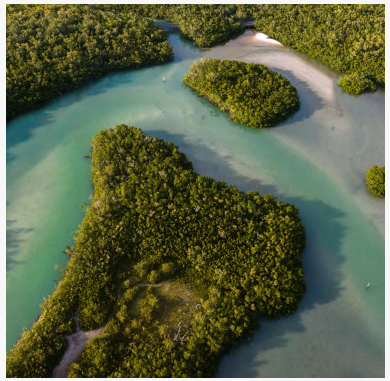
THE MOST TRUSTED MEDIA RESOURCE

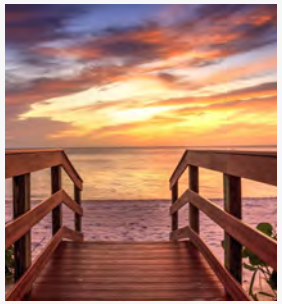












FOR MORE THAN 40 YEARS, WE HAVE BEEN THE MEDIA'S MOST TRUSTED, GO-TO RESOURCE FOR NEWS AND INFORMATION.

That's why our clients regularly appear in the most desirable outlets ranging from *New York Times, The Wall Street Journal, Town & Country*, the covers of *Travel + Leisure* and *Condé Nast Traveler*. Our premier client roster is unmatched and our personal media relationships give us access to editors-in-chief and the hottest influencers. We receive the call when a journalist needs ideas. It's why you often see multiple LHG clients making up the bulk of a given story.

We are storytellers at heart and know to craft your story to distinguish it for media members who are inundated on a daily basis. Our process begins with a full immersion into your organization as we become an extension of your team. From there, we work with you to cull those trending ideas and story angles that will be both newsworthy and personally tailored to the journalist's or influencer's needs. Often our media friends comment that this uncommon personalization is appreciated.

IMMERSION → **TARGETING** → **IDEATION** → **EXECUTION** → **RESULTS**

OUR MISSION

GOAL

Support Naples, Marco Island, Everglades Convention & Visitors Bureau by generating positive media and consumer awareness that reintroduces the Paradise Coast as a beloved destination with endless new stories to tell—an iconic Florida escape that invites visitors to return time and again, each season offering something unexpected and unforgettable.

OUR STRATEGY

- Through creative storytelling, bold media relations, and strategic awards outreach, position the region not just as a favorite for relaxation, but as a dynamic destination where culture, nature, luxury, and adventure coexist in surprising harmony.
- Elevate local tourism leaders and passionate ambassadors as trusted voices who can shine a light on the evolving spirit of the destination—from immersive Everglades eco-experiences and rising culinary stars to off-the-beaten-path gems and new wellness and arts offerings.
- Fuel awareness through integrated PR campaigns that align seamlessly with advertising, digital, and broader marketing efforts—ensuring a unified message that deepens consumer connection and invites exploration beyond the expected.
- Highlight the impact and momentum of the CVB's efforts by sharing results, forecasts, and insights that demonstrate the Paradise Coast's evolving appeal and economic value. Provide engaging, value-added PR opportunities that energize tourism partners and encourage collaboration.







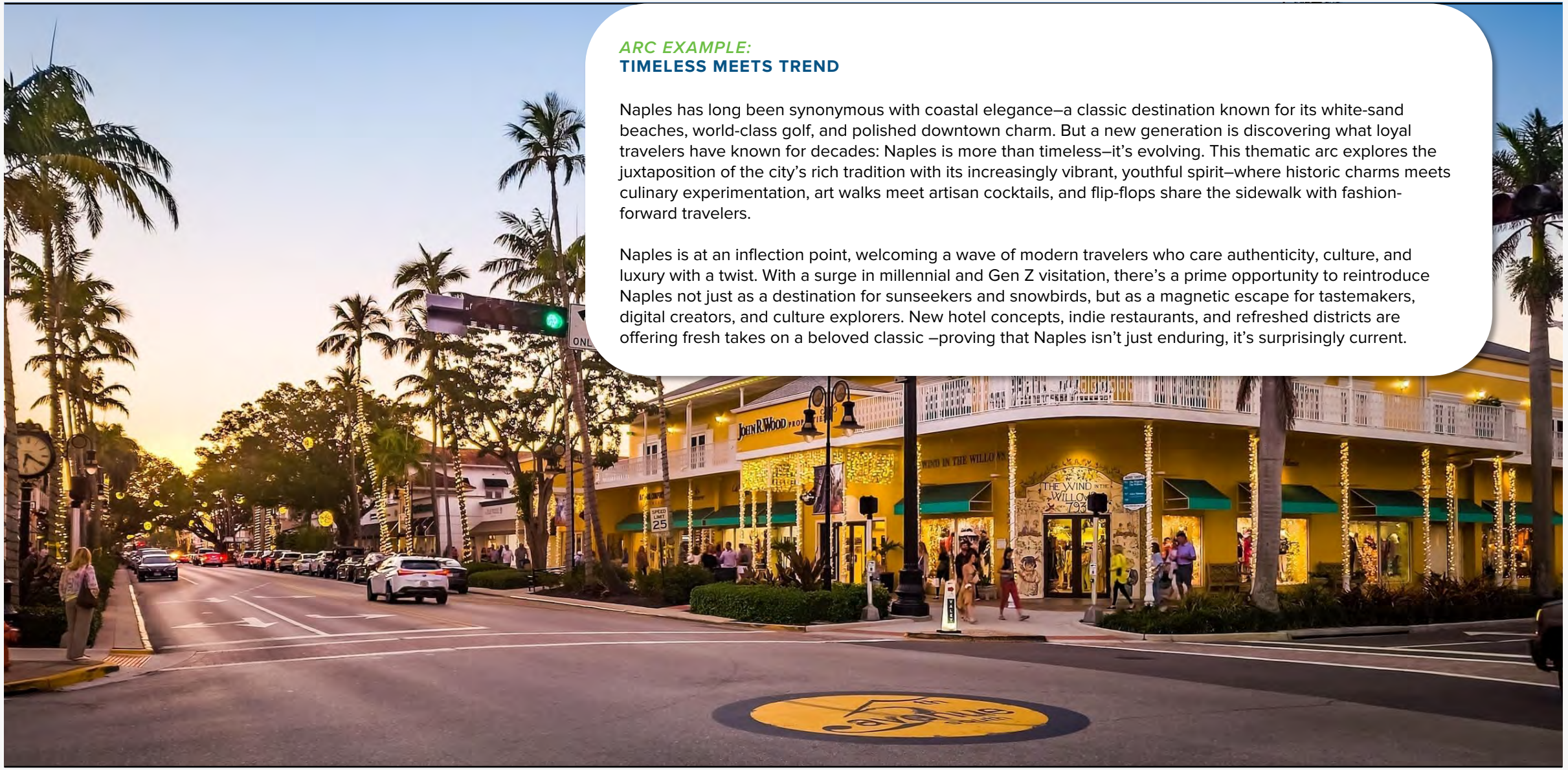


THEMATIC ARCS



THEMATIC ARCS ARE OUR FOUNDATION FOR TAILORED MEDIA OUTREACH AND APPROACH.

A thematic arc is an overarching story we want to tell in an editorial tone.
Each is deeply rooted in Naples, Marco Island, Everglades' DNA. They don't change radically year-over-year. We encourage and develop brands to think in five-year arcs.



ARC EXAMPLE:

TIMELESS MEETS TREND

Naples has long been synonymous with coastal elegance–a classic destination known for its white-sand beaches, world-class golf, and polished downtown charm. But a new generation is discovering what loyal travelers have known for decades: Naples is more than timeless–it's evolving. This thematic arc explores the juxtaposition of the city's rich tradition with its increasingly vibrant, youthful spirit–where historic charms meets culinary experimentation, art walks meet artisan cocktails, and flip-flops share the sidewalk with fashion-forward travelers.

Naples is at an inflection point, welcoming a wave of modern travelers who care authenticity, culture, and luxury with a twist. With a surge in millennial and Gen Z visitation, there's a prime opportunity to reintroduce Naples not just as a destination for sunseekers and snowbirds, but as a magnetic escape for tastemakers, digital creators, and culture explorers. New hotel concepts, indie restaurants, and refreshed districts are offering fresh takes on a beloved classic –proving that Naples isn't just enduring, it's surprisingly current.

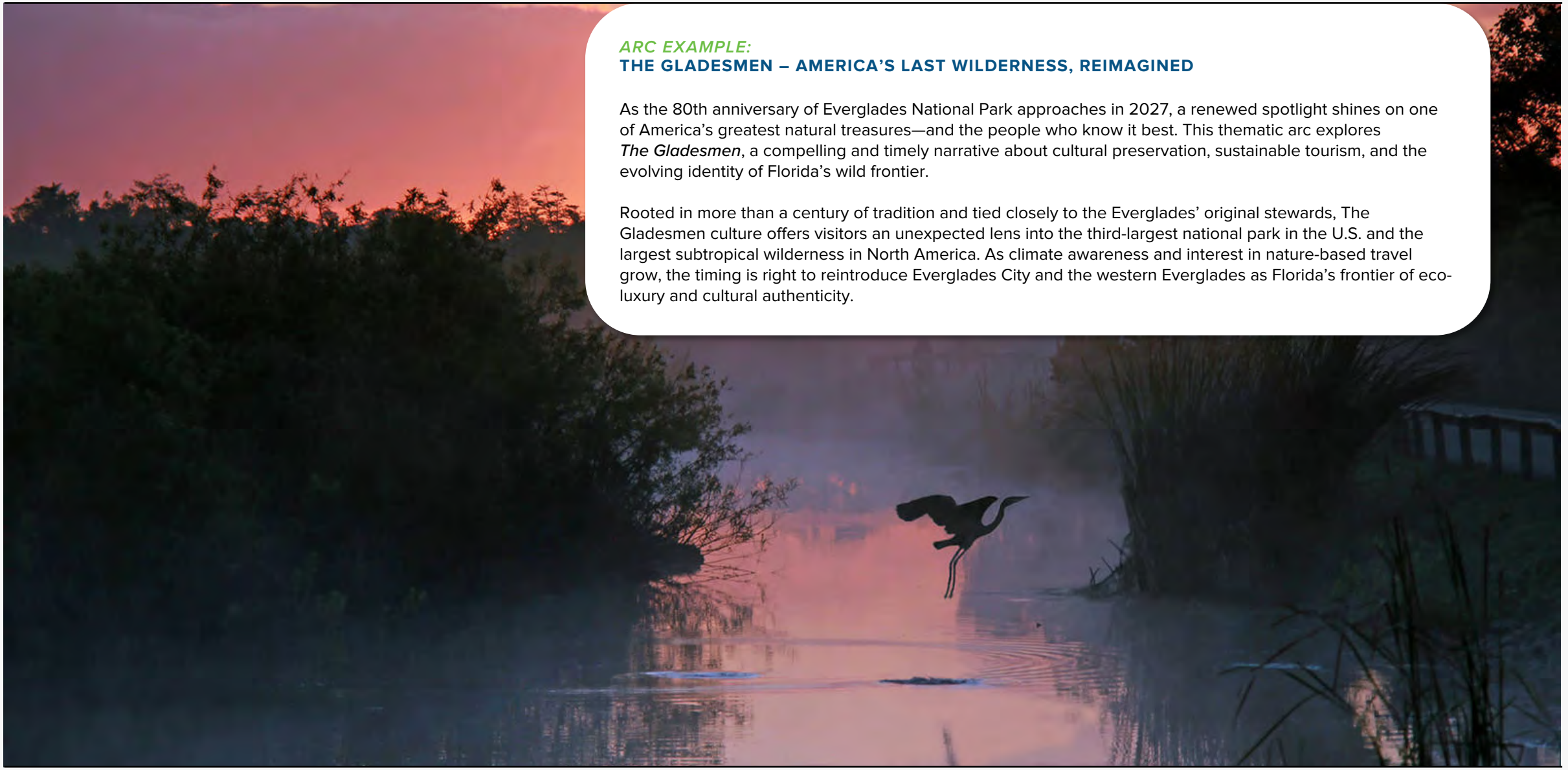


ARC EXAMPLE:

FROM SEA TO SOUL: A CULINARY EVOLUTION ON FLORIDA'S PARADISE COAST

On Florida's Paradise Coast, food is a reflection of place–rooted in history, shaped by the sea, and reimaged by a new generation of culinary creatives. Longstanding traditions like the *Stone Crab Festival* in Naples and the *Everglades Seafood Festival* in Everglades City celebrate the region's fishing heritage and deep connection to its natural surroundings. Meanwhile, the *Naples Winter Wine Festival* puts the city on the global stage each January, blending philanthropy with world-class wine and cuisine.

But beyond the festivals, a quieter transformation is taking place in kitchens across the coast. Chefs like Chopped winner *Kayla Pfeiffer* of *Bicyclette Cookshop*, are leading the charge in sustainable, innovative dining. With compost-inspired dishes, local sourcing, and fermentation-forward menus, Naples is evolving into a destination where culinary experiences are not only elevated–but also ethical and environmentally conscious. Here, heritage meets horizon, and every bite tells a deeper story.

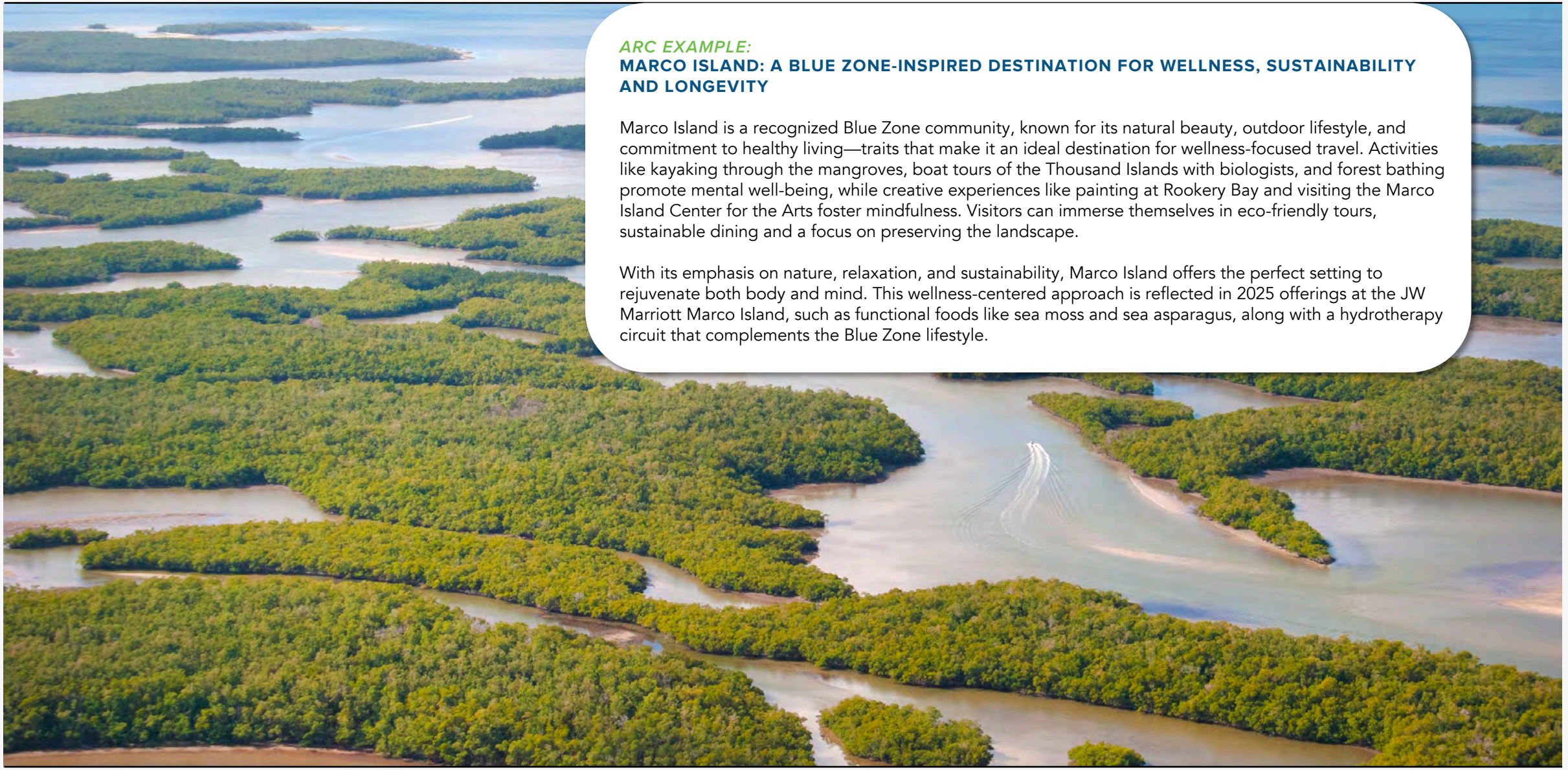


ARC EXAMPLE:

THE GLADESMEN – AMERICA'S LAST WILDERNESS, REIMAGINED

As the 80th anniversary of Everglades National Park approaches in 2027, a renewed spotlight shines on one of America's greatest natural treasures—and the people who know it best. This thematic arc explores *The Gladesmen*, a compelling and timely narrative about cultural preservation, sustainable tourism, and the evolving identity of Florida's wild frontier.

Rooted in more than a century of tradition and tied closely to the Everglades' original stewards, The Gladesmen culture offers visitors an unexpected lens into the third-largest national park in the U.S. and the largest subtropical wilderness in North America. As climate awareness and interest in nature-based travel grow, the timing is right to reintroduce Everglades City and the western Everglades as Florida's frontier of eco-luxury and cultural authenticity.



ARC EXAMPLE:

MARCO ISLAND: A BLUE ZONE-INSPIRED DESTINATION FOR WELLNESS, SUSTAINABILITY AND LONGEVITY

Marco Island is a recognized Blue Zone community, known for its natural beauty, outdoor lifestyle, and commitment to healthy living—traits that make it an ideal destination for wellness-focused travel. Activities like kayaking through the mangroves, boat tours of the Thousand Islands with biologists, and forest bathing promote mental well-being, while creative experiences like painting at Rookery Bay and visiting the Marco Island Center for the Arts foster mindfulness. Visitors can immerse themselves in eco-friendly tours, sustainable dining and a focus on preserving the landscape.

With its emphasis on nature, relaxation, and sustainability, Marco Island offers the perfect setting to rejuvenate both body and mind. This wellness-centered approach is reflected in 2025 offerings at the JW Marriott Marco Island, such as functional foods like sea moss and sea asparagus, along with a hydrotherapy circuit that complements the Blue Zone lifestyle.

THE HIGH LIFE CREATIVE CONCEPTS

YOUR CHAMPAGNE DREAMS COME TRUE

Naples, Florida, has long been a destination where luxury meets paradise, offering an unparalleled blend of world-class accommodations, fine dining and exclusive events. From lavish resorts to Michelin-quality dining and elite gatherings, Naples provides the perfect backdrop for an unforgettable escape.

A STAY IN UNRIVALED LUXURY

Discerning travelers can indulge in five-star accommodations at The Ritz-Carlton, Naples, or the JW Marriott Marco Island, both renowned for their breathtaking oceanfront views and impeccable service. With the highly anticipated opening of the Four Seasons Naples, the city's reputation as a premier luxury destination continues to grow.

CULINARY INDULGENCE AT ITS FINEST

Naples is home to an exceptional culinary scene, where Sails Restaurant delights with a luxurious champagne brunch set in an elegant coastal atmosphere, while Bleu Provence transports guests to the South of France with its acclaimed French cuisine and award-winning wine selection.

EXCLUSIVE EVENTS & EXPERIENCES

- **Cars of 5th**: One of the country's most prestigious car shows, featuring a stunning collection of exotic and classic automobiles.
- **Naples Winter Wine Festival**: A premier event for wine connoisseurs, bringing together world-class vintners and celebrated chefs, all in support of philanthropic cause.





THE HIGH LIFE CREATIVE CONCEPTS

A TASTE OF PARADISE

Southwest Florida is a culinary and cultural gem, where fresh, locally inspired cuisine meets rich traditions and vibrant festivals. From innovative, sustainability-driven dining to time-honored fishing heritage and lively Caribbean celebrations, the region offers an unforgettable journey for food lovers and culture seekers alike.

SUSTAINABLE & INSPIRED DINING

At Bicyclette Cookshop, food is more than a meal – it's a story of sustainability and creativity. Known for turning scraps into something special, the restaurant embraces upcycling, transforming overlooked ingredients into innovative, flavorful creations.

A CELEBRATION OF FISHING HERITAGE

Everglades City honors its rich maritime history with events that showcase the region's deep connection to the sea and commitment to community, beginning with the Blessing of the Fleet and culminating in the Everglades Seafood Festival.

A CULTURAL ESCAPE TO THE CARIBBEAN

The town of Ave Maria transforms into a tropical paradise during the Ave Maria Caribbean Fest – USA Today 10Best's No. 9 Best New Festival (2025) – where the vibrant rhythms, flavors and traditions of the islands come to life. From authentic Caribbean cuisine to steel drum performances and colorful cultural displays, this event offers a taste of the tropics in the heart of Florida.

THE HIGH LIFE CREATIVE CONCEPTS

STAY IN STYLE: ARTS, DESIGN, CULTURE

Naples, Florida, is more than just a beach destination–it's a hub for arts, design and culture, where creative expression thrives alongside luxurious experiences.

A BOUTIQUE STAY WITH CHARACTER

For a sophisticated and intimate retreat, The Perry Hotel Naples offers a boutique experience that blends modern luxury with local charm. With 8 marina slips, it is uniquely positioned as a launching point for your paradise adventures on land and sea.

CULTURAL LANDMARKS EVOLVE

The Baker Museum invites visitors to immerse themselves in dynamic contemporary art exhibitions and engaging traveling installations, now enhanced by the newly unveiled Sculpture Trail. Just off Fifth Avenue South, the Naples Art Institute further enriches the city's cultural fabric with expertly curated exhibitions and the unique opportunity to engage with its Artist in Residence, witnessing the creative process firsthand.

CELEBRATING ARTISTIC VISION

Naples is home to remarkable artists and galleries that showcase the city's creative heartbeat.

- Joan Sonnenberg, a 94-year-old Naples artist, continues to inspire with her vibrant works that capture the essence of time and movement.
- The Patina Collection, curated by Karen Abell, offers a carefully selected mix of antique and contemporary pieces, making it a must-visit for art and design lovers.

DYNAMIC SPORTS & LIFESTYLE EXPERIENCES

- USL Naples brings the excitement of professional soccer to the region, giving sports fans a new reason to visit.
- Pickleball, a growing sensation, has taken Naples by storm, with world-class courts and facilitates catering to both casual players and pros.





THE WILDLIFE CREATIVE CONCEPTS

ROOTED IN NATURE

Naples, Florida, is an idyllic destination for those seeking to connect with nature in its purest form. Rooted in natural beauty, the region offers immersive experiences that allow visitors to explore its unique ecosystems, from the Everglades to the Gulf Coast. Here, outdoor adventures and tranquil moments come together, offering an unforgettable retreat.

EVERGLADES' STARGAZING ESCAPE: INTERNATIONAL DARK SKY

Experience breathtaking stargazing in the Everglades, where the International Dark Sky designation offers clear views of the Milky Way and constellations, further enhanced by night-sky events including constellation tours, evening bike rides and nocturnal wildlife guest speakers.

SWAMP WALKING: EXPLORE NATURE'S HIDDEN WONDERS

Get up close to the Everglades on a guided swamp walk. Traverse the wetlands on foot as expert naturalists share their knowledge of this thriving ecosystem, from rare wildlife sightings to plant species that have thrived for centuries.

SEA TURTLE SEASON

From May to October, Naples becomes a prime location for witnessing the incredible sea turtle nesting season. Take part in guided tours to watch these ancient creatures come ashore to nest or learn about conservation efforts that protect the delicate balance of marine life in the region.

SHELLING: A GULF COAST TREASURE HUNT

Known for its pristine beaches, Naples offers some of the best shelling opportunities along the Gulf Coast. From the iconic, spiral-shaped conchs to tiny, intricate specimens, collectors and beachgoers alike can find treasures washed up the by waves.

THE WILDLIFE CREATIVE CONCEPTS

THE PIONEERS OF FLORIDA'S LAST FRONTIER

Naples, Florida, is more than a scenic escape—it's a place that honors the legacy of the Gladesmen, Florida's original frontier pioneers. These resilient settlers lived in harmony with the Everglades, shaping the region's history and culture.

DISCOVER THE GLADESMAN LEGACY

The rich heritage of the Gladesmen comes to life thought immersive eco-tourism experiences. Everglades Adventure Tours, located in Ochopee, provides an authentic look into this unique culture, offering visitors a chance to connect with the traditions and lifestyle of these early pioneers.

ECO-TOURISM WITH A GLADESMAN TOUCH

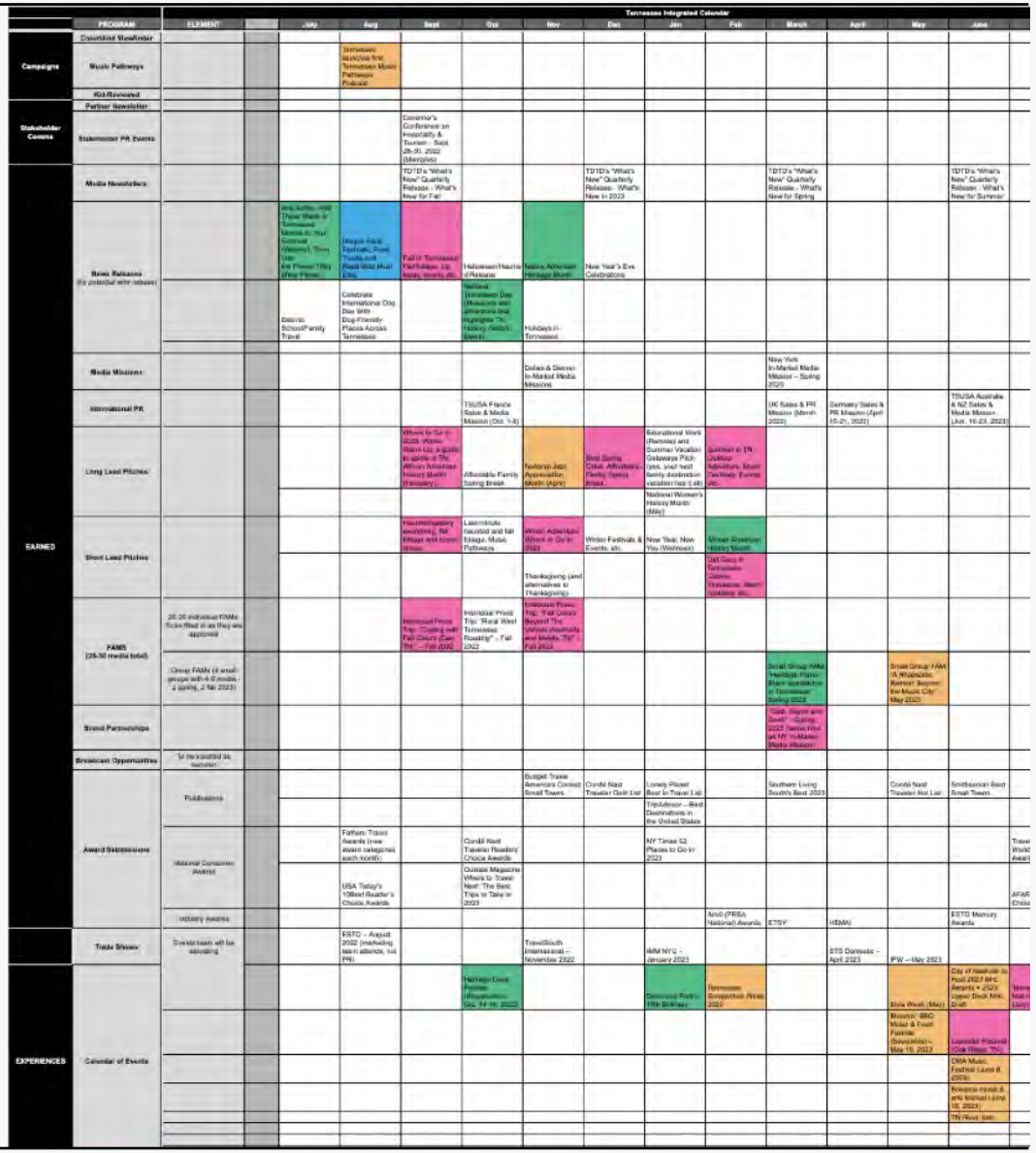
Guided pole boat tours, canoe excursions, swamp hikes, and backcountry camping adventures offer insight into the Gladesmen's way of life. These experiences provide a deeper understanding of their history, survival skills and the modern challenges they face, while showcasing the pristine landscapes they have long called home.

A JOURNEY INTO FLORIDA'S LAST FRONTIER

For those seeking a more immersive experience, Trail Lakes Campground offers eco-friendly stays in traditional Seminole Indian Chickees. These rustic swamp cabins provide a serene retreat amid the open grassland prairies, allowing guests to experience the Everglades' natural beauty firsthand and support the locals' way of life.



INTEGRATED CALENDAR



LHG uses a dynamic calendar that maps out big initiatives of our program. We'll keep it flexible enough to accommodate events and changes, but this master map ensures that we're giving equal attention to all of Naples, Marco Island, Everglades Convention & Visitors Bureau's stories and priorities.

THE CALENDAR CROSS-REFERENCES:

- How key thematic arcs will be pitched to both long- and short-lead media during every quarterly period, ensuring there is plenty of time to gather relative information.
- Key verticals, drive, top non-stop flight and emerging markets and seasonal offerings to ensure that we're promoting accurate timelines. We will also track our efforts to make sure we are equally representing all aspects of the destination.
- We include a mix of key events and milestones in addition to others that are new or up and coming and any corresponding promotions that are of interest to the U.S. market.

INDUSTRY ENGAGEMENT

OUR APPROACH

LHG ENSURES INDUSTRY PARTNERS ARE ENGAGED, ACTIVE PARTICIPANTS SEEING THE VALUE PROVIDED BY NAPLES, MARCO ISLAND, EVERGLADES CONVENTION & VISITORS BUREAU.

SERVICES OFFERED:

- Provide real value to partners through LHG's "Hot Tips" media leads program. Ongoing media leads shared with partners provide details on topic, assets needed and deadline.
- Create partner learning opportunities:
  - Conduct PR seminars, invite media/influencers to join with local journalists for panel discussion
  - Develop webinars, such subjects as influencers, crisis
  - Arrange niche seminars on a regional basis
- Launch Media Ambassadors Program to showcase Naples, Marco Island, Everglades as a vibrant, trend-setting destination, designate experts from different sectors
  - Create resource guide, bios, expertise; alert media to availability as story resources
  - Develop media cheat sheets that leverage the rich, diverse aspects of the different regions
  - Detail historic significance, fun facts, culinary, retail, attractions, noteworthy personalities
- Share media results with featured partners, stress how important their contribution was to success
- Provide LHG documents:
  - Hotel/Tourism Awards, globally
  - Travel Industry Meetings, globally
  - Holiday Calendar Listings, deadlines
  - "The Social-lite," recap social and digital happenings; monthly

HOT TIPS MEDIA LEADS PROGRAM

Personalized partner opportunities for Naples, Marco Island, Everglades Convention & Visitors Bureau formatted in custom, user-friendly shared Google Document.

Month of Pitch	Deadline to Submit Information	Topics of Information	Partner Upload Link
February	Feb 9	Epic Girls Getaways in Mississippi	Epic Girls Getaways Folder
	Feb 9	Spring Break Family Travel (Regional)	Spring Break Family Travel Folder
March	February 16	Mississippi Comemmorates the 60th Anniversary of Freedom Summer	60th Anniversary of Freedom Summer Folder
	February 16	Roundup: Summer Events & News (Regional)	Summer Roundup Folder
April	March 1	Lazy Bachelorette Getaways: Low-key pre-wedding weekends in MS	Lazy Bachelorette Folder
	March 1	Mississippi Muses Series: Artists, Writers and Musicians (North Mississippi)	Muses Series: North MS Folder
	March 1	The Reel Deal: Mississippi's Top Fishing Experiences	Reel Deal Fishing Folder
May	April 5	Outdoor Wonders: This is Mississippi? (Outdoors Month)	Outdoor Wonders Folder
	April 5	Mississippi Muses Series: Artists, Writers and Musicians (Delta)	Muses Series: Delta Folder
	April 12	Round Up: Juneteenth Events	Juneteenth Roundup Folder

MEDIA CONTACTS: HOW WE WILL PITCH

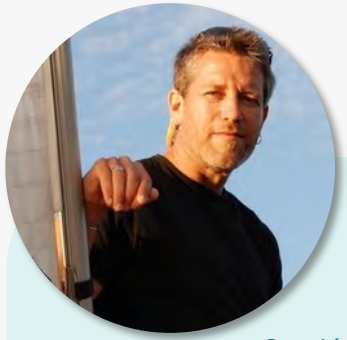
Media love working with LHG because we're all about quality over quantity - we ask ourselves: what is the best outlet, individual and section to tell our story? And we get hyper-focused and write the perfect pitch. Additionally, each day, the LHG team combs through **70** newspapers and nearly **200** websites. The team also reads **100+** regional and national magazines monthly to track client/competitor coverage and identify placement opportunities. Recaps are shared and often discussed throughout the agency. This approach is also reflective when meeting and pitching journalists and social media influencers. Some of our closest media confidants include:



CHRISTINE CHITNIS

The New York Times, Vogue.com, Travel + Leisure, and Condé Nast Traveler

Based in Rhode Island, Christine regularly visits Naples to see her parents and is now planning to extend her family's December-January trip in 2025 to explore Florida beyond her usual spots. She's eager to experience the destination through the local CVB's perspective and is interested in crafting a story about finding the most authentic experience and local guides when fishing, boating, and exploring the Everglades. After discussing Bicyclette Cookshop, Christine is excited to write about Naples's emerging food scene, particularly its sustainable dining options and innovative culinary trends.



CRAI BOWER

Garden + Gun, Condé Nast Traveler, Travel + Leisure

A seasoned travel journalists based in Seattle, Crai Bower specializes in luxury travel, unique cultural experiences and off-the beaten path adventures. His interest in high-end escapes and wellness-driven destinations makes him a perfect fit for the luxury resorts and eco-conscious experience in Florida's Paradise Coast. An avid golfer, Crai appreciates the artistry and challenge of world-class courses, making him well-suited to showcase the region's golf offerings. Whether he's exploring local history and experiential travel or discovering the finest high tea, dining and spa experiences, Crai's attention to detail and discerning test can highlight both relaxation and adventure.



TERRY WARD

Freelance Travel Writer, National Geographic, Lonely Planet, Scuba Diving Magazine, Condé Nast Traveler and more

Another Florida-based LHG contact, Terry Ward consistently works with our team to align on story angles. An enthusiast for diving and all things ocean, her content skews toward Florida-friendly adventure and exploration. As an A-tier freelancer, Terry frequently writes for esteemed national outlets such as *BBC, Forbes, Travel + Leisure, National Geographic, Scuba Diving Magazine, Fodor's Travel* and more.

MEDIA CONTACTS: HOW WE WILL PITCH



BLANE BACHELOR

Freelance Travel Writer,
CNN Travel, AFAR, Condé Nast Traveler,
Robb Report, New York Post and more

An accomplished Amsterdam-based journalist whose articles about luxury lodging, family travel and outdoor adventure have earned her ongoing bylines in *CNN Travel, AFAR, Condé Nast Traveler, Robb Report, New York Post* and more. Since Blane grew up in the Panhandle and still regularly visits Florida- on assignment, on vacation and sometimes both- LHG will appeal to her roots, highlight family-friendly attractions and most importantly, feed her appetite for luxury travel through new hotel and resort announcements.



ANNE BANAS

Editorial Director,
ShermansTravel and Smart Luxury

A seasoned travel and food editor, Anne Banas brings a wealth of experience to her role as Editorial Director at *ShermansTravel* and *Smart Luxury*. Her passion for local cuisine, culture and quiet luxury aligns seamlessly with Florida's Paradise Coast's commitment to authentic, high-quality experience. Anne's discerning palate make her particularly drawn to Naples' boutique 4-5-star hotels and its vibrant culinary scene. She is eager to showcase how visitors can enjoy the Paradise Coast year-round, highlighting the best of peak season, as well as the tranquil beauty of the off-season. Anne is well-positioned to spotlight the diverse offerings of Florida's Paradise Coast.



KATHERINE GALLARDO

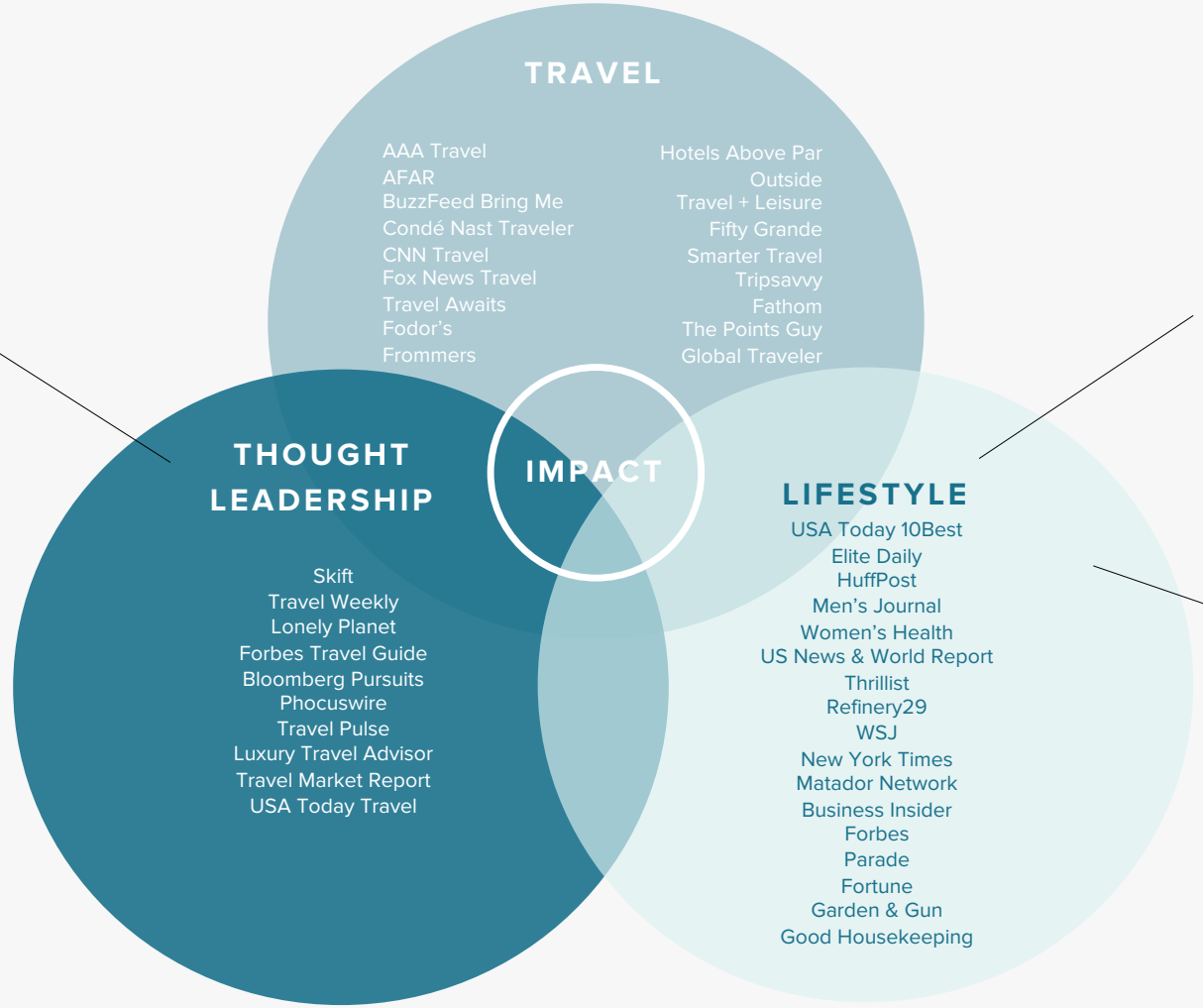
Travel Journalists, Photographer
Condé Nast Traveler, National Geographic Traveller, Remodelista, Hotels Above Par

Katherine Gallardo is a travel journalist, photographer, and interior designer based in New York City. Her work, which focuses on travel, design, sustainability, and wellness, has been featured in esteemed publications such as *Condé Nast Traveler* and *National Geographic Traveller*. In 2025, Katherine plans to visit Florida between October-December 2025, aiming to experience stargazing at Big Cypress National Preserve and further the Everglades' natural beauty. Her commitment to sustainability aligns with interests in establishments like Bicyclette Cookshop and the rich fishing heritage of areas like Goodland and Everglades City. Katherine also contributes to *Hemispheres magazine*, covering topics related to design, travel, sustainability, conversation and human-interest stories.

SAMPLE MEDIA TARGETS

FAMILY

Roam
Romper
Parents
Family Destinations Guides
Family Travel Magazine
Wherever Family
Family Vacation Critic
Family Focus Blog
Family Vacationist
FamilyTravel.com
Travel Mamas
MommyTravelers
Mommy Poppins



MICE

Meetings Today
Northstar Meetings Group
Smart Meetings
Successful Meetings
Corporate & Incentive
Sport & Travel
Small Market Meetings

FOOD & BEVERAGE

Bon Appetit
Eater
Imbibe
Food & Wine
Buzzfeed Tasty
Tastemade
Wine Enthusiast
Punch
Chilled
Savuer

HOW WE HOST



LHG WILL INVITE AND QUALIFY TOP JOURNALISTS TO NAPLES, MARCO ISLAND, EVERGLADES CONVENTION & VISITORS BUREAU.

Every FAM opportunity secured will be with an appropriate key writer or publication that specifically caters to the Naples, Marco Island, Everglades Convention & Visitors Bureau target audience and our predetermined “Top 100” key media targets.

In 2024 LHG conducted 314 media visits.

1. **DETERMINE GOALS**
   LHG outlines measurable goals for each visit.
2. **IDENTIFY, ENGAGE, SECURE**
   We conduct tailored media outreach to our top national and regional outlets to secure media visits (as budget permits). Visits can be a combination of group FAMs (including 3-4 journalists) and/or individual media.
3. **ESTABLISH THEMES AND ACTIVITIES**
   We create compelling and bespoke trip themes tailored to the group or individual’s interests. We’ll work with your team and relevant partners to craft detailed itineraries for each group or individual.
4. **COVERAGE ANNOUNCEMENTS**
   A forecast of coverage and copies of published articles will be provided to Naples, Marco Island, Everglades Convention & Visitors Bureau as they become available.
5. **BUILD THE ITINERARY**
   We can use Travefy, an award-winning web and app-based itinerary management tool, to build out media visit itineraries. It is an aesthetically pleasing interface with tech-driven solutions, and its ability to be updated automatically in-visit have been praised by media and clients, enhancing our overall media visiting program.
6. **PRE-ARRIVAL INFORMATION**
   We compile appropriate media information into a briefing document to share with your team and partners ahead of every visit.
7. **POST-VISIT FOLLOW UP**
   Once a trip is completed, we provide a comprehensive report and conduct all follow-up including placement plans, image and interview needs, etc.

BROADCAST

OUR APPROACH

LHG will implement a comprehensive campaign to deliver broadcast media coverage. In addition to pitching dedicated opportunities for Lancaster County to producers and production companies, LHG will provide content to top travel editors and their publicists at outlets such as *Travel + Leisure* and *The Points Guy* for upcoming morning show appearances on the likes of *The Today Show* and *Good Morning America*. Many of these outlets will cover "Where to Go" segments for spring, summer, fall, winter or holidays and send an editor "expert" to dictate travel recommendations. We will leverage seasonality, annual events and large-scale sports games to drive interest.

Additional broadcast opportunities can include satellite media tours and paid integrations. As appropriate, LHG will negotiate on behalf of Naples, Marco Island, Everglades Convention & Visitors Bureau to facilitate optimal exposure.

FEATURED PLACEMENTS		
Access Hollywood	*Good Morning America*	*Southern Charm*
CBS News	*HGTV*	*The Today Show*
CNN	*The Late Show with Stephen Colbert*	*The Tonight Show with Jimmy Fallon*
E! News	*Live with Kelly & Mark*	*Top Chef*
Food Network	*MSNBC*	*Travels with Darley*
Fox & Friends	*Real Housewives*	*Places to Love with Samantha Brown*



BROADCAST

RECENT EXAMPLES

NATIONAL









BRAND STEWARDSHIP

OUR APPROACH

Today's credible brands have powerful leaders personifying them by sharing passion, expertise and experience. A strategic thought leadership program that marries expertise and marketing helps validate a brand and serves as a valuable generator of media interest and business growth.

With established media relationships, LHG specializes in positioning leaders in the right media outlets and at key industry events. We work to ensure that your personal brand is fully optimized online by targeting high-ranking websites that get priority placement in search results and impact the prominence and authority of your brand's website. We also ensure that you are well positioned as a go-to resource for media based on your expertise.



REACHING NEW HEIGHTS THROUGH:

- Thought Leadership
- Associations & Partnerships
- Awards
- Content Development
- Expert Source
- Leadership Profiles
- Op-Eds
- Speaking Engagements
- Strategic Brand Partnerships
- Subject-Matter Bylines
- Tailored Spokesperson Training

PITCH CALENDAR

OCTOBER 2025

TEE OFF IN LUXURY
Where fairways meet five-star service–golf gets a glow-up in Naples.

LOOKING AHEAD: NATIONAL NATIVE AMERICAN HERITAGE MONTH (NOVEMBER)
Explore the indigenous roots of the Everglades with meaningful travel stories.

HAUNTED BY BEAUTY: FALL IN FLORIDA'S PARADISE COAST
Golden hour glow, uncrowded beaches, and autumn adventures await.

DECEMBER 2025

SUN, SAND & SEASONAL CHEER
Trade snow boots for flip-flops–holidays shine brightest on the coast.

FESTIVE ON THE WATER
Holiday lights, boat parades, and breezy nights by the Gulf.

PREVIEW: WHAT'S NEW IN 2026
Fresh flavors, bold hotel openings, and reimaged experiences on the horizon.

FEBRUARY 2026

A BIRD LOVER'S PARADISE
Where the binocular crowd flocks–over 200 species in one wild, wonderful place.

FAMILY FUN ON FLORIDA'S PARADISE COAST
Spring break with bite–think Naples Zoo, Great Wolf Lodge, and beachy bliss.

SWAMP BUGGY BUD CUP FINALS
It's loud, it's muddy, it's legendary–Florida's wildest tradition rolls on.

NOVEMBER 2025

FEAST LIKE A LOCAL
Thanksgiving with a twist–stone crab, sunset views, and seafood feasts.

EVERGLADES ADVENTURES FOR THE COOL-WEATHER EXPLORER
Cooler temps, clearer skies–this is peak season for wild beauty.

HOLIDAY PLANNING IN PARADISE
'Tis the season to plan a sun-soaked celebration in the most festive setting.

JANUARY 2026

RING BY SPRING
Pop the question in paradise–Naples is engagement season's best-kept secret.

56TH ANNUAL EVERGLADES SEAFOOD FESTIVAL
Old Florida flavor, fresh-off-the-boat seafood, and small-town charm.

PARADISE FOR TWO
Valentine's Day reimagined–romance meets natural beauty on Florida's Paradise Coast.

MEDIA MISSION: IMM NYC
Connecting coastal charm with top-tier media in the Big Apple.

MONITORING: JAMES BEARD SEMIFINALISTS ANNOUNCED
Eyes on local chefs serving up national flavor.

MARCH 2026

THE PERFECTLY AGED ESCAPE
Move over spa days–2025 is the year of the girl gang getaway to Naples.

LUXURY MEETS NATURE: FAM
Luxe linens, wild landscapes–invite-only storytelling coming June.

PITCH CALENDAR CONT.

APRIL 2026

NATIONAL ROAD TRIP DAY MAY (MAY 23)
Hit the backroads to history–Everglades oddities and roadside gems await.

MAY 2026

ROADSIDE AMERICANA
Snap a selfie at the smallest post office in the U.S.–only in Ochopee.

TOWN-SIZING: MARCO ISLAND
Small in size, big on beauty–Marco Island's charm is perfectly portioned.

WEIRD & WACKY FLORIDA TRADITIONS: SPAMMY JAMMY
Yes, it's Spam, it's a jammy party. And yes, you need to see it to believe it.

JUNE 2026

SOLO IN PARADISE
The ultimate "me time" destination–one blissful beach at a time.

MEDIA MISSION: IPW, CHICAGO
Bringing barefoot luxury to the Windy City.

JULY 2026

FOODIES FLOCK TO PARADISE
Sizzle Dining returns–prepare your palate for the taste of the coast.

DISCOVER PARADISE WITHOUT THE CROWDS
Secret season. Shoulder season. Your season to explore.

AUGUST 2026

WHERE TO GO IN JANUARY
Start the year with a toast–Naples Winter Wine Festival is your VIP invite.

BACK TO NATURE, BACK TO YOU
Before fall routines return, embrace one last Gulf breeze and golden sunset.

SEPTEMBER 2026

BEST HOLIDAY DESTINATIONS IN FLORIDA
Trade snow for sunsets–holidays shine brighter in Paradise.

WHY FLORIDA'S PARADISE COAST SHOULD BE ON YOUR 2027 TRAVEL BUCKET LIST
Future-forward travel starts in one of Florida's most inspiring coastal escapes.

BUSINESS PLAN TIMELINE

Tactic	October 2025	November 2025	December 2025	January 2026	February 2026	March 2026
Monthly Pitching Campaigns	Culinary, Eco, Luxury, Culture	Heritage & Winter Preview	Holiday + Winter Sunshine Getaway	Summer Long-Lead	Spring Break & Eco Tourism	Family Travel, Culinary & Earth Month Prep
Media FAM Trips + Individual Hosting	Ongoing Hosting	Ongoing Hosting	Ongoing Hosting	Ongoing Hosting	Ongoing Hosting	Ongoing Hosting
Monthly Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter
Seasonal Awareness	Fall Travel, Stone Crab Season, Dark Sky	Veterans Day Tie-ins, Everglades History	New Year's Eve	Wine Fest, IMM Preview	Seafood Festival, Spring Events	Earth Month Prep, Culinary Innovation
Reporting	Ongoing; Monthly Report	Ongoing; Monthly Report	Ongoing; Monthly Report	Ongoing; Monthly Report	Ongoing; Monthly Report	Ongoing; Monthly Report
Awards	Ongoing Review & Submission	Ongoing Review & Submission	Ongoing Review & Submission	Ongoing Review & Submission	Ongoing Review & Submission	Ongoing Review & Submission
Quarterly Partner Outreach & Education	Reactive Communications	Quarterly Outreach	Reactive Communications	Reactive Communications	Quarterly Outreach	Reactive Communications
Key Moments & Events	Stone Crab Festival, Fall & Culinary Travel, Dark Sky	Gladesmen Heritage Tourism, Veterans Day	Holiday/NYE, Naples Winter Wine Preview	IMM, Naples Winter Wine Festival, Summer Long-Lead	Everglades Seafood Festival, Spring Break	Family Travel, Culinary, Earth Month

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BUSINESS PLAN TIMELINE

Tactic	April 2026	May 2026	June 2026	July 2026	August 2026	September 2026
Monthly Pitching Campaigns	Earth Month/Day, Girlfriend Getaways, Culture	Summer Travel	Wellness + Nature-first	Fall Preview	Pre-Fall, Couples Retreats, Eco Travel	Fall Feature
Media FAM Trips + Individual Hosting	Ongoing Hosting	Ongoing Hosting	Ongoing Hosting	Ongoing Hosting	Ongoing Hosting	Ongoing Hosting
Monthly Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter	Coastlines Newsletter
Seasonal Awareness	Earth Month/Day & Cultural Events	Summer Escapes	IPW, Nature Escapes	Marketing Summit Recap, Fall Preview	Shoulder Season Escapes	FY Wrap-up
Reporting	Ongoing; Monthly Report	Ongoing; Monthly Report	Ongoing; Monthly Report	Ongoing; Monthly Report	Ongoing; Monthly Report	Ongoing; Monthly Report
Awards	Ongoing Review & Submission	Ongoing Review & Submission	Ongoing Review & Submission	Ongoing Review & Submission	Ongoing Review & Submission	Ongoing Review & Submission
Quarterly Partner Outreach & Education	Reactive Communications	Quarterly Outreach	Reactive Communications	Reactive Communications	Quarterly Outreach	Reactive Communications
Key Moments & Events	Earth Month, Culture, Girlfriend Getaways	Summer Pitching, Partner Outreach	IPW Travel Conference, Wellness & Nature	Annual Marketing Summit, Fall Preview	Pre-Fall Pitching, Partner Alignment	Fall Features, FY Media Wrap-up

AWARDS PROGRAM

STRATEGIC AND BUILDING

KEY COMPONENTS

- Improves awareness
- Increases credibility
- Establishes leadership in the industry and position among competitors

LHG PROVIDES DEDICATED RESOURCES TO TRACK AWARDS:

- Hotel/Tourism Award Resource Guide, annually
  - 86 hospitality, destination award and survey opportunities
- Designated agency awards committee identifies, tracks, reports and provides:
  - In-depth understanding of award details, timing
  - Role of key editors
  - Important dates, reminders throughout award process:
    - Submission deadlines guaranteeing clients are 'on the list'
    - Nomination announcement date ensuring client can promote
    - Voting timeframe: when open, closed, winners announced
  - 'Getting Out The Vote' collateral and implementation
    - Download award assets (badges, logo, template press release)
    - Review LHG's signature 'Award Notification & Voting Best Practices' check list

TRAVEL+ LEISURE

Condé Nast Traveler

LHG CLIENTS RECOGNIZED BY:

29 *Travel + Leisure* World's Best Awards

#1 Best US City (Charleston); #2 Best US Small City (Santa Fe); 2 Top Caribbean Islands

25 *Condé Nast Traveler* Readers' Choice Awards

3 Top 10 Small US Cities; 2 Top Caribbean Islands; 3 Top Cruise Ships

12 *Southern Living* South's Best Awards

Best City (Charleston); Best College Town (Athens, GA)

12 *USA Today* 10Best Awards

#2 Best New Hotel; 4 Best Cruise Ship Lines

6 *Food & Wine* Tastemakers Awards

5 *Forbes* Travel Guide Star Awards

2 *Esquire* Best New Hotels

Time Magazine's World's Greatest Places (Jamaica)

THOUGHT LEADERSHIP

OUR APPROACH

Our strategic thought leadership program includes partnering with leading research institutions to collaborate on joint research projects, content creation, executive speaking engagements, media relations and strategic partnerships to position Naples, Marco Island, Everglades Convention & Visitors Bureau's Tourism Director, Jay Tusa, as a leading voice in the tourism industry.

TACTICS

- Build on Naples, Marco Island, Everglades Convention & Visitors Bureau research with consumer-driven trends/research to be distributed to business, trade, and consumer media
- Secure broadcast opportunities on prominent shows such as ***CNBC's*** "Squawk Box," ***NBC's*** "*Today*," and ***ABC's*** "*Good Morning America*" to highlight travel and tourism trends
- Engage with top-tier media outlets such as ***Forbes, The Wall Street Journal***, and ***The New York Times*** to position Jay Tusa as the go-to expert on tourism industry challenges and opportunities
- Secure speaking opportunities at industry conferences such as Skift Global Forum, NYU International Hospitality Industry Investment Conference, the Lodging Conference and the U.S. Travel Association's IPW to showcase insights and strategies in travel and tourism

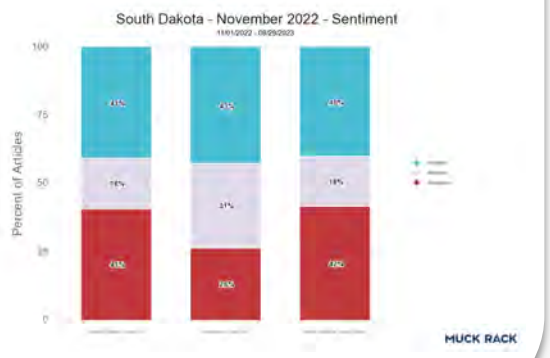


MEASUREMENT & ROI

OUR APPROACH

QUALITATIVE

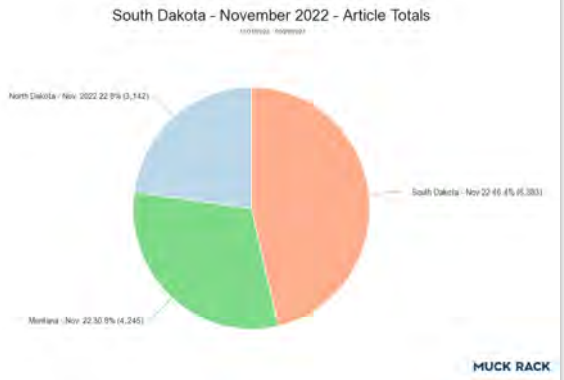
- **TOP 100 LIST**
  - Strategic approach with Google Docs spreadsheet that is continuously updated with conversations and coverage
- **HAMMOND 10 SYSTEM FACTORING**
  - Target outlet efficiency
  - Social amplification
  - Imagery usage
  - Link usage
  - Key message pull through; share of voice



QUANTITATIVE

LHG analyzes daily, real-time totals. Media placement is unique to monthly online views circulations, social engagement and reach, according to your overall goals.

We also provide monthly dashboard reports that include impressions, number of stories, pitches, releases, etc., enabling efficient sharing of activities and results among appropriate stakeholders.



ANNUAL PLANS

Create a strategic plan and content calendar offering a vision for one year. As priorities change, plan is updated to reflect new priorities and deviations in the marketplace. Plan is constantly reviewed to be certain measurable goals are being met ongoing.

MONTHLY REPORTS

Summarizes activities, results, joint reviews with Naples, Marco Island, Everglades Convention & Visitors Bureau and LHG.

BI-WEEKLY CONFERENCE CALLS

Agenda presented prior, following by detailed call report.

DAILY COMMUNICATION

Available 24/7, understand time restraint, will be an extension of your team making work easier for all.

ROI

Works closely to determine measurement criteria best for Naples, Marco Island, Everglades Convention & Visitors Bureau. LHG is data-driven in strategies, using ROI to inform strategic shifts.

RESULTS

For the past 40 years, LHG has consistently produced award-winning results. Our favorite measurement is a happy, long-term client; our record of longevity is unmatched in the industry.

MEASUREMENT & ROI

LHG REPORTING DASHBOARD

In addition to the monthly activity report, LHG provides exclusive reporting dashboards to its clients. The dashboard includes mutually agreed-upon metrics and information for ongoing tracking. It can be used to generate special reports and provide coverage recaps for specific initiatives, events, etc.

MEDIA COVERAGE

- Monthly/YTD Media Impressions
- Monthly/YTD Ad Value Equivalency
- Monthly/YTD Stories



MEASUREMENT & ROI

SYSTEMS LHG UTILIZES

MUCK RACK

The media landscape changes daily with new content produced by journalists, working with new publishers on new media. Muck Rack's powerful media monitoring uses the latest advances in AI and machine learning technology to source and surface relevant information from across the web, social media, TV and radio.

SPROUT SOCIAL INFLUENCER MARKETING

This end-to-end social media influencer marketing platform tracks campaign performance in real time and maximizes the impact of curated content and dedicated campaigns. Sprout Social's advanced features, such as robust search capabilities and detailed audience analytics, enable LHG to identify the most relevant and effective influencers for client target audiences.



ACCOUNT MANAGEMENT

Lou Hammond Group ensures dedicated account teams and clients are always in sync, ready to tackle both reactive and proactive opportunities.

REAL-TIME ACCOUNT OVERVIEW

With curated Google Docs, LHG shares real-time updates spotlighting current media relations, secured covered and anticipated editorial run dates.

READING PROGRAM

Through a comprehensive reading program, executed by every staff member at LHG, countless leads are shared internally daily.

INITIATIVE COLLABORATION

With national reach and a regional approach, the bandwidth of LHG spans all categories of media relations, events, promotions, broadcast and more. Team members are dialed into Naples, Marco Island, Everglades Convention & Visitors Bureau's needs and goals and act as a unit to support initiatives and vision.

MEDIA RELATIONS

To ensure all PR efforts are efficient and valuable, our team will create a streamlined account management process to capitalize on media leads, workflow and organization.

CREATE

ParadiseCoast@louhammond.com alias to streamline communications between internal brand contacts and partners.

COMPILE

Content calendar to identify proactive/opportunistic leads.

COORDINATE

Alert industry partners to opportunities of upcoming leads/deadlines. Utilize Google Forms for ease of information gathering.

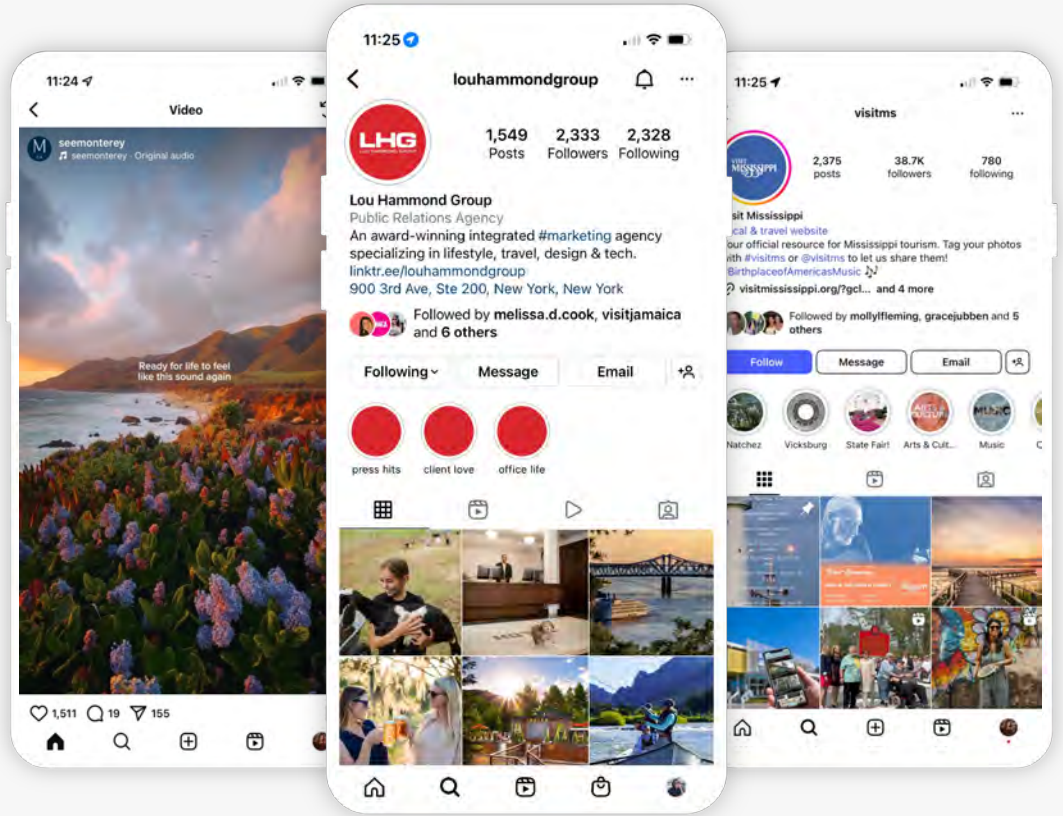
SOCIAL MEDIA INTEGRATION



SOCIAL MEDIA

OUR APPROACH

LHG believes in an integrated approach through which your brand's voice connects across all marketing initiatives and platforms. We achieve results through creative, value-driven campaigns, strategic thinking and quick actions resulting in bottom-line growth for our clients. Whether establishing a presence and increasing your reach on social, creating thumb-stopping content, driving traffic to your website, connecting and engaging with your audience or positioning your brand as an industry thought leader, we ensure your overall objectives are always met.



WE OFFER

Reputation Auditing
Strategic Consulting
Content Development
Community Management
Influencer Marketing
Measurement & Reporting

A DYNAMIC DUO

MAXIMIZING PR EFFORTS ON SOCIAL

In today's digital age, social media platforms serve as powerful tools for connecting with audiences, shaping brand perceptions, and amplifying messaging in ways never before possible. At LHG, we integrate these platforms seamlessly into our public relations strategy to maximize the impact of our efforts.

THIS APPROACH INCLUDES:

- **Ensuring a strong social presence across platforms.** This includes staying up-to-date on each platform's best practices to ensure content is aligned.
- **Tapping into key trends.** We identify the latest social media trends and creatively integrate them with PR strategies on social platforms.
- **Leveraging influencer marketing.** We tap into our database of vetted influencers to drive brand awareness, engagement and support strategic initiatives.
- **Building relationships.** By targeting outlets and journalists with an active online presence, we engage with industry thought leaders while promoting online coverage.

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OUR SERVICES

SOCIAL MEDIA STRATEGY

- Target communications strategies to deliver impactful and inspiring messages through social media platforms
- Strategic social media planning
- Determine goals and key objectives
- Develop audience persona

COMMUNITY MANAGEMENT

- Management and collaboration with the CVB to manage its social media community
- Content programming
- Audience engagement

CONTENT STRATEGY

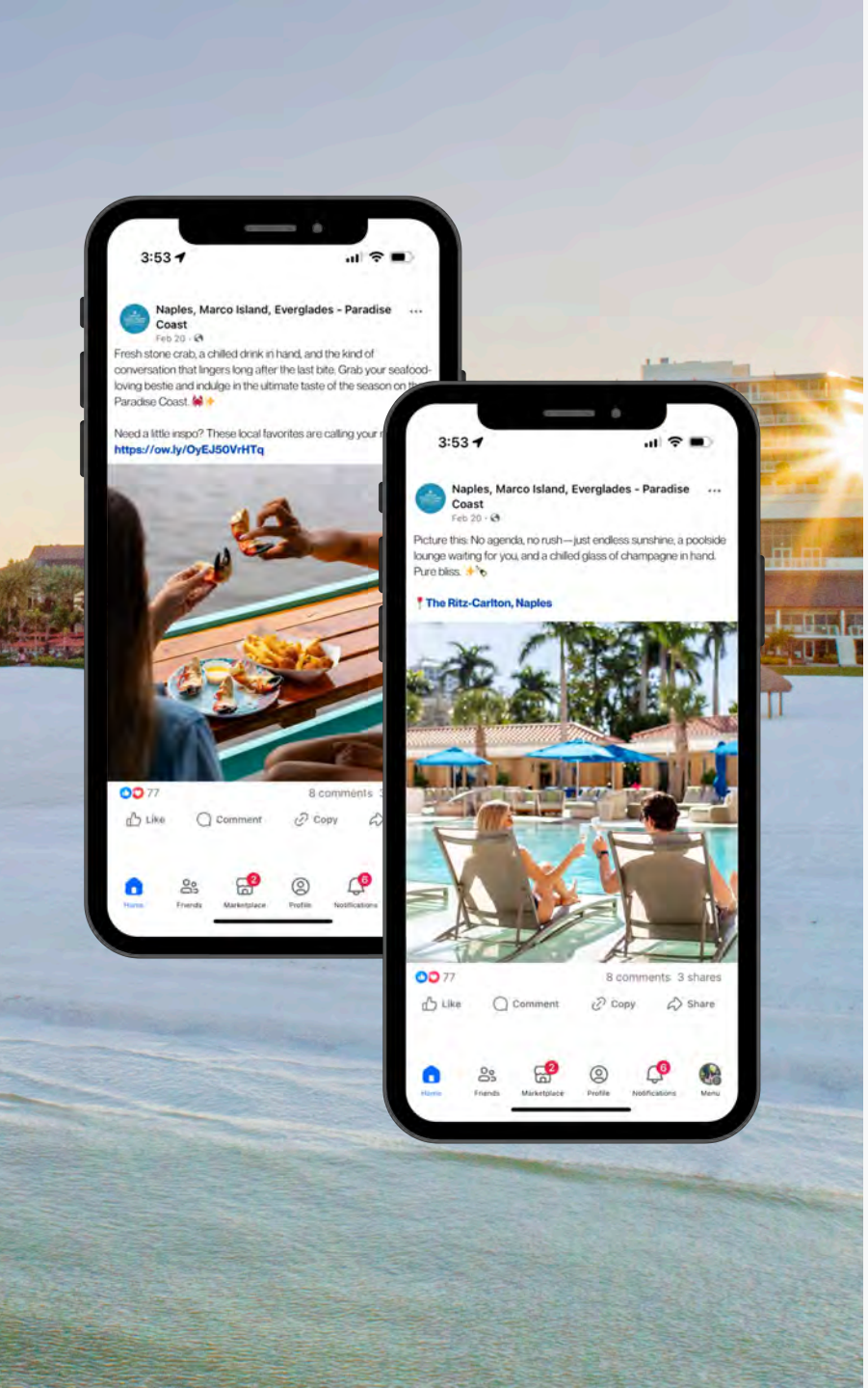
- Develop timely and relevant content plans and schedules based on key learning and brand objective
- Identify and set goals
- Plan social content, monthly
- Build content calendar
- Establish analytics review
- Organic content creation

CONTENT MANAGEMENT

- Utilize effective tools and practices to create content and curate campaigns to manage content across multiple brand touch points
- Content gathering missions
- Social media asset management
- Conversion / lead generation
- Page management

ANALYTICS & REPORTING

- Analysis of data and key performance metrics that will drive the CVB's ability to assess business decisions
- Social media intelligence
- Social conversations
- Emerging trends
- Social media listening / monitoring
- Audience reach / sentiment / engagement



FACEBOOK

CHANNEL DIRECTION

PURPOSE:

- Facebook is the go-to platform for connecting with both locals and travelers. We'll use it to share in-depth stories, community events, and destination highlights, fostering a sense of connection and encouraging engagement from a broad audience.

TACTICS:

- **Foster Community Connection** – We'll use Facebook to engage locals and visitors alike with interactive posts and destination spotlights. By responding to comments and encouraging discussions, we'll create a welcoming space for travelers to connect.
- **Leverage Event Promotion** – From seasonal festivals to local markets, we'll highlight events that make Naples, Marco Island, and Everglades a must-visit. Timely event posts, live updates, and boosted promotions will drive attendance and engagement.
- **Share Engaging Storytelling** – Longer-form captions and posts will showcase in-depth travel experiences, from hidden gems to unique local businesses. By telling compelling stories, we'll inspire visitors to explore beyond the usual tourist spots.
- **Amplify User-Generated Content** – We'll showcase authentic visitor experiences. Featuring real photos and stories from travelers builds trust, encourages engagement, and inspires future visitors to explore and share their own experiences.

EXAMPLES:

- Ask followers, "What's your favorite sunset spot in Naples?" and engage with responses.
- Promote the Marco Island Seafood & Music Festival with a mix of posts leading up to the event, live updates during, and a recap featuring attendee photos and testimonials.
- Highlight a local Everglades eco-tour guide, sharing their story and passion for preserving the region's unique ecosystems.
- Feature a visitor's post kayaking through Rookery Bay Reserve, resharing their breathtaking photo with a caption like, "Exploring Naples' hidden waterways—tag us in your adventures for a chance to be featured!"

INSTAGRAM

CHANNEL DIRECTION

PURPOSE:

- Instagram is where the CVB's visual beauty comes to life. Through stunning imagery and short-form videos, we'll showcase breathtaking landscapes, experiences, and real-time updates, capturing the essence of what makes the area a must-visit destination.

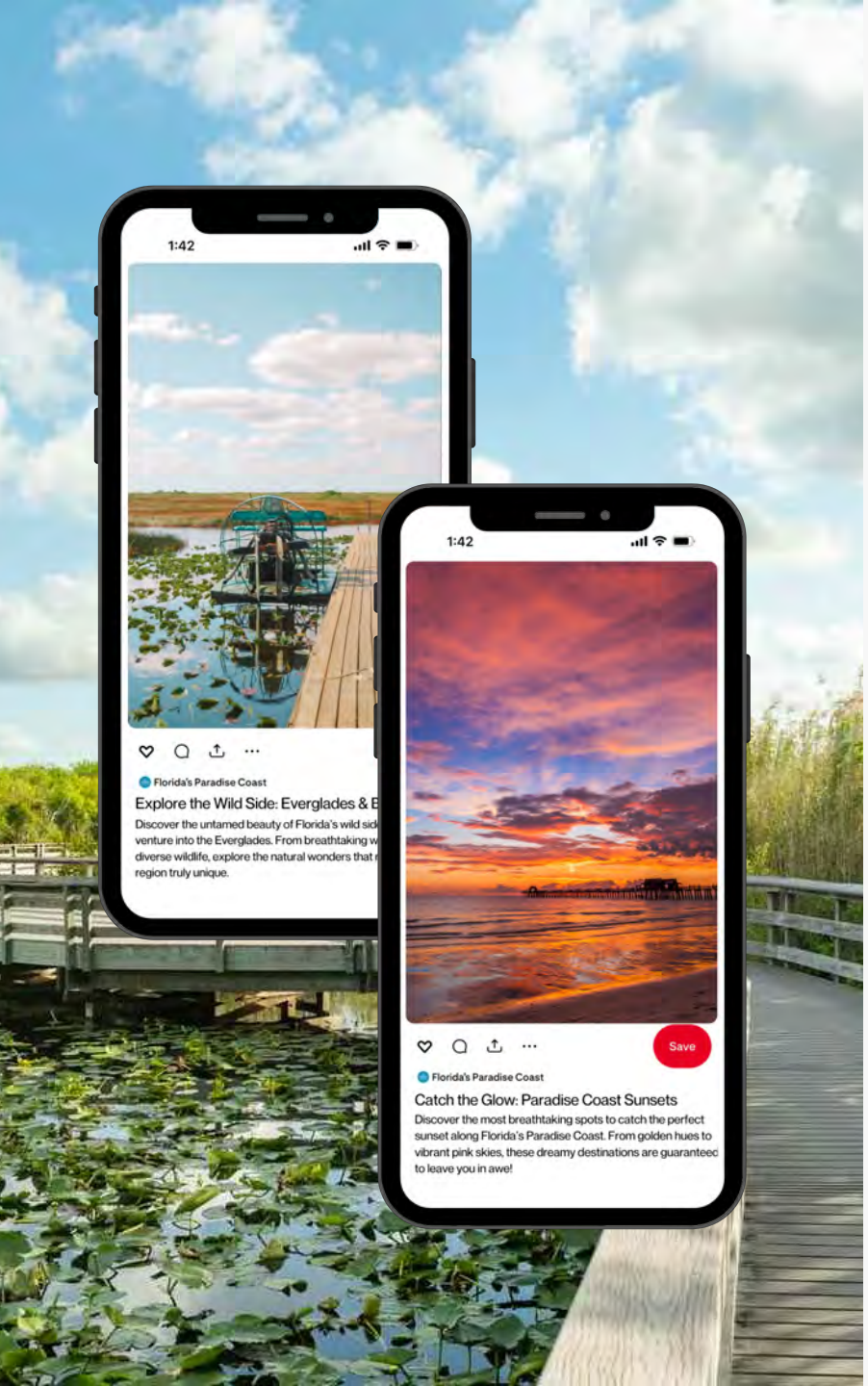
TACTICS:

- **Stay Ahead of Trends** – We'll ensure the CVB remains top of mind by creating timely, engaging content that taps into trending travel moments, sounds, and formats. From scenic destination highlights to must-visit experiences, we'll produce shareable content that inspires visitors.
- **Focus on Savable Content** – Our strategy prioritizes valuable content that encourages users to save and share, increasing visibility and engagement. By crafting informative, inspiring posts, we'll strengthen audience connections and boost reach.
- **Video-First Strategy** – Short-form video is key to maximizing engagement. We'll leverage high-quality visuals and trending audio to enhance discoverability and keep the CVB front and center on social feeds.
- **Real-Time Engagement via Stories** – Interactive Stories will drive engagement and showcase everything from local events to outdoor adventures. Polls, quizzes, and Q&As will invite participation, while Highlights will ensure key content remains accessible.

EXAMPLES:

- Create a Reel using a trending sound to showcase a "Day in Paradise" itinerary featuring sunrise at Naples Pier, a boat tour in the Ten Thousand Islands, and sunset cocktails on Marco Island.
- Design a carousel post titled "5 Hidden Gems in the Everglades You Need to Visit", featuring off-the-beaten-path trails, scenic boardwalks, and wildlife spotting tips, encouraging users to save it for future trips.
- Post a slow-motion Reel of a dolphin spotting tour in the Gulf of Mexico, paired with a trending audio track, capturing the magic of marine life in Collier County.
- Share behind-the-scenes coverage of the Naples Stone Crab Festival, including live taste tests, Q&A with local chefs, and a poll asking followers to vote for their favorite seafood dish. Save key moments in a dedicated "Foodie Guide" Highlight.





PINTEREST

CHANNEL DIRECTION

PURPOSE:

- Pinterest is a dream board for future travelers. We'll curate inspiring pins that highlight local attractions, hidden gems, seasonal activities, and travel planning tips, encouraging users to save and revisit their Naples, Marco Island, Everglades vacation ideas.

TACTICS:

- **Create Evergreen Travel Inspiration** – We'll design eye-catching pins featuring must-visit locations, seasonal travel guides, and itinerary ideas that users can save and reference when planning trips.
- **Optimize for Searchability** – Pinterest acts as a search engine for travel planning. We'll craft keyword-rich pin descriptions and boards to ensure the CVB's content ranks high and reaches potential visitors actively searching for trip ideas.
- **Leverage Seasonal Trends** – We'll align content with seasonal interests, from beach getaways in the summer to nature escapes in the winter, ensuring year-round visibility and engagement.
- **Drive Website Traffic** – Every pin will be strategically linked to the CVB's website, blog posts, or travel guides, turning inspiration into action and increasing referral traffic.

EXAMPLES:

- Design a **"Best Beaches in Collier County"** pin with vibrant images of Naples Beach, Tigertail Beach on Marco Island, and Barefoot Beach Preserve. Include a brief description of each location, making it perfect for users planning a relaxing coastal getaway.
- Curate a **"Top 10 Things to Do in the Everglades"** board filled with pins like "Wildlife Tours in Everglades City" and "Must-See Trails for Hiking in the Everglades," ensuring each pin description uses travel-related keywords like "Everglades eco-tours" and "Florida nature adventures."
- Create a pin for a **"Winter Getaways in Collier County"** featuring cozy indoor activities like local art galleries and dining spots, paired with seasonal nature walks and sunset views, all ideal for winter visitors looking to escape the cold.
- Pin a **"Weekend Getaway Itinerary in Marco Island"** with a link to a detailed blog post on the CVB's website, including personalized tips for a three-day vacation, from water sports to dining recommendations, encouraging users to plan their visit.

INFLUENCER MARKETING MANAGER

We offer a comprehensive influencer marketing management strategy to support brand awareness, engagement and conversions through influencer partnerships. Our approach ensures strategic vetting, creative alignment and data-driven reporting to maximize ROI.

INFLUENCER RESEARCH & VETTING

We will identify and secure influencers who align with the brand's values, target audience and marketing objectives.

- Develop an influencer criteria matrix (audience demographics, engagement rate, content style, past collaborations and authenticity).
- Conduct thorough vetting using industry tools (e.g., Sprout Social Influencer Management) to assess follower authenticity, engagement quality and content performance.

CREATIVE BRIEF & STRATEGY

A well-defined creative direction will guide influencer content to ensure brand consistency and messaging impact.

- Develop a detailed creative brief with campaign objectives, key messaging, content themes and brand guidelines.
- Provide influencers with content inspiration and deliverable expectations (e.g., Instagram posts, TikTok, Reels, Stories, blog features, etc.).
- Ensure brand alignment while allowing influencers creative freedom to maintain authenticity.

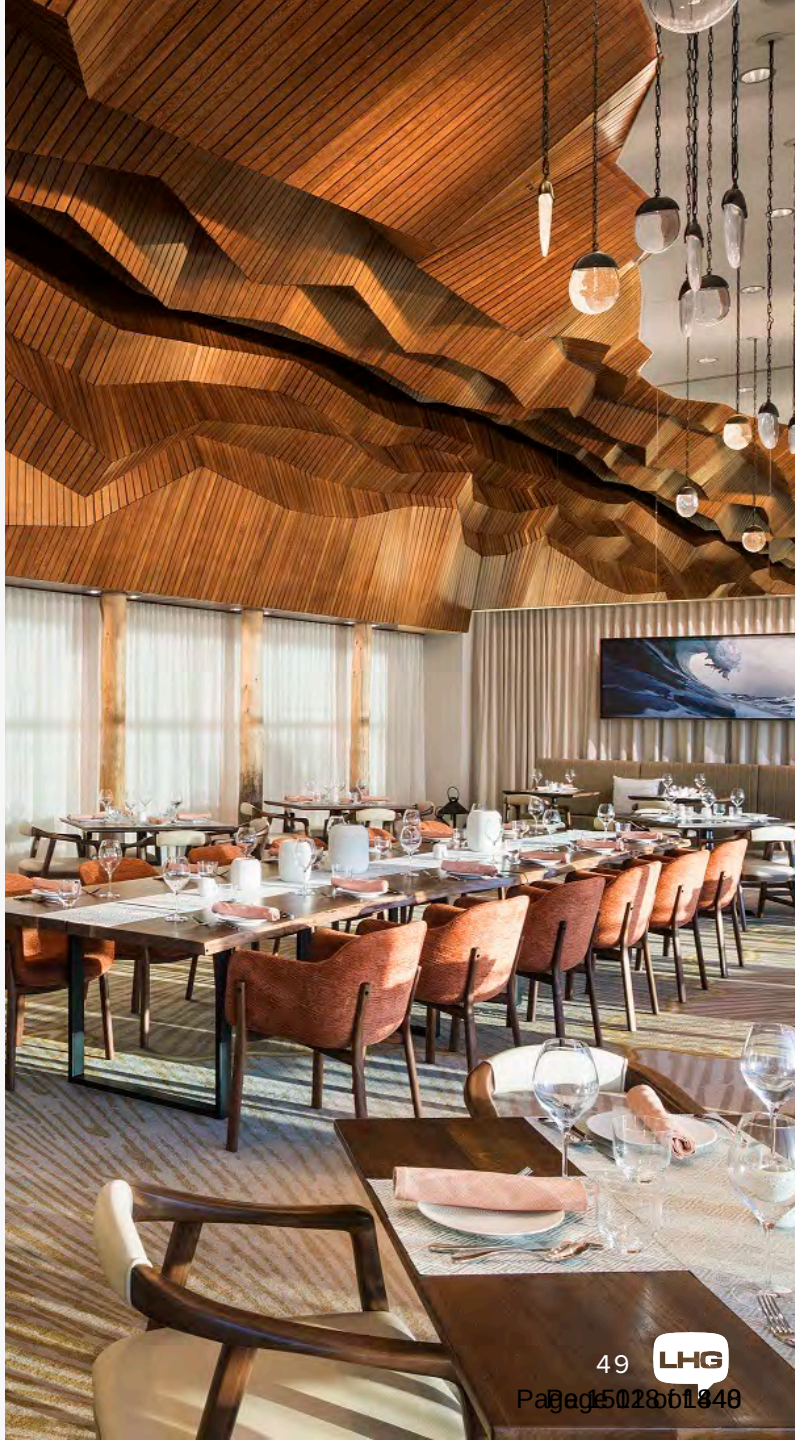
REPORTING & ANALYTICS

Performance tracking and ROI measurement to evaluate the success of influencer partnerships.

- Monitor key metrics including reach, impressions, engagement, clicks and conversions.
- Compile performance reports with insights on best-performing influencers, content types and audience behavior
- Optimize strategy based on data findings, adjusting influencer mix, content approach and engagement tactics as needed.

INFLUENCER HOSTING

Influencer hosting will take place throughout the year to align with key campaign milestones and maximize content impact.



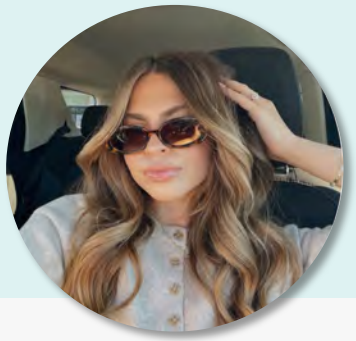
INFLUENCER MARKETING

SAMPLING

To showcase a diverse mix of experiences throughout Naples, Marco Island, Everglades, LHG recommends engaging a dynamic group of travel and lifestyle influencers, with intentional emphasis on nature, arts, and culture to reach target markets and demographics.

SUGGESTED INFLUENCERS

Cass Spinelli
- 148k followers – Instagram
- 5% engagement rate
- Location: St. Pete, FL
- Family, Lifestyle



@cass.spinelli

Joanna Adach
- 194k followers – Instagram
- 3% engagement rate
- Location: Miami, FL
- Luxury Travel

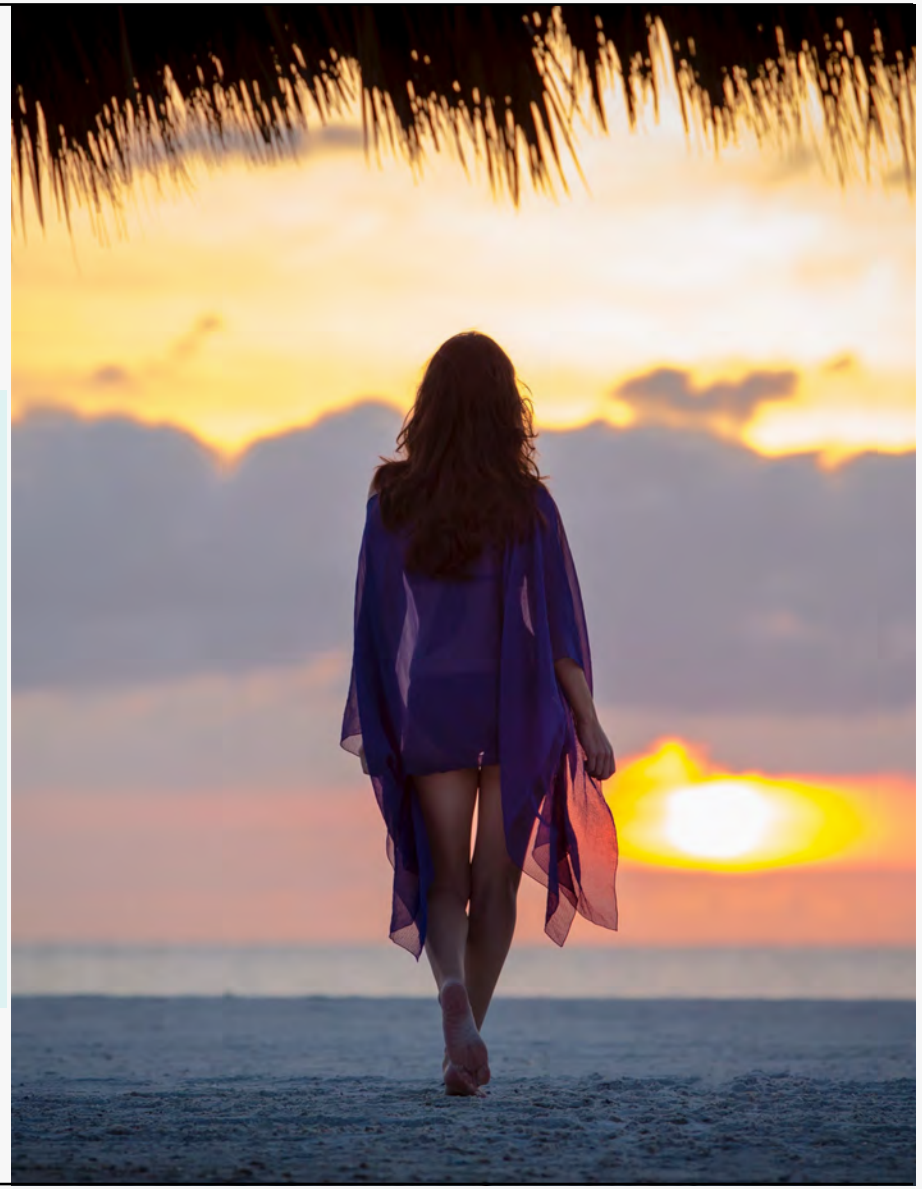


@the_essentialist_

Jess Menendez
- 25k followers – Instagram
- 61% engagement rate
- Location: St. Pete, FL
- Travel, Lifestyle



@jesskidding_





INFLUENCER OUTREACH STRATEGY & PLAN

DEFINE CAMPAIGN GOALS & OBJECTIVES

We start by outlining clear and measurable campaign goals to ensure our outreach is aligned with your overall marketing objectives (e.g., tracking specific KPIs such as reach, clicks, or conversion rates). These could include:

- Brand Awareness
- Engagement & Interactions
- Conversions & Sales
- Content Creations

IDENTIFY THE RIGHT INFLUENCERS

Next, we identify influencers who align with your brand values, target audience and marketing objectives.

- **Audience Demographics** – Match influencers whose followers fit your ideal customer profile.
- **Engagement Rates** – Prioritize influencers with active, engaged audiences (3-5% engagement rate) over those with large but passive followings.
- **Content Style** – Choose influencers whose content style resonates with your brand's tone, values and messaging.
- **Authenticity** – Vet influencers based on their credibility and authenticity. We look for consistent, honest engagement rather than influencers who seem to push paid promotions excessively.

TAILORED OUTREACH

We take a tailored approach to influencer outreach, ensuring your brand connects with the right voices for maximum impact.

- **Custom Outreach Strategy** – Personalized outreach for each influencer, considering platform, messaging and timing to optimize engagement.
- **Compelling Communication** – Our team develops customized messages that highlight why the influencer is a perfect fit.
- **Seamless Execution** – We handle outreach, providing influencers with expectations, deliverables and compensation details.
- **Expert Negotiation** – From rates to content timelines, we manage all discussions to secure agreements that align with your brand's goals.

INFLUENCER OUTREACH STRATEGY & PLAN (CONT.)

PROVIDE CLEAR CAMAPIGN BRIEFS

Once an influencer is onboard, provide a detailed creative brief that outlines expectations and guidelines.

- **Campaign Objective** – Clearly communicate our goals and how we envision the influencer's content supporting them.
- **Key Messaging** – Share any messaging or themes that need to be incorporated into the content.
- **Creative Freedom** – Allow influencers the creative freedom to present the brand in a way that resonates with their audience.
- Content should feel natural to their voice while aligning with the brand's image.
- **Deliverables** – Outline specific content types (e.g., Instagram posts, Reels, TikToks, blog features, etc.), deadlines and any tagging or hashtag requirements.

MONITOR & MEASURE PERFORMANCE

Track the success of your influencer outreach and make data-driven decisions to optimize future efforts.

- **Key Metrics** – Monitor reach, impressions, engagement rates, clicks and conversions.
- **Content Performance** – Evaluate which types of content and influencers drive the best results.
- **Adjust Strategy** – Based on campaign data, adjust influencer selection, messaging, or content formats to maximize ROI.



CASE STUDY

VISIT MISSISSIPPI | SOCIAL MEDIA MANAGEMENT

CHALLENGE

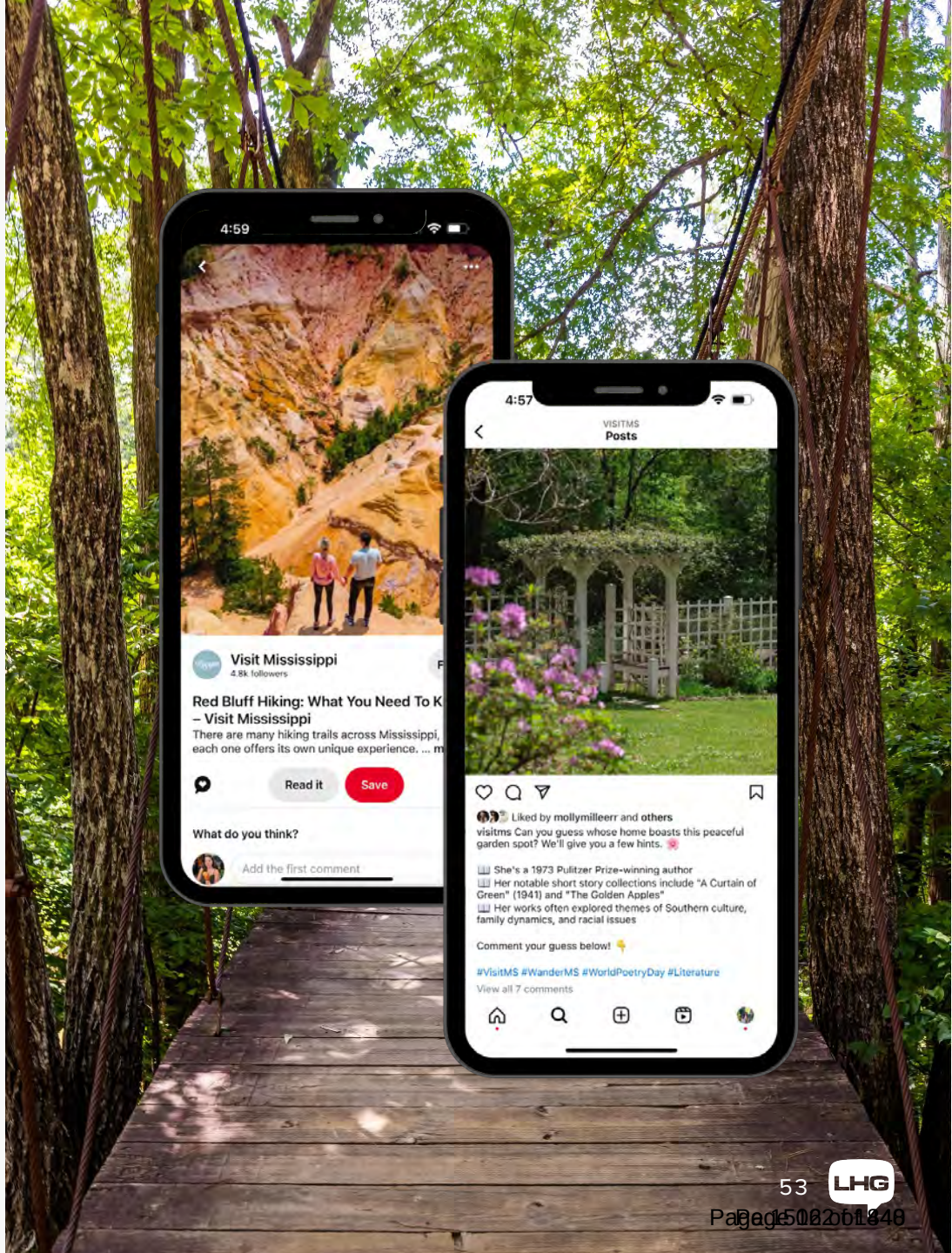
Increase Visit Mississippi's overall social media impressions, engagement, reach and link clicks to drive awareness for the destination.

ACTION

- **Created** and implemented a dedicated social media strategy, including sourcing impactful user-generated content and in-house photo and video, utilizing strong engagement tactics (interactive Stories and Reels videos), incorporating strategic hashtags, facilitating content campaigns and running social media giveaways.
- **Maintained** a consistent and optimal posting schedule and utilized publishing platform Hootsuite to ensure posting is aligned with user behavior.
- **Monitored** platform optimization and growth with monthly social reports.

RESULTS

In 2024, Visit Mississippi's pages saw significant growth, gaining **9K** followers, generating over **54M** impressions, **2.7M** video views, **1.4M** engagements and more than **1.7K** link clicks across Facebook, Instagram and Pinterest.



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CASE STUDY

SEE MONTEREY | SOCIAL MEDIA STRATEGY

CHALLENGE

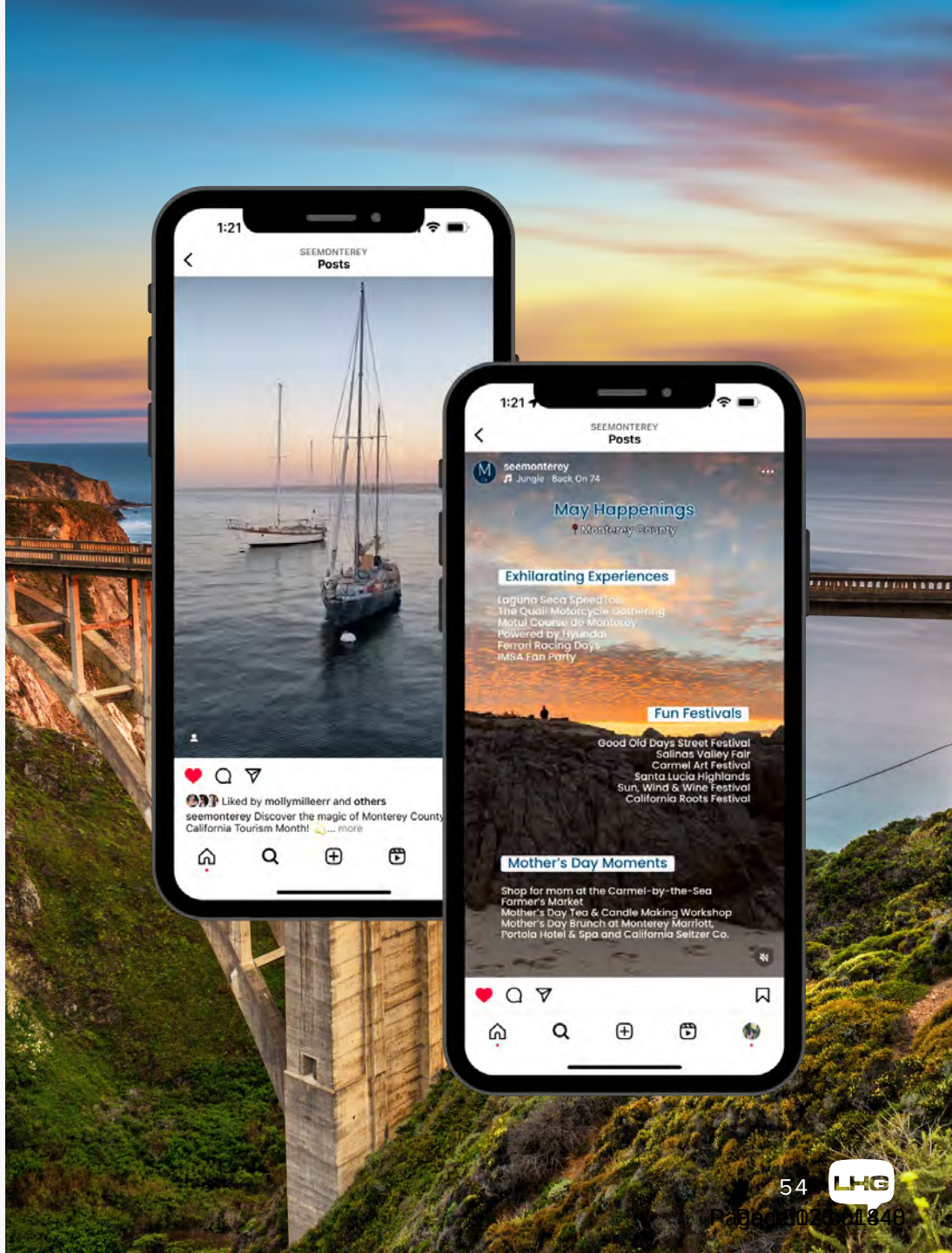
Elevate Monterey County's reputation as a world-class destination through strategic social media efforts. Drive overnight visitation by increasing impressions, engagement, video views and link clicks while championing sustainable, inclusive and responsible tourism practices.

ACTION

- **Conducted** a comprehensive audit of owned and competitor channels to identify opportunities for growth and improvement.
- **Developed** and implemented a robust social media strategy, complete with brand guidelines, refreshed Instagram highlight icons and plans to expand onto emerging platforms like TikTok.
- **Delivered** strategic monthly recommendations to align content with user behavior and trends, prioritizing Reels to maximize reach and engagement.
- **Leveraged** local content creators to boost user-generated content (UGC) and social proof via the collaborator feature, expanding audience reach.
- **Monitored** platform optimization and growth with monthly social reports.

RESULTS

In 2024, See Monterey's pages saw significant growth, gaining **14K** followers, generating over **93M** impressions, **9.9M** video views, **848K** engagements and more than **176K** link clicks across Facebook, Instagram, X, LinkedIn, Pinterest and YouTube.



CASE STUDY

PROVIDENCE TOURISM COUNCIL | SOCIAL MEDIA MANAGEMENT

CHALLENGE

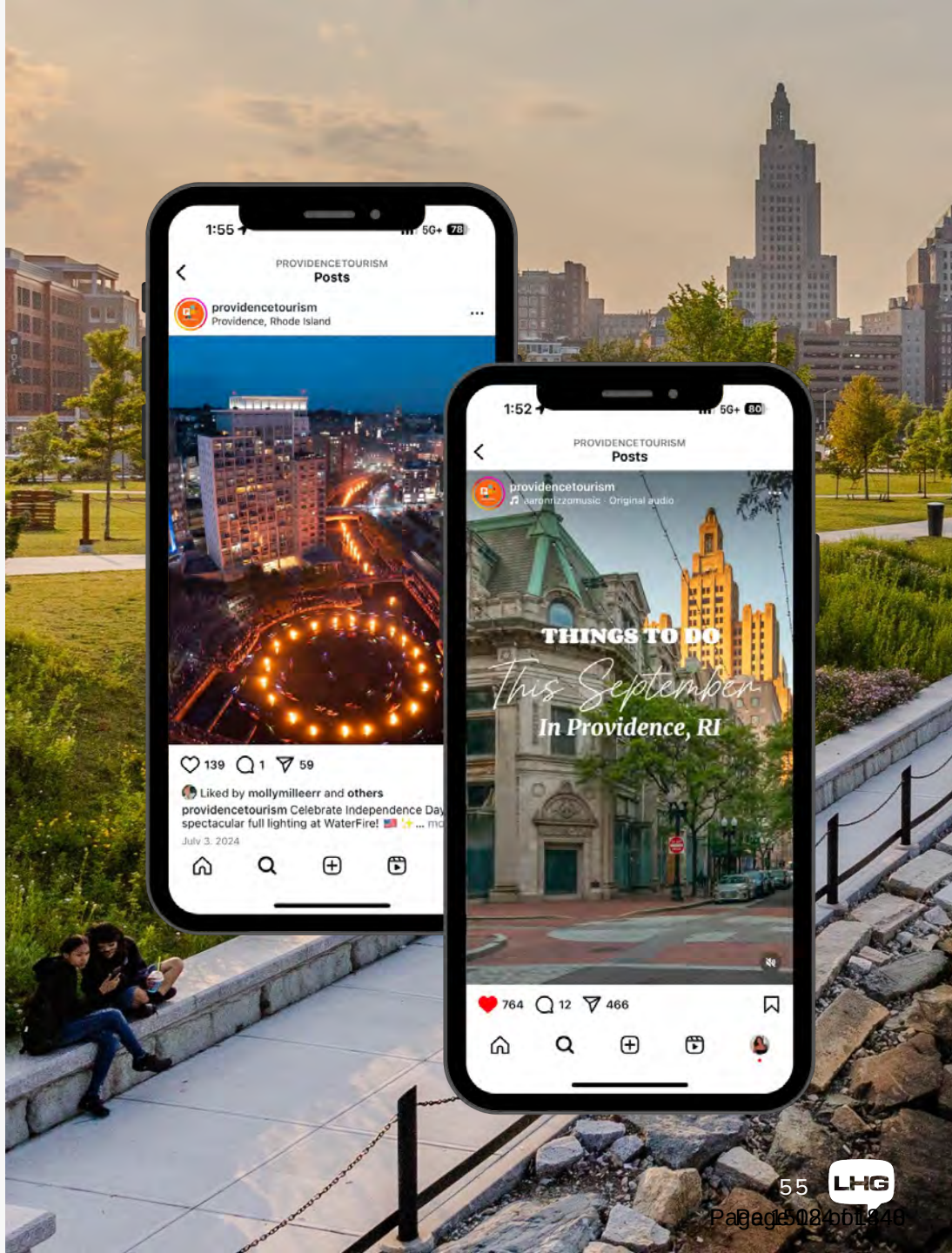
Increase the page's overall impressions, engagements and link clicks to result in increased overall awareness of Providence as a premier arts and multi-cultural destination.

ACTION

- **Enhanced** social media strategy with a focus on the organization's upcoming programs and events, history, arts & culture, hotels, and hidden gems.
- **Maintained** a consistent and optimal posting schedule and utilized publishing platform Hootsuite to ensure posting aligned with user behavior.
- **Leveraged** a strong hashtag strategy to drive engagement with #ThinkPVD.
- **Monitored** platform optimization and growth with monthly social reports.

RESULTS

In 2024, PTC's pages saw significant growth, gaining **6.6K** followers, generating over **800K** impressions, **605K** video views and more than **37.5K** engagements across Instagram and LinkedIn.



EVALUATION CRITERIA NO. 4: COST OF SERVICES TO THE COUNTY



Page 150 of 248



LHG works on a monthly retainer annual contract basis. It does not bill on an allocated “time” basis and, in fact, no time records are maintained.

All personnel are available as needed to achieve desired results regardless of time considerations. Clients receive the attention they need, when they need it.

Activity is conducted on the basis of the public relations program developed jointly with the client team and quantified to the extent possible. This fee is developed from this program.

- Retainer fees are payable monthly in advance
- No expenses incurred on behalf of clients are market up in any way
- Supervision costs are included in fees
- Approved expenses are billed one month in arrears
- Retainer contracts are subject to termination with 90 days’ notice by either party

Lou Hammond Group proposed 12-month fee remains at $132,000 payable monthly in advance at $11,000. Included in that cost are out of pocket expenses such as telephone, postage, messenger and photocopying.

Additional expenses such as staff/media travel and media events are pre-approved and billed at cost with no markup. LHG would continue to operate from annual out of pocket expense budget of $25,200 ($2,100 per month).

COST GRAPH & BID SCHEDULE

FEE DESCRIPTION	MONTHLY COST	ANNUAL TOTAL
Monthly Service Fee	$11,000	$132,000
Monthly Out-of-Pocket Expenses	$2,100	$25,200

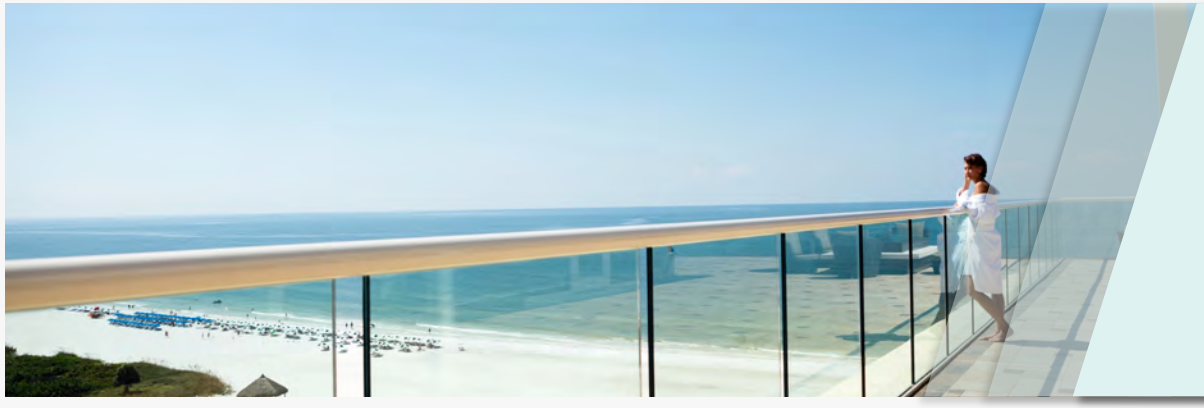
Combined Annual Total = Annual Total Monthly Service Fees plus Annual Total Monthly Out-of-Pocket Expenses	$157,200

HOW WE WORK

YES

- Financial transparency
- Senior staff involvement
- An extension of your team, emphasizing collaboration





NO

- Time sheets
- Double billing
- Debt
- Surprises

EVALUATION CRITERIA NO. 5: EXPERIENCE AND CAPACITY OF THE FIRM



A BRIEF HISTORY

Beginning with three clients and three employees, LHG has grown to become a leader in public relations with one of the industry's most premier client rosters. Today, we are a marketing and communications firm **serving nine key industries: destinations, cruise, real estate, arts/culture/nonprofit, culinary/spirits and technology**. We emphasize collaboration in everything we do and treat our clients as valued partners while working as an extension of their teams.

We are a firm that believes in transparency in our reporting, billing and overall communications. Our clients are long-term partners and we enjoy an unmatched reputation with the media. LHG offers the best of both worlds: a highly creative, results-oriented approach along with a service-oriented commitment to our clients.



FOUR DECADES

OUR GOAL IS TO ALWAYS BE THE BEST.
TO OUTWORK, OUT-THINK AND HAVE THE BEST RELATIONSHIPS OF ANY AGENCY.



50 +

CLIENTS



6

OFFICES

NY | SC | CO | GA | FL | TX



45 +

EMPLOYEES

Page 151 of 1348

NATIONAL REACH, REGIONAL APPROACH

With Lou Hammond Group offices in key Naples, Marco Island, Everglades Convention & Visitors Bureau's markets, the below team members are available to support the brand at a moment's notice for proactive/reactive direct pitching efforts, in-person meetings, press trips and events as necessary.



TAMPA

Brittany Chapman
Mackenzie Comerer



CHARLESTON

Gina Stouffer
Meg Lewis
Kelsey Donnelly



ATLANTA

Ashley Svarney
Jessica Twine

SAVANNAH

Hartley Inge



NEW YORK

Terry Gallagher
Allison Poris



DALLAS

Sarah Sarver



DENVER

Jessica Foreman
Emily Meshell

LHG'S EXPERTISE

LHG provides a wide range of services to support your growth and vision. Expertise in the following disciplines.

- COMMUNITY RELATIONS
- CONTENT CREATION
- CRISIS MANAGEMENT
- ECONOMIC DEVELOPMENT
- ENTERTAINMENT/CELEBRITY ENGAGEMENT
- EXPERIENTIAL ACTIVATIONS
- INFLUENCER MARKETING
- MEDIA RELATIONS
- PAID MEDIA INTEGRATIONS
- PROMOTIONAL PARTNERSHIPS
- PUBLIC AFFAIRS
- SOCIAL MEDIA
- STORY TELLING
- THOUGHT LEADERSHIP

APRIL 8, 2025



Page 513 of 1348

LHG GLOBAL REACH

YOUR PARTNERS WORLDWIDE















PR WORLD NETWORK

LAUNCHED 2009

27 MEMBERS COVERING 50+ COUNTRIES

Curated community of independent agencies focusing on lifestyle

Understand local cultures, market expertise

Strong media/government relationships

Work on project basis, experience, capable

GLOBAL PARTNERS

YOUR PARTNERS WORLDWIDE



SERVICES

Brand strategy
Community relations
Content creation
Crisis management
Economic development
Entertainment/celebrity engagement
Event planning
Experiential activations
Influencer marketing
Integrated campaigns
Media relations
Paid media integrations
Promotional partnerships
Public affairs
Social media
Story telling
Strategic planning
Thought leadership

OUR PARTNERS

DESTINATIONS

HOSPITALITY & CRUISE

REAL ESTATE & ECONOMIC DEVELOPMENT

LIFESTYLE

Page 152 of 340

EVALUATION CRITERIA NO. 6: SPECIALIZED EXPERTISE OF TEAM MEMBERS



YOUR CORE LHG TEAM

LHG WILL PROVIDE NAPLES, MARCO ISLAND, EVERGLADES CONVENTION & VISITORS BUREAU WITH AN ENTHUSIASTIC, EXPERIENCED ACCOUNT TEAM THAT HAS A PROVEN TRACK RECORD OF DELIVERING RESULTS.

Our agency is proud to employ some of the most talented professionals in the industry—individuals who not only bring expertise but also foster a culture of camaraderie, collaboration, and a healthy dose of friendly competition.

Terry Gallagher, Brittany Chapman and Mackenzie Comerer have led the account since 2020, consistently delivering award-winning results for the destination. They are joined by Erin Murphy and Valentina Vigliarolo, who together bring fresh perspective and strategic strength.

The team is further supported by Senior Brand Manager, Grace Ubben, who provides expert consultation on social media strategy, as well as a broader agency structure led by our office president and bolstered by a talented in-office staff. This collaborative environment ensures seamless lead sharing, creative brainstorming, media outreach, and crisis support when needed—maximizing results and reinforcing a trusted partnership every step of the way.



TERRY GALLAGHER
PRESIDENT, NEW YORK



BRITTANY CHAPMAN
PRESIDENT, FLORIDA



MACKENZIE COMERER
VICE PRESIDENT, FLORIDA



ERIN MURPHY
ACCOUNT SUPERVISOR, FLORIDA



VALENTINA VIGLIARIOLO
ACCOUNT EXECUTIVR, FLORIDA



GRACE UBBEN
SENIOR BRAND MANAGER, FLORIDA

LHG CORPORATE STRUCTURE



LOU HAMMOND
FOUNDER/CHAIRMAN



STEPHEN HAMMOND
CEO



TYE BURRIS
CONTROLLER



CRISTIANA DAZA
VP OF ADMINISTRATION & FINANCE

LHG LEADERSHIP



LOU HAMMOND | FOUNDER/CHAIRMAN

Lou began her career in public relations and public affairs with Pan Am. During her 12 years there, she served as Director of Publicity and Promotion and developed firsthand knowledge of global business and marketing to sophisticated travelers. She also served as the carrier's lobbyist for the City and State of New York. As the founder of LHG in 1984, Lou ensures that the firm remains true to core principles – independence, integrity, and the highest standards of excellence. She has firsthand knowledge of worldwide markets and enjoys long-term relationships with governments, opinion leaders and the media. Recognized for her leadership, Lou has received numerous prestigious awards and has been cited in Who's Who in America for the past 20 years. Active in civic affairs, Lou sits on numerous boards and has a passion for 18th century French decorative arts. Cooking is her joy, and she is ready to play bridge anywhere and in any language!



STEPHEN HAMMOND | CEO

Stephen has guided LHG on a strategic path of growth. Remaining true to the firm's founding principles, he has expanded the firm beyond its New York headquarters with regional offices in Charleston, Tampa, Miami, Atlanta, Houston and Denver. For over 25 years Stephen has collaborated closely with clients, to achieve goals while maximizing budgets. He has diversified the client base, incorporating economic development, real estate, technology, CPG, healthcare, arts, culture and nonprofits, with a keen focus on the future. Stephen is responsible for financial management and day-to-day operations to ensure the firm remains fiscally sound and independent. Working closely with staff to maintain a high standard of excellence, his goal is to create an environment that will attract and retain the best talent in the industry. Prior to joining the family firm (founded by his mother Lou Hammond), Stephen spent eight years with Grupo Televisa S.A.

YOUR NAPLES, MARCO ISLAND, EVERGLADES CVB TEAM



BRITTANY CHAPMAN | PRESIDENT, FLORIDA

As President of Lou Hammond Group Florida, Brittany Chapman brings over 14 years of experience managing PR and social media for top destinations, resorts, and lifestyle brands. Her creative approach has driven heightened brand awareness and business growth through strategic publicity and multi-platform solutions. An avid storyteller and team leader, Brittany excels in identifying multi-platform strategies and providing pivotal digital solutions, leading LHG's integrated PR and social media initiatives. Brittany's industry performance has allowed her to work with clients like Aruba, Visit Park City, Hard Rock Hotels, Omni Hotels & Resorts, Spanx, Party City, and Rubbermaid. Previously, she led global PR efforts at a Florida-based firm, managing strategic plans and crisis communications. A Florida State University graduate and Tampa Bay native, Brittany loves boating and fishing in her free time.

Role: Overall Strategy, Account Management, Crisis Communications
Tourism Related Experience: Visit Panama City Beach, Florida's Paradise Coast (Naples, Marco Island, Everglades), Visit St. Pete/Clearwater, Aruba Tourism Authority, Experience Columbus, Nassau Paradise Island, Bahamas, Greater Fort Lauderdale Convention & Visitors Bureau, Bradenton Area Convention & Visitors Bureau, Florida's Sports Coast, Punta Gorda/Englewood Beach Visitors & Convention Bureau, Visit Mississippi, Visit Baton Rouge, Explore Boone N.C., Hard Rock Hotels All Inclusive Resorts, Daytona Beach International Airport, Charleston International Airport



TERRY GALLAGHER | PRESIDENT, NEW YORK

With 36 years in the travel industry, Terry has implemented outstanding strategic communications programs for countries, states, cities, hotels, cruise lines and airlines since joining LHG in 1992. His highly successful media strategy is guided by his training and experience in journalism. This perspective has helped build strong personal relationships with editors and producers at top outlets. As the agency's crisis management chair, he is there to provide counsel and assistance to help clients mitigate difficult situations, then steer recovery and restore the brand's reputation in the marketplace. Terry's outstanding achievements in the industry were recognized in 2018 when he was named the Grice Lifetime Achievement Award winner by HSMAI, the organization's highest honor.

Role: Strategic and Creative Insight
Tourism Related Experience: Jamaica Tourist Board, Providence Tourism Council, Visit Buffalo Niagara, New Jersey Division of Travel & Tourism, Tourism Santa Fe, Travel South Dakota, Dubai Economy & Tourism, Visit Panama City Beach, Florida's Paradise Coast (Naples, Marco Island, Everglades), Nassau Paradise Island, Bahamas, Visit Natchez, New Hampshire Division of Travel & Tourism Development, Visit Norfolk, Sonoma County Tourism, Aruba Tourism Authority, Massachusetts Office of Travel and Tourism, Empire State Development

YOUR NAPLES, MARCO ISLAND, EVERGLADES CVB TEAM



MACKENZIE COMERER | VICE PRESIDENT, FLORIDA

As Vice President of Lou Hammond Group Florida, Mackenzie Comerer brings over a decade of experience in public relations for global hotel brands and one of Florida's top Destination Marketing Organizations. She previously led PR for Visit St. Pete/Clearwater, managing communications strategy domestically and internationally. Highlights of her career include launching a destination series on Amazon Prime and executing a Super Bowl LV campaign during COVID-19. Mackenzie's travel industry roots fuel her for discovering and promoting unique client stories. A Florida State University graduate and Tampa Bay resident, she enjoys the area's weather, outdoor activities, and sunsets at Pass-A-Grille beach.

Role: Strategic and Creative Insight, Account Management, Media Relations
Tourism Related Experience: Visit St. Pete/Clearwater, Florida's Paradise Coast (Naples, Marco Island, Everglades), Experience Columbus, Palmetto Marriott Resort & Spa, The Junto Hotel, Hard Rock Hotels All Inclusive Resort, The Vinoy Resort & Golf Club



ERIN MURPHY | ACCOUNT SUPERVISOR, FLORIDA

As an Account Supervisor at Lou Hammond Group Tampa, Erin Murphy brings five years of experience in public relations, influencer marketing, community relations and social media. By prioritizing strategic communications and relationship building, she routinely earns her clients features in print, digital and broadcast outlets and executes impactful influencer marketing campaigns to support broader business objectives. With a passion for storytelling and a finder on the pulse of pop culture and industry trends – Erin has a proven track record of success in the lifestyle, hospitality and event sectors of earned and owned media with a specialty in food and beverage. Prior to Lou Hammond Group, Erin spearheaded the national integrated marketing efforts for Outback Steakhouse as the account lead at its public relations agency of record. Additionally, Erin managed local media initiatives on behalf of Water Street Tampa, a $4 billion mixed-use development in Florida, and oversaw the full-service social media management of several luxury apartment complexes across the state. Erin graduated from High Point University in High Point, North Carolina, where she obtained her Bachelor's and Master's degrees in strategic communications. When she moved from Maine to Florida almost a decade ago, she traded alpine skiing for year-round boating. In addition to beach days, Erin enjoys reading, hosting friends for Pinterest-inspired get-togethers, and discovering new music and small businesses.

Role: Account Management, Media Relations, Reporting
Tourism Related Experience: Florida's Paradise Coast (Naples, Marco Island, Everglades), Experience Columbus, Palmetto Marriott Resort & Spa, The Junto Hotel, The Vinoy Resort & Golf Club

YOUR NAPLES, MARCO ISLAND, EVERGLADES CVB TEAM



VALENTINA VIGLIAROLO | ACCOUNT EXECUTIVE, FLORIDA

As Vice President of Lou Hammond Group Florida, Mackenzie Comerer brings over a decade of experience in public relations for global hotel brands and one of Florida's top Destination Marketing Organizations. She previously led PR for Visit St. Pete/Clearwater, managing communications strategy domestically and internationally. Highlights of her career include launching a destination series on Amazon Prime and executing a Super Bowl LV campaign during COVID-19. Mackenzie's travel industry roots fuel her for discovering and promoting unique client stories. A Florida State University graduate and Tampa Bay resident, she enjoys the area's weather, outdoor activities, and sunsets at Pass-A-Grille beach.

Role: Strategic and Creative Insight, Account Management, Media Relations
Tourism Related Experience: Visit Panama City Beach, Experience Columbus, Palmetto Marriott Resort & Spa, Northwest Florida Beaches Airport, The Junto Hotel, The Vinoy Resort & Golf Club



GRACE UBBEN | SENIOR BRAND MANAGER, FLORIDA

Grace brings over six years of experience in communications strategy, social media management, content creation and social listening for lifestyle, destination and food and beverage brands. A creative thinker and strategic storyteller, Grace leverages her skills as a communicator to help our clients connect with people through innovative, engaging and culturally relevant social content. Leading LHG's #SocialTeam, she manages social media strategies and content across multiple platforms, oversees the execution of influencer campaigns, and identifies opportunities to optimize for consistent growth. Previously, Grace advised the social media strategy for Publix Super Markets at a renowned marketing agency. In addition, she spent years specializing in creating content and managing engagement for a range of national food & beverage brands, including Applegate Natural & Organic Meats, Duncan Hines and Orville. With a keen eye for cultural trends and consumer behavior, Grace is well versed in identifying shifts in the social media landscape and crafting relevant, actionable opportunities for brands to engage with people on social. Whether crafting compelling content, optimizing campaigns, or leveraging influencer partnerships, she is committed to making sure LHG's clients stay ahead of the curve in an ever-evolving digital landscape. Grace is a Tallahassee native and a proud graduate of the University of Florida (chomp chomp!) now living in sunny St. Pete. When she's not scrolling through Instagram or listening to her favorite podcast, she loves visiting the local farmer's market, going to concerts, finding the best matcha latte in town and hosting dinner parties for friends and family.

Role: Social Media Strategy, Influencer Relations
Tourism Related Experience: Visit Mississippi, Visit Natchez, See Monterey, Explore Charleston, Charleston International Airport, Nassau & Paradise Island Promotion Board, Providence Tourism Council, Travel Marquette, Experience Columbus, Lodging Dynamics, Four Seasons Ocean Club Residences (Bahamas), The Territory Golf & Country Club

STAFF RESUMES



BRITTANY CHAPMAN

Lou Hammond Group | May 2021–Present

President, Public Relations & Social Media

Florida State University

Previous work:

Aqua Marketing | Managing Director Public Relations & Social Media | Apr 2019–May 2021

The Zimmerman Agency | Account Supervisor, Public Relations | Aug 2012–Apr 2019

The Clear Agency | Executive Marketing Coordinator | Apr 2011–Jul 2012

Franklin Street Financial | Marketing Coordinator | Aug 2010–Apr 2011



TERRY GALLAGHER

Lou Hammond Group | May 1992–Present

President, Public Relations

Saint Peter's University

Previous work:

Peter Martin & Associates | Senior Account Executivel 1990–1992

Canfield Holler & Partners | Account Executive | 1988–1990

Bayonne Community News | Staff | 1987-1988

Page 1528 of 1848

STAFF RESUMES



MACKENZIE COMERER

Lou Hammond Group | Oct 2022–Pres

Vice President, Public Relations

Florida State University

Previous work:

Visit St. Pete Clearwater | Senior Media Relations Manager | May 2017–Oct 2022

The Zimmerman Agency | Public Relations Account Supervisor | Jan 2012–Apr 2017

Tallahassee Democrat | Community Relations Intern | 2012–2012



ERIN MURPHY

Lou Hammond Group | Jan 2024–Pres

Account Supervisor, Public Relations

High Point University

Previous work:

Press PR + Marketing | Public Relations Account Manager | Feb 2022–Dec 2023

Press PR + Marketing | Public Relations Account Coordinator | Dec 2021–Feb 2022

Clearwater Central Catholic High School | Assistant Director of Alumni Relations | Aug 2020–Dec 2021

Huk | Freelance Marketing Consultant | Feb 2020–Nov 2021

STAFF RESUMES



GRACE UBBEN

Lou Hammond Group | Apr 2022–Pres
Senior Brand Manager, Social Media
University of Florida

Previous work:

22Squared | Communications Strategist | Nov 2020–Apr 2022

Hauswirth/Co | Social Engagement Intern | Sep 2020–Nov 2020

The Agency at UF | Account Supervisor | Jan 2019–May 2020

Colle McVoy | Social Analytics Intern | Jun 2019–Aug 2019



VALENTINA VIGLIAROLO

Lou Hammond Group | Mar 2024–Pres
Account Executive, Public Relations
Florida State University

Previous work:

Moore | Marketing Communications and Digital Content Intern | Aug 2023–Dec 2023

FSU College of Communication & Information| Media Intern | May 2023–Dec 2023

Tally and Fin, INC | Social Media Intern | Jan 2023–Apr 2023

Her Campus FSU | Content Editor | Jan 2022–May 2023

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PROOF OF PERFORMANCE | COLLIER COVERAGE

TRAVEL+ LEISURE yahoo!life

August 21, 2024
UVM: 424,329,111

This Florida Island Is Just 6 Miles Long — and a Gateway to Everglades National Park

Plus, it gets approximately 300 days of sunshine per year.



At just six miles long, y
Florida, Marco Island is
Thousand Islands, as w
largest subtropical wild
alabaster beaches, wat
miles away lies a mang
the alligators and croc
wildlife. Located on the
sunshine per year, Mar
wilds of Old Florida.

Hyla Crane, executive d
New York City for the s
tropical vacation witho
the pace of life is calm
Travel + Leisure about
museums, a theater, gr
cross the Jolley Bridge,

Forbes

January 6, 2025
UVM: 87,519,063

85 Chefs Share Their Restaurant Trend Predictions For 2025

The new year is here and so are tons of new trends. We live in a society where going out to eat isn't merely to get food into our bellies — it's an experience, how we spend quality time with our friends and family, and a way to enjoy insanely delicious creations by talented chefs while supporting our local economy.

a lover of a great meal and sharing the passio
e of my favorite questions to ask is: what do y
staurant world in the upcoming year? I asked,
ared their thoughts with me about this year's t

om turning to AI to help enhance the consume
hen it comes to ingredients (by making sure to
th farmers) to finding inspiration in lesser talk
in kitchens this year.

hile I wish I could share every
redictions about the dining sce
dustry professionals all over t

eal appetites are shifting towards sustainabl
ing increasing demand for transparency in
ely with local farmers. To reflect these trend
ions, highlighting local ingredients, and offe
acious diners." - Kayla Pfeiffer, owner o
rida

https://bit.ly/3

FOOD&WINE

September 11, 2024
UVM: 13,753,411

Stone Crab Season Kicks Off on October 15 – Here's Where to Taste the Famous Claws

Here's what's special about the crab variety that's famous on Florida's Gulf Coast.

By **Carrie Honaker** | Published on September 11, 2024



Stone crabs at Truluck's. PHOTO: COURTESY OF THE NAPLES, MARCO ISLAND, EVERGLADES CVB

Surrounded by waving seagrass, salt flats, white ibis, and murky swamps, Highway 41 (known as Tamiami Trail) was the original Alligator Alley and the one way into Florida's Everglades City. The population hovers under 500 in this quaint fishing town, the self-proclaimed Stone Crab Capital of the World. Stone crab traps line the yard surrounding the Museum of the Everglades, waiting to be assembled into the annual crab trap holiday tree. Everywhere you look, the influence of this small creature can be seen from the errant buoys, to the bits of seagrass blowing around, to the little markets and restaurants emblazoned with dates of stone crab season.

Southern Living

December 3, 2024
UVM: 18,174,865

The 18 Cutest Christmas Towns In The South

They say there's no place like home for the holidays, but if you're in the mood for a little end-of-year travel, there's no place that will feel more like home than one of the South's many charming Christmas towns. These holiday havens go all out for the season, breaking out their festive best with thousands upon thousands of twinkling lights, impressive window displays, and garland galore. And if that wasn't enough to put you in the spirit, their last two months of the year are jam-packed with all kinds of events, parades, and gatherings to further spread cheer. From candlelight tours to ballets and concerts to outdoor markets, there's a way to celebrate the season almost every day. Keep reading to hear more about the incredible workings of the South's cutest Christmas towns.

05 **Marco Island, Florida**



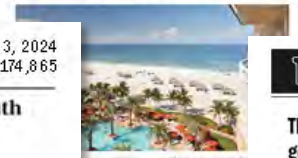
Year-round warm weather draws visitors to Marco Island's pristine beaches, but the holidays give long-term residents plenty of reasons to celebrate. Started in 1987 by Dawn Norgren to help the island celebrate, Christmas Island Style kicks off festivities with Santa's arrival on a fire truck the day after Thanksgiving. In the weeks that follow, Marco Island is abuzz with a community celebration that includes a canine pet parade where owners often dress to match their pups at The Esplanade. Another merry gathering with a tropical twist is the annual boat parade; spectators line up and down the waterfront (Snook Inn is a terrific viewing spot) to watch boats decked stern to bow in lights sail along the water.

November 6, 2024
UVM: 4,1476

9 places to travel with your parents while in your 30s for fun adult vacations

Traveling with mom and dad doesn't have to be boring anymore

For a Florida getaway: Marco Island



of Florida's paradise coast, known f
, and abundance of wildlife, if you're
oking for the quintessential beach ge
will love this area of Florida. There'
the area. The beaches have some
s. You can also explore Everglades N
waterways, and even play a round o
beach with a chair and umbrella while
your vibe.

e to stay in the lap of luxury, check in
st Beach Resort. If you're looking for
consider booking one of the 94 room
ee by Sirene concept. The Lanai Towe
and above. Your stay starts with a glas
k-in and a dedicated concierge who c
u'll also get access to Tesoro restaura
ol, and an exclusive section of the bea
t-only fun, head to 10K Alley, the nea
exclusively adult in the evening.

TimeOut

April 15, 2024
UMV: 18,891,051

The best weekend trips from Miami for a quick getaway from the city

The top weekend getaways from Miami include artsy beach towns, a charming Georgia jaunt, Mexican escapes and so much more.

Written by Jesse Scott Contributors Falyn Wood & Anna Rahmanan Monday April 15 2024

Sometimes you just don't have the PTO or the budget to go on that two-week vacay. Or maybe a weekend (or long weekend) reprieve is exactly what you need to put the pep back into your step. Luckily, being in Miami means you have a multitude of worthy travel destinations at your fingertips. A quick drive or flight will get you to the heart of a totally different Florida landscape, sipping a piña colada on a beach in the Caribbean or strolling the cobblestone streets of historic cities. Looking for a quick weekend getaway from the city? We've rounded up our go-to destinations and the hottest seasonal travel deals to bring you this guide to the best weekend trips from Miami.

Weekend trips from Miami



10. Naples, Florida

Miami residents can drive across Florida to Naples in a relatively short two hours. How convenient. Here are a few reasons to head here for the weekend: fishing off the historic Naples Pier (currently only partially open since being damaged by Hurricane Ian), the white-sand Naples Beach, the Naples Zoo at Caribbean Gardens and 5th Avenue South, the street from downtown to the beach that will tickle all of your dining and shopping-related senses.

https://bit.ly/3JTtpt

PROOF OF PERFORMANCE | COLLIER COVERAGE

Miami Herald
October 17, 2024
UVM: 10,262,049

Pack your paddles for this list of Florida hotels pickleball fanatics will love

Pack your paddle for a getaway at these top-notch Florida hotels that are perfect for mixing pickleball with pleasure.

NAPLES

Last, but certainly not least, Naples is the world, due to The Naples Pickleba pickleball facility in one location. Play Community Park, which are open to r to the Minto US OPEN Pickleball Chan walks and epic sunsets with a game o Hotel has one pickleball court. Hotel g hotel offers paddles and balls for gues

This story was originally published October 17, 202

recommend
September 13, 2024
UVM: 23,064

What's New—Florida Family Adventures

Preliminary estimates indicate that 34.2 million total visitors (in-person trips) traveled to Florida in the second quarter (Q2) of 2024, a +1.7 percent increase from Q2 2023 and setting a new all-time high for second-quarter visitation in the state's history. Domestic visitors accounted for 92.1 percent of the total.

As travel momentum to the Sunshine State shows no signs of slowing, new projects including hotels and attractions are lining up to meet it. Take a look.

South Florida

With an unmistakable urban vibe—but sheltering Florida's wild, protected Everglades lands in between—South

AFAR
March 18, 2024
UVM: 1,288,210

Miami Is 'Breaking Up' With Spring Break—Here's Where You Should Go Instead

These are the Florida spring-break alternatives where you can escape the

Forbes
July 9, 2024
UVM: 87,519,063

50 Creative Ways To Celebrate National Caviar Day

Caviar is among the most opulent of delicacies, and it's hard to picture a romantic or special occasion without this luxury ingredient making an appearance.

But something rather magical has happened in recent years, as caviar has suddenly become less aspirational and more approachable. It's still an elegant addition to an evening of martinis and seafood towers, but it's now also often seen as an accompaniment to dishes such as baked potatoes or fried chicken—making it something we're grateful to see featured a lot more often on a green many menus in all sorts of inventive ways.

National Caviar Day will be celebrated on July 18, and it's a perfect opportunity to try caviar in some of its most unique and delicious variations.

Caviar, Bugles and Crème Fraîche



"Bugles and caviar? I like to say it was the perfect mistake. The idea came from a trip to the beach; I paired the nostalgic corn chip with several different tins of caviar to surprise my friends. It was unexpectedly delicious, earning its place on the menu at Bicyclette Cookshop, served in custom-labeled tins and layered with rich crème fraîche hidden underneath," said Chef Kayla Pfeiffer, Bicyclette Cookshop in Naples, Florida.



TRAVEL+ LEISURE
February 27, 2025
UVM: 11,872,550

18 Best Family Beaches in Florida

Marco Island



The sunset views, the access to water sports, and the incredible shelling make this one of the best beaches in Florida. Situated on the Paradise Coast, this member of the Ten Thousand Islands is a stop on the Great Florida Birding and Wildlife Trail. Marco Island also has a robust art scene for all ages and Tigertail Beach, where you can collect Florida fighting conch, sunray venus, and lightning whelk shells. The JW Marriott Marco Island Beach Resort has four pools, 10 acres of beach, access to two golf courses, and the family favorite: 10K Alley, an arcade that includes a bowling alley and mini golf.

https://bit.ly/40ClpHl

Southern Living
October 21, 2024
UVM: 18,174,865

7 Florida Fall Traditions You Won't Find Anywhere Else

From spotting manatees to feasting on stone crabs.

By Kelsey Glennon | Published on October 21, 2024



Favorite Fall Traditions That Floridians Love

Celebrate Stone Crab Season

Fall marks the start of Florida's stone crab season, which is October 15 through May 1. Local festivals celebrate the arrival of this prized seafood and the history of the coastal communities deeply influenced by this delicacy. In Cortez, one of the last remaining historic fishing villages in Florida, the Cortez Stone Crab and Music Festival upholds the traditions of its maritime community.

But it's Florida's Paradise Coast that is considered the epicenter of the stone crab industry. Everglades City holds the title of "The Stone Crab Capital of the World," and it's here where the annual Blessing of the Stone Crab Fleet has become a Florida tradition. The September celebration brings together the community for live music, food, drink, and distinctly Florida games (like the mullet toss), as a harbinger to a fruitful and safe stone crab season. Don't leave without picking up crabs for your own seafood picnic at the family-run Grimm's Stone Crab.

Page 153 of 340

PROOF OF PERFORMANCE | COLLIER COVERAGE

Outside
January 19, 2025
UVM: 3,156,936

The Top 13 Beaches in Florida for Sun and Adventure

Done with cold weather? From the Keys' turquoise waters to the Panhandle's white-sand shores and beyond, here are the Sunshine State's best beaches to visit.

Best Florida Gulf-Coast Beaches for Fearless Frolics

Marco Island, Tigertail Beach



sb
July 1, 2024
UVM: 8,517



A quick weekend getaway to Florida's Paradise Coast satisfies!



Boston
February 20, 2024
UVM: 722,814

A Traveler's Guide to Naples, Florida

It's always sunny along Florida's "Paradise Coast"—especially when it's spring break time.



Situated on the Gulf of Mexico, Naples is Florida's West Coast equivalent of Palm Beach, without all the attendant hassles of being on a barrier island but with equally sprawling Spanish Colonial estates, world-class shopping, superb restaurants, and nearly 9 miles of white-sand beaches. The self-styled "Golf Capital of the World," Naples boasts the most courses per capita of any U.S. city, according to Newsweek, and there are countless other opportunities for outdoor recreation along with impressive cultural offerings. It rarely gets colder than 65 degrees, but the best time to visit is March through May, when temperatures are in the 70s and 80s, the

https://bit.ly/4369YVL

Southern Living
February 1, 2025
UMV: 18,174,865

6 Of The Best Solo Vacation Destinations In The South

06 **For Top-Notch Shopping: Naples, Florida**



Drive about 2 hours south of Sarasota, staying along the coast, and you'll land in Naples. Not to be confused with the Italian city, Naples, Florida, is part of the aptly-named Paradise Coast. Here, water taxis and bike trails can lead you to charming shopping areas that are peppered with boutiques, galleries, and restaurants. If you're a big style fan, coordinate your trip with Naples Fashion Week, which is hosted annually each March. After refreshing your wardrobe or investing in some art or other souvenirs—as well as spending time at the beach, of course—swing by the Ritz for the Lobby Bar's Master Sommelier-curated Champagne Tasting Menu to raise a glass to a solo stay well spent.

- **Eat:** Bicyclette Cookshop, Osteria Tulia, Truluck's, Bleu Provence
- **Stay:** Inn on Fifth, The Ritz-Carlton, Naples, The Escalante, The Perry Hotel Naples
- **See:** Pop into galleries and boutiques along Fifth Avenue South, Waterside Shops, and The Village Shops, watch the sunset at Naples Pier, take a tour of Historic Palm Cottage (the oldest home in town)

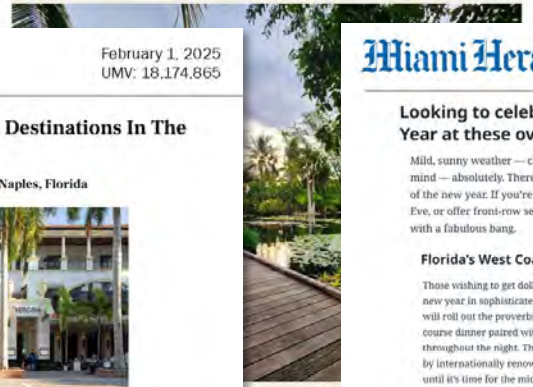
https://bit.ly/4hpoEES

chrillist
March 28, 2024
UVM: 8,142,768

Take a Day Trip to the Dreamiest Places in Florida

Pristine gardens and powdery white sand beaches are just some of the best places to visit in Florida.

By Matt Meltzer



Miami Herald
December 12, 2024
UVM: 10,262,049

Looking to celebrate 2025 in style? Ring in the New Year at these over-the-top Florida destinations

Mild, sunny weather — check. Beautiful beaches — check, check. A tropical state of mind — absolutely. There's no better place than Florida to wake up on the first day of the new year. If you're looking for resorts and hotels that go all out for New Year's Eve, or offer front-row seats to area fireworks, check out these places to ring in 2025 with a fabulous bang.

Florida's West Coast Is The Best Coast for New Year's Eve

Those wishing to get dolled up in a fancy gown or dapper tuxedo can usher in the new year in sophisticated style at The Ritz-Carlton, Naples, where the swanky resort will roll out the proverbial red carpet for its first-ever Black-Tie Gala. Savor a five-course dinner paired with wine and champagne, and sip on premium drinks throughout the night. The highlight of the evening will be a two-hour performance by internationally renowned jazz artist Stella Cole, who will serenade the crowd until it's time for the midnight countdown.



If you'd rather ring in the new year with the fam or a romantic partner, head to Naples' even quieter neighbor, Marco Island, to stay at the JW Marriott Marco Island Beach Resort. The beachfront stunner puts on a spectacular New Year's Eve show on the beach that's fitting for all ages. Those looking for something upscale or romantic can watch the midnight fireworks from the comfort of a private beachfront chickee hut, with a dedicated server and culinary delights; families can join the Beach Glow Party, a beachfront celebration with live entertainment, or a sunset luau dinner with Hawaiian cuisine and fire dancers at Kane's restaurant.

Page 153 of 348

WHY LHG FOR COLLIER COUNTY

LHG is proud to serve as the current agency of record for Naples, Marco Island, Everglades Convention & Visitors Bureau, and we are thrilled to submit this proposal to continue our successful partnership. Our proven track record, deep understanding of the destination, and unwavering commitment to excellence make us the ideal partner to build on this momentum and take the CVB's visibility to even greater heights.

PROVEN INDUSTRY LEADERSHIP AND EXPERTISE

LHG is an award-winning leader in public relations with over 40 years of experience, recognized as a top resource in destination marketing. We currently represent 30+ destinations, including Sante Fe, NM, the Jamaica Tourist Board, the Kentucky Department of Tourism, Monterey, CA and Charleston, SC. Our deep understanding of destination promotion and track record of long-term client relationships highlight our ability to deliver impactful results.

FLORIDA EXPERTISE

LHG has a rich history of representing destinations and companies in Florida. We have maintained an office in the state for ten years, serving various travel and lifestyle brands. Our extensive experience provides unique insights and strategies tailored to Florida's distinctive tourism landscape. Our regional office staffed by Florida residents ensure a deep local understanding. Every member of your account team was first a member of your target market— and has since collected countless fond memories of Florida's Paradise Coast!

SKILLED PLACEMAKING

We understand that DMOs like Naples, Marco Island, Everglades CVB are both destination managers and marketers. By boosting awareness of Florida's Paradise Coast as an ideal place to visit, we can also attract businesses and residents, enhancing the region's economic health and community management. Our holistic approach recognizes that "everyone is a visitor first." LHG is eager to champion Collier County, positioning it at the forefront of its competitive set by showcasing its world-class outdoor adventures, luxurious shopping and dining, vibrant arts and culture, and the natural beauty that makes the Paradise Coast unlike anywhere else.

WHY LHG FOR COLLIER COUNTY

UNMATCHED MEDIA RELATIONSHIPS

No other agency in the industry has the media relationships of LHG. We are respected by top names like Jacqui Gifford at Travel + Leisure, Jesse Ashlock at Condé Nast Traveler, Amy Alipio at National Geographic, and many more. Media seek out LHG first with assignments, leads and story brainstorming because of our creativity, quality of work and responsiveness, backed by a client roster that is the finest in the business. These positive, longstanding relationships benefit your bottom line and the reputation of Naples, Marco Island, Everglades Convention & Visitors Bureau within the industry and beyond.

Choosing to continue your partnership with Lou Hammond Group means reaffirming a commitment to excellence, collaboration, and results. With a deep understanding of your goals and a proven track record of success, we are excited by the opportunity to build on the momentum we've created together and drive even greater impact in the future.

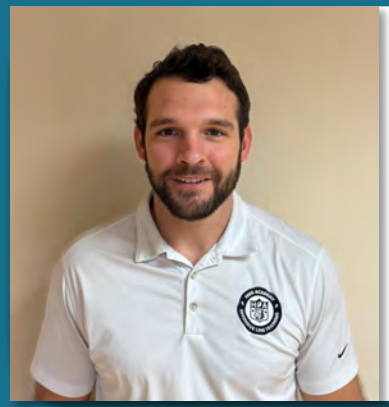
MARKET KNOWLEDGE AND REACH

At LHG, we possess intimate knowledge of Florida's Paradise Coast's key markets. We conduct regular media missions to established and emerging markets such as New York, Chicago, Tampa-St. Pete, Miami-Fort Lauderdale, Washington, D.C. and Atlanta. This extensive reach allows us to make an immediate and significant impact for Collier County, ensuring that your destination receives the attention and recognition it deserves.

COMMITMENT TO QUALITY AND PERSONALIZED SERVICE

At LHG, we are more than an agency—we are a dedicated partner committed to the success of Florida's Paradise Cost. Our firm is large enough to handle major brands, yet small enough to provide personalized, attentive service that meets the unique needs of your destination. We operate without time sheets or hourly billing, ensuring that all necessary resources are devoted to achieving your goals. Our fiercely independent approach guarantees that we never run out of time for you. We are personally invested in the success of Collier County and are motivated to elevate its profile as a premier Florida destination. We look forward to the opportunity to continue delivering innovative strategies, unwavering dedication, and results that reflect our shared passion for success.

CONTROLLER'S SERVICES



TYE BURRIS
Controller

Demonstrated record of transparency; established history of CPA-certified responsible business practices

Oversee account financial management ongoing, forecasting, monthly reports, budget alignment

Manage procurement process, negotiation, three bids, vet credentials

Documentation of purchases/services per agreement/expectations

Obtain approvals, payments, provide disbursements as contract dictates

LHG WORKS ON A MONTHLY RETAINER ANNUAL CONTRACT BASIS.

It does not bill on an allocated "time" basis and, in fact, no time records are maintained. All personnel are available as needed to achieve desired results regardless of time considerations. Clients receive the attention they need, when they need it.

Activity is conducted on the basis of a public relations program developed jointly with the client team and quantified to the extent possible. The fee is developed from this program.

1) Retainer fees are payable monthly in advance.

2) No expenses incurred on behalf of clients are marked up in any way.

3) Supervision costs are included in fees.

4) Approved expenses are billed at cost with no mark up one month in arrears.

REQUIRED FORMS



APRIL 8, 2025

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Collier County

Procurement Services Division

Form 1: Vendor Declaration Statement

BOARD OF COUNTY COMMISSIONERS
Collier County Government Complex
Naples, Florida 34112

Dear Commissioners:

The undersigned, as Vendor declares that this response is made without connection or arrangement with any other person and this proposal is in every respect fair and made in good faith, without collusion or fraud. The Vendor hereby declares the instructions, purchase order terms and conditions, requirements, and specifications/scope of work of this solicitation have been fully examined and accepted.

The Vendor agrees, if this solicitation submittal is accepted by Collier County, to accept a Purchase Order as a form of a formal contract or to execute a Collier County formal contract for purposes of establishing a contractual relationship between the Vendor and Collier County, for the performance of all requirements to which this solicitation pertains. The Vendor states that the submitted is based upon the documents listed by the above referenced solicitation. The Vendor agrees to comply with the requirements in accordance with the terms, conditions and specifications denoted herein and according to the pricing submitted as a part of the Vendor's bids.

Further, the Vendor agrees that if awarded a contract for these goods and/or services, the Vendor will not be eligible to compete, submit a proposal, be awarded, or perform as a sub-vendor for any future associated work that is a result of this awarded contract.

IN WITNESS WHEREOF, WE have hereunto subscribed our names on this __27___ day of ___March_____, 2025__ in the County of ___Charleston_____, in the State of __South Carolina_____.

Firm's Legal Name:	Lou Hammond Group Florida, Inc.
Address:	145 King Street, Ste 411
City, State, Zip Code:	Charleston, SC 294010
Florida Certificate of Authority Document Number	
Federal Tax Identification Number *CCR # or CAGE Code *Only if Grant Funded	FEIN: 01-0740680
Telephone:	843-722-8880
Email:	stephenh@loufhammond.com
Signature by: (Typed and written)	
Title:	Stephen Hammond, CEO

Additional Contact Information

Send payments to: (required if different from above) Contact name:	Company name used as payee
Title:	
Address:	
City, State, ZIP	
Telephone:	
Email:	invoices@louhammond.com
Office servicing Collier County to place orders (required if different from above) Contact name:	
Title:	
Address:	
City, State, ZIP	
Telephone:	
Email:	

Collier County
Procurement Services Division

Form 2: Conflict of Interest Certification Affidavit

The Vendor certifies that, to the best of its knowledge and belief, the past and current work on any Collier County project affiliated with this solicitation does not pose an organizational conflict as described by one of the three categories below:

Biased ground rules – The firm has not set the "ground rules" for affiliated past or current Collier County project identified above (e.g., writing a procurement's statement of work, specifications, or performing systems engineering and technical direction for the procurement) which appears to skew the competition in favor of my firm.

Impaired objectivity – The firm has not performed work on an affiliated past or current Collier County project identified above to evaluate proposals / past performance of itself or a competitor, which calls into question the contractor's ability to render impartial advice to the government.

Unequal access to information – The firm has not had access to nonpublic information as part of its performance of a Collier County project identified above which may have provided the contractor (or an affiliate) with an unfair competitive advantage in current or future solicitations and contracts.

In addition to this signed affidavit, the contractor / vendor must provide the following:
1. All documents produced as a result of the work completed in the past or currently being worked on for the above-mentioned project; and,
2. Indicate if the information produced was obtained as a matter of public record (in the "sunshine") or through non-public (not in the "sunshine") conversation (s), meeting(s), document(s) and/or other means.

Failure to disclose all material or having an organizational conflict in one or more of the three categories above be identified, may result in the disqualification for future solicitations affiliated with the above referenced project(s).

By the signature below, the firm (employees, officers and/or agents) certifies, and hereby discloses, that, to the best of their knowledge and belief, all relevant facts concerning past, present, or currently planned interest or activity (financial, contractual, organizational, or otherwise) which relates to the project identified above has been fully disclosed and does not pose an organizational conflict.

Lou Hammond Group Florida, Inc.
Company Name

Signature

Stephen Hammond. CEO
Print Name and Title

State of South Carolina

County of Charleston

The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this 28th day of March (month), 2025 (year), by Allison Cianci (name of person acknowledging).

Allison Cianci
(Signature of Notary Public)

ALLISON CIANCI NOTARY PUBLIC SOUTH CAROLINA MY COMM. EXP. 01/07/2035

(Print, Type, or Stamp Commissioned Name of Notary Public)

Personally Known OR Produced Identification

Known
Type of Identification Produced

Collier County

Procurement Services Division

Vendor Check List

IMPORTANT: Please review carefully and submit with your Proposal/Bid. All applicable documents shall be submitted electronically through BidSync. Vendor should checkoff each of the following items. Failure to provide the applicable documents may deem you non-responsive/non-responsible.

- ☑ General Bid Instructions has been acknowledged and accepted.
- ☑ Collier County Purchase Order Terms and Conditions have been acknowledged and accepted.
- ☑ Form 1: Vendor Declaration Statement
- ☑ Form 2: Conflict of Interest Certification
- ☑ Proof of status from Division of Corporations - Florida Department of State (If work performed in the State) - http://dos.myflorida.com/sunbiz/ should be attached with your submittal.
- ☑ Vendor **MUST** be enrolled in the E-Verify - https://www.e-verify.gov/ at the time of submission of the proposal/bid.
- ☑ Form 3: Immigration Affidavit Certification **MUST** be signed and attached with your submittal.
- ☑ E-Verify Memorandum of Understanding or Company Profile page should be attached with your submittal.
- ☑ Form 4: Certification for Claiming Status as a Local Business, **if applicable**, has been executed and returned. Collier or Lee County Business Tax Receipt should be attached with your submittal to be considered.
- ☑ Form 5: Reference Questionnaire form must be utilized for each requested reference and included with your submittal, if applicable to the solicitation.
- ☑ Form 6: Grant Provisions and Assurances package in its entirety, **if applicable**, are executed and should be included with your submittal.
- ☑ Vendor W-9 Form.
- ☑ Vendor acknowledges Insurance Requirements and is prepared to produce the required insurance certificate(s) within five (5) days of the County's issuance of a Notice of Recommend Award.
- ☑ The Bid Schedule has been completed and attached with your submittal, applicable to bids.
- ☑ Copies of all requested licenses and/or certifications to complete the requirements of the project.
- ☑ All addenda have been signed and attached.
- ☑ County's IT Technical Architecture Requirements has been acknowledged and accepted, if applicable.
- ☑ Any and all supplemental requirements and terms has been acknowledged and accepted, if applicable.

Division of Corporations

Sunbiz.org Division of Corporations an official State of Florida website

Department of State / Division of Corporations / Search Records / Search by Entity Name /

Detail by Entity Name

Florida Profit Corporation
LOU HAMMOND GROUP FLORIDA, INC.

Filing Information

Document Number	P02000078131
FEI/EIN Number	01-0740680
Date Filed	07/16/2002
State	FL
Status	ACTIVE
Last Event	AMENDMENT
Event Date Filed	08/12/2024
Event Effective Date	NONE

Principal Address

200 Central Ave
4th Floor
STE 320
St. Petersburg, FL 33701

Changed: 07/21/2022

Mailing Address

145 King Street
Suite 411
Charleston, SC 29401

Changed: 03/25/2013

Registered Agent Name & Address

NORTHWEST REGISTERED AGENT LLC
7901 4TH ST N STE 300
ST. PETERSBURG, FL 33702

Name Changed: 01/29/2021

Address Changed: 01/29/2021

Officer/Director Detail

Name & Address

Title Chairman/Founder

HAMMOND, LOU R
900 3rd Avenue
Suite 401
NEW YORK, NY 10022

Title CEO

HAMMOND, STEPHEN
900 3rd Avenue
Suite 401
NEW YORK, NY 10022

Annual Reports

Report Year	Filed Date
2023	07/18/2023
2024	07/12/2024
2025	02/11/2025

Document Images

02/11/2025 -- ANNUAL REPORT	View image in PDF format
08/12/2024 -- Amendment	View image in PDF format
07/12/2024 -- ANNUAL REPORT	View image in PDF format
05/29/2024 -- Name Change	View image in PDF format
07/18/2023 -- ANNUAL REPORT	View image in PDF format
07/21/2022 -- ANNUAL REPORT	View image in PDF format
01/29/2021 -- ANNUAL REPORT	View image in PDF format
01/29/2021 -- Reg. Agent Change	View image in PDF format
12/04/2020 -- Amendment	View image in PDF format
02/19/2020 -- ANNUAL REPORT	View image in PDF format
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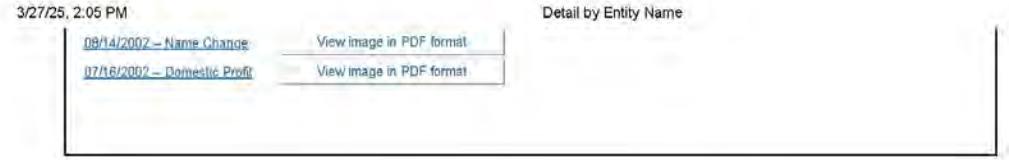
05/01/2003 -- ANNUAL REPORT	View image in PDF format



3/27/25, 2:05 PM Detail by Entity Name

08/14/2002 – Name Change	View image in PDF format
07/16/2002 – Domestic Profit	View image in PDF format

2025 FLORIDA PROFIT CORPORATION ANNUAL REPORT

FILED
Feb 11, 2025
Secretary of State
5408146798CC

DOCUMENT# P02000078131

Entity Name: LOU HAMMOND GROUP FLORIDA, INC.

Current Principal Place of Business:

200 CENTRAL AVE
4TH FLOOR STE 320
ST. PETERSBURG, FL 33701

Current Mailing Address:

145 KING STREET
SUITE 411
CHARLESTON, SC 29401 US

FEI Number: 01-0740680

Certificate of Status Desired: No

Name and Address of Current Registered Agent:

NORTHWEST REGISTERED AGENT LLC
7901 4TH ST N STE 300
ST. PETERSBURG, FL 33702 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE:

Electronic Signature of Registered Agent — Date

Officer/Director Detail :

Title	CHAIRMAN/FOUNDER	Title	CEO
Name	HAMMOND, LOU R	Name	HAMMOND, STEPHEN
Address	900 3RD AVENUE SUITE 401	Address	900 3RD AVENUE SUITE 401
City-State-Zip:	NEW YORK NY 10022	City-State-Zip:	NEW YORK NY 10022

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: STEPHEN HAMMOND CEO 02/11/2025

Electronic Signature of Signing Officer/Director Detail — Date

Collier County

Procurement Services Division

Form 3: Immigration Affidavit Certification

This Affidavit is required and should be signed, by an authorized principal of the firm and submitted with formal solicitation submittals. Further, Vendors are required to be enrolled in the E-Verify program (https://www.e-verify.gov/), at the time of the submission of the Vendor's proposal/bid. Acceptable evidence of your enrollment consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company *which will be produced at the time of the submission of the Vendor's proposal/bid or within five (5) day of the County's Notice of Recommend Award.*

FAILURE TO EXECUTE THIS AFFIDAVIT CERTIFICATION AND SUBMIT WITH VENDOR'S PROPOSAL/BID MAY DEEM THE VENDOR'S AS NON-RESPONSIVE.

Collier County will not intentionally award County contracts to any Vendor who knowingly employs unauthorized alien workers, constituting a violation of the employment provision contained in 8 U.S.C. Section 1324 a(e) Section 274A(e) of the Immigration and Nationality Act ("INA").

Collier County may consider the employment by any Vendor of unauthorized aliens a violation of Section 274A (e) of the INA. Such Violation by the recipient of the Employment Provisions contained in Section 274A (e) of the INA shall be grounds for unilateral termination of the contract by Collier County.

Vendor attests that they are fully compliant with all applicable immigration laws (specifically to the 1986 Immigration Act and subsequent Amendment(s), that it is aware of and in compliance with the requirements set forth in Florida Statutes §448.095, and agrees to comply with the provisions of the Memorandum of Understanding with E-Verify and to provide proof of enrollment in The Employment Eligibility Verification System (E-Verify), operated by the Department of Homeland Security in partnership with the Social Security Administration at the time of submission of the Vendor's proposal/bid.

Lou Hammond Group Florida, Inc.
Company Name

Signature

Stephen Hammond. CEO
Print Name and Title

State of South Carolina

County of Charleston

The foregoing instrument was acknowledged before me by means of ☑ physical presence or ☐ online notarization, this 28th day of March (month), 2025 (year), by Allison Cianci (name of person acknowledging).

Allison Cianci
(Signature of Notary Public)

(Print, Type, or Stamp Commissioned Name of Notary Public)

Personally Known OR Produced Identification

Known
Type of Identification Produced

ALLISON CIANCI NOTARY PUBLIC SOUTH CAROLINA MY COMM. EXP. 01/07/2035

E-Verify

Company ID Number: 72760 Client Company ID Number: 2160644

THE E-VERIFY MEMORANDUM OF UNDERSTANDING FOR EMPLOYERS USING A WEB SERVICES E-VERIFY EMPLOYER AGENT

ARTICLE I PURPOSE AND AUTHORITY

The parties to this agreement are the Department of Homeland Security (DHS), the (Employer), and the Web Services E-Verify Employer Agent. The purpose of this agreement is to set forth terms and conditions which the Employer and the Web Services E-Verify Employer Agent will follow while participating in E-Verify.

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the Employer, the E-Verify Employer Agent, the Social Security Administration (SSA), and DHS.

References in this MOU to the Employer include the Web Services E-Verify Employer Agent when acting on behalf of the Employer.

For purposes of this MOU, the E-Verify browser refers to the website that provides direct access to the E-Verify system: https://E-Verify.uscis.gov/emp/. You may access E-Verify directly free of charge via the E-Verify browser.

Authority for the E-Verify program is found in Title IV, Subtitle A, of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), Pub. L. 104-208, 110 Stat. 3009, as amended (8 U.S.C. § 1324a note). The Federal Acquisition Regulation (FAR) Subpart 22.18, "Employment Eligibility Verification" and Executive Order 12989, as amended, provide authority for Federal contractors and subcontractors (Federal contractor) to use E-Verify to verify the employment eligibility of certain employees working on Federal contracts.

ARTICLE II RESPONSIBILITIES

A. RESPONSIBILITIES OF THE EMPLOYER

For purposes of this MOU, references to the Employer include the Web Services E-Verify Employer Agent when acting on behalf of the Employer.

1. By enrolling in E-Verify and signing the applicable MOU, the Employer asserts that it is a legitimate company which intends to use E-Verify for legitimate purposes only and in accordance with the laws, regulations and DHS policies and procedures relating to the use of E-Verify.

E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

2. The Employer agrees to display the following notices supplied by DHS (though the Web Services E-Verify Employer Agent) in a prominent place that is clearly visible to prospective employees and all employees who are to be verified through the system:

   a. Notice of E-Verify Participation

   b. Notice of Right to Work

3. The Employer agrees to provide to the SSA and DHS the names, titles, addresses, and telephone numbers of the Employer representatives to be contacted about E-Verify. The Employer also agrees to keep such information current by providing updated information to SSA and DHS whenever the representatives' contact information changes.

4. The Employer agrees to become familiar with and comply with the most recent version of the

E-Verify User Manual. The Employer will obtain the E-Verify User Manual from the Web Services E-Verify Employer Agent, and will be notified by the Web Services E-Verify Employer Agent when a new version of the E-Verify User Manual becomes available.

5. The Employer agrees to comply with current Form I-9 procedures, with two exceptions:

   a. If an employee presents a "List B" identity document, the Employer agrees to only accept "List B" documents that contain a photo. (List B documents identified in 8 C.F.R. 274a.2(b)(1)(B)) can be presented during the Form I-9 process to establish identity.) If an employee objects to the photo requirement for religious reasons, the Employer should contact E-Verify at 888-464-4218.

   b. If an employee presents a DHS Form I-551 (Permanent Resident Card), Form I-766 (Employment Authorization Document), or U.S. Passport or Passport Card to complete Form I-9, the Employer agrees to make a photocopy of the document and to retain the photocopy with the employee's Form I-9. The Employer will use the photocopy to verify the photo and to assist DHS with its review of photo mismatches that employees contest. DHS may in the future designate other documents that activate the photo screening tool.

Note: Subject only to the exceptions noted previously in this paragraph, employees still retain the right to present any List A, or List B and List C, document(s) to complete the Form I-9.

6. The Employer agrees to record the case verification number on the employee's Form I-9 or to print the screen containing the case verification number and attach it to the employee's Form I-9.

7. The Employer agrees that, although it participates in E-Verify, the Employer has a responsibility to complete, retain, and make available for inspection Forms I-9 that relate to its employees, or from other requirements of applicable regulations or laws, including the obligation to comply with the antidiscrimination requirements of section 274B of the INA with respect to Form I-9 procedures.

   a. The following modified requirements are the only exceptions to an Employer's obligation to not employ unauthorized workers and comply with the anti-discrimination provision of the INA: (1) List B identity documents must have photos, as described in paragraph 6 above; (2) When an Employer confirms the identity and employment eligibility of newly hired employee using E-Verify procedures, the Employer establishes a rebuttable presumption that it has not violated section 274A(a)(1)(A) of

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the Immigration and Nationality Act (INA) with respect to the hiring of that employee; (3) If the Employer receives a final nonconfirmation for an employee, but continues to employ that person, the Employer must notify DHS and the Employer is subject to a civil money penalty between $550 and $1,100 for each failure to notify DHS of continued employment following a final nonconfirmation; (4) If the Employer continues to employ an employee after receiving a final nonconfirmation, then the Employer is subject to a rebuttable presumption that it has knowingly employed an unauthorized alien in violation of section 274A(a)(1)(A); and (5) no E-Verify participant is civilly or criminally liable under any law for any action taken in good faith based on information provided through the E-Verify.

b. DHS reserves the right to conduct Form I-9 compliance inspections, as well as any other enforcement or compliance activity authorized by law, including site visits, to ensure proper use of E-Verify.

8. The Employer is strictly prohibited from creating an E-Verify case before the employee has been hired, meaning that a firm offer of employment was extended and accepted and Form I-9 was completed. The Employer agrees to create an E-Verify case for new employees within three Employer business days after each employee has been hired (after both Sections 1 and 2 of Form I-9 have been completed), and to complete as many steps of the E-Verify process as are necessary according to the E-Verify User Manual. If E-Verify is temporarily unavailable, the three-day time period will be extended until it is again operational in order to accommodate the Employer's attempting, in good faith, to make inquiries during the period of unavailability.

9. The Employer agrees not to use E-Verify for pre-employment screening of job applicants, in support of any unlawful employment practice, or for any other use that this MOU or the E-Verify User Manual does not authorize.

10. The Employer must use E-Verify (through its Web Services E-Verify Employer Agent) for all new employees. The Employer will not verify selectively and will not verify employees hired before the effective date of this MOU. Employers who are Federal contractors may qualify for exceptions to this requirement as described in Article II.B of this MOU.

11. The Employer agrees to follow appropriate procedures (see Article III below) regarding tentative nonconfirmations. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending. Further, when employees contest a tentative nonconfirmation based upon a photo mismatch, the Employer must take additional steps
(see Article III.B below) to contact DHS with information necessary to resolve the challenge.

12. The Employer agrees not to take any adverse action against an employee based upon the employee's perceived employment eligibility status while SSA or DHS is processing the verification request unless the Employer obtains knowledge (as defined in 8 C.F.R. § 274a.1(l)) that the employee is not work authorized. The Employer understands that an initial inability of the SSA or DHS automated

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verification system to verify work authorization, a tentative nonconfirmation, a case in continuance (indicating the need for additional time for the government to resolve a case), or the finding of a photo mismatch, does not establish, and should not be interpreted as, evidence that the employee is not work authorized. In any of such cases, the employee must be provided a full and fair opportunity to contest the finding, and if he or she does so, the employee may not be terminated or suffer any adverse employment consequences based upon the employee's perceived employment eligibility status (including denying, reducing, or extending work hours, delaying or preventing training, requiring an employee to work in poorer conditions, withholding pay, refusing to assign the employee to a Federal contract or other assignment, or otherwise assuming that he or she is unauthorized to work) until and unless secondary verification by SSA or DHS has been completed and a final nonconfirmation has been issued. If the employee does not choose to contest a tentative nonconfirmation or a photo mismatch or if a secondary verification is completed and a final nonconfirmation is issued, then the Employer can find the employee is not work authorized and terminate the employee's employment. Employers or employees with questions about a final nonconfirmation may call E-Verify at 1-888-464-4218 (customer service) or 1-888-897-7781 (worker hotline).

13. The Employer agrees to comply with Title VII of the Civil Rights Act of 1964 and section 274B of the INA as applicable by not discriminating unlawfully against any individual in hiring, firing, employment eligibility verification, or recruitment or referral practices because of his or her national origin or citizenship status, or by committing discriminatory documentary practices. The Employer understands that such illegal practices can include selective verification or use of E-Verify except as provided in part D below, or discharging or refusing to hire employees because they appear or sound "foreign" or have received tentative nonconfirmations. The Employer further understands that any violation of the immigration-related unfair employment practices provisions in section 274B of the INA could subject the Employer to civil penalties, back pay awards, and other sanctions, and violations of Title VII could subject the Employer to back pay awards, compensatory and punitive damages. Violations of either section 274B of the INA or Title VII may also lead to the termination of its participation in E-Verify. If the Employer has any questions relating to the anti-discrimination provision, it should contact OSC at 1-800-255-8155 or 1-800-237-2515 (TDD).

14. The Employer agrees that it will use the information it receives from E-Verify (through its Web Services E-Verify Employer Agent) only to confirm the employment eligibility of employees as authorized by this MOU. The Employer agrees that it will safeguard this information, and means of access to it (such as Personal Identification Numbers and passwords), to ensure that it is not used for any other purpose and as necessary to protect its confidentiality, including ensuring that it is not disseminated to any person other than employees of the Employer who are authorized to perform the Employer's responsibilities under this MOU, except for such dissemination as may be authorized in advance by SSA or DHS for legitimate purposes.

15. The Employer agrees to notify DHS immediately in the event of a breach of personal information. Breaches are defined as loss of control or unauthorized access to E-Verify personal data. All suspected or confirmed breaches should be reported by calling 1-888-464-4218 or via email at E-Verify@uscis.dhs.gov. Please use "Privacy Incident – Password" in the subject line of your email when sending a breach report to E-Verify.

16. The Employer acknowledges that the information it receives from SSA through its Web Services

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E-Verify Employer Agent is governed by the Privacy Act (5 U.S.C. § 552a(i)(1) and (3)) and the Social Security Act (42 U.S.C. 1306(a)). Any person who obtains this information under false pretenses or uses it for any purpose other than as provided for in this MOU may be subject to criminal penalties.

17. The Employer agrees to cooperate with DHS and SSA in their compliance monitoring and evaluation of E-Verify, which includes permitting DHS, SSA, their contractors and other agents, upon reasonable notice, to review Forms I-9 and other employment records and to interview it and its employees regarding the Employer's use of E-Verify, and to respond in a prompt and accurate manner to DHS requests for information relating to their participation in E-Verify.

18. The Employer shall not make any false or unauthorized claims or references about its participation in E-Verify on its website, in advertising materials, or other media. The Employer shall not describe its services as federally-approved, federally-certified, or federally-recognized, or use language with a similar intent on its website or other materials provided to the public. Entering into this MOU does not mean that E-Verify endorses or authorizes your E-Verify services and any claim to that effect is false.

19. The Employer shall not state in its website or other public documents that any language used therein has been provided or approved by DHS, USCIS or the Verification Division, without first obtaining the prior written consent of DHS.

20. The Employer agrees that E-Verify trademarks and logos may be used only under license by DHS/ USCIS (see M-795 (Web)) and, other than pursuant to the specific terms of such license, may not be used in any manner that might imply that the Employer's services, products, websites, or publications are sponsored by, endorsed by, licensed by, or affiliated with DHS, USCIS, or E-Verify.

21. The Employer understands that if it uses E-Verify procedures for any purpose other than as authorized by this MOU, the Employer may be subject to appropriate legal action and termination of its participation in E-Verify according to this MOU.

B. RESPONSIBILITIES OF THE WEB SERVICES E-VERIFY EMPLOYER AGENT

1. The Web Services E-Verify Employer Agent agrees to complete its Web Services interface no later than six months after the date the Web Services User signs this MOU. E-Verify considers your interface to be complete once it has been built pursuant to the Interface Control Agreement (ICA), submitted to E-Verify for testing, and approved for system access.

2. The Web Services E-Verify Employer Agent agrees to perform sufficient maintenance on the Web Services interface in accordance with the requirements listed in the ICA. These requirements include, but are not limited to, updating the Web Services interface to ensure that any updates or enhancements are incorporated no later than six months after the issuance of an ICA. Web Services E-Verify Employer Agents should be aware that this will require the investment of time and resources. Compliance with the requirements of the ICA must be carried out to the satisfaction of DHS and or its assignees.

3. The Web Services E-Verify Employer Agent agrees to provide to SSA and/or DHS the names, titles, addresses, e-mail addresses, and telephone numbers of the Web Services E-Verify Employer Agent representative who will access information, as well as ensure cooperation, communication, and coordination with E-Verify.

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In addition, Web Services E-Verify Employer Agents must provide to SSA and/or DHS the names, titles, addresses, and telephone numbers of its clients and their staff who will access information through E-Verify. Web Services E-Verify Employer Agents must ensure the contact information is updated with SSA and DHS whenever the points of contact change.

4. The Web Services E-Verify Employer Agent agrees to become familiar with and comply with the E-Verify User Manual and provide a copy of the most current version of the manual to the Employer so that the Employer can become familiar with and comply with E-Verify policy and procedures. The Web Services E-Verify Employer Agent agrees to obtain a revised E-Verify User Manual as it becomes available and to provide a copy of the revised version to the Employer no later than 30 days after the manual becomes available.

5. The Web Services E-Verify Employer Agent agrees that any person accessing E-Verify on its behalf is trained on the most recent E-Verify policy and procedures.

6. The Web Services E-Verify Employer Agent agrees that any of its representatives who will perform employment verification cases will complete the E-Verify Tutorial before that individual initiates any cases.

   a. The Web Services E-Verify Employer Agent agrees that all of its representatives will take the refresher tutorials initiated by E-Verify as a condition of continued use of E-Verify, including any tutorials for Federal contractors, if any of the Employers represented by the Web Services E-Verify Employer Agent is a Federal contractor.

   b. Failure to complete a refresher tutorial will prevent the Web Services E-Verify Employer Agent and Employer from continued use of E-Verify.

7. The Web Services E-Verify Employer Agent agrees to grant E-Verify access only to current employees who need E-Verify access. The Web Services E-Verify Employer Agent must promptly terminate an employee's E-Verify access if the employee is separated from the company or no longer needs access to E-Verify.

8. The Web Services E-Verify Employer Agent agrees to obtain the necessary equipment to use E-Verify as required by the E-Verify rules and regulations as modified from time to time.

9. The Web Services E-Verify Employer Agent agrees to, consistent with applicable laws, regulations, and policies, commit sufficient personnel and resources to meet the requirements of this MOU.

10. The Web Services E-Verify Employer Agent agrees to provide its clients with training on E-Verify processes, policies, and procedures. The E-Verify Employer Agent also agrees to provide its clients with ongoing E-Verify training as needed. E-Verify is not responsible for providing training to clients of E-Verify Employer Agents.

11. The Web Services E-Verify Employer Agent agrees to provide the Employer with the notices described in Article II.B.2 below.

12. The Web Services E-Verify Employer Agent agrees to create E-Verify cases for the Employer it represents in accordance with the E-Verify Manual, the E-Verify Web-Based Tutorial and all other published E-Verify

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rules and procedures. The Web Services E-Verify Employer Agent will create E-Verify cases using information provided by the Employer and will immediately communicate the response back to the Employer. If E-Verify is temporarily unavailable, the three-day time period will be extended until it is again operational in order to accommodate the Web Services E-Verify Employer Agent's attempting, in good faith, to make inquiries on behalf of the Employer during the period of unavailability. If, however, the Web Services interface is unavailable due to no fault of E-Verify, then the three-day time period is not extended. In such a case, the Web Services E-Verify Employer Agent must use the E-Verify browser during the outage.

13. The Web Services E-Verify Employer Agent agrees to ensure that all notices, referral letters and any other materials otherwise including instructions regarding tentative nonconfirmations, will be consistent with the most current E-Verify tentative nonconfirmation notices and referral letters, which are available on E-Verify's website.

14. The Web Services E-Verify Employer Agent agrees that any system or interface it develops will follow the steps for creating E-Verify cases and processing tentative nonconfirmations, as laid out in the ICA, this MOU and the User Manual, including but not limited to allowing an employer to close an invalid case where appropriate, allowing an employer to refer a tentative nonconfirmation only when an employee chooses to contest a tentative nonconfirmation (no automatic referrals), and referring a tentative nonconfirmation to the appropriate agency at the time the employer prints the referral letter and provides the letter to the employee. The Web Services E-Verify Employer Agent understands that any failure to make its system or interface consistent with proper E-Verify procedures can result in DHS terminating the Web Services E-Verify Employer Agent's agreement and access with or without notice.

15. When the Web Services E-Verify Employer Agent receives notice from a client company that it has received a contract with the FAR clause, then the Web Services E-Verify Employer Agent must update the company's E-Verify profile within 30 days of the contract award date.

16. If data is transmitted between the Web Services E-Verify Employer Agent and its client, then the Web Services E-Verify Employer Agent agrees to protect personally identifiable information during transmission to and from the Web Services E-Verify Employer Agent.

17. The Web Services E-Verify Employer Agent agrees to notify DHS immediately in the event of a breach of personal information. Breaches are defined as loss of control or unauthorized access to E-Verify personal data. All suspected or confirmed breaches should be reported by calling 1-888-464-4218 or via email at E-Verify@uscis.dhs.gov. Please use "Privacy Incident – Password" in the subject line of your email when sending a breach report to E-Verify.

18. The Web Services E-Verify Employer Agent agrees to fully cooperate with DHS and SSA in their compliance monitoring and evaluation of E-Verify, including permitting DHS, SSA, their contractors and other agents, upon reasonable notice, to review Forms I-9, employment records, and all records pertaining to the Web Services E-Verify Employer Agent's use of E-Verify, and to interview it and its employees regarding the use of E-Verify, and to respond in a timely and accurate manner to DHS requests for information relating to their participation in E-Verify.

a. The Web Services E-Verify Employer Agent agrees to cooperate with DHS if DHS requests

information about the Web Services E-Verify Employer Agent's interface, including requests by DHS to view the actual interface operated by the Web Services E-Verify Employer Agent as well as related business documents. The Web Services E-Verify Employer Agent agrees to demonstrate for DHS the functionality of its interface to E-Verify upon request.

b. The Web Services E-Verify Employer Agent agrees to demonstrate, if requested by DHS, that it has provided training to its clients that meets E-Verify standards. Training programs must provide a focused study of the topics covered in the E-Verify User Manual and pertinent Supplemental Guides. Furthermore, training programs and materials must be updated as E-Verify changes occur. The Web Services E-Verify Employer Agent is encouraged to incorporate information from existing E-Verify materials, including the Enrollment Quick Reference Guide, the E-Verify Employer Agent Client Handbook (formerly known as the Designated Agent Client Handbook), and existing tutorials and manuals into their training program. E-Verify also encourages the Web Services E-Verify Employer Agent to supervise first-time use of the E-Verify browser or Web Services interface by its staff and Employer clients as part of any training program. The Web Services E-Verify Employer Agent agrees to submit its training program materials to DHS for review upon request.

Failure to provide adequate training could, in some instances, lead to penalties as described in Article V.F.1. of this MOU.

19. The Web Services E-Verify Employer Agent shall not make any false or unauthorized claims or references about its participation in E-Verify on its website, in advertising materials, or other media. The Web Services E-Verify Employer Agent shall not describe its services as federally-approved, federally-certified, or federally-recognized, or use language with a similar intent on its website or other materials provided to the public. Entering into this MOU does not mean that E-Verify endorses or authorizes your Web Services E-Verify Employer Agent services and any claim to that effect is false.

20. The Web Services E-Verify Employer Agent shall not state in its website or other public documents that any language used therein has been provided or approved by DHS, USCIS or the Verification Division, without first obtaining the prior written consent of DHS.

21. The Web Services E-Verify Employer Agent agrees that E-Verify trademarks and logos may be used only under license by DHS/USCIS (see M-795 (Web)) and, other than pursuant to the specific terms of such license, may not be used in any manner that might imply that the Web Services E-Verify Employer Agent's services, products, websites, or publications are sponsored by, endorsed by, licensed by, or affiliated with DHS, USCIS, or E-Verify.

22. The Web Services E-Verify Employer Agent understands that if it uses E-Verify procedures for any purpose other than as authorized by this MOU, the Web Services E-Verify Employer Agent may be subject to appropriate legal action and termination of its participation in E-Verify according to this MOU.

C. RESPONSIBILITIES OF FEDERAL CONTRACTORS

The Web Services E-Verify Employer Agent shall ensure that the Web Services E-Verify Employer Agent and the Employers it represents carry out the following responsibilities if the Employer is a Federal contractor or becomes a federal contractor. The Web Services E-Verify Employer Agent should instruct the client to keep the Web Services E-Verify Employer Agent informed about any changes or updates related to federal contracts. It is the Web Services E-Verify Employer Agent's responsibility to ensure that its clients are in compliance

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with all E-Verify policies and procedures.

1. If the Employer is a Federal contractor with the FAR E-Verify clause subject to the employment verification terms in Subpart 22.18 of the FAR, it will become familiar with and comply with the most current version of the E-Verify User Manual for Federal Contractors as well as the E-Verify Supplemental Guide for Federal Contractors.

2. In addition to the responsibilities of every employer outlined in this MOU, the Employer understands that if it is a Federal contractor subject to the employment verification terms in Subpart 22.18 of the FAR it must verify the employment eligibility of any "employee assigned to the contract" (as defined in FAR 22.1801). Once an employee has been verified through E-Verify by the Employer, the Employer may not reverify the employee through E-Verify.

a. An Employer that is not enrolled in E-Verify as a Federal contractor at the time of a contract award must enroll as a Federal contractor in the E-Verify program within 30 calendar days of contract award and, within 90 days of enrollment, begin to verify employment eligibility of new hires using E-Verify. The Employer must verify those employees who are working in the United States, whether or not they are assigned to the contract. Once the Employer begins verifying new hires, such verification of new hires must be initiated within three business days after the hire date. Once enrolled in E-Verify as a Federal contractor, the Employer must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.

b. Employers enrolled in E-Verify as a Federal contractor for 90 days or more at the time of a contract award must use E-Verify to begin verification of employment eligibility for new hires of the Employer who are working in the United States, whether or not assigned to the contract, within three business days after the date of hire. If the Employer is enrolled in E-Verify as a Federal contractor for 90 calendar days or less at the time of contract award, the Employer must, within 90 days of enrollment, begin to use E-Verify to initiate verification of new hires of the contractor who are working in the United States, whether or not assigned to the contract. Such verification of new hires must be initiated within three business days after the date of hire. An Employer enrolled as a Federal contractor in E-Verify must begin verification of each employee assigned to the contract within 90 calendar days after date of contract award or within 30 days after assignment to the contract, whichever is later.

c. Federal contractors that are institutions of higher education (as defined at 20 U.S.C. 1001(a)), state or local governments, governments of Federally recognized Indian tribes, or sureties performing under a takeover agreement entered into with a Federal agency under a performance bond may choose to only verify new and existing employees assigned to the Federal contract. Such Federal contractors may, however, elect to verify all new hires, and/or all existing employees hired after November 6, 1986. Employers in this category must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.

d. Upon enrollment, Employers who are Federal contractors may elect to verify employment eligibility of all existing employees working in the United States who were hired after November 6, 1986, instead of verifying only those employees assigned to a covered Federal contract. After enrollment, Employers must elect to verify existing staff following DHS procedures and begin E-Verify verification of all

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existing employees within 180 days after the election.

e. The Employer may use a previously completed Form I-9 as the basis for creating an E-Verify case for an employee assigned to a contract as long as:

i. That Form I-9 is complete (including the SSN) and complies with Article II.A.6,

ii. The employee's work authorization has not expired, and

iii. The Employer has reviewed the information reflected in the Form I-9 either in person or in communications with the employee to ensure that the employee's Section 1, Form I-9 attestation has not changed (including, but not limited to, a lawful permanent resident alien having become a naturalized U.S. citizen).

f. The Employer shall complete a new Form I-9 consistent with Article II.A.6 or update the previous Form I-9 to provide the necessary information if:

i. The Employer cannot determine that Form I-9 complies with Article II.A.6,

ii. The employee's basis for work authorization as attested in Section 1 has expired or changed, or

iii. The Form I-9 contains no SSN or is otherwise incomplete.

Note: If Section 1 of Form I-9 is otherwise valid and up-to-date and the form otherwise complies with Article II.C.5, but reflects documentation (such as a U.S. passport or Form I-551) that expired after completing Form I-9, the Employer shall not require the production of additional documentation, or use the photo screening tool described in Article II.A.5, subject to any additional or superseding instructions that may be provided on this subject in the E-Verify User Manual.

g. The Employer agrees not to require a second verification using E-Verify of any assigned employee who has previously been verified as a newly hired employee under this MOU or to authorize verification of any existing employee by any Employer that is not a Federal contractor based on this Article.

3. The Employer understands that if it is a Federal contractor, its compliance with this MOU is a performance requirement under the terms of the Federal contract or subcontract, and the Employer consents to the release of information relating to compliance with its verification responsibilities under this MOU to contracting officers or other officials authorized to review the Employer's compliance with Federal contracting requirements.

D. RESPONSIBILITIES OF SSA

1. SSA agrees to allow DHS to compare data provided by the Employer (through the E-Verify Employer Agent) against SSA's database. SSA sends DHS confirmation that the data sent either matches or does not match the information in SSA's database.

2. SSA agrees to safeguard the information the Employer provides (through the E-Verify Employer Agent) through E-Verify procedures. SSA also agrees to limit access to such information, as is appropriate by law, to individuals responsible for the verification of Social Security numbers or responsible for evaluation of E-Verify or such other persons or entities who may be authorized by SSA as governed by the Privacy Act (5 U.S.C. § 552a), the Social Security Act (42 U.S.C. 1306(a)), and SSA regulations (20 CFR Part 401).

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3. SSA agrees to provide case results from its database within three Federal Government work days of the initial inquiry. E-Verify provides the information to the E-Verify Employer Agent.

4. SSA agrees to update SSA records as necessary if the employee who contests the SSA tentative nonconfirmation visits an SSA field office and provides the required evidence. If the employee visits an SSA field office within the eight Federal Government work days from the date of referral to SSA, SSA agrees to update SSA records, if appropriate, within the eight-day period unless SSA determines that more than eight days may be necessary. In such cases, SSA will provide additional instructions to the employee. If the employee does not visit SSA in the time allowed, E-Verify may provide a final nonconfirmation to the E-Verify Employer Agent.

Note: If an Employer experiences technical problems, or has a policy question, the employer should contact E-Verify at 1-888-464-4218.

E. RESPONSIBILITIES OF DHS

1. DHS agrees to provide the Employer with selected data from DHS databases to enable the Employer (through the E-Verify Employer Agent) to conduct, to the extent authorized by this MOU:

   a. Automated verification checks on alien employees by electronic means, and

   b. Photo verification checks (when available) on employees.

2. DHS agrees to assist the E-Verify Employer Agent with operational problems associated with its participation in E-Verify. DHS agrees to provide the E-Verify Employer Agent names, titles, addresses, and telephone numbers of DHS representatives to be contacted during the E-Verify process.

3. DHS agrees to provide to the E-Verify Employer Agent with access to E-Verify training materials as well as an E-Verify User Manual that contain instructions on E-Verify policies, procedures, and requirements for both SSA and DHS, including restrictions on the use of E-Verify.

4. DHS agrees to train E-Verify Employer Agents on all important changes made to E-Verify through the use of mandatory refresher tutorials and updates to the E-Verify User Manual. Even without changes to E-Verify, DHS reserves the right to require E-Verify Employer Agents to take mandatory refresher tutorials.

5. DHS agrees to provide to the Employer (through the E-Verify Employer Agent) a notice, which indicates the Employer's participation in E-Verify. DHS also agrees to provide to the Employer anti-discrimination notices issued by the Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC), Civil Rights Division, U.S. Department of Justice.

6. DHS agrees to issue each of the E-Verify Employer Agent's E-Verify users a unique user identification number and password that permits them to log in to E-Verify.

7. DHS agrees to safeguard the information the Employer provides (through the E-Verify Employer Agent), and to limit access to such information to individuals responsible for the verification process, for evaluation of E-Verify, or to such other persons or entities as may be authorized by applicable law. Information will be used only to verify the accuracy of Social Security numbers and employment eligibility, to enforce the INA and Federal criminal laws, and to administer Federal contracting requirements.

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8. DHS agrees to provide a means of automated verification that provides (in conjunction with SSA verification procedures) confirmation or tentative nonconfirmation of employees' employment eligibility within three Federal Government work days of the initial inquiry.

9. DHS agrees to provide a means of secondary verification (including updating DHS records) for employees who contest DHS tentative nonconfirmations and photo mismatch tentative nonconfirmations. This provides final confirmation or nonconfirmation of the employees' employment eligibility within 10 Federal Government work days of the date of referral to DHS, unless DHS determines that more than 10 days may be necessary. In such cases, DHS will provide additional verification instructions.

ARTICLE III
REFERRAL OF INDIVIDUALS TO SSA AND DHS

A. REFERRAL TO SSA

1. If the Employer receives a tentative nonconfirmation issued by SSA, the Employer must print the notice as directed by E-Verify. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.

2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.

3. After a tentative nonconfirmation, the Employer will refer employees to SSA field offices only as directed by E-Verify. The Employer must record the case verification number, review the employee information submitted to E-Verify to identify any errors, and find out whether the employee contests the tentative nonconfirmation. The Employer will transmit the Social Security number, or any other corrected employee information that SSA requests, to SSA for verification again if this review indicates a need to do so.

4. The Employer will instruct the employee to visit an SSA office within eight Federal Government work days. SSA will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.

5. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.

6. The Employer agrees not to ask the employee to obtain a printout from the Social Security Administration number database (the Numident) or other written verification of the SSN from the SSA.

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B. REFERRAL TO DHS

1. If the Employer receives a tentative nonconfirmation issued by DHS, the Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.

2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.

3. The Employer agrees to refer individuals to DHS only when the employee chooses to contest a tentative nonconfirmation.

4. If the employee contests a tentative nonconfirmation issued by DHS, the Employer will instruct the employee to contact DHS through its toll-free hotline (as found on the referral letter) within eight Federal Government work days.

5. If the Employer finds a photo mismatch, the Employer must provide the photo mismatch tentative nonconfirmation notice and follow the instructions outlined in paragraph 1 of this section for tentative nonconfirmations, generally.

6. The Employer agrees that if an employee contests a tentative nonconfirmation based upon a photo mismatch, the Employer will send a copy of the employee's Form I-551, Form I-766, U.S. Passport, or passport card to DHS for review by:

   a. Scanning and uploading the document, or

   b. Sending a photocopy of the document by express mail (furnished and paid for by the employer).

7. The Employer understands that if it cannot determine whether there is a photo match/mismatch, the Employer must forward the employee's documentation to DHS as described in the preceding paragraph. The Employer agrees to resolve the case as specified by the DHS representative who will determine the photo match or mismatch.

8. DHS will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.

9. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.

E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

ARTICLE IV
SERVICE PROVISIONS

A. NO SERVICE FEES

1. SSA and DHS will not charge the Employer or the Web Services E-Verify Employer Agent for verification services performed under this MOU. The Employer is responsible for providing equipment needed to make inquiries. To access E-Verify, an Employer will need a personal computer with Internet access.

ARTICLE V
SYSTEM SECURITY AND MAINTENANCE

A. DEVELOPMENT REQUIREMENTS

1. Software developed by Web Services E-Verify Employer Agents must comply with federally-mandated information security policies and industry security standards to include but not limited to:

   a. Public Law 107-347, "E-Government Act of 2002, Title III, Federal Information Security Management Act (FISMA)," December 2002.

   b. Office of Management and Budget (OMB) Memorandum (M-10-15), "FY 2010 Reporting Instructions for the Federal Information Security Management Act and Agency Privacy Management," April 2010.

   c. National Institute of Standards and Technology (NIST) Special Publication (SP) and Federal Information Processing Standards Publication (FIPS).

   d. International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) 27002, Information Technology — Security Techniques — Code of Practice for Information Security Management.

2. The Web Services E-Verify Employer Agent agrees to update its Web Services interface to reflect system enhancements within six months from the date DHS notifies the Web Services User of the system update. The Web Services User will receive notice from DHS in the form of an Interface Control Agreement (ICA). The Web Services E-Verify Employer Agent agrees to institute changes to its interface as identified in the ICA, including all functionality identified and all data elements detailed therein.

3. The Web Services E-Verify Employer Agent agrees to demonstrate progress of its efforts to update its Web Services interface if and when DHS requests such progress reports.

4. The Web Services E-Verify Employer Agent acknowledges that if its system enhancements are not completed to the satisfaction of DHS or its assignees within six months from the date DHS notifies the Web Services User of the system update, then the Web Services User's E-Verify account may be suspended, and support for previous releases of E-Verify may no longer be available to the Web Services User. The Web Services E-Verify Employer Agent also acknowledges that DHS may suspend the Web Services User's account after the six-month period has elapsed.

5. The Web Services E-Verify Employer Agent agrees to incorporate error handling logic into its development or software to accommodate and act in a timely fashion should an error code be returned.

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Company ID Number: 72760 **Client Company ID Number:** 2160644

6. The Web Services E-Verify Employer Agent agrees to complete the technical requirements testing which is confirmed upon receiving approval of test data and connectivity between the Web Services E-Verify Employer Agent and DHS.

7. DHS will not reimburse any Web Services E-Verify Employer Agent or software developer who has expended resources in the development or maintenance of a Web Services interface if that party is unable, or becomes unable, to meet any of the requirements set forth in this MOU.

8. Housing, development, infrastructure, maintenance, and testing of the Web Services applications may take place outside the United States and its territories, but testing must be conducted to ensure that the code is correct and secure.

9. If the Web Services E-Verify Employer Agent includes an electronic Form I-9 as part of its interface, then it must comply with the standards for electronic retention of Form I-9 found in 8 CFR 274a.2(e).

B. INFORMATION SECURITY REQUIREMENTS

Web Services E-Verify Employer Agents performing verification services under this MOU must ensure that information that is shared between the Web Services E-Verify Employer Agent and DHS is appropriately protected comparable to the protection provided when the information is within the DHS environment [OMB Circular A-130 Appendix III].

To achieve this level of information security, the Web Services E-Verify Employer Agent agrees to institute the following procedures:

1. Conduct periodic assessments of risk, including the magnitude of harm that could result from the unauthorized access, use, disclosure, disruption, modification, or destruction of information and information systems that support the operations and assets of the DHS, SSA, and the Web Services E-Verify Employer Agent and its clients;

2. Develop policies and procedures that are based on risk assessments, cost-effectively reduce information security risks to an acceptable level, and ensure that information security is addressed throughout the life cycle of each organizational information system;

3. Implement subordinate plans for providing adequate information security for networks, facilities, information systems, or groups of information systems, as appropriate;

4. Conduct security awareness training to inform the Web Services E-Verify Employer Agent's personnel (including contractors and other users of information systems that support the operations and assets of the organization) of the information security risks associated with their activities and their responsibilities in complying with organizational policies and procedures designed to reduce these risks;

5. Develop periodic testing and evaluation of the effectiveness of information security policies, procedures, practices, and security controls to be performed with a frequency depending on risk, but no less than once per year;

E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

6. Develop a process for planning, implementing, evaluating, and documenting remedial actions to address any deficiencies in the information security policies, procedures, and practices of the organization;

7. Implement procedures for detecting, reporting, and responding to security incidents;

8. Create plans and procedures to ensure continuity of operations for information systems that support the operations and assets of the organization;

9. In information-sharing environments, the information owner is responsible for establishing the rules for appropriate use and protection of the subject information and retains that responsibility even when the information is shared with or provided to other organizations [NIST SP 800-37].

10. DHS reserves the right to restrict Web Services calls from certain IP addresses.

11. DHS reserves the right to audit the Web Services E-Verify Employer Agent's application.

12. Web Services E-Verify Employer Agents and Software Developers agree to cooperate willingly with the DHS assessment of information security and privacy practices used by the company to develop and maintain the software.

C. DATA PROTECTION AND PRIVACY REQUIREMENTS

1. Web Services E-Verify Employer Agents must practice proper Internet security; this means using HTTP over SSL/TLS (also known as HTTPS) when accessing DHS information resources such as E-Verify [NIST SP 800-95]. Internet security practices like this are necessary because Simple Object Access Protocol (SOAP), which provides a basic messaging framework on which Web Services can be built, allows messages to be viewed or modified by attackers as messages traverse the Internet and is not independently designed with all the necessary security protocols for E-Verify use.

2. In accordance with DHS standards, the Web Services E-Verify Employer Agent agrees to maintain physical, electronic, and procedural safeguards to appropriately protect the information shared under this MOU against loss, theft, misuse, unauthorized access, and improper disclosure, copying use, modification or deletion.

3. Any data transmission requiring encryption shall comply with the following standards:

- Products using FIPS 197 Advanced Encryption Standard (AES) algorithms with at least 256-bit encryption that has been validated under FIPS 140-2.
- NSA Type 2 or Type 1 encryption.

4. User ID Management (Set Standard): All information exchanged between the parties under this MOU will be done only through authorized Web Services E-Verify Employer Agent representatives identified above.

5. The Web Services E-Verify Employer Agent agrees to use the E-Verify browser instead of its own interface if it has not yet upgraded its interface to comply with the Federal Acquisition Regulation (FAR) system changes. In addition, Web Services E-Verify Employer Agents whose interfaces do not support the Form I-9 from 2/2/2009 or 8/7/2009 should also use the E-Verify browser until the system upgrade is completed.

E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

6. The Web Services E-Verify Employer Agent agrees to use the E-Verify browser instead of its own interface if it has not completed updates to its system within six months from the date DHS notifies the Web Services E-Verify Employer Agent of the system update. The Web Services E-Verify Employer Agent can resume use of its interface once it is up-to-date, unless the Web Services E-Verify Employer Agent has been suspended or terminated from continued use of the system.

D. COMMUNICATIONS

1. Web Services E-Verify Employer Agents and Software Developers agree to develop an electronic system that is not subject to any agreement that would restrict access to and use of by an agency of the United States.

2. The Web Services E-Verify Employer Agent agrees to develop effective controls to ensure the integrity, accuracy and reliability of its electronic system.

3. The Web Services E-Verify Employer Agent agrees to develop an inspection and quality assurance program that regularly, at least once per year, evaluates the electronic system, and includes periodic checks of electronically stored information. The Web Services E-Verify Employer Agent agrees to share the results of its regular inspection and quality assurance program with DHS upon request.

4. The Web Services E-Verify Employer Agent agrees to develop an electronic system with the ability to produce legible copies of applicable notices, letters, etc.

5. All information exchanged between the parties under this MOU will be in accordance with applicable laws, regulations, and policies, including but not limited to, information security guidelines of the sending party with respect to any information that is deemed Personally Identifiable Information (PII), including but not limited to the employee or applicant's Social Security number, alien number, date of birth, or other information that may be used to identify the individual.

6. Suspected and confirmed information security breaches must be reported to DHS according to Article II.A.17. Reporting such breaches does not relieve the Web Services E-Verify Employer Agent from further requirements as directed by state and local law. The Web Services E-Verify Employer Agent is subject to applicable state laws regarding data protection and incident reporting in addition to the requirements herein.

E. SOFTWARE DEVELOPER RESTRICTIONS

1. The Web Services E-Verify Employer Agent agrees that if it develops a Web Services interface and sells such interface, then it can be held liable for any misuse by the company that purchases the interface. It is the responsibility of the Web Services E-Verify Employer Agent to ensure that its interface is used in accordance with E-Verify policies and procedures.

2. The Web Services E-Verify Employer Agent agrees to provide software updates to each client who purchases its software. Because of the frequency Web Services updates, an ongoing relationship between the software developer and the client is necessary.



3. DHS reserves the right to terminate the access of any software developer with or without notice who creates or uses an interface that does not comply with E-Verify procedures.

4. Web Services Software Developers pursuing software development independent of serving clients as a Web Services E-Verify Employer Agent are not eligible to receive an ICA. At this time, E-Verify does not permit Web Services software development without also being a Web Services E-Verify Employer Agent or Web Services Employer.

F. PENALTIES

1. The Web Services E-Verify Employer Agent agrees that any failure on its part to comply with the terms of the MOU may result in account suspension, termination, or other adverse action.

2. DHS is not liable for any financial losses to Web Services E-Verify Employer Agent, its clients, or any other party as a result of your account suspension or termination.

ARTICLE VI
MODIFICATION AND TERMINATION

A. MODIFICATION

1. This MOU is effective upon the signature of all parties and shall continue in effect for as long as the SSA and DHS operates the E-Verify program unless modified in writing by the mutual consent of all parties.

2. Any and all E-Verify system enhancements by DHS or SSA, including but not limited to E-Verify checking against additional data sources and instituting new verification policies or procedures, will be covered under this MOU and will not cause the need for a supplemental MOU that outlines these changes.

B. TERMINATION

1. The Web Services E-Verify Employer Agent may terminate this MOU and its participation in E-Verify at any time upon 30 days prior written notice to the other parties. In addition, any Employer represented by the Web Services E-Verify Employer Agent may voluntarily terminate its MOU upon giving DHS 30 days' written notice. The Web Services E-Verify Employer Agent may not refuse to terminate the Employer based upon an outstanding bill for verification services.

2. Notwithstanding Article V, part A of this MOU, DHS may terminate this MOU, and thereby the Web Services E-Verify Employer Agent's participation in E-Verify, with or without notice at any time if deemed necessary because of the requirements of law or policy, or upon a determination by SSA or DHS that there has been a breach of system integrity or security by the Web Services E-Verify Employer Agent or Employer, or a failure on the part of either party to comply with established E-Verify procedures and/or legal requirements. The Employer understands that if it is a Federal contractor, termination of this MOU by any party for any reason may negatively affect the performance of its contractual responsibilities. Similarly, the Employer understands that if it is in a state where E-Verify is mandatory, termination of this by any party MOU may negatively affect the Employer's business.

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E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

3. A Web Services E-Verify Employer Agent for an Employer that is a Federal contractor may terminate this MOU when the Federal contract that requires its participation in E-Verify is terminated or completed. In such cases, the Web Services E-Verify Employer Agent must provide written notice to DHS. If the Web Services E-Verify Employer Agent fails to provide such notice, then that Employer will remain an E-Verify participant, will remain bound by the terms of this MOU that apply to non-Federal contractor participants, and will be required to use the E-Verify procedures to verify the employment eligibility of all newly hired employees.

4. The Web Services E-Verify Employer Agent agrees that E-Verify is not liable for any losses, financial or otherwise, if the Web Services E-Verify Employer Agent or the Employer is terminated from E-Verify.

ARTICLE VII
PARTIES

A. Some or all SSA and DHS responsibilities under this MOU may be performed by contractor(s), and SSA and DHS may adjust verification responsibilities between each other as necessary. By separate agreement with DHS, SSA has agreed to perform its responsibilities as described in this MOU.

B. Nothing in this MOU is intended, or should be construed, to create any right or benefit, substantive or procedural, enforceable at law by any third party against the United States, its agencies, officers, or employees, or against the Web Services E-Verify Employer Agent, its agents, officers, or employees.

C. The Web Services E-Verify Employer Agent may not assign, directly or indirectly, whether by operation of law, change of control or merger, all or any part of its rights or obligations under this MOU without the prior written consent of DHS, which consent shall not be unreasonably withheld or delayed. Any attempt to sublicense, assign, or transfer any of the rights, duties, or obligations herein is void.

D. Each party shall be solely responsible for defending any claim or action against it arising out of or related to E-Verify or this MOU, whether civil or criminal, and for any liability wherefrom, including (but not limited to) any dispute between the Web Services E-Verify Employer Agent or the Employer and any other person or entity regarding the applicability of Section 403(d) of IIRIRA to any action taken or allegedly taken by the Web Services E-Verify Employer Agent or the Employer.

E. The Web Services E-Verify Employer Agent understands that its participation in E-Verify is not confidential information and may be disclosed as authorized or required by law and DHS or SSA policy, including but not limited to, Congressional oversight, E-Verify publicity and media inquiries, determinations of compliance with Federal contractual requirements, and responses to inquiries under the Freedom of Information Act (FOIA).

F. The individuals whose signatures appear below represent that they are authorized to enter into this MOU on behalf of the Employer, the Web Services E-Verify Employer Agent and DHS respectively. The Web Services E-Verify Employer Agent understands that any inaccurate statement, representation, data or other information provided to DHS may subject the Web Services E-Verify Employer Agent, as the case may be, its subcontractors, its employees, or its representatives to: (1) prosecution for false statements pursuant to 18 U.S.C. 1001 and/or; (2) immediate termination of its MOU and/or; (3) possible debarment or suspension.

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E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

G. The foregoing constitutes the full agreement on this subject between DHS, the Employer, and the E-Verify Employer Agent. (Employer) hereby designates and appoint (E-Verify Employer Agent) including its officers and employees, as the E-Verify Employer Agent for the purpose of carrying out (Employer) responsibilities under the MOU between the Employer, the E-Verify Employer Agent, and DHS.
If you have any questions, contact E-Verify at 1-888-464-4218.

E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

Approved by:

Employer Lou Hammond and Associates Inc SC	
Name (Please Type or Print) Christiana Daza	Title
Signature Electronically Signed	Date 05-28-2023
E-Verify Employer Agent ADP TotalSource, Inc. (GA)	
Name (Please Type or Print) WFN eVerify TS Team	Title
Signature Electronically Signed	Date 05-28-2023
Department of Homeland Security – Verification Division	
Name (Please Type or Print) USCIS Verification Division	Title
Signature Electronically Signed	Date 05-28-2023

E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

Information Required for the E-Verify Program **Information relating to your Company:**	
Company Name	Lou Hammond and Associates Inc SC
Company Facility Address	145 King Street Charleston, SC 29401
Company Alternate Address	
County or Parish	CHARLESTON
Employer Identification Number	204744410
North American Industry Classification Systems Code	541
Parent Company	
Number of Employees	10 to 19
Number of Sites Verified for	1 site(s)

E-Verify

Company ID Number: 72760

Client Company ID Number: 2160644

Are you verifying for more than 1 site? If yes, please provide the number of sites verified for in each State:

SC	1

E-Verify

Company ID Number: 72760 **Client Company ID Number:** 2160644

Information relating to the Program Administrator(s) for your Company on policy questions or operational problems:

Name	Christiana Daza
Phone Number	8437228880
Fax	
Email	crisn@louhammond.com

E-Verify

Company ID Number: 72760

Client Company ID Number: 2160644

This list represents the first 20 Program Administrators listed for this company.

Not Applicable

Collier County

Procurement Services Division

Form 4: Vendor Submittal – Local Vendor Preference Certification

(Check Appropriate Boxes Below)

State of Florida (Select County if Vendor is described as a Local Business)

☐ **Collier County**
☐ **Lee County**

Vendor affirms that it is a local business as defined by the Procurement Ordinance of the Collier County Board of County Commissioners and the Regulations Thereto. As defined in Section Fifteen of the Collier County Procurement Ordinance:

> Local business means the vendor has a current Business Tax Receipt issued by the Collier County Tax Collector prior to bid or proposal submission to do business within Collier County, and that identifies the business with a permanent physical business address located within the limits of Collier County from which the vendor's staff operates and performs business in an area zoned for the conduct of such business. A Post Office Box or a facility that receives mail, or a non-permanent structure such as a construction trailer, storage shed, or other non-permanent structure shall not be used for the purpose of establishing said physical address. In addition to the foregoing, a vendor shall not be considered a "local business" unless it contributes to the economic development and well-being of Collier County in a verifiable and measurable way. This may include, but not be limited to, the retention and expansion of employment opportunities, support and increase to the County's tax base, and residency of employees and principals of the business within Collier County. Vendors shall affirm in writing their compliance with the foregoing at the time of submitting their bid or proposal to be eligible for consideration as a "local business" under this section. A vendor who misrepresents the Local Preference status of its firm in a proposal or bid submitted to the County will lose the privilege to claim Local Preference status for a period of up to one year under this section.

Vendor must complete the following information:

Year Business Established in ☐Collier County or ☐ Lee County: _____

Number of Employees (Including Owner(s) or Corporate Officers):_____

Number of Employees Living in ☐ Collier County or ☐ Lee (Including Owner(s) or Corporate Officers):_____

If requested by the County, Vendor will be required to provide documentation substantiating the information given in this certification. **Failure to do so will result in vendor's submission being deemed not applicable.**

Sign and Date Certification:

Under penalties of perjury, I certify that the information shown on this form is correct to my knowledge.

Company Name: _____ Date: _____

Address in Collier or Lee County: _____

Signature: _____ Title: CEO

CLIENT REFERENCE #1

EXPLORE CHARLESTON

Collier County
Procurement Services Division

Form 5 Reference Questionnaire
(USE ONE FORM FOR EACH REQUIRED REFERENCE)

Solicitation: 24-8318

Reference Questionnaire for: LOU HAMMOND GROUP

(Name of Company Requesting Reference Information)
BRITTANY CHAPMAN, PRESIDENT, FLORIDA
(Name of Individuals Requesting Reference Information)

Name:Helen Hill
(Evaluator completing reference questionnaire)

Company:Explore Charleston (SC)
(Evaluator's Company completing reference)

Email: hhill@explorecharleston.com FAX: Telephone:

Collier County has implemented a process that collects reference information on firms and their key personnel to be used in the selection of firms to perform this project. The Name of the Company listed in the Subject above has listed you as a client for which they have previously performed work. Please complete the survey. Please rate each criteria to the best of your knowledge on a scale of 1 to 10, with 10 representing that you were very satisifed (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/indivdiual again). If you do not have sufficient knowledge of past performance in a particular area, leave it blank and the item or form will be scored "0."

Project Description: Public Relations and Social Media

Completion Date: Partnership since 2008

Project Budget:
Annual Retainer - $120,000-$150,000

Project Number of Days: 365/year

Item	Criteria	Score (must be completed)
1	Ability to manage the project costs (minimize change orders to scope).	10
2	Ability to maintain project schedule (complete on-time or early).	10
3	Quality of work.	10
4	Quality of consultative advice provided on the project.	10
5	Professionalism and ability to manage personnel.	10
6	Project administration (completed documents, final invoice, final product turnover; invoices; manuals or going forward documentation, etc.)	10
7	Ability to verbally communicate and document information clearly and succinctly.	10
8	Abiltity to manage risks and unexpected project circumstances.	10
9	Ability to follow contract documents, policies, procedures, rules, regulations, etc.	10
10	Overall comfort level with hiring the company in the future (customer satisfaction).	10

CLIENT REFERENCE #1

EXPLORE CHARLESTON

TOTAL SCORE OF ALL ITEMS	10.00

Brittany,
LHA is our most trusted partner.
We could not be more pleased
with our work together.

March 26, 2025

CASE STUDY

EXPLORE CHARLESTON | A 16-YEAR PARTNERSHIP

CHALLENGE

Change Charleston's perception from a second-tier tourist destination to a highly sought-after vacation experience and good place to do business.

ACTION

- **Launched** annual Charleston Wine & Food Festival and Charleston Heritage Federation to elevate the city's profile among culinary and arts/culture audiences.
- **Advocated** Explore Charleston's tourism management initiatives through public relations and social media services on behalf of the Charleston Hospitality Association. Provided crisis communications and recovery support ongoing.
- **Arranged** relationships with *NBC's "TODAY,"* resulting in two on-location segment series.

RESULTS

- **Charleston judged** #1 Small U.S. City, *Condé Nast Traveler*, ranked #1 U.S. City, *Travel + Leisure* (12 years in a row); won Best U.S. City, *AFAR* and voted The South's Best City, *Southern Living*. As a result, research links activity to increased airlift from multiple airlines.
- **Results** a 50% sustained growth reported in tourism revenue and the establishment that Charleston is a four-season destination.

Average Annual Reach: 996 million+ impressions



CLIENT REFERENCE #2

JEKYLL ISLAND AUTHORITY

Collier County
Procurement Services Division

Form 5 Reference Questionnaire
(USE ONE FORM FOR EACH REQUIRED REFERENCE)

Solicitation: 24-8318

Reference Questionnaire for:
Collier County Tourism Public Relations Services
(Name of Company Requesting Reference Information)
Lou Hammond Group
(Name of Individuals Requesting Reference Information)

Name:Alexa Hawkins
(Evaluator completing reference questionnaire)

Company: Jekyll Island Authority
(Evaluator's Company completing reference)

Email: ahawkins@jekyllisland.com FAX: Telephone: 904.349.5583

Collier County has implemented a process that collects reference information on firms and their key personnel to be used in the selection of firms to perform this project. The Name of the Company listed in the Subject above has listed you as a client for which they have previously performed work. Please complete the survey. Please rate each criteria to the best of your knowledge on a scale of 1 to 10, with 10 representing that you were very satisifed (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/indivdiual again). If you do not have sufficient knowledge of past performance in a particular area, leave it blank and the item or form will be scored "0."

Project Description: Annual Retainer for Media and Public Relations Services

Completion Date: December 2023 - current

Project Budget: $100K

Project Number of Days: 365

Item	Criteria	Score (must be completed)
1	Ability to manage the project costs (minimize change orders to scope).	10
2	Ability to maintain project schedule (complete on-time or early).	10
3	Quality of work.	10
4	Quality of consultative advice provided on the project.	10
5	Professionalism and ability to manage personnel.	10
6	Project administration (completed documents, final invoice, final product turnover; invoices; manuals or going forward documentation, etc.)	10
7	Ability to verbally communicate and document information clearly and succinctly.	10
8	Abiltity to manage risks and unexpected project circumstances.	10
9	Ability to follow contract documents, policies, procedures, rules, regulations, etc.	10
10	Overall comfort level with hiring the company in the future (customer satisfaction).	10
	TOTAL SCORE OF ALL ITEMS	100

CASE STUDY

JEKYLL ISLAND AUTHORITY | A 1.5-YEAR PARTNERSHIP

CHALLENGE

Solidify Jekyll Island as the go-to destination for travelers seeking a unique experience to see and learn about sea turtles, while also positioning the island as a premier destination for conservation and eco-tourism activities.

ACTION

- **Hosted** six journalists for sea turtle experiences, including a CNN broadcast crew.
- **Generated** national coverage in FOX News, ABC, NPR, USA Today, Southern Living and more.
- **Showcased** the destination's array of offerings through segmented pitching and creative story angles.

RESULTS

- **Three** CNN broadcast segments highlighting Jekyll Island's sea turtles and conservation efforts.
- **Secured** 3.3 billion+ impressions in just seven months.

Average Annual Reach: 3.6 billion+ impressions



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CLIENT REFERENCE #3

TOURISM SANTA FE

Collier County
Procurement Services Division

Form 5 Reference Questionnaire
(USE ONE FORM FOR EACH REQUIRED REFERENCE)

Solicitation: 24-8318

Reference Questionnaire for:
Collier County Tourism Public Relations Services

(Name of Company Requesting Reference Information)
Lou Hammond Group

(Name of Individuals Requesting Reference Information)

Name: Joanne Hudson
(Evaluator completing reference questionnaire)

Company: Tourism Santa Fe – City of Santa Fe, NM
(Evaluator's Company completing reference)

Email: jghudson@santafenm.gov FAX: Telephone: 505-231-4947

Collier County has implemented a process that collects reference information on firms and their key personnel to be used in the selection of firms to perform this project. The Name of the Company listed in the Subject above has listed you as a client for which they have previously performed work. Please complete the survey. Please rate each criteria to the best of your knowledge on a scale of 1 to 10, with 10 representing that you were very satisifed (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/indivdiual again). If you do not have sufficient knowledge of past performance in a particular area, leave it blank and the item or form will be scored "0."

Project Description: Annual contract for Public Relations services Completion Date: Ongoing under current annual contract

Project Budget: $120,000 - $160,000 Project Number of Days: 365 Days

Item	Criteria	Score (must be completed)
1	Ability to manage the project costs (minimize change orders to scope).	10
2	Ability to maintain project schedule (complete on-time or early).	10
3	Quality of work.	10
4	Quality of consultative advice provided on the project.	10
5	Professionalism and ability to manage personnel.	10
6	Project administration (completed documents, final invoice, final product turnover; invoices; manuals or going forward documentation, etc.)	10
7	Ability to verbally communicate and document information clearly and succinctly.	10
8	Abiltity to manage risks and unexpected project circumstances.	10
9	Ability to follow contract documents, policies, procedures, rules, regulations, etc.	10
10	Overall comfort level with hiring the company in the future (customer satisfaction).	10
	TOTAL SCORE OF ALL ITEMS	100

CASE STUDY

SANTA FE | A 15-YEAR PARTNERSHIP

CHALLENGE

Expand Santa Fe's reputation as one of America's most culturally rich art cities. Drive increased awareness as well for culinary and outdoor segments to local, regional, and national audiences.

ACTION

- **Launched** PR campaign matching messaging to outlets, underscoring outdoor and culinary strengths of the city.
- **Organized** media tours from top feeder markets, including New York, Los Angeles, San Francisco, Chicago, Denver, Houston, Dallas, Phoenix; met 30+ outlets annually.
- **Coordinated** press visits of 50+ key travel writers, *Austin-American Statesman, Chicago Tribune, The Dallas Morning News, Forbes* and *USA Today*, and customized itineraries allowing behind-the-scenes access.
- **Co-hosted** 10+ journalists annually with Ski Santa Fe, showcasing accessibility to the slopes.
- **Partnered** with New Mexico Tourism to host the Bachelor; leveraged episode to create secondary coverage with distinctive hotel packages.
- **Launched** Santa Fe Margarita Trail, featuring 30 different spots throughout the city.

RESULTS

- Dedicated coverage in *The Los Angeles Times, USA Today* and *New York Times*; magazines: *Condé Nast Traveler, National Geographic Traveler, AFAR, Robb Report* and *Travel + Leisure*; websites: *Huffington Post, Forbes.com*; meeting trades: *Successful Meetings* and more. Average 250 stories per year. Named America's "Number One Culinary Getaway," *Travel + Leisure*. Consecutive Top 5 "Best U.S. City" Ranking, *Travel + Leisure*. #2 Small City, *Condé Nast Traveler*. Best Little Cities To Live If You Love Outdoors, *Market Water*.
- Santa Fe ranked #2 Favorite City in the U.S. *Travel + Leisure* 2023 World's Best and *Condé Nast Traveler* 2023 Readers Choice Awards

Average Annual Reach: 1 billion+ impressions



CLIENT REFERENCE #4

VISIT MISSISSIPPI

Collier County
Procurement Services Division

Form 5 Reference Questionnaire
(USE ONE FORM FOR EACH REQUIRED REFERENCE)

Solicitation: 24-8318

Reference Questionnaire for:
Collier County Tourism Public Relations Services

(Name of Company Requesting Reference Information)
Lou Hammond Group

(Name of Individuals Requesting Reference Information)

Name:Katie Coats
(Evaluator completing reference questionnaire)

Company:Visit Mississippi
(Evaluator's Company completing reference)

Email: kcoats@mississippi.org FAX: Telephone: 228-357-4086

Collier County has implemented a process that collects reference information on firms and their key personnel to be used in the selection of firms to perform this project. The Name of the Company listed in the Subject above has listed you as a client for which they have previously performed work. Please complete the survey. Please rate each criteria to the best of your knowledge on a scale of 1 to 10, with 10 representing that you were very satisifed (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/indivdiual again). If you do not have sufficient knowledge of past performance in a particular area, leave it blank and the item or form will be scored "0."

Project Description: PR & Social Media Services

Completion Date: Ongoing annual contract

Project Budget: $240,000

Project Number of Days: 365 Days

Item	Criteria	Score (must be completed)
1	Ability to manage the project costs (minimize change orders to scope).	10
2	Ability to maintain project schedule (complete on-time or early).	10
3	Quality of work.	10
4	Quality of consultative advice provided on the project.	10
5	Professionalism and ability to manage personnel.	10
6	Project administration (completed documents, final invoice, final product turnover; invoices; manuals or going forward documentation, etc.)	10
7	Ability to verbally communicate and document information clearly and succinctly.	10
8	Abiltity to manage risks and unexpected project circumstances.	10
9	Ability to follow contract documents, policies, procedures, rules, regulations, etc.	10
10	Overall comfort level with hiring the company in the future (customer satisfaction).	10
	TOTAL SCORE OF ALL ITEMS	100

CASE STUDY

VISIT MISSISSIPPI | A 3-YEAR PARTNERSHIP

CHALLENGE

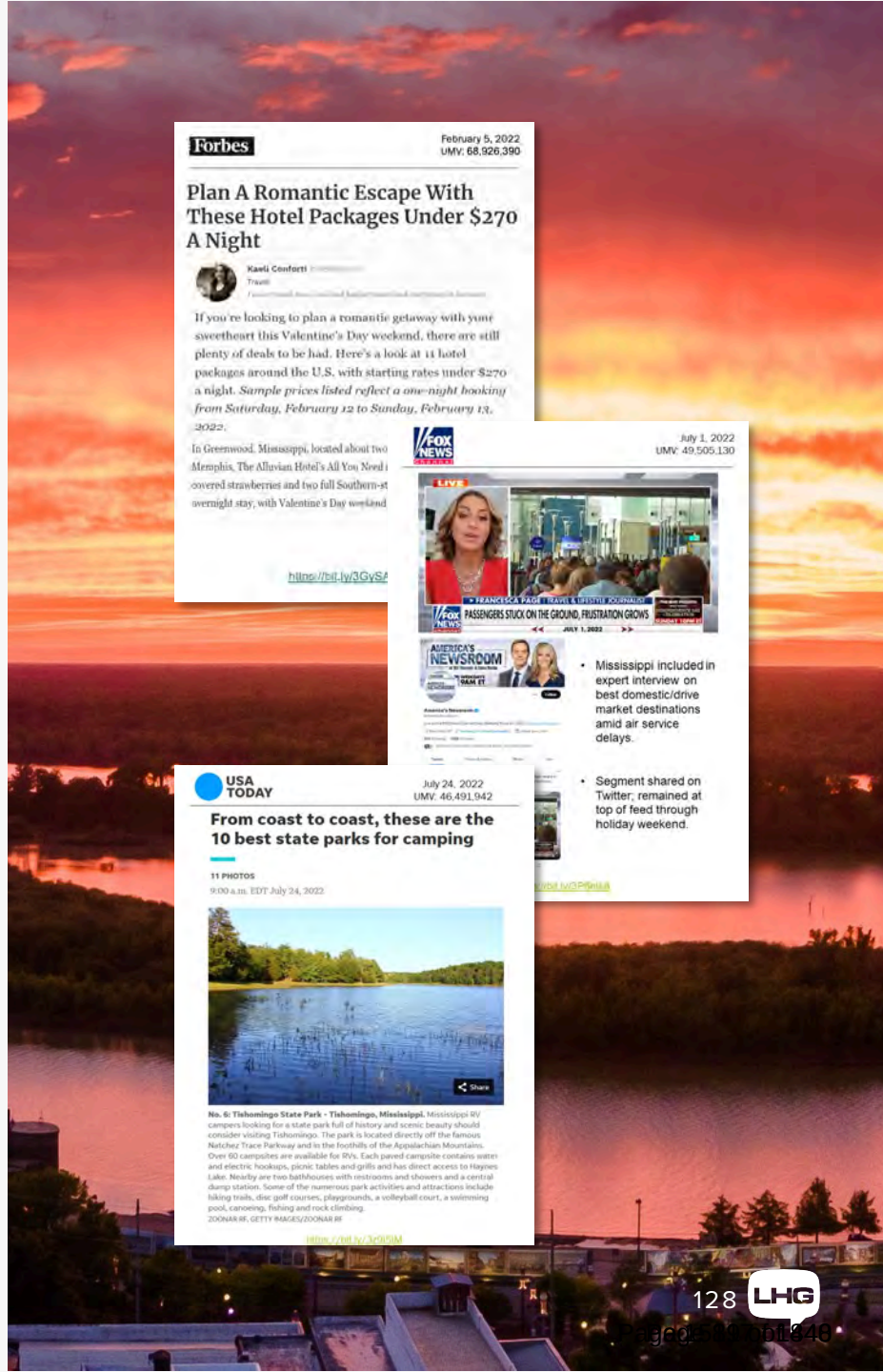
Position Mississippi as an undiscovered southeastern destination offering unmatched outdoor, historic, culinary and cultural experiences and hospitality that “welcomes all who wander” in a more inclusive way than previously perceived.

ACTION

- **Implemented** a statewide regional strategy for media relations, matching agency ambassadors with individual stakeholders to ensure equitable coverage.
- **Introduced** Mississippi to national and regional media through a series of regional highlights showcasing the outdoor, civil rights, culinary and cultural attractions, events and unique lodging found around the state.
- **Hosted** media and influencers on individual trips to experience multiple destinations within the state based on road-trip, outdoor adventure and culinary themes.
- **Executed** media missions in target markets (New York, Chicago, Atlanta) in conjunction with major events like the Chicago Blues Festival and Atlanta Food and Wine Festival.
- **Partnered** with *Fox News* to tout Mississippi as a top domestic drive market along with a satellite media tour targeting major markets.

RESULTS

- **Secured** coverage in *USA Today, Forbes, Thrillist, Southern Living, Travel and Leisure, Ebony, Atlanta Journal Constitution, Matador Network and Smart Meetings,* among others.



Not Applicable

FORM 6

IF APPLICABLE

GRANT PROVISIONS AND ASSURANCES FORMS ARE PROVIDED IN SEPARATE PACKAGE AND MUST BE COMPLETED AND EXECUTED IN ITS ENTIRTY AND RETURNED WITH THE SUBMISSION OF THE BID/PROPOSAL.

FAILURE TO DO SO MAY DEEM YOU NON-RESPONSIVE.

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)
Lou Hammond Group Florida, Inc.

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.
☐ Individual/sole proprietor ☐ C corporation ☑ S corporation ☐ Partnership ☐ Trust/estate
☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership)
Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.
☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
Exempt payee code (if any)
Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)
(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions ☐

5 Address (number, street, and apt. or suite no.). See instructions.
145 King Street Ste 411

Requester's name and address (optional)

6 City, state, and ZIP code
Charleston, SC 29401

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number
[ ][ ][ ] - [ ][ ] - [ ][ ][ ][ ]

or

Employer identification number
0 1 - 0 7 4 0 6 8 0

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person [signature] Date 2/26/25

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

Cat. No. 10231X Form **W-9** (Rev. 3-2024)

THE HARTFORD

THE HARTFORD
BUSINESS SERVICE CENTER
3600 WISEMAN BLVD
SAN ANTONIO TX 78251

March 28, 2025

Collier County Board of
County Commissioners
3295 TAMIAMI TRL E
NAPLES FL 34112

Account Information:

Policy Holder Details :	**LOU HAMMOND & ASSOCIATES INC**

Contact Us

Need Help?
Chat online or call us at
(866) 467-8730.
We're here Monday - Friday.

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,
Your Hartford Service Team

WLTR005

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 03/28/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH & MCLENNAN AGENCY LLC 22272260 2301 SUGAR BUSH ROAD STE 600 RALEIGH NC 27612	CONTACT NAME: PHONE (A/C, No, Ext): (919) 878-9412 FAX (A/C, No): (919) 256-1969 E-MAIL ADDRESS:
INSURED LOU HAMMOND & ASSOCIATES INC 145 KING ST STE 411 CHARLESTON SC 29401-2231	INSURER(S) AFFORDING COVERAGE — NAIC# INSURER A : Hartford Underwriters Insurance Company — 30104 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR [X] General Liability GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC OTHER:	X		22 SBA BH6DFE	07/12/2024	07/12/2025	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$1,000,000 $1,000,000 $10,000 $1,000,000 $2,000,000 Excluded
A	AUTOMOBILE LIABILITY ANY AUTO [ ] ALL OWNED AUTOS [ ] SCHEDULED AUTOS [X] HIRED AUTOS [X] NON-OWNED AUTOS			22 SBA BH6DFE	07/12/2024	07/12/2025	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$1,000,000
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE DED RETENTION $ 10,000			22 SBA BH6DFE	07/12/2024	07/12/2025	EACH OCCURRENCE AGGREGATE	$5,000,000 $5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N [ ] N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	
A	Employment Practices Liability Insurance			22 SBA BH6DFE	07/12/2024	07/12/2025	Each Claim Limit Annual Aggregate Limit	$25,000 $25,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations. Certificate holder is an additional insured per the Business Liability Coverage Form SL3032 attached to this policy. Coverage is primary and noncontributory per the Business Liability Coverage Form SL0000, attached to this policy.

CERTIFICATE HOLDER	CANCELLATION
Collier County Board of County Commissioners 3295 TAMIAMI TRL E NAPLES FL 34112	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Susan K. Castaneda

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ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 05/06/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Marsh Affinity
Marsh Affinity a division of Marsh USA LLC. PO BOX 14404 Des Moines, IA 50306-9686	PHONE (A/C, No, Ext): 800-743-8130 FAX (A/C, No): E-MAIL ADDRESS: ADPTotalSource@marsh.com
	INSURER(S) AFFORDING COVERAGE — NAIC #
	INSURER A : Illinois National Ins Co — 23817
INSURED	INSURER B :
ADP TotalSource FL XVII, Inc. 5800 Windward Parkway Alpharetta, GA 30005 Alternate Employer: Lou Hammond & Associates, Inc (FL) 145 King Street Suite 411 Charleston, SC 29401	INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	☐ OTHER							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N ☐ If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WC 08840748 FL	07/01/2024	07/01/2025	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 2,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 2,000,000
							E.L. DISEASE - POLICY LIMIT	$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All worksite employees working for Lou Hammond & Associates, Inc (FL) paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. Lou Hammond & Associates, Inc (FL) is an alternate employer under this policy.

CERTIFICATE HOLDER	CANCELLATION
Collier County Board of County Commissioners 3295 Tamiami Trail E. Naples, FL 34112	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE: Jo Phillips

ACORD 25 (2016/03)

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Collier County
Procurement Services Division

Email: Lisa.Oien@colliercountyfl.gov
Telephone: (239) 252-8935

Addendum #1

Date: 3/24/2025

From: Lisa Oien, Procurement Strategist

To: Interested Bidders

Subject: Addendum #1 Solicitation: 24-8318 Tourism Public Relations Services

The following clarifications are issued as an addendum:

Change 1:

Added in the attachment section: 24-8318 Supplemental Information – Visitor Behavior Report

In response to Questions number 6 and 7 in OpenGov. See also website: www.paradisecoast.com

If you require additional information, please post a question on our Bid Sync (www.bidsync.com) bidding platform under the solicitation for this project.

Please sign below and return a copy of this Addendum with your submittal for the above referenced solicitation.

(Signature) 3/27/25 Date

Lou Hammond Group Florida, Inc
(Name of Firm)

Page 273 of 348

EVALUATION CRITERIA NO. 7: LOCAL VENDOR PREFERENCE

NOT APPLICABLE




THANK YOU FOR
THE OPPORTUNITY!
LHG
LOU HAMMOND GROUP

Collier County

Procurement Services Division

Form 1: Vendor Declaration Statement

BOARD OF COUNTY COMMISSIONERS
Collier County Government Complex
Naples, Florida 34112

Dear Commissioners:

The undersigned, as Vendor declares that this response is made without connection or arrangement with any other person and this proposal is in every respect fair and made in good faith, without collusion or fraud. The Vendor hereby declares the instructions, purchase order terms and conditions, requirements, and specifications/scope of work of this solicitation have been fully examined and accepted.

The Vendor agrees, if this solicitation submittal is accepted by Collier County, to accept a Purchase Order as a form of a formal contract or to execute a Collier County formal contract for purposes of establishing a contractual relationship between the Vendor and Collier County, for the performance of all requirements to which this solicitation pertains. The Vendor states that the submitted is based upon the documents listed by the above referenced solicitation. The Vendor agrees to comply with the requirements in accordance with the terms, conditions and specifications denoted herein and according to the pricing submitted as a part of the Vendor's bids.

Further, the Vendor agrees that if awarded a contract for these goods and/or services, the Vendor will not be eligible to compete, submit a proposal, be awarded, or perform as a sub-vendor for any future associated work that is a result of this awarded contract.

IN WITNESS WHEREOF, WE have hereunto subscribed our names on this __27___ day of ___March_____, 2025__ in the County of ___Charleston_____, in the State of __South Carolina_____.

Firm's Legal Name:	Lou Hammond Group Florida, Inc.
Address:	145 King Street, Ste 411
City, State, Zip Code:	Charleston, SC 294010
Florida Certificate of Authority Document Number	
Federal Tax Identification Number *CCR # or CAGE Code *Only if Grant Funded	FEIN: 01-0740680
Telephone:	843-722-8880
Email:	stephenh@louhammond.com
Signature by: (Typed and written)	Stephen Hammond, CEO
Title:	

Additional Contact Information

Send payments to: (required if different from above)	
Contact name:	Company name used as payee
Title:	
Address:	
City, State, ZIP	
Telephone:	
Email:	invoices@louhammond.com
Office servicing Collier County to place orders (required if different from above)	
Contact name:	
Title:	
Address:	
City, State, ZIP	
Telephone:	
Email:	

Collier County

Procurement Services Division

Form 2: Conflict of Interest Certification Affidavit

The Vendor certifies that, to the best of its knowledge and belief, the past and current work on any Collier County project affiliated with this solicitation does not pose an organizational conflict as described by one of the three categories below:

Biased ground rules – The firm has not set the "ground rules" for affiliated past or current Collier County project identified above (e.g., writing a procurement's statement of work, specifications, or performing systems engineering and technical direction for the procurement) which appears to skew the competition in favor of my firm.

Impaired objectivity – The firm has not performed work on an affiliated past or current Collier County project identified above to evaluate proposals / past performance of itself or a competitor, which calls into question the contractor's ability to render impartial advice to the government.

Unequal access to information – The firm has not had access to nonpublic information as part of its performance of a Collier County project identified above which may have provided the contractor (or an affiliate) with an unfair competitive advantage in current or future solicitations and contracts.

In addition to this signed affidavit, the contractor / vendor must provide the following:

1. All documents produced as a result of the work completed in the past or currently being worked on for the above-mentioned project; and,
2. Indicate if the information produced was obtained as a matter of public record (in the "sunshine") or through non-public (not in the "sunshine") conversation (s), meeting(s), document(s) and/or other means.

Failure to disclose all material or having an organizational conflict in one or more of the three categories above be identified, may result in the disqualification for future solicitations affiliated with the above referenced project(s).

By the signature below, the firm (employees, officers and/or agents) certifies, and hereby discloses, that, to the best of their knowledge and belief, all relevant facts concerning past, present, or currently planned interest or activity (financial, contractual, organizational, or otherwise) which relates to the project identified above has been fully disclosed and does not pose an organizational conflict.

Lou Hammond Group Florida, Inc.
Company Name

Signature

Stephen Hammond. CEO
Print Name and Title

State of South Carolina

County of Charleston

The foregoing instrument was acknowledged before me by means of ☑ physical presence or ☐ online notarization, this 28th day of March (month), 2025 (year), by Allison Cianci (name of person acknowledging).

Allison Cianci
(Signature of Notary Public)

ALLISON CIANCI NOTARY PUBLIC SOUTH CAROLINA MY COMM. EXP. 01/07/2035

(Print, Type, or Stamp Commissioned Name of Notary Public)

Personally Known OR Produced Identification

Known
Type of Identification Produced

Collier County

Procurement Services Division

Form 3: Immigration Affidavit Certification

This Affidavit is required and should be signed, by an authorized principal of the firm and submitted with formal solicitation submittals. Further, Vendors are required to be enrolled in the E-Verify program (https://www.e-verify.gov/), at the time of the submission of the Vendor's proposal/bid. Acceptable evidence of your enrollment consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company *which will be produced at the time of the submission of the Vendor's proposal/bid or within five (5) day of the County's Notice of Recommend Award.*

FAILURE TO EXECUTE THIS AFFIDAVIT CERTIFICATION AND SUBMIT WITH VENDOR'S PROPOSAL/BID MAY DEEM THE VENDOR'S AS NON-RESPONSIVE.

Collier County will not intentionally award County contracts to any Vendor who knowingly employs unauthorized alien workers, constituting a violation of the employment provision contained in 8 U.S.C. Section 1324 a(e) Section 274A(e) of the Immigration and Nationality Act ("INA").

Collier County may consider the employment by any Vendor of unauthorized aliens a violation of Section 274A (e) of the INA. Such Violation by the recipient of the Employment Provisions contained in Section 274A (e) of the INA shall be grounds for unilateral termination of the contract by Collier County.

Vendor attests that they are fully compliant with all applicable immigration laws (specifically to the 1986 Immigration Act and subsequent Amendment(s), that it is aware of and in compliance with the requirements set forth in Florida Statutes §448.095, and agrees to comply with the provisions of the Memorandum of Understanding with E-Verify and to provide proof of enrollment in The Employment Eligibility Verification System (E-Verify), operated by the Department of Homeland Security in partnership with the Social Security Administration at the time of submission of the Vendor's proposal/bid.

Lou Hammond Group Florida, Inc.
Company Name

Signature

Stephen Hammond. CEO
Print Name and Title

State of South Carolina

County of Charleston

The foregoing instrument was acknowledged before me by means of ☑ physical presence or ☐ online notarization, this 28th day of March (month), 2025 (year), by Allison Cianci (name of person acknowledging).

Allison Cianci
(Signature of Notary Public)

ALLISON CIANCI NOTARY PUBLIC SOUTH CAROLINA MY COMM. EXP. 01/07/2035

(Print, Type, or Stamp Commissioned Name of Notary Public)

Personally Known OR Produced Identification

Known
Type of Identification Produced

Not Applicable

Collier County

Procurement Services Division

Form 4: Vendor Submittal – Local Vendor Preference Certification

(Check Appropriate Boxes Below)

State of Florida (Select County if Vendor is described as a Local Business)

☐ **Collier County**

☐ **Lee County**

Vendor affirms that it is a local business as defined by the Procurement Ordinance of the Collier County Board of County Commissioners and the Regulations Thereto. As defined in Section Fifteen of the Collier County Procurement Ordinance:

> Local business means the vendor has a current Business Tax Receipt issued by the Collier County Tax Collector prior to bid or proposal submission to do business within Collier County, and that identifies the business with a permanent physical business address located within the limits of Collier County from which the vendor's staff operates and performs business in an area zoned for the conduct of such business. A Post Office Box or a facility that receives mail, or a non-permanent structure such as a construction trailer, storage shed, or other non-permanent structure shall not be used for the purpose of establishing said physical address. In addition to the foregoing, a vendor shall not be considered a "local business" unless it contributes to the economic development and well-being of Collier County in a verifiable and measurable way. This may include, but not be limited to, the retention and expansion of employment opportunities, support and increase to the County's tax base, and residency of employees and principals of the business within Collier County. Vendors shall affirm in writing their compliance with the foregoing at the time of submitting their bid or proposal to be eligible for consideration as a "local business" under this section. A vendor who misrepresents the Local Preference status of its firm in a proposal or bid submitted to the County will lose the privilege to claim Local Preference status for a period of up to one year under this section.

Vendor must complete the following information:

Year Business Established in ☐Collier County or ☐ Lee County: _____

Number of Employees (Including Owner(s) or Corporate Officers):_____

Number of Employees Living in ☐ Collier County or ☐ Lee (Including Owner(s) or Corporate Officers):_____

If requested by the County, Vendor will be required to provide documentation substantiating the information given in this certification. **Failure to do so will result in vendor's submission being deemed not applicable.**

Sign and Date Certification:

Under penalties of perjury, I certify that the information shown on this form is correct to my knowledge.

Company Name: _____ Date: _____

Address in Collier or Lee County: _____

Signature: _____ Title: CEO

CLIENT REFERENCE #1

EXPLORE CHARLESTON

Collier County
Procurement Services Division

Form 5 Reference Questionnaire
(USE ONE FORM FOR EACH REQUIRED REFERENCE)

Solicitation: 24-8318

Reference Questionnaire for: LOU HAMMOND GROUP

(Name of Company Requesting Reference Information)
BRITTANY CHAPMAN, PRESIDENT, FLORIDA
(Name of Individuals Requesting Reference Information)

Name:Helen Hill
(Evaluator completing reference questionnaire)

Company:Explore Charleston (SC)
(Evaluator's Company completing reference)

Email: hhill@explorecharleston.com FAX: Telephone:

Collier County has implemented a process that collects reference information on firms and their key personnel to be used in the selection of firms to perform this project. The Name of the Company listed in the Subject above has listed you as a client for which they have previously performed work. Please complete the survey. Please rate each criteria to the best of your knowledge on a scale of 1 to 10, with 10 representing that you were very satisifed (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/indivdiual again). If you do not have sufficient knowledge of past performance in a particular area, leave it blank and the item or form will be scored "0."

Project Description: Public Relations and Social Media

Completion Date: Partnership since 2008

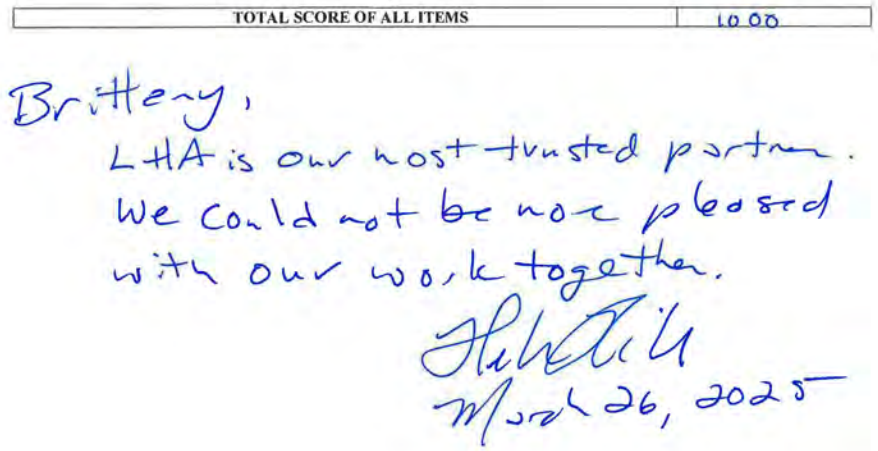
Project Budget:
Annual Retainer - $120,000-$150,000

Project Number of Days: 365/year

Item	Criteria	Score (must be completed)
1	Ability to manage the project costs (minimize change orders to scope).	10
2	Ability to maintain project schedule (complete on-time or early).	10
3	Quality of work.	10
4	Quality of consultative advice provided on the project.	10
5	Professionalism and ability to manage personnel.	10
6	Project administration (completed documents, final invoice, final product turnover; invoices; manuals or going forward documentation, etc.)	10
7	Ability to verbally communicate and document information clearly and succinctly.	10
8	Abiltity to manage risks and unexpected project circumstances.	10
9	Ability to follow contract documents, policies, procedures, rules, regulations, etc.	10
10	Overall comfort level with hiring the company in the future (customer satisfaction).	10

CLIENT REFERENCE #1

EXPLORE CHARLESTON



TOTAL SCORE OF ALL ITEMS	10.00

Brittany,
LHA is our most trusted partner.
We could not be more pleased
with our work together.

March 26, 2025

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CASE STUDY

EXPLORE CHARLESTON | A 16-YEAR PARTNERSHIP

CHALLENGE

Change Charleston's perception from a second-tier tourist destination to a highly sought-after vacation experience and good place to do business.

ACTION

- **Launched** annual Charleston Wine & Food Festival and Charleston Heritage Federation to elevate the city's profile among culinary and arts/culture audiences.
- **Advocated** Explore Charleston's tourism management initiatives through public relations and social media services on behalf of the Charleston Hospitality Association. Provided crisis communications and recovery support ongoing.
- **Arranged** relationships with *NBC's "TODAY,"* resulting in two on-location segment series.

RESULTS

- **Charleston judged** #1 Small U.S. City, *Condé Nast Traveler*, ranked #1 U.S. City, *Travel + Leisure* (12 years in a row); won Best U.S. City, *AFAR* and voted The South's Best City, *Southern Living*. As a result, research links activity to increased airlift from multiple airlines.
- **Results** a 50% sustained growth reported in tourism revenue and the establishment that Charleston is a four-season destination.

Average Annual Reach: 996 million+ impressions



CLIENT REFERENCE #2

JEKYLL ISLAND AUTHORITY

Collier County
Procurement Services Division

Form 5 Reference Questionnaire
(USE ONE FORM FOR EACH REQUIRED REFERENCE)

Solicitation: 24-8318

Reference Questionnaire for:
Collier County Tourism Public Relations Services
(Name of Company Requesting Reference Information)
Lou Hammond Group
(Name of Individuals Requesting Reference Information)

Name:Alexa Hawkins
(Evaluator completing reference questionnaire)

Company: Jekyll Island Authority
(Evaluator's Company completing reference)

Email: ahawkins@jekyllisland.com FAX: Telephone: 904.349.5583

Collier County has implemented a process that collects reference information on firms and their key personnel to be used in the selection of firms to perform this project. The Name of the Company listed in the Subject above has listed you as a client for which they have previously performed work. Please complete the survey. Please rate each criteria to the best of your knowledge on a scale of 1 to 10, with 10 representing that you were very satisifed (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/indivdiual again). If you do not have sufficient knowledge of past performance in a particular area, leave it blank and the item or form will be scored "0."

Project Description: Annual Retainer for Media and Public Relations Services

Completion Date: December 2023 - current

Project Budget: $100K

Project Number of Days: 365

Item	Criteria	Score (must be completed)
1	Ability to manage the project costs (minimize change orders to scope).	10
2	Ability to maintain project schedule (complete on-time or early).	10
3	Quality of work.	10
4	Quality of consultative advice provided on the project.	10
5	Professionalism and ability to manage personnel.	10
6	Project administration (completed documents, final invoice, final product turnover; invoices; manuals or going forward documentation, etc.)	10
7	Ability to verbally communicate and document information clearly and succinctly.	10
8	Abiltity to manage risks and unexpected project circumstances.	10
9	Ability to follow contract documents, policies, procedures, rules, regulations, etc.	10
10	Overall comfort level with hiring the company in the future (customer satisfaction).	10
	TOTAL SCORE OF ALL ITEMS	100

CASE STUDY

JEKYLL ISLAND AUTHORITY | A 1.5-YEAR PARTNERSHIP

CHALLENGE

Solidify Jekyll Island as the go-to destination for travelers seeking a unique experience to see and learn about sea turtles, while also positioning the island as a premier destination for conservation and eco-tourism activities.

ACTION

- **Hosted** six journalists for sea turtle experiences, including a CNN broadcast crew.
- **Generated** national coverage in FOX News, ABC, NPR, USA Today, Southern Living and more.
- **Showcased** the destination's array of offerings through segmented pitching and creative story angles.

RESULTS

- **Three** CNN broadcast segments highlighting Jekyll Island's sea turtles and conservation efforts.
- **Secured** 3.3 billion+ impressions in just seven months.

Average Annual Reach: 3.6 billion+ impressions



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CLIENT REFERENCE #3

TOURISM SANTA FE

Collier County
Procurement Services Division

Form 5 Reference Questionnaire
(USE ONE FORM FOR EACH REQUIRED REFERENCE)

Solicitation: 24-8318

Reference Questionnaire for:
Collier County Tourism Public Relations Services

(Name of Company Requesting Reference Information)
Lou Hammond Group

(Name of Individuals Requesting Reference Information)

Name: Joanne Hudson
(Evaluator completing reference questionnaire)

Company: Tourism Santa Fe – City of Santa Fe, NM
(Evaluator's Company completing reference)

Email: jghudson@santafenm.gov FAX: Telephone: 505-231-4947

Collier County has implemented a process that collects reference information on firms and their key personnel to be used in the selection of firms to perform this project. The Name of the Company listed in the Subject above has listed you as a client for which they have previously performed work. Please complete the survey. Please rate each criteria to the best of your knowledge on a scale of 1 to 10, with 10 representing that you were very satisifed (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/indivdiual again). If you do not have sufficient knowledge of past performance in a particular area, leave it blank and the item or form will be scored "0."

Project Description: Annual contract for Public Relations services Completion Date: Ongoing under current annual contract

Project Budget: $120,000 - $160,000 Project Number of Days: 365 Days

Item	Criteria	Score (must be completed)
1	Ability to manage the project costs (minimize change orders to scope).	10
2	Ability to maintain project schedule (complete on-time or early).	10
3	Quality of work.	10
4	Quality of consultative advice provided on the project.	10
5	Professionalism and ability to manage personnel.	10
6	Project administration (completed documents, final invoice, final product turnover; invoices; manuals or going forward documentation, etc.)	10
7	Ability to verbally communicate and document information clearly and succinctly.	10
8	Abiltity to manage risks and unexpected project circumstances.	10
9	Ability to follow contract documents, policies, procedures, rules, regulations, etc.	10
10	Overall comfort level with hiring the company in the future (customer satisfaction).	10
	TOTAL SCORE OF ALL ITEMS	100

CASE STUDY

SANTA FE | A 15-YEAR PARTNERSHIP

CHALLENGE

Expand Santa Fe's reputation as one of America's most culturally rich art cities. Drive increased awareness as well for culinary and outdoor segments to local, regional, and national audiences.

ACTION

- **Launched** PR campaign matching messaging to outlets, underscoring outdoor and culinary strengths of the city.
- **Organized** media tours from top feeder markets, including New York, Los Angeles, San Francisco, Chicago, Denver, Houston, Dallas, Phoenix; met 30+ outlets annually.
- **Coordinated** press visits of 50+ key travel writers, *Austin-American Statesman, Chicago Tribune, The Dallas Morning News, Forbes* and *USA Today*, and customized itineraries allowing behind-the-scenes access.
- **Co-hosted** 10+ journalists annually with Ski Santa Fe, showcasing accessibility to the slopes.
- **Partnered** with New Mexico Tourism to host the Bachelor; leveraged episode to create secondary coverage with distinctive hotel packages.
- **Launched** Santa Fe Margarita Trail, featuring 30 different spots throughout the city.

RESULTS

- Dedicated coverage in *The Los Angeles Times, USA Today* and *New York Times*; magazines: *Condé Nast Traveler, National Geographic Traveler, AFAR, Robb Report* and *Travel + Leisure*; websites: *Huffington Post, Forbes.com*; meeting trades: *Successful Meetings* and more. Average 250 stories per year. Named America's "Number One Culinary Getaway," *Travel + Leisure*. Consecutive Top 5 "Best U.S. City" Ranking, *Travel + Leisure*. #2 Small City, *Condé Nast Traveler*. Best Little Cities To Live If You Love Outdoors, *Market Water*.
- Santa Fe ranked #2 Favorite City in the U.S. *Travel + Leisure* 2023 World's Best and *Condé Nast Traveler* 2023 Readers Choice Awards

Average Annual Reach: 1 billion+ impressions



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CLIENT REFERENCE #4

VISIT MISSISSIPPI

Collier County
Procurement Services Division

Form 5 Reference Questionnaire
(USE ONE FORM FOR EACH REQUIRED REFERENCE)

Solicitation: 24-8318

Reference Questionnaire for:
Collier County Tourism Public Relations Services

(Name of Company Requesting Reference Information)
Lou Hammond Group

(Name of Individuals Requesting Reference Information)

Name:Katie Coats
(Evaluator completing reference questionnaire)

Company:Visit Mississippi
(Evaluator's Company completing reference)

Email: kcoats@mississippi.org FAX: Telephone: 228-357-4086

Collier County has implemented a process that collects reference information on firms and their key personnel to be used in the selection of firms to perform this project. The Name of the Company listed in the Subject above has listed you as a client for which they have previously performed work. Please complete the survey. Please rate each criteria to the best of your knowledge on a scale of 1 to 10, with 10 representing that you were very satisifed (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/indivdiual again). If you do not have sufficient knowledge of past performance in a particular area, leave it blank and the item or form will be scored "0."

Project Description: PR & Social Media Services

Completion Date: Ongoing annual contract

Project Budget: $240,000

Project Number of Days: 365 Days

Item	Criteria	Score (must be completed)
1	Ability to manage the project costs (minimize change orders to scope).	10
2	Ability to maintain project schedule (complete on-time or early).	10
3	Quality of work.	10
4	Quality of consultative advice provided on the project.	10
5	Professionalism and ability to manage personnel.	10
6	Project administration (completed documents, final invoice, final product turnover; invoices; manuals or going forward documentation, etc.)	10
7	Ability to verbally communicate and document information clearly and succinctly.	10
8	Abiltity to manage risks and unexpected project circumstances.	10
9	Ability to follow contract documents, policies, procedures, rules, regulations, etc.	10
10	Overall comfort level with hiring the company in the future (customer satisfaction).	10
	TOTAL SCORE OF ALL ITEMS	100

CASE STUDY

VISIT MISSISSIPPI | A 3-YEAR PARTNERSHIP

CHALLENGE

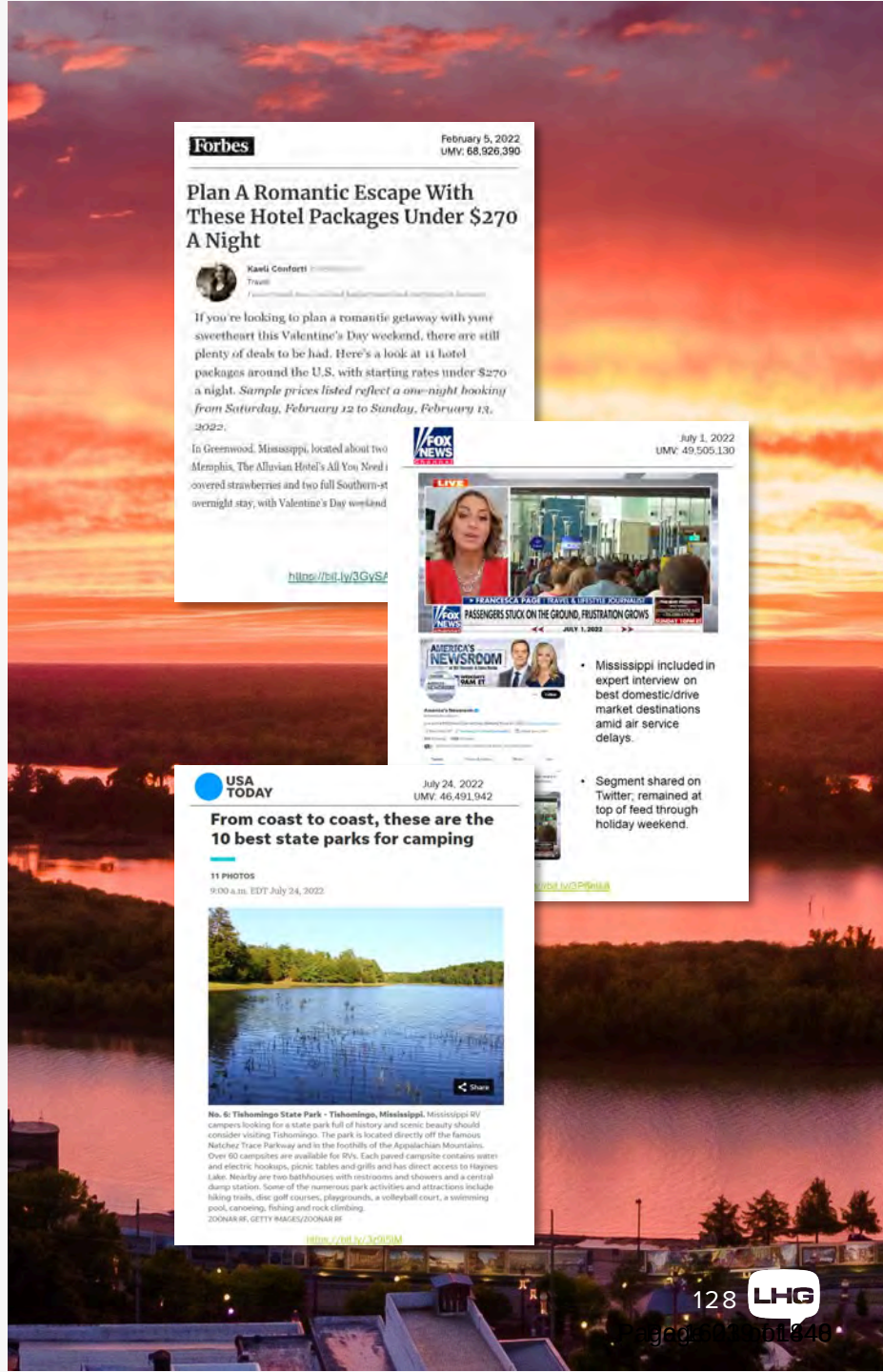
Position Mississippi as an undiscovered southeastern destination offering unmatched outdoor, historic, culinary and cultural experiences and hospitality that “welcomes all who wander” in a more inclusive way than previously perceived.

ACTION

- **Implemented** a statewide regional strategy for media relations, matching agency ambassadors with individual stakeholders to ensure equitable coverage.
- **Introduced** Mississippi to national and regional media through a series of regional highlights showcasing the outdoor, civil rights, culinary and cultural attractions, events and unique lodging found around the state.
- **Hosted** media and influencers on individual trips to experience multiple destinations within the state based on road-trip, outdoor adventure and culinary themes.
- **Executed** media missions in target markets (New York, Chicago, Atlanta) in conjunction with major events like the Chicago Blues Festival and Atlanta Food and Wine Festival.
- **Partnered** with *Fox News* to tout Mississippi as a top domestic drive market along with a satellite media tour targeting major markets.

RESULTS

- **Secured** coverage in *USA Today, Forbes, Thrillist, Southern Living, Travel and Leisure, Ebony, Atlanta Journal Constitution, Matador Network and Smart Meetings,* among others.



Company ID Number: 72760 **Client Company ID Number:** 2160644

THE E-VERIFY MEMORANDUM OF UNDERSTANDING FOR EMPLOYERS USING A WEB SERVICES E-VERIFY EMPLOYER AGENT

ARTICLE I
PURPOSE AND AUTHORITY

The parties to this agreement are the Department of Homeland Security (DHS), the (Employer), and the Web Services E-Verify Employer Agent. The purpose of this agreement is to set forth terms and conditions which the Employer and the Web Services E-Verify Employer Agent will follow while participating in E-Verify.

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the Employer, the E-Verify Employer Agent, the Social Security Administration (SSA), and DHS.

References in this MOU to the Employer include the Web Services E-Verify Employer Agent when acting on behalf of the Employer.

For purposes of this MOU, the E-Verify browser refers to the website that provides direct access to the E-Verify system: https://E-Verify.uscis.gov/emp/. You may access E-Verify directly free of charge via the E-Verify browser.

Authority for the E-Verify program is found in Title IV, Subtitle A, of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), Pub. L. 104-208, 110 Stat. 3009, as amended (8 U.S.C. § 1324a note). The Federal Acquisition Regulation (FAR) Subpart 22.18, "Employment Eligibility Verification" and Executive Order 12989, as amended, provide authority for Federal contractors and subcontractors (Federal contractor) to use E-Verify to verify the employment eligibility of certain employees working on Federal contracts.

ARTICLE II
RESPONSIBILITIES

A. RESPONSIBILITIES OF THE EMPLOYER

For purposes of this MOU, references to the Employer include the Web Services E-Verify Employer Agent when acting on behalf of the Employer.

1. By enrolling in E-Verify and signing the applicable MOU, the Employer asserts that it is a legitimate company which intends to use E-Verify for legitimate purposes only and in accordance with the laws, regulations and DHS policies and procedures relating to the use of E-Verify.

2. The Employer agrees to display the following notices supplied by DHS (though the Web Services E-Verify Employer Agent) in a prominent place that is clearly visible to prospective employees and all employees who are to be verified through the system**:**

   a. Notice of E-Verify Participation

   b. Notice of Right to Work

3. The Employer agrees to provide to the SSA and DHS the names, titles, addresses, and telephone numbers of the Employer representatives to be contacted about E-Verify. The Employer also agrees to keep such information current by providing updated information to SSA and DHS whenever the representatives' contact information changes.

4. The Employer agrees to become familiar with and comply with the most recent version of the

E-Verify User Manual. The Employer will obtain the E-Verify User Manual from the Web Services E-Verify Employer Agent, and will be notified by the Web Services E-Verify Employer Agent when a new version of the E-Verify User Manual becomes available.

5. The Employer agrees to comply with current Form I-9 procedures, with two exceptions:

   a. If an employee presents a "List B" identity document, the Employer agrees to only accept "List B" documents that contain a photo. (List B documents identified in 8 C.F.R. 274a.2(b)(1)(B)) can be presented during the Form I-9 process to establish identity.) If an employee objects to the photo requirement for religious reasons, the Employer should contact E-Verify at 888-464-4218.

   b. If an employee presents a DHS Form I-551 (Permanent Resident Card), Form I-766 (Employment Authorization Document), or U.S. Passport or Passport Card to complete Form I-9, the Employer agrees to make a photocopy of the document and to retain the photocopy with the employee's Form I-9. The Employer will use the photocopy to verify the photo and to assist DHS with its review of photo mismatches that employees contest. DHS may in the future designate other documents that activate the photo screening tool.

Note: Subject only to the exceptions noted previously in this paragraph, employees still retain the right to present any List A, or List B and List C, document(s) to complete the Form I-9.

6. The Employer agrees to record the case verification number on the employee's Form I-9 or to print the screen containing the case verification number and attach it to the employee's Form I-9.

7. The Employer agrees that, although it participates in E-Verify, the Employer has a responsibility to complete, retain, and make available for inspection Forms I-9 that relate to its employees, or from other requirements of applicable regulations or laws, including the obligation to comply with the antidiscrimination requirements of section 274B of the INA with respect to Form I-9 procedures.

   a. The following modified requirements are the only exceptions to an Employer's obligation to not employ unauthorized workers and comply with the anti-discrimination provision of the INA: (1) List B identity documents must have photos, as described in paragraph 6 above; (2) When an Employer confirms the identity and employment eligibility of newly hired employee using E-Verify procedures, the Employer establishes a rebuttable presumption that it has not violated section 274A(a)(1)(A) of

the Immigration and Nationality Act (INA) with respect to the hiring of that employee; (3) If the Employer receives a final nonconfirmation for an employee, but continues to employ that person, the Employer must notify DHS and the Employer is subject to a civil money penalty between $550 and $1,100 for each failure to notify DHS of continued employment following a final nonconfirmation; (4) If the Employer continues to employ an employee after receiving a final nonconfirmation, then the Employer is subject to a rebuttable presumption that it has knowingly employed an unauthorized alien in violation of section 274A(a)(1)(A); and (5) no E-Verify participant is civilly or criminally liable under any law for any action taken in good faith based on information provided through the E-Verify.

b. DHS reserves the right to conduct Form I-9 compliance inspections, as well as any other enforcement or compliance activity authorized by law, including site visits, to ensure proper use of E-Verify.

8. The Employer is strictly prohibited from creating an E-Verify case before the employee has been hired, meaning that a firm offer of employment was extended and accepted and Form I-9 was completed. The Employer agrees to create an E-Verify case for new employees within three Employer business days after each employee has been hired (after both Sections 1 and 2 of Form I-9 have been completed), and to complete as many steps of the E-Verify process as are necessary according to the E-Verify User Manual. If E-Verify is temporarily unavailable, the three-day time period will be extended until it is again operational in order to accommodate the Employer's attempting, in good faith, to make inquiries during the period of unavailability.

9. The Employer agrees not to use E-Verify for pre-employment screening of job applicants, in support of any unlawful employment practice, or for any other use that this MOU or the E-Verify User Manual does not authorize.

10. The Employer must use E-Verify (through its Web Services E-Verify Employer Agent) for all new employees. The Employer will not verify selectively and will not verify employees hired before the effective date of this MOU. Employers who are Federal contractors may qualify for exceptions to this requirement as described in Article II.B of this MOU.

11. The Employer agrees to follow appropriate procedures (see Article III below) regarding tentative nonconfirmations. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending. Further, when employees contest a tentative nonconfirmation based upon a photo mismatch, the Employer must take additional steps
(see Article III.B below) to contact DHS with information necessary to resolve the challenge.

12. The Employer agrees not to take any adverse action against an employee based upon the employee's perceived employment eligibility status while SSA or DHS is processing the verification request unless the Employer obtains knowledge (as defined in 8 C.F.R. § 274a.1(l)) that the employee is not work authorized. The Employer understands that an initial inability of the SSA or DHS automated

verification system to verify work authorization, a tentative nonconfirmation, a case in continuance (indicating the need for additional time for the government to resolve a case), or the finding of a photo mismatch, does not establish, and should not be interpreted as, evidence that the employee is not work authorized. In any of such cases, the employee must be provided a full and fair opportunity to contest the finding, and if he or she does so, the employee may not be terminated or suffer any adverse employment consequences based upon the employee's perceived employment eligibility status (including denying, reducing, or extending work hours, delaying or preventing training, requiring an employee to work in poorer conditions, withholding pay, refusing to assign the employee to a Federal contract or other assignment, or otherwise assuming that he or she is unauthorized to work) until and unless secondary verification by SSA or DHS has been completed and a final nonconfirmation has been issued. If the employee does not choose to contest a tentative nonconfirmation or a photo mismatch or if a secondary verification is completed and a final nonconfirmation is issued, then the Employer can find the employee is not work authorized and terminate the employee's employment. Employers or employees with questions about a final nonconfirmation may call E-Verify at 1-888-464-4218 (customer service) or 1-888-897-7781 (worker hotline).

13. The Employer agrees to comply with Title VII of the Civil Rights Act of 1964 and section 274B of the INA as applicable by not discriminating unlawfully against any individual in hiring, firing, employment eligibility verification, or recruitment or referral practices because of his or her national origin or citizenship status, or by committing discriminatory documentary practices. The Employer understands that such illegal practices can include selective verification or use of E-Verify except as provided in part D below, or discharging or refusing to hire employees because they appear or sound "foreign" or have received tentative nonconfirmations. The Employer further understands that any violation of the immigration-related unfair employment practices provisions in section 274B of the INA could subject the Employer to civil penalties, back pay awards, and other sanctions, and violations of Title VII could subject the Employer to back pay awards, compensatory and punitive damages. Violations of either section 274B of the INA or Title VII may also lead to the termination of its participation in E-Verify. If the Employer has any questions relating to the anti-discrimination provision, it should contact OSC at 1-800-255-8155 or 1-800-237-2515 (TDD).

14. The Employer agrees that it will use the information it receives from E-Verify (through its Web Services E-Verify Employer Agent) only to confirm the employment eligibility of employees as authorized by this MOU. The Employer agrees that it will safeguard this information, and means of access to it (such as Personal Identification Numbers and passwords), to ensure that it is not used for any other purpose and as necessary to protect its confidentiality, including ensuring that it is not disseminated to any person other than employees of the Employer who are authorized to perform the Employer's responsibilities under this MOU**,** except for such dissemination as may be authorized in advance by SSA or DHS for legitimate purposes.

15. The Employer agrees to notify DHS immediately in the event of a breach of personal information. Breaches are defined as loss of control or unauthorized access to E-Verify personal data. All suspected or confirmed breaches should be reported by calling 1-888-464-4218 or via email at E-Verify@uscis.dhs.gov. Please use "Privacy Incident – Password" in the subject line of your email when sending a breach report to E-Verify.

16. The Employer acknowledges that the information it receives from SSA through its Web Services

E-Verify Employer Agent is governed by the Privacy Act (5 U.S.C. § 552a(i)(1) and (3)) and the Social Security Act (42 U.S.C. 1306(a)). Any person who obtains this information under false pretenses or uses it for any purpose other than as provided for in this MOU may be subject to criminal penalties.

17. The Employer agrees to cooperate with DHS and SSA in their compliance monitoring and evaluation of E-Verify, which includes permitting DHS, SSA, their contractors and other agents, upon reasonable notice, to review Forms I-9 and other employment records and to interview it and its employees regarding the Employer's use of E-Verify, and to respond in a prompt and accurate manner to DHS requests for information relating to their participation in E-Verify.

18. The Employer shall not make any false or unauthorized claims or references about its participation in E-Verify on its website, in advertising materials, or other media. The Employer shall not describe its services as federally-approved, federally-certified, or federally-recognized, or use language with a similar intent on its website or other materials provided to the public. Entering into this MOU does not mean that E-Verify endorses or authorizes your E-Verify services and any claim to that effect is false.

19. The Employer shall not state in its website or other public documents that any language used therein has been provided or approved by DHS, USCIS or the Verification Division, without first obtaining the prior written consent of DHS.

20. The Employer agrees that E-Verify trademarks and logos may be used only under license by DHS/ USCIS (see M-795 (Web)) and, other than pursuant to the specific terms of such license, may not be used in any manner that might imply that the Employer's services, products, websites, or publications are sponsored by, endorsed by, licensed by, or affiliated with DHS, USCIS, or E-Verify.

21. The Employer understands that if it uses E-Verify procedures for any purpose other than as authorized by this MOU, the Employer may be subject to appropriate legal action and termination of its participation in E-Verify according to this MOU.

B. RESPONSIBILITIES OF THE WEB SERVICES E-VERIFY EMPLOYER AGENT

1. The Web Services E-Verify Employer Agent agrees to complete its Web Services interface no later than six months after the date the Web Services User signs this MOU. E-Verify considers your interface to be complete once it has been built pursuant to the Interface Control Agreement (ICA), submitted to E-Verify for testing, and approved for system access.

2. The Web Services E-Verify Employer Agent agrees to perform sufficient maintenance on the Web Services interface in accordance with the requirements listed in the ICA. These requirements include, but are not limited to, updating the Web Services interface to ensure that any updates or enhancements are incorporated no later than six months after the issuance of an ICA. Web Services E-Verify Employer Agents should be aware that this will require the investment of time and resources. Compliance with the requirements of the ICA must be carried out to the satisfaction of DHS and or its assignees.

3. The Web Services E-Verify Employer Agent agrees to provide to SSA and/or DHS the names, titles, addresses, e-mail addresses, and telephone numbers of the Web Services E-Verify Employer Agent representative who will access information, as well as ensure cooperation, communication, and coordination with E-Verify.

In addition, Web Services E-Verify Employer Agents must provide to SSA and/or DHS the names, titles, addresses, and telephone numbers of its clients and their staff who will access information through E-Verify. Web Services E-Verify Employer Agents must ensure the contact information is updated with SSA and DHS whenever the points of contact change.

4. The Web Services E-Verify Employer Agent agrees to become familiar with and comply with the E-Verify User Manual and provide a copy of the most current version of the manual to the Employer so that the Employer can become familiar with and comply with E-Verify policy and procedures. The Web Services E-Verify Employer Agent agrees to obtain a revised E-Verify User Manual as it becomes available and to provide a copy of the revised version to the Employer no later than 30 days after the manual becomes available.

5. The Web Services E-Verify Employer Agent agrees that any person accessing E-Verify on its behalf is trained on the most recent E-Verify policy and procedures.

6. The Web Services E-Verify Employer Agent agrees that any of its representatives who will perform employment verification cases will complete the E-Verify Tutorial before that individual initiates any cases.

a. The Web Services E-Verify Employer Agent agrees that all of its representatives will take the refresher tutorials initiated by E-Verify as a condition of continued use of E-Verify**,** including any tutorials for Federal contractors, if any of the Employers represented by the Web Services E-Verify Employer Agent is a Federal contractor.

b. Failure to complete a refresher tutorial will prevent the Web Services E-Verify Employer Agent and Employer from continued use of E-Verify.

7. The Web Services E-Verify Employer Agent agrees to grant E-Verify access only to current employees who need E-Verify access. The Web Services E-Verify Employer Agent must promptly terminate an employee's E-Verify access if the employee is separated from the company or no longer needs access to E-Verify.

8. The Web Services E-Verify Employer Agent agrees to obtain the necessary equipment to use E- Verify as required by the E-Verify rules and regulations as modified from time to time.

9. The Web Services E-Verify Employer Agent agrees to, consistent with applicable laws, regulations, and policies, commit sufficient personnel and resources to meet the requirements of this MOU.

10. The Web Services E-Verify Employer Agent agrees to provide its clients with training on E-Verify processes, policies, and procedures. The E-Verify Employer Agent also agrees to provide its clients with ongoing E-Verify training as needed. E-Verify is not responsible for providing training to clients of E-Verify Employer Agents.

11. The Web Services E-Verify Employer Agent agrees to provide the Employer with the notices described in Article II.B.2 below.

12. The Web Services E-Verify Employer Agent agrees to create E-Verify cases for the Employer it represents in accordance with the E-Verify Manual, the E-Verify Web-Based Tutorial and all other published E-Verify

rules and procedures. The Web Services E-Verify Employer Agent will create E-Verify cases using information provided by the Employer and will immediately communicate the response back to the Employer. If E-Verify is temporarily unavailable, the three-day time period will be extended until it is again operational in order to accommodate the Web Services E-Verify Employer Agent's attempting, in good faith, to make inquiries on behalf of the Employer during the period of unavailability. If, however, the Web Services interface is unavailable due to no fault of E-Verify, then the three-day time period is not extended. In such a case, the Web Services E-Verify Employer Agent must use the E-Verify browser during the outage.

13. The Web Services E-Verify Employer Agent agrees to ensure that all notices, referral letters and any other materials otherwise including instructions regarding tentative nonconfirmations, will be consistent with the most current E-Verify tentative nonconfirmation notices and referral letters, which are available on E-Verify's website.

14. The Web Services E-Verify Employer Agent agrees that any system or interface it develops will follow the steps for creating E-Verify cases and processing tentative nonconfirmations, as laid out in the ICA, this MOU and the User Manual, including but not limited to allowing an employer to close an invalid case where appropriate, allowing an employer to refer a tentative nonconfirmation only when an employee chooses to contest a tentative nonconfirmation (no automatic referrals), and referring a tentative nonconfirmation to the appropriate agency at the time the employer prints the referral letter and provides the letter to the employee. The Web Services E-Verify Employer Agent understands that any failure to make its system or interface consistent with proper E-Verify procedures can result in DHS terminating the Web Services E-Verify Employer Agent's agreement and access with or without notice.

15. When the Web Services E-Verify Employer Agent receives notice from a client company that it has received a contract with the FAR clause, then the Web Services E-Verify Employer Agent must update the company's E-Verify profile within 30 days of the contract award date.

16. If data is transmitted between the Web Services E-Verify Employer Agent and its client, then the Web Services E-Verify Employer Agent agrees to protect personally identifiable information during transmission to and from the Web Services E-Verify Employer Agent.

17. The Web Services E-Verify Employer Agent agrees to notify DHS immediately in the event of a breach of personal information. Breaches are defined as loss of control or unauthorized access to E-Verify personal data. All suspected or confirmed breaches should be reported by calling 1-888-464-4218 or via email at E-Verify@uscis.dhs.gov. Please use "Privacy Incident – Password" in the subject line of your email when sending a breach report to E-Verify.

18. The Web Services E-Verify Employer Agent agrees to fully cooperate with DHS and SSA in their compliance monitoring and evaluation of E-Verify, including permitting DHS, SSA, their contractors and other agents, upon reasonable notice, to review Forms I-9, employment records, and all records pertaining to the Web Services E-Verify Employer Agent's use of E-Verify, and to interview it and its employees regarding the use of E-Verify, and to respond in a timely and accurate manner to DHS requests for information relating to their participation in E-Verify.

a. The Web Services E-Verify Employer Agent agrees to cooperate with DHS if DHS requests

information about the Web Services E-Verify Employer Agent's interface, including requests by DHS to view the actual interface operated by the Web Services E-Verify Employer Agent as well as related business documents. The Web Services E-Verify Employer Agent agrees to demonstrate for DHS the functionality of its interface to E-Verify upon request.

b. The Web Services E-Verify Employer Agent agrees to demonstrate, if requested by DHS, that it has provided training to its clients that meets E-Verify standards. Training programs must provide a focused study of the topics covered in the E-Verify User Manual and pertinent Supplemental Guides. Furthermore, training programs and materials must be updated as E-Verify changes occur. The Web Services E-Verify Employer Agent is encouraged to incorporate information from existing E-Verify materials, including the Enrollment Quick Reference Guide, the E-Verify Employer Agent Client Handbook (formerly known as the Designated Agent Client Handbook), and existing tutorials and manuals into their training program. E-Verify also encourages the Web Services E-Verify Employer Agent to supervise first-time use of the E-Verify browser or Web Services interface by its staff and Employer clients as part of any training program. The Web Services E-Verify Employer Agent agrees to submit its training program materials to DHS for review upon request.

Failure to provide adequate training could, in some instances, lead to penalties as described in Article V.F.1. of this MOU.

19. The Web Services E-Verify Employer Agent shall not make any false or unauthorized claims or references about its participation in E-Verify on its website, in advertising materials, or other media. The Web Services E-Verify Employer Agent shall not describe its services as federally-approved, federally-certified, or federally-recognized, or use language with a similar intent on its website or other materials provided to the public. Entering into this MOU does not mean that E-Verify endorses or authorizes your Web Services E-Verify Employer Agent services and any claim to that effect is false.

20. The Web Services E-Verify Employer Agent shall not state in its website or other public documents that any language used therein has been provided or approved by DHS, USCIS or the Verification Division, without first obtaining the prior written consent of DHS.

21. The Web Services E-Verify Employer Agent agrees that E-Verify trademarks and logos may be used only under license by DHS/USCIS (see M-795 (Web)) and, other than pursuant to the specific terms of such license, may not be used in any manner that might imply that the Web Services E-Verify Employer Agent's services, products, websites, or publications are sponsored by, endorsed by, licensed by, or affiliated with DHS, USCIS, or E-Verify.

22. The Web Services E-Verify Employer Agent understands that if it uses E-Verify procedures for any purpose other than as authorized by this MOU, the Web Services E-Verify Employer Agent may be subject to appropriate legal action and termination of its participation in E-Verify according to this MOU.

C. RESPONSIBILITIES OF FEDERAL CONTRACTORS

The Web Services E-Verify Employer Agent shall ensure that the Web Services E-Verify Employer Agent and the Employers it represents carry out the following responsibilities if the Employer is a Federal contractor or becomes a federal contractor. The Web Services E-Verify Employer Agent should instruct the client to keep the Web Services E-Verify Employer Agent informed about any changes or updates related to federal contracts. It is the Web Services E-Verify Employer Agent's responsibility to ensure that its clients are in compliance

with all E-Verify policies and procedures.

1. If the Employer is a Federal contractor with the FAR E-Verify clause subject to the employment verification terms in Subpart 22.18 of the FAR, it will become familiar with and comply with the most current version of the E-Verify User Manual for Federal Contractors as well as the E-Verify Supplemental Guide for Federal Contractors.

2. In addition to the responsibilities of every employer outlined in this MOU, the Employer understands that if it is a Federal contractor subject to the employment verification terms in Subpart 22.18 of the FAR it must verify the employment eligibility of any "employee assigned to the contract" (as defined in FAR 22.1801). Once an employee has been verified through E-Verify by the Employer, the Employer may not reverify the employee through E-Verify.

a. An Employer that is not enrolled in E-Verify as a Federal contractor at the time of a contract award must enroll as a Federal contractor in the E-Verify program within 30 calendar days of contract award and, within 90 days of enrollment, begin to verify employment eligibility of new hires using E-Verify. The Employer must verify those employees who are working in the United States, whether or not they are assigned to the contract. Once the Employer begins verifying new hires, such verification of new hires must be initiated within three business days after the hire date. Once enrolled in E-Verify as a Federal contractor, the Employer must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.

b. Employers enrolled in E-Verify as a Federal contractor for 90 days or more at the time of a contract award must use E-Verify to begin verification of employment eligibility for new hires of the Employer who are working in the United States, whether or not assigned to the contract, within three business days after the date of hire. If the Employer is enrolled in E-Verify as a Federal contractor for 90 calendar days or less at the time of contract award, the Employer must, within 90 days of enrollment, begin to use E-Verify to initiate verification of new hires of the contractor who are working in the United States, whether or not assigned to the contract. Such verification of new hires must be initiated within three business days after the date of hire. An Employer enrolled as a Federal contractor in E-Verify must begin verification of each employee assigned to the contract within 90 calendar days after date of contract award or within 30 days after assignment to the contract, whichever is later.

c. Federal contractors that are institutions of higher education (as defined at 20 U.S.C. 1001(a)), state or local governments, governments of Federally recognized Indian tribes, or sureties performing under a takeover agreement entered into with a Federal agency under a performance bond may choose to only verify new and existing employees assigned to the Federal contract. Such Federal contractors may, however, elect to verify all new hires, and/or all existing employees hired after November 6, 1986. Employers in this category must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.

d. Upon enrollment, Employers who are Federal contractors may elect to verify employment eligibility of all existing employees working in the United States who were hired after November 6, 1986, instead of verifying only those employees assigned to a covered Federal contract. After enrollment, Employers must elect to verify existing staff following DHS procedures and begin E-Verify verification of all

existing employees within 180 days after the election.

e. The Employer may use a previously completed Form I-9 as the basis for creating an E-Verify case for an employee assigned to a contract as long as:

i. That Form I-9 is complete (including the SSN) and complies with Article II.A.6,

ii. The employee's work authorization has not expired, and

iii. The Employer has reviewed the information reflected in the Form I-9 either in person or in communications with the employee to ensure that the employee's Section 1, Form I-9 attestation has not changed (including, but not limited to, a lawful permanent resident alien having become a naturalized U.S. citizen).

f. The Employer shall complete a new Form I-9 consistent with Article II.A.6 or update the previous Form I-9 to provide the necessary information if:

i. The Employer cannot determine that Form I-9 complies with Article II.A.6,

ii. The employee's basis for work authorization as attested in Section 1 has expired or changed, or

iii. The Form I-9 contains no SSN or is otherwise incomplete.

Note: If Section 1 of Form I-9 is otherwise valid and up-to-date and the form otherwise complies with Article II.C.5, but reflects documentation (such as a U.S. passport or Form I-551) that expired after completing Form I-9, the Employer shall not require the production of additional documentation, or use the photo screening tool described in Article II.A.5, subject to any additional or superseding instructions that may be provided on this subject in the E-Verify User Manual.

g. The Employer agrees not to require a second verification using E-Verify of any assigned employee who has previously been verified as a newly hired employee under this MOU or to authorize verification of any existing employee by any Employer that is not a Federal contractor based on this Article.

3. The Employer understands that if it is a Federal contractor, its compliance with this MOU is a performance requirement under the terms of the Federal contract or subcontract, and the Employer consents to the release of information relating to compliance with its verification responsibilities under this MOU to contracting officers or other officials authorized to review the Employer's compliance with Federal contracting requirements.

D. RESPONSIBILITIES OF SSA

1. SSA agrees to allow DHS to compare data provided by the Employer (through the E-Verify Employer Agent) against SSA's database. SSA sends DHS confirmation that the data sent either matches or does not match the information in SSA's database.

2. SSA agrees to safeguard the information the Employer provides (through the E-Verify Employer Agent) through E-Verify procedures. SSA also agrees to limit access to such information, as is appropriate by law, to individuals responsible for the verification of Social Security numbers or responsible for evaluation of E-Verify or such other persons or entities who may be authorized by SSA as governed by the Privacy Act (5 U.S.C. § 552a), the Social Security Act (42 U.S.C. 1306(a)), and SSA regulations (20 CFR Part 401).

3. SSA agrees to provide case results from its database within three Federal Government work days of the initial inquiry. E-Verify provides the information to the E-Verify Employer Agent.

4. SSA agrees to update SSA records as necessary if the employee who contests the SSA tentative nonconfirmation visits an SSA field office and provides the required evidence. If the employee visits an SSA field office within the eight Federal Government work days from the date of referral to SSA, SSA agrees to update SSA records, if appropriate, within the eight-day period unless SSA determines that more than eight days may be necessary. In such cases, SSA will provide additional instructions to the employee. If the employee does not visit SSA in the time allowed, E-Verify may provide a final nonconfirmation to the E-Verify Employer Agent.

Note: If an Employer experiences technical problems, or has a policy question, the employer should contact E-Verify at 1-888-464-4218.

E. RESPONSIBILITIES OF DHS

1. DHS agrees to provide the Employer with selected data from DHS databases to enable the Employer (through the E-Verify Employer Agent) to conduct, to the extent authorized by this MOU:

   a. Automated verification checks on alien employees by electronic means, and

   b. Photo verification checks (when available) on employees.

2. DHS agrees to assist the E-Verify Employer Agent with operational problems associated with its participation in E-Verify. DHS agrees to provide the E-Verify Employer Agent names, titles, addresses, and telephone numbers of DHS representatives to be contacted during the E-Verify process.

3. DHS agrees to provide to the E-Verify Employer Agent with access to E-Verify training materials as well as an E-Verify User Manual that contain instructions on E-Verify policies, procedures, and requirements for both SSA and DHS, including restrictions on the use of E-Verify.

4. DHS agrees to train E-Verify Employer Agents on all important changes made to E-Verify through the use of mandatory refresher tutorials and updates to the E-Verify User Manual. Even without changes to E-Verify, DHS reserves the right to require E-Verify Employer Agents to take mandatory refresher tutorials.

5. DHS agrees to provide to the Employer (through the E-Verify Employer Agent) a notice, which indicates the Employer's participation in E-Verify. DHS also agrees to provide to the Employer anti-discrimination notices issued by the Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC), Civil Rights Division, U.S. Department of Justice.

6. DHS agrees to issue each of the E-Verify Employer Agent's E-Verify users a unique user identification number and password that permits them to log in to E-Verify.

7. DHS agrees to safeguard the information the Employer provides (through the E-Verify Employer Agent), and to limit access to such information to individuals responsible for the verification process, for evaluation of E-Verify, or to such other persons or entities as may be authorized by applicable law. Information will be used only to verify the accuracy of Social Security numbers and employment eligibility, to enforce the INA and Federal criminal laws, and to administer Federal contracting requirements.

8. DHS agrees to provide a means of automated verification that provides (in conjunction with SSA verification procedures) confirmation or tentative nonconfirmation of employees' employment eligibility within three Federal Government work days of the initial inquiry.

9. DHS agrees to provide a means of secondary verification (including updating DHS records) for employees who contest DHS tentative nonconfirmations and photo mismatch tentative nonconfirmations. This provides final confirmation or nonconfirmation of the employees' employment eligibility within 10 Federal Government work days of the date of referral to DHS, unless DHS determines that more than 10 days may be necessary. In such cases, DHS will provide additional verification instructions.

ARTICLE III
REFERRAL OF INDIVIDUALS TO SSA AND DHS

A. REFERRAL TO SSA

1. If the Employer receives a tentative nonconfirmation issued by SSA, the Employer must print the notice as directed by E-Verify. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.

2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.

3. After a tentative nonconfirmation, the Employer will refer employees to SSA field offices only as directed by E-Verify. The Employer must record the case verification number, review the employee information submitted to E-Verify to identify any errors, and find out whether the employee contests the tentative nonconfirmation. The Employer will transmit the Social Security number, or any other corrected employee information that SSA requests, to SSA for verification again if this review indicates a need to do so.

4. The Employer will instruct the employee to visit an SSA office within eight Federal Government work days. SSA will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.

5. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.

6. The Employer agrees not to ask the employee to obtain a printout from the Social Security Administration number database (the Numident) or other written verification of the SSN from the SSA.

B. REFERRAL TO DHS

1. If the Employer receives a tentative nonconfirmation issued by DHS, the Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.

2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.

3. The Employer agrees to refer individuals to DHS only when the employee chooses to contest a tentative nonconfirmation.

4. If the employee contests a tentative nonconfirmation issued by DHS, the Employer will instruct the employee to contact DHS through its toll-free hotline (as found on the referral letter) within eight Federal Government work days.

5. If the Employer finds a photo mismatch, the Employer must provide the photo mismatch tentative nonconfirmation notice and follow the instructions outlined in paragraph 1 of this section for tentative nonconfirmations, generally.

6. The Employer agrees that if an employee contests a tentative nonconfirmation based upon a photo mismatch, the Employer will send a copy of the employee's Form I-551, Form I-766, U.S. Passport, or passport card to DHS for review by:

   a. Scanning and uploading the document, or

   b. Sending a photocopy of the document by express mail (furnished and paid for by the employer).

7. The Employer understands that if it cannot determine whether there is a photo match/mismatch, the Employer must forward the employee's documentation to DHS as described in the preceding paragraph. The Employer agrees to resolve the case as specified by the DHS representative who will determine the photo match or mismatch.

8. DHS will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.

9. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.

ARTICLE IV
SERVICE PROVISIONS

A. NO SERVICE FEES

1. SSA and DHS will not charge the Employer or the Web Services E-Verify Employer Agent for verification services performed under this MOU. The Employer is responsible for providing equipment needed to make inquiries. To access E-Verify, an Employer will need a personal computer with Internet access.

ARTICLE V
SYSTEM SECURITY AND MAINTENANCE

A. DEVELOPMENT REQUIREMENTS

1. Software developed by Web Services E-Verify Employer Agents must comply with federally-mandated information security policies and industry security standards to include but not limited to:

   a. Public Law 107-347, "E-Government Act of 2002, Title III, Federal Information Security Management Act (FISMA)," December 2002.

   b. Office of Management and Budget (OMB) Memorandum (M-10-15), "FY 2010 Reporting Instructions for the Federal Information Security Management Act and Agency Privacy Management," April 2010.

   c. National Institute of Standards and Technology (NIST) Special Publication (SP) and Federal Information Processing Standards Publication (FIPS).

   d. International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) 27002, Information Technology — Security Techniques — Code of Practice for Information Security Management.

2. The Web Services E-Verify Employer Agent agrees to update its Web Services interface to reflect system enhancements within six months from the date DHS notifies the Web Services User of the system update. The Web Services User will receive notice from DHS in the form of an Interface Control Agreement (ICA). The Web Services E-Verify Employer Agent agrees to institute changes to its interface as identified in the ICA, including all functionality identified and all data elements detailed therein.

3. The Web Services E-Verify Employer Agent agrees to demonstrate progress of its efforts to update its Web Services interface if and when DHS requests such progress reports.

4. The Web Services E-Verify Employer Agent acknowledges that if its system enhancements are not completed to the satisfaction of DHS or its assignees within six months from the date DHS notifies the Web Services User of the system update, then the Web Services User's E-Verify account may be suspended, and support for previous releases of E-Verify may no longer be available to the Web Services User. The Web Services E-Verify Employer Agent also acknowledges that DHS may suspend the Web Services User's account after the six-month period has elapsed.

5. The Web Services E-Verify Employer Agent agrees to incorporate error handling logic into its development or software to accommodate and act in a timely fashion should an error code be returned.

6. The Web Services E-Verify Employer Agent agrees to complete the technical requirements testing which is confirmed upon receiving approval of test data and connectivity between the Web Services E-Verify Employer Agent and DHS.

7. DHS will not reimburse any Web Services E-Verify Employer Agent or software developer who has expended resources in the development or maintenance of a Web Services interface if that party is unable, or becomes unable, to meet any of the requirements set forth in this MOU.

8. Housing, development, infrastructure, maintenance, and testing of the Web Services applications may take place outside the United States and its territories, but testing must be conducted to ensure that the code is correct and secure.

9. If the Web Services E-Verify Employer Agent includes an electronic Form I-9 as part of its interface, then it must comply with the standards for electronic retention of Form I-9 found in 8 CFR 274a.2(e).

B. INFORMATION SECURITY REQUIREMENTS

Web Services E-Verify Employer Agents performing verification services under this MOU must ensure that information that is shared between the Web Services E-Verify Employer Agent and DHS is appropriately protected comparable to the protection provided when the information is within the DHS environment [OMB Circular A-130 Appendix III].

To achieve this level of information security, the Web Services E-Verify Employer Agent agrees to institute the following procedures:

1. Conduct periodic assessments of risk, including the magnitude of harm that could result from the unauthorized access, use, disclosure, disruption, modification, or destruction of information and information systems that support the operations and assets of the DHS, SSA, and the Web Services E-Verify Employer Agent and its clients;

2. Develop policies and procedures that are based on risk assessments, cost-effectively reduce information security risks to an acceptable level, and ensure that information security is addressed throughout the life cycle of each organizational information system;

3. Implement subordinate plans for providing adequate information security for networks, facilities, information systems, or groups of information systems, as appropriate;

4. Conduct security awareness training to inform the Web Services E-Verify Employer Agent's personnel (including contractors and other users of information systems that support the operations and assets of the organization) of the information security risks associated with their activities and their responsibilities in complying with organizational policies and procedures designed to reduce these risks;

5. Develop periodic testing and evaluation of the effectiveness of information security policies, procedures, practices, and security controls to be performed with a frequency depending on risk, but no less than once per year;

6. Develop a process for planning, implementing, evaluating, and documenting remedial actions to address any deficiencies in the information security policies, procedures, and practices of the organization;

7. Implement procedures for detecting, reporting, and responding to security incidents;

8. Create plans and procedures to ensure continuity of operations for information systems that support the operations and assets of the organization;

9. In information-sharing environments, the information owner is responsible for establishing the rules for appropriate use and protection of the subject information and retains that responsibility even when the information is shared with or provided to other organizations [NIST SP 800-37].

10. DHS reserves the right to restrict Web Services calls from certain IP addresses.

11. DHS reserves the right to audit the Web Services E-Verify Employer Agent's application.

12. Web Services E-Verify Employer Agents and Software Developers agree to cooperate willingly with the DHS assessment of information security and privacy practices used by the company to develop and maintain the software.

C. DATA PROTECTION AND PRIVACY REQUIREMENTS

1. Web Services E-Verify Employer Agents must practice proper Internet security; this means using HTTP over SSL/TLS (also known as HTTPS) when accessing DHS information resources such as E-Verify [NIST SP 800-95]. Internet security practices like this are necessary because Simple Object Access Protocol (SOAP), which provides a basic messaging framework on which Web Services can be built, allows messages to be viewed or modified by attackers as messages traverse the Internet and is not independently designed with all the necessary security protocols for E-Verify use.

2. In accordance with DHS standards, the Web Services E-Verify Employer Agent agrees to maintain physical, electronic, and procedural safeguards to appropriately protect the information shared under this MOU against loss, theft, misuse, unauthorized access, and improper disclosure, copying use, modification or deletion.

3. Any data transmission requiring encryption shall comply with the following standards:

- Products using FIPS 197 Advanced Encryption Standard (AES) algorithms with at least 256-bit encryption that has been validated under FIPS 140-2.
- NSA Type 2 or Type 1 encryption.

4. User ID Management (Set Standard): All information exchanged between the parties under this MOU will be done only through authorized Web Services E-Verify Employer Agent representatives identified above.

5. The Web Services E-Verify Employer Agent agrees to use the E-Verify browser instead of its own interface if it has not yet upgraded its interface to comply with the Federal Acquisition Regulation (FAR) system changes. In addition, Web Services E-Verify Employer Agents whose interfaces do not support the Form I-9 from 2/2/2009 or 8/7/2009 should also use the E-Verify browser until the system upgrade is completed.

6. The Web Services E-Verify Employer Agent agrees to use the E-Verify browser instead of its own interface if it has not completed updates to its system within six months from the date DHS notifies the Web Services E-Verify Employer Agent of the system update. The Web Services E-Verify Employer Agent can resume use of its interface once it is up-to-date, unless the Web Services E-Verify Employer Agent has been suspended or terminated from continued use of the system.

D. COMMUNICATIONS

1. Web Services E-Verify Employer Agents and Software Developers agree to develop an electronic system that is not subject to any agreement that would restrict access to and use of by an agency of the United States.

2. The Web Services E-Verify Employer Agent agrees to develop effective controls to ensure the integrity, accuracy and reliability of its electronic system.

3. The Web Services E-Verify Employer Agent agrees to develop an inspection and quality assurance program that regularly, at least once per year, evaluates the electronic system, and includes periodic checks of electronically stored information. The Web Services E-Verify Employer Agent agrees to share the results of its regular inspection and quality assurance program with DHS upon request.

4. The Web Services E-Verify Employer Agent agrees to develop an electronic system with the ability to produce legible copies of applicable notices, letters, etc.

5. All information exchanged between the parties under this MOU will be in accordance with applicable laws, regulations, and policies, including but not limited to, information security guidelines of the sending party with respect to any information that is deemed Personally Identifiable Information (PII), including but not limited to the employee or applicant's Social Security number, alien number, date of birth, or other information that may be used to identify the individual.

6. Suspected and confirmed information security breaches must be reported to DHS according to Article II.A.17. Reporting such breaches does not relieve the Web Services E-Verify Employer Agent from further requirements as directed by state and local law. The Web Services E-Verify Employer Agent is subject to applicable state laws regarding data protection and incident reporting in addition to the requirements herein.

E. SOFTWARE DEVELOPER RESTRICTIONS

1. The Web Services E-Verify Employer Agent agrees that if it develops a Web Services interface and sells such interface, then it can be held liable for any misuse by the company that purchases the interface. It is the responsibility of the Web Services E-Verify Employer Agent to ensure that its interface is used in accordance with E-Verify policies and procedures.

2. The Web Services E-Verify Employer Agent agrees to provide software updates to each client who purchases its software. Because of the frequency Web Services updates, an ongoing relationship between the software developer and the client is necessary.

3. DHS reserves the right to terminate the access of any software developer with or without notice who creates or uses an interface that does not comply with E-Verify procedures.

4. Web Services Software Developers pursuing software development independent of serving clients as a Web Services E-Verify Employer Agent are not eligible to receive an ICA. At this time, E-Verify does not permit Web Services software development without also being a Web Services E-Verify Employer Agent or Web Services Employer.

F. PENALTIES

1. The Web Services E-Verify Employer Agent agrees that any failure on its part to comply with the terms of the MOU may result in account suspension, termination, or other adverse action.

2. DHS is not liable for any financial losses to Web Services E-Verify Employer Agent, its clients, or any other party as a result of your account suspension or termination.

ARTICLE VI
MODIFICATION AND TERMINATION

A. MODIFICATION

1. This MOU is effective upon the signature of all parties and shall continue in effect for as long as the SSA and DHS operates the E-Verify program unless modified in writing by the mutual consent of all parties.

2. Any and all E-Verify system enhancements by DHS or SSA, including but not limited to E-Verify checking against additional data sources and instituting new verification policies or procedures, will be covered under this MOU and will not cause the need for a supplemental MOU that outlines these changes.

B. TERMINATION

1. The Web Services E-Verify Employer Agent may terminate this MOU and its participation in E-Verify at any time upon 30 days prior written notice to the other parties. In addition, any Employer represented by the Web Services E-Verify Employer Agent may voluntarily terminate its MOU upon giving DHS 30 days' written notice. The Web Services E-Verify Employer Agent may not refuse to terminate the Employer based upon an outstanding bill for verification services.

2. Notwithstanding Article V, part A of this MOU, DHS may terminate this MOU, and thereby the Web Services E-Verify Employer Agent's participation in E-Verify, with or without notice at any time if deemed necessary because of the requirements of law or policy, or upon a determination by SSA or DHS that there has been a breach of system integrity or security by the Web Services E-Verify Employer Agent or Employer, or a failure on the part of either party to comply with established E-Verify procedures and/or legal requirements. The Employer understands that if it is a Federal contractor, termination of this MOU by any party for any reason may negatively affect the performance of its contractual responsibilities. Similarly, the Employer understands that if it is in a state where E-Verify is mandatory, termination of this by any party MOU may negatively affect the Employer's business.

3. A Web Services E-Verify Employer Agent for an Employer that is a Federal contractor may terminate this MOU when the Federal contract that requires its participation in E-Verify is terminated or completed. In such cases, the Web Services E-Verify Employer Agent must provide written notice to DHS. If the Web Services E-Verify Employer Agent fails to provide such notice, then that Employer will remain an E-Verify participant, will remain bound by the terms of this MOU that apply to non-Federal contractor participants, and will be required to use the E-Verify procedures to verify the employment eligibility of all newly hired employees.

4. The Web Services E-Verify Employer Agent agrees that E-Verify is not liable for any losses, financial or otherwise, if the Web Services E-Verify Employer Agent or the Employer is terminated from E-Verify.

ARTICLE VII
PARTIES

A. Some or all SSA and DHS responsibilities under this MOU may be performed by contractor(s), and SSA and DHS may adjust verification responsibilities between each other as necessary. By separate agreement with DHS, SSA has agreed to perform its responsibilities as described in this MOU.

B. Nothing in this MOU is intended, or should be construed, to create any right or benefit, substantive or procedural, enforceable at law by any third party against the United States, its agencies, officers, or employees, or against the Web Services E-Verify Employer Agent, its agents, officers, or employees.

C. The Web Services E-Verify Employer Agent may not assign, directly or indirectly, whether by operation of law, change of control or merger, all or any part of its rights or obligations under this MOU without the prior written consent of DHS, which consent shall not be unreasonably withheld or delayed. Any attempt to sublicense, assign, or transfer any of the rights, duties, or obligations herein is void.

D. Each party shall be solely responsible for defending any claim or action against it arising out of or related to E-Verify or this MOU, whether civil or criminal, and for any liability wherefrom, including (but not limited to) any dispute between the Web Services E-Verify Employer Agent or the Employer and any other person or entity regarding the applicability of Section 403(d) of IIRIRA to any action taken or allegedly taken by the Web Services E-Verify Employer Agent or the Employer.

E. The Web Services E-Verify Employer Agent understands that its participation in E-Verify is not confidential information and may be disclosed as authorized or required by law and DHS or SSA policy, including but not limited to, Congressional oversight, E-Verify publicity and media inquiries, determinations of compliance with Federal contractual requirements, and responses to inquiries under the Freedom of Information Act (FOIA).

F. The individuals whose signatures appear below represent that they are authorized to enter into this MOU on behalf of the Employer, the Web Services E-Verify Employer Agent and DHS respectively. The Web Services E-Verify Employer Agent understands that any inaccurate statement, representation, data or other information provided to DHS may subject the Web Services E-Verify Employer Agent, as the case may be, its subcontractors, its employees, or its representatives to: (1) prosecution for false statements pursuant to 18 U.S.C. 1001 and/or; (2) immediate termination of its MOU and/or; (3) possible debarment or suspension.

G. The foregoing constitutes the full agreement on this subject between DHS, the Employer, and the E-Verify Employer Agent. (Employer) hereby designates and appoint (E-Verify Employer Agent) including its officers and employees, as the E-Verify Employer Agent for the purpose of carrying out (Employer) responsibilities under the MOU between the Employer, the E-Verify Employer Agent, and DHS.
If you have any questions, contact E-Verify at 1-888-464-4218.

Company ID Number: 72760 **Client Company ID Number:** 2160644

Approved by:

Employer Lou Hammond and Associates Inc SC	
Name (Please Type or Print) Christiana Daza	Title
Signature Electronically Signed	Date 05-28-2023
E-Verify Employer Agent ADP TotalSource, Inc. (GA)	
Name (Please Type or Print) WFN eVerify TS Team	Title
Signature Electronically Signed	Date 05-28-2023
Department of Homeland Security – Verification Division	
Name (Please Type or Print) USCIS Verification Division	Title
Signature Electronically Signed	Date 05-28-2023

Company ID Number: 72760 **Client Company ID Number:** 2160644

Information Required for the E-Verify Program **Information relating to your Company:**	
Company Name	Lou Hammond and Associates Inc SC
Company Facility Address	145 King Street Charleston, SC 29401
Company Alternate Address	
County or Parish	CHARLESTON
Employer Identification Number	204744410
North American Industry Classification Systems Code	541
Parent Company	
Number of Employees	10 to 19
Number of Sites Verified for	1 site(s)

Company ID Number: 72760 **Client Company ID Number:** 2160644

Are you verifying for more than 1 site? If yes, please provide the number of sites verified for in each State:

SC	1

Company ID Number: 72760 **Client Company ID Number:** 2160644

Information relating to the Program Administrator(s) for your Company on policy questions or operational problems:

Name	Christiana Daza
Phone Number	8437228880
Fax	
Email	crisn@louhammond.com

Company ID Number: 72760

Client Company ID Number: 2160644

This list represents the first 20 Program Administrators listed for this company.

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Lou Hammond Group Florida, Inc.

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☑ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . _____

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) _____

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____

(Applies to accounts maintained outside the United States.)

5 Address (number, street, and apt. or suite no.). See instructions.

145 King Street Ste 411

Requester's name and address (optional)

6 City, state, and ZIP code

Charleston, SC 29401

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

☐☐☐ – ☐☐ – ☐☐☐☐

or

Employer identification number

0 1 – 0 7 4 0 6 8 0

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person** **Date** 2/26/25

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they



Detail by Entity Name

Florida Profit Corporation
LOU HAMMOND GROUP FLORIDA, INC.

Filing Information

Document Number	P02000078131
FEI/EIN Number	01-0740680
Date Filed	07/16/2002
State	FL
Status	ACTIVE
Last Event	AMENDMENT
Event Date Filed	08/12/2024
Event Effective Date	NONE

Principal Address

200 Central Ave
4th Floor
STE 320
St. Petersburg, FL 33701

Changed: 07/21/2022

Mailing Address

145 King Street
Suite 411
Charleston, SC 29401

Changed: 03/25/2013

Registered Agent Name & Address

NORTHWEST REGISTERED AGENT LLC
7901 4TH ST N STE 300
ST. PETERSBURG, FL 33702

Name Changed: 01/29/2021

Address Changed: 01/29/2021

Officer/Director Detail

Name & Address

Title Chairman/Founder

HAMMOND, LOU R
900 3rd Avenue
Suite 401
NEW YORK, NY 10022

Title CEO

HAMMOND, STEPHEN
900 3rd Avenue
Suite 401
NEW YORK, NY 10022

Annual Reports

Report Year	Filed Date
2023	07/18/2023
2024	07/12/2024
2025	02/11/2025

Document Images

02/11/2025 -- ANNUAL REPORT	View image in PDF format
08/12/2024 -- Amendment	View image in PDF format
07/12/2024 -- ANNUAL REPORT	View image in PDF format
05/29/2024 -- Name Change	View image in PDF format
07/18/2023 -- ANNUAL REPORT	View image in PDF format
07/21/2022 -- ANNUAL REPORT	View image in PDF format
01/29/2021 -- ANNUAL REPORT	View image in PDF format
01/29/2021 -- Reg. Agent Change	View image in PDF format
12/04/2020 -- Amendment	View image in PDF format
02/19/2020 -- ANNUAL REPORT	View image in PDF format
02/15/2019 -- ANNUAL REPORT	View image in PDF format
03/28/2018 -- ANNUAL REPORT	View image in PDF format
02/23/2017 -- ANNUAL REPORT	View image in PDF format
03/02/2016 -- ANNUAL REPORT	View image in PDF format
02/17/2015 -- ANNUAL REPORT	View image in PDF format
01/17/2014 -- ANNUAL REPORT	View image in PDF format
03/25/2013 -- ANNUAL REPORT	View image in PDF format
03/20/2012 -- ANNUAL REPORT	View image in PDF format
01/04/2011 -- ANNUAL REPORT	View image in PDF format
01/31/2010 -- ANNUAL REPORT	View image in PDF format
03/23/2009 -- ANNUAL REPORT	View image in PDF format
11/07/2008 -- REINSTATEMENT	View image in PDF format
10/08/2007 -- REINSTATEMENT	View image in PDF format
07/14/2006 -- ANNUAL REPORT	View image in PDF format
09/08/2005 -- ANNUAL REPORT	View image in PDF format
08/09/2004 -- ANNUAL REPORT	View image in PDF format
05/01/2003 -- ANNUAL REPORT	View image in PDF format

08/14/2002 -- Name Change	View image in PDF format
07/16/2002 -- Domestic Profit	View image in PDF format

Florida Department of State, Division of Corporations

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CASE STUDY

EXPLORE CHARLESTON | A 16-YEAR PARTNERSHIP

CHALLENGE

Change Charleston's perception from a second-tier tourist destination to a highly sought-after vacation experience and good place to do business.

ACTION

- **Launched** annual Charleston Wine & Food Festival and Charleston Heritage Federation to elevate the city's profile among culinary and arts/culture audiences.
- **Advocated** Explore Charleston's tourism management initiatives through public relations and social media services on behalf of the Charleston Hospitality Association. Provided crisis communications and recovery support ongoing.
- **Arranged** relationships with *NBC's "TODAY,"* resulting in two on-location segment series.

RESULTS

- **Charleston judged** #1 Small U.S. City, *Condé Nast Traveler*, ranked #1 U.S. City, *Travel + Leisure* (12 years in a row); won Best U.S. City, *AFAR* and voted The South's Best City, *Southern Living*. As a result, research links activity to increased airlift from multiple airlines.
- **Results** a 50% sustained growth reported in tourism revenue and the establishment that Charleston is a four-season destination.

Average Annual Reach: 996 million+ impressions



CASE STUDY

JEKYLL ISLAND AUTHORITY | A 1.5-YEAR PARTNERSHIP

CHALLENGE

Solidify Jekyll Island as the go-to destination for travelers seeking a unique experience to see and learn about sea turtles, while also positioning the island as a premier destination for conservation and eco-tourism activities.

ACTION

- **Hosted** six journalists for sea turtle experiences, including a CNN broadcast crew.
- **Generated** national coverage in FOX News, ABC, NPR, USA Today, Southern Living and more.
- **Showcased** the destination's array of offerings through segmented pitching and creative story angles.

RESULTS

- **Three** CNN broadcast segments highlighting Jekyll Island's sea turtles and conservation efforts.
- **Secured** 3.3 billion+ impressions in just seven months.

Average Annual Reach: 3.6 billion+ impressions



Page 625 of 1348

CASE STUDY

SANTA FE | A 15-YEAR PARTNERSHIP

CHALLENGE

Expand Santa Fe's reputation as one of America's most culturally rich art cities. Drive increased awareness as well for culinary and outdoor segments to local, regional, and national audiences.

ACTION

- **Launched** PR campaign matching messaging to outlets, underscoring outdoor and culinary strengths of the city.
- **Organized** media tours from top feeder markets, including New York, Los Angeles, San Francisco, Chicago, Denver, Houston, Dallas, Phoenix; met 30+ outlets annually.
- **Coordinated** press visits of 50+ key travel writers, *Austin-American Statesman, Chicago Tribune, The Dallas Morning News, Forbes* and *USA Today*, and customized itineraries allowing behind-the-scenes access.
- **Co-hosted** 10+ journalists annually with Ski Santa Fe, showcasing accessibility to the slopes.
- **Partnered** with New Mexico Tourism to host the Bachelor; leveraged episode to create secondary coverage with distinctive hotel packages.
- **Launched** Santa Fe Margarita Trail, featuring 30 different spots throughout the city.

RESULTS

- Dedicated coverage in *The Los Angeles Times, USA Today* and *New York Times*; magazines: *Condé Nast Traveler, National Geographic Traveler, AFAR, Robb Report* and *Travel + Leisure*; websites: *Huffington Post, Forbes.com*; meeting trades: *Successful Meetings* and more. Average 250 stories per year. Named America's "Number One Culinary Getaway," *Travel + Leisure*. Consecutive Top 5 "Best U.S. City" Ranking, *Travel + Leisure*. #2 Small City, *Condé Nast Traveler*. Best Little Cities To Live If You Love Outdoors, *Market Water*.
- Santa Fe ranked #2 Favorite City in the U.S. *Travel + Leisure* 2023 World's Best and *Condé Nast Traveler* 2023 Readers Choice Awards

Average Annual Reach: 1 billion+ impressions



CASE STUDY

VISIT MISSISSIPPI | A 3-YEAR PARTNERSHIP

CHALLENGE

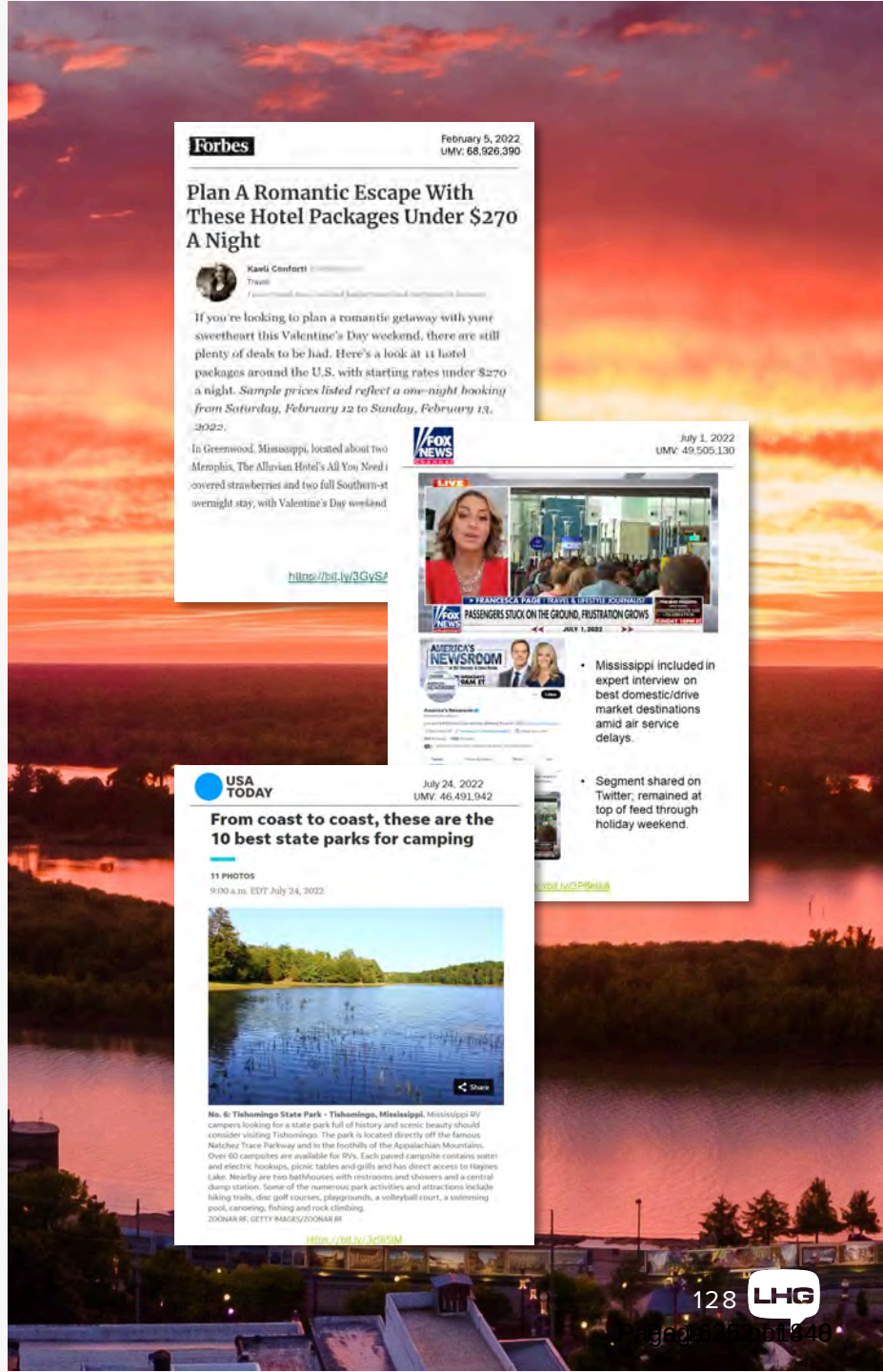
Position Mississippi as an undiscovered southeastern destination offering unmatched outdoor, historic, culinary and cultural experiences and hospitality that “welcomes all who wander” in a more inclusive way than previously perceived.

ACTION

- **Implemented** a statewide regional strategy for media relations, matching agency ambassadors with individual stakeholders to ensure equitable coverage.
- **Introduced** Mississippi to national and regional media through a series of regional highlights showcasing the outdoor, civil rights, culinary and cultural attractions, events and unique lodging found around the state.
- **Hosted** media and influencers on individual trips to experience multiple destinations within the state based on road-trip, outdoor adventure and culinary themes.
- **Executed** media missions in target markets (New York, Chicago, Atlanta) in conjunction with major events like the Chicago Blues Festival and Atlanta Food and Wine Festival.
- **Partnered** with *Fox News* to tout Mississippi as a top domestic drive market along with a satellite media tour targeting major markets.

RESULTS

- **Secured** coverage in *USA Today, Forbes, Thrillist, Southern Living, Travel and Leisure, Ebony, Atlanta Journal Constitution, Matador Network and Smart Meetings,* among others.



Collier County
Procurement Services Division

Email: Lisa.Oien@colliercountyfl.gov
Telephone: (239) 252-8935

Addendum #1

Date: 3/24/2025

From: Lisa Oien, Procurement Strategist

To: Interested Bidders

Subject: Addendum #1 Solicitation: 24-8318 Tourism Public Relations Services

The following clarifications are issued as an addendum:

Change 1:

Added in the attachment section: 24-8318 Supplemental Information – Visitor Behavior Report

In response to Questions number 6 and 7 in OpenGov. See also website: www.paradisecoast.com

If you require additional information, please post a question on our Bid Sync (www.bidsync.com) bidding platform under the solicitation for this project.

Please sign below and return a copy of this Addendum with your submittal for the above referenced solicitation.

(Signature)	3/27/25 Date

Lou Hammond Group Florida, Inc
(Name of Firm)

Not Applicable

FORM 6

IF APPLICABLE

GRANT PROVISIONS AND ASSURANCES FORMS ARE PROVIDED IN SEPARATE PACKAGE AND MUST BE COMPLETED AND EXECUTED IN ITS ENTIRTY AND RETURNED WITH THE SUBMISSION OF THE BID/PROPOSAL.

FAILURE TO DO SO MAY DEEM YOU NON-RESPONSIVE.

Collier County

INSURANCE REQUIREMENTS COVERSHEET

Project Name
Tourism Public Relations Services
Vendor Name
Lou Hammond Group Florida, Inc.
Solicitation/Contract No.
24-8318
Attachments
☐ Risk Approved Insurance Requirements ☑ Risk Approved Insurance Certificate(s)
Comments
COI is in compliance.
Attachments Approved by Risk Management Division
Approval: DareusHeidi Digitally signed by DareusHeidi Date: 2025.07.17 15:20:18 -04'00'

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 6/27/25

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATIONIS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH & MCLENNAN AGENCY LLC 22272260 2301 SUGAR BUSH ROAD STE 600 RALEIGH NC 27612	CONTACT NAME: PHONE (A/C, No, Ext): (919) 878-9412 FAX (A/C, No): (919) 256-1969 E-MAIL ADDRESS:
	INSURER(S) AFFORDING COVERAGE — NAIC#
	INSURER A : Hartford Underwriters Insurance Company — 30104
INSURED LOU HAMMOND & ASSOCIATES INC 145 KING ST STE 411 CHARLESTON SC 29401-2231	INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED.NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR [X] General Liability GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:	X		22 SBA BH6DFE	7/12/25	7/12/26	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$1,000,000 $1,000,000 $10,000 $1,000,000 $2,000,000 Excluded
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] ALL OWNED AUTOS [ ] SCHEDULED AUTOS [X] HIRED AUTOS [X] NON-OWNED AUTOS			22 SBA BH6DFE	7/12/25	7/12/26	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$1,000,000
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $ 10,000			22 SBA BH6DFE	7/12/25	7/12/26	EACH OCCURRENCE AGGREGATE	$5,000,000 $5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N [ ] (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/ A					[ ] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE -EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	
A	Employment Practices Liability Insurance			22 SBA BH6DFE	7/12/25	7/12/26	Each Claim Limit Annual Aggregate Limit	$25,000 $25,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations. Certificate holder is an additional insured per the Business Liability Coverage Form SL3032 attached to this policy. Coverage is primary and noncontributory per the Business Liability Coverage Form SL0000, attached to this policy.

CERTIFICATE HOLDER

Collier County Board of
County Commissioners
3295 TAMIAMI TRL E
NAPLES FL 34112

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Susan L. Castaneda

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
07/11/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Marsh Affinity	
Marsh Affinity a division of Marsh USA LLC. PO BOX 14404 Des Moines, IA 50306-9686	PHONE (A/C, No, Ext): 800-743-8130	FAX (A/C, No):
	E-MAIL ADDRESS: ADPTotalSource@marsh.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : New Hampshire Insurance Co.	23841
INSURED	INSURER B :	
ADP TotalSource FL XVII, Inc. 5800 Windward Parkway Alpharetta, GA 30005 L/C/F: Lou Hammond & Associates, Inc 900 3RD AVE RM 401 SUITE 200 New York, NY 100220000	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	☐ OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WC 063537259 NY	07/01/2025	07/01/2026	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ Unlimited
							E.L. DISEASE - EA EMPLOYEE	$ Unlimited
							E.L. DISEASE - POLICY LIMIT	$ Unlimited

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All worksite employees working for Lou Hammond & Associates, Inc paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. Proprietor/Partner/Executive Officer/Member are not excluded as long as they are in the ADP TS payroll or have completed the SEI Participation Addendum.

CERTIFICATE HOLDER

Collier County Board of County Commissioners
295 Tamiami Trail E.
Naples, FL 34112

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE Jo Phillips

ACORD 25 (2016/03)

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 08/27/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Karen Ferrara, CISR	
C. T. Lowndes - Mt. Pleasant Office 966 McCants Dr. Mt. Pleasant SC 29464	PHONE (A/C, No, Ext): (843) 884-3159	FAX (A/C, No): (843) 881-8891
	E-MAIL ADDRESS: kferrara@ctlowndes.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Continental Casualty - CNA	20443
INSURED Lou Hammond & Associates, Inc. 145 King St, Ste 411 Charleston SC 29401	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** 25-27 E&O **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:			No Coverage Provided			EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ $ $ $ $ $
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			No Coverage Provided			COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ $ $ $
	☐ UMBRELLA LIAB ☐ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION $			No Coverage Provided			EACH OCCURRENCE AGGREGATE	$ $
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ N / A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			No Coverage Provided			☐ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ $ $
A	Errors and Omissions Liability			596361873	08/28/2025	08/28/2027	General Aggregate Each Occurrence	$2,000,000 $2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the insureds operation.

CERTIFICATE HOLDER

Collier County Board of
County Commissioners
3295 Tamiami Trail East
Naples FL 34112

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Willard A. Silcox III

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Executive Summary

Recommendation to approve a request for reimbursement from the City of Naples for FY 24/25 in the amount not to exceed $675,000 using Tourist Development Tax funds for beach maintenance and Lowdermilk Park parking lot maintenance, waive any irregularities in the process, authorize the necessary Budget Amendment, and make a finding that this expenditure promotes tourism.

OBJECTIVE: Approve the City of Naples' request for reimbursement of tourist development tax funds.

CONSIDERATIONS: The City of Naples applies for Tourist Development Tax grants each year through the Tourist Development Council (TDC). Due to unforeseen circumstances, the City did not submit its Grant Application(s) in Summer 2024. During the Spring/Summer of 2024, the County and City were working together to amend the FY24 application due to Hurricane Ian's damage to the Naples Pier. The funding is very important to the City due to the work needed to restore and maintain the beach after these 3 storms. The City submitted the applications in August 2025 and is seeking tourist development tax funding for FY 24-25 for authorized uses of the Tourist Development Tax for Naples Beach Maintenance and Lowdermilk Park Maintenance.

The City performed the work in FY 24-25 and is seeking reimbursement. County Staff support the City's request due to the work performed on City beaches and in Lowdermilk Park. The Grant Application requests $500,000 for Naples Beach Maintenance, including Beach Maintenance Staff Salaries ($300,000) and Beach Maintenance ($200,000). The City is also seeking reimbursement of $175,000 for Lowdermilk Park maintenance of beach park facilities, including replacing picnic tables and benches ($75,000), beach park maintenance ($75,000), and parking lot drainage maintenance ($25,000).

County Staff will review and approve the invoices prior to submittal, which will not exceed $675,000. Following approval, the invoices will be submitted to County Finance for payment.

This item is consistent with the Infrastructure and Asset Management element of Collier County's Strategic Plan by preparing for the impacts of natural disasters on our critical infrastructure and natural resources.

ADVISORY COMMITTEE RECOMMENDATIONS: This item was presented to the Coastal Advisory Committee on September 11, 2025 (5-0), and will be presented to the Tourist Development Council on September 16, 2025.

FISCAL IMPACT: Funding in the amount of $500,000 is budgeted for Fiscal Year 2025 within the TDC Beach Renourishment Fund (1105), project (90527) and a budget amendment will be required to appropriate reserves in the amount of $175,000 for Lowdermilk Park Maintenance Project (50308). The source of funding is the Tourist Development Tax.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. – CMG

RECOMMENDATIONS: To approve a request for reimbursement from the City of Naples for FY 24-25 in the amount not to exceed $675,000 using Tourist Development Tax funds for Naples Beach Maintenance and Lowdermilk Park parking lot maintenance, waive any irregularities in the process, authorize the necessary budget amendment, and make a finding that this expenditure promotes tourism.

PREPARED BY: Andrew Miller, Coastal Zone Management

ATTACHMENTS:

1. FY24-25- TDC Grant Application

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Naples Beach Maintenance

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   This is an annual TDC funded project essential for support of maintenance on local beaches. The City is responsible for the upkeep and grooming of TDC eligible beaches within the City limits. Under this project, the City removed litter, accumulation of algae and rocks along public access beach portions of the Gulf within the City's jurisdictional limits. These funds would also help to support the daily operation on the beach. Funding is a benefit to both residents and tourist populations, and to the preservation and protection of the beach, shoreline and its overall appearance and investment. This year's request includes the partial reimbursement for FY25 beach maintenance, which is $1,428,300. Our plan is to enhance beach facilities (example: walkovers, signage, furnishings, vegetation, trash cans, etc.) & much needed staffing. We are requesting the same $500,000 that was amended in FY24.

   Location: Naples Beach – Beaches located in the city limits of Naples.

5. **Estimated project start date:** October 1, 2024

6. **Estimated project duration:** 12 Months

7. **Total TDC Tax Funds Requested:** $500,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

Yes (X) No ( )

Naples Beach Maintenance

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 500,000
City/Taxing District Share	$
State of Florida Share	$ -
Federal Share	$
TOTAL	$ 500,000

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Beach Maint Staff Salaries	$ 300,000
Beach Maint	$ 200,000
	$
	$
	$
TOTAL	$ 500,000

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

Signature of Sponsor Organization's Chief Official — **Date** 8/29/2025

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Lowdermilk Park Maintenance/Repairs

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   This is an annual TDC funded project essential for support of maintenance at Lowdermilk Park. The City is responsible for the upkeep and grooming of TDC eligible beaches within the City limits. The City performs necessary maintenance in Lowdermilk Park (beach park) each year, which includes the upkeep of the concession/restroom building, walkovers, landscaping, parking lot improvements, and other maintenance tasks as needed. During the FY25 the City plans to complete maintenance that include replacing existing picnic tables and benches in the beach park ($75k) and general maintenance of the park ($75k) that includes cleaning, pressure washing, and drainage repairs for the parking lot ($25k).

   Location: Lowdermilk Park

5. **Estimated project start date:** October 1, 2024

6. **Estimated project duration:** 18 Months

7. **Total TDC Tax Funds Requested:** $175,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Lowdermilk Park Maintenance/Repairs

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 175,000
City/Taxing District Share	$
State of Florida Share	$ -
Federal Share	$
TOTAL	$ 175,000

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Replacement of picnic tables and benches	$ 75,000
Beach park maintenance	$ 75,000
Parking lot drainage maintenance	$ 25,000
	$
	$
TOTAL	$ 175,000

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

Signature of Sponsor Organization's Chief Official — Date: 8/29/2025

Executive Summary

Recommendation to approve the FY 2025-2026, 10-Year Capital Planning document for Tourist Development Tax funds in TDC Beach Renourishment Fund (1105) and TDC Engineering Fund (1102) and make a finding that these expenditures promote tourism.

OBJECTIVE: To obtain approval for the annually updated 10-year capital planning document for the County's beach and inlet management program.

CONSIDERATIONS: A 10-year capital planning document has been developed by Collier County staff to identify and balance long-term capital requirements/expenses and revenues received from the Tourist Development Tax Fund (1105) for beach renourishment and pass maintenance. This document is strictly for planning purposes. The Coastal Advisory Committee, the Tourist Development Council, and the Board of County Commissioners will review grant requests and expenditure requests.

Additionally, the Florida Department of Environmental Protection (FDEP) Local Government Funding Request (LGFR) program requires that a 10-year planning document be utilized and approved for all municipalities seeking cost-share funding for Beach Management projects. Approval of this document for planning purposes satisfies the intent of this program.

This item supports the Quality of Place objective within the Collier County Strategic Plan by preserving and enhancing the character of our community, protecting our natural resources, providing quality amenities and recreational opportunities, and promoting Collier County as an exceptional tourist destination.

ADVISORY BOARD RECOMMENDATIONS: This item was presented to the Coastal Advisory Committee (CAC) on September 11, 2025 (5-0), and will be presented to the Tourist Development Council (TDC) on September 16, 2025.

FISCAL IMPACT: There is no fiscal impact for this action. Funding for this program is provided by Tourist Development Taxes.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. – CMG

RECOMMENDATIONS: To approve the FY 2025-2026, 10-Year Capital Planning document for Tourist Development Tax funds in TDC Beach Renourishment Fund (1105) and TDC Engineering Fund (1102) and make a finding that this item promotes tourism.

PREPARED BY: Andrew Miller, P.E., Coastal Zone Management, Capital Project Planning, Impact Fees and Program Management Division

ATTACHMENTS:

1. 10-Year Plan
2. Project Description

TDC Beach Renourishment Capital Fund (1105)
2026 CZM 10 Year Projection

		Tentative Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	FY26 - FY30	FY26 - FY35
		FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	5 Year Totals	10 Year Totals
	Sources												
	Roll forward (sum of reserves)	59,472,500	59,843,300	66,642,700	69,062,900	72,246,700	68,293,300	65,332,800	69,251,700	70,470,500	76,338,700	59,472,500	59,472,500
	Carry Forward to Fund Project Roll	-	-	-								-	-
	TDC (Fund 1105) Revenue	15,522,000	15,677,200	15,834,000	15,992,300	16,152,200	16,313,700	16,476,800	16,641,600	16,808,000	16,976,100	79,177,700	162,393,900
	Revenue Reserve	(838,600)	-	-	-	-	-	-	-	-	-	(838,600)	(838,600)
	Adv/Repay	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000	2,500,000
	FEMA/FDEP Reimbursements											-	-
	Interest	1,250,000	598,400	666,400	690,600	722,500	682,900	653,300	692,500	704,700	763,400	3,927,900	7,424,700
	Total Funding	**75,655,900**	**76,368,900**	**83,393,100**	**85,995,800**	**89,371,400**	**85,539,900**	**82,712,900**	**86,835,800**	**88,233,200**	**94,328,200**	**142,989,500**	**230,952,500**
	Uses	**FY26**	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**	**FY33**	**FY34**	**FY35**	**5 Year Totals**	**10 Year Totals**
Proj. No.	**Beach Projects**												
90077	Beach Emerg Response		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000		1,200,000	2,400,000
50154	Hurricane Irma											-	-
50280	Hurricane Ian											-	-
50320	Hurricane Milton												
												-	-
Proj. No.	**Collier Beach Renourishment**											-	-
80301	Collier Beach Renourishment	-	-	-	-	-	-	-	-	-		-	-
90068	Naples Beach Engineering, NTP & Renourishment	5,000,000	-	-	-	1,750,000	3,250,000	-	-	1,750,000	3,250,000	6,750,000	15,000,000
90067	Park Shore Beach Engineering, NTP & Renourishment	-	-	-	875,000	1,625,000	-	-	875,000	1,625,000	-	2,500,000	5,000,000
90066	Vanderbilt Beach Engineering, NTP & Renourishment	5,000,000	-			1,750,000	3,250,000			1,750,000	3,250,000	6,750,000	15,000,000
90069	Clam Pass Beach Engineering, NTP & Renourishment		-		525,000	975,000	-		525,000	975,000	-	1,500,000	3,000,000
90071	Marco Island South, NTP & Renourishment	200,000	1,000,000	-	-	200,000	1,000,000			200,000	1,000,000	1,400,000	3,600,000
90074	North Park Shore Beach NTP & Renourishment (phase out)											-	-
90076	Tiger Tail Beach Access Road Expansion	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	250,000
90065	Local Government Funding Request (LGFR)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	250,000
80165	CO Beach Analysis					25,000				25,000		25,000	50,000
80366	Beach Resiliency	-	5,000,000	10,000,000	8,750,000	8,750,000	8,750,000	8,750,000	8,750,000			32,500,000	58,750,000
Proj No.	**Inlet Projects**												
80288	Wiggins Pass Dredging	1,600,000	75,000	750,000	100,000	1,600,000	75,000	750,000	100,000	1,600,000	75,000	4,125,000	6,725,000
90549	Doctor's Pass Dredging	500,000	25,000	300,000	50,000	500,000	25,000	300,000	50,000	500,000	25,000	1,375,000	2,275,000
88032	Clam Pass Dredging (Pel Bay)	250,000	20,000	250,000	20,000	250,000	20,000	20,000	20,000			790,000	850,000
90072	Collier Creek Modeling, Jetty Rework and Channel Training	-	-	-			-	180,000	2,000,000			-	2,180,000
90007	Tigertail Lagoon Project		380,000		380,000		380,000		380,000		380,000	760,000	1,900,000
Proj No.	**Regulatory**												
80171	Beach Tilling - County Wide	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	150,000	300,000
90033	Near Shore Hard Bottom Monitoring & Seagrass Monitoring	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	1,150,000	2,300,000
90297	Shorebird Monitoring	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	250,000
90536	City/County Physical Beach and Pass Monitor	170,000	170,000	170,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	880,000	1,805,000
91105	Transfer to Fund 119 Beach Turtle Monitoring	241,000	171,700	171,700	171,700	171,700	171,700	171,700	171,700	171,700	171,700	927,800	1,786,300
Proj No.	**Maintenance**												
80378	Tractor Shelter												-
90527	Beach Cleaning-Naples	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	2,000,000
90533	Beach Cleaning-County/Marco	670,900	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,470,900	2,470,900
80407	Jolly Bridge Maintenance											-	-
90044	Vegetation Repairs-Exotic Removal		200,000			200,000			200,000			400,000	600,000
50308	Lowdermilk Park maintenance / City of Naples	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000	2,000,000
Proj No.	**Structures**												
90096	Naples Pier					400,000	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Proj No.	**Administration**												
90020	Fund 195 Admin Costs	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	375,000	750,000
	Total Direct Project Cost	14,441,900	8,351,700	12,951,700	12,366,700	19,691,700	18,816,700	12,066,700	14,966,700	10,491,700	9,746,700	67,803,700	133,892,200
		-	-	-	-	-	-	-	-	-	-	-	-
99195	Interest Redirection	-	-	-	-	-	-	-	-	-	-	-	-
91105	Transfer to 185 Operating	982,600	982,600	982,600	982,600	982,600	982,600	982,600	982,600	982,600	982,600	4,913,000	9,826,000
91105	Transfer to Tax Collecter (Revenue Collection Exp)	388,100	391,900	395,900	399,800	403,800	407,800	411,900	416,000	420,200	424,400	1,979,500	4,059,800
99195	Adv/Repay to 370												
99195	Reserves General	-	-	-	-	-	-	-	-			-	-
99195	Reserve for Catastrophe (increase by 500K/yr up to 10M in res	1,500,000	2,000,000	2,500,000	3,000,000	3,500,000	4,000,000	4,500,000	5,000,000	5,500,000	6,000,000	3,500,000	6,000,000
99195	Reserve for Unrestricted Capital											-	-
99195	Reserve - FDEP/FEMA Refunding/Deobligation	-	-	-	-	-	-	-	-	-	-	-	-
	Total Programmed	17,312,600	11,726,200	16,830,200	16,749,100	24,578,100	24,207,100	17,961,200	21,365,300	17,394,500	17,153,700	78,196,200	153,778,000
	Unencumbered Reserve Balance to Roll	**58,343,300**	**64,642,700**	**66,562,900**	**69,246,700**	**64,793,300**	**61,332,800**	**64,751,700**	**65,470,500**	**70,838,700**	**77,174,500**	**64,793,300**	**77,174,500**

COASTAL ZONE MANAGEMENT - FY 25 – 29 PROJECT DESCRIPTIONS

BEACH PROJECTS

Beach Emergency Response (90077)
These projects include funding for unforeseen emergency projects which may include storm erosion and / or cleanup, biological debris cleanup, pollution, and others. Funding availability is critical for immediate response to issues regarding public safety and welfare.

Collier Beach Renourishment (80301)
Funding within this project is programmed for engineering, permitting, and construction of Naples Beach where annual monitoring results indicate erosion to remains available for miscellaneous renourishment of the County's beaches. No new funding is programmed.

Naples Beach Engineering, NTP & Renourishment (90068)
Funding within this project is programmed for engineering, permitting, and construction of Naples Beach from Doctors Pass to 21st Avenue South, where annual monitoring results indicate erosion of beach widths to below the County standard of 100'.

Park Shore Engineering, NTP & Renourishment (90067)
Funding within this project is programmed for engineering, permitting, and construction of Park Shore Beach from Seagate Drive to Doctors Pass, where annual monitoring results indicate erosion of beach widths to below the County standard of 85'.

Vanderbilt Beach Engineering, NTP & Renourishment (90066)
Funding within this project is programmed for engineering, permitting, and construction of Vanderbilt Beach from Delnor Wiggins State Park to approximately ½ mile south of Vanderbilt Beach Road, where annual monitoring results indicate erosion of beach widths to below the County standard of 100'.

Clam Pass Park Beach Engineering, NTP & Renourishment (90069)
Funding within this project is programmed for engineering, permitting, and construction of Clam Pass Park Beach from Clam Pass to Seagate Drive, where annual monitoring results indicate erosion of beach widths to below the County standard of 85'.

Marco Island South Beach Engineering, NTP & Renourishment (90071)
Funding within this project is programmed for engineering, permitting, and construction of South Marco Island Beach from Eagles Nest condominium to the Cape Marco condominium complex, where annual monitoring results indicate erosion of beach widths to below the County standard of 100'.

Tigertail Beach Access Expansion (90076)

Funding within this project will remain for the ongoing maintenance of the access pathway from Tigertail Park parking area to Tigertail Beach for use in heavy beach maintenance equipment access to Marco Island Beach.

Local Government Funding Request (LGFR) (90065)
Funding within this project will be used to fund professional consultant services in assisting with FDEP's annual grant applications for beach and inlet management funding assistance.

CO Beach Analysis (80165)
Funding within this project will be used for consultant services for periodic updates to the Collier County Beach History document.

INLET PROJECTS

Wiggins Pass Dredging (80288)
Funding within this project is programmed for engineering, permitting, and construction of periodic maintenance dredging of Wiggin Pass.

Doctors Pass Dredging (90549)
Funding within this project is programmed for engineering, permitting, and construction of periodic maintenance dredging of Doctors Pass.

Clam Pass Dredging (88032)
Funding within this project is programmed for engineering, permitting, and construction of periodic maintenance dredging of Clam Pass by Pelican Bay Services Division.

Collier Creek Modeling, Jetty Re-work and Channel Training (90072)
Funding within this project is programmed for engineering, permitting, and construction of periodic maintenance dredging and construction and maintenance of erosion control structures at Collier Creek.

Tigertail Lagoon Project (90007)
Funding within this project is programmed for the County's participation in the Marco Island / Hideaway Beach Tigertail Lagoon Restoration Project.

REGULATORY

Beach Tilling – County Wide (80171)
Funding within this project is programmed for tilling of the County's beaches prior to sea turtle nesting season when required as a permit condition for construction.

Near Shore Hard Bottom Monitoring & Seagrass Monitoring (90033)
Funding within this project is programmed for annual hardbottom and seagrass monitoring of the County's beaches and inlets when required as a permit condition for construction.

Shorebird Monitoring – County Wide (90297)
Funding within this project is programmed for monitoring for shorebird nesting activities along the County's beaches required as a permit condition for construction.

City/County Physical Beach and Pass Monitor (90536)
Funding within this project is programmed for annual beach and inlet monitoring surveys and reporting to FDEP as permit conditions for construction.

Transfer to Fund 119 Beach Turtle Monitoring (91105)
Funding within this project is programmed for annual beach monitoring of sea turtle nesting activities and reporting to FDEP as permit conditions for construction.

MAINTENANCE

Tractor Shelter (80378)
Funding within this project is programmed for maintenance of shelters at Vanderbilt Beach and Marco Island for tractor and equipment storage used for beach maintenance.

Beach Cleaning-Naples (90527)
Funding within this project is programmed for reimbursement to the City of Naples for beach cleaning provided by City resources.

Beach Cleaning-County/Marco (90533)
Funding within this project is programmed for beach cleaning provided by County staff on Collier and Marco Island beaches.

Jolly Bridge Maintenance (80407)
Funding within this project is programmed for maintenance activities at the Collier County waterfront site at the northeast end of Jolly Bridge near Marco Island.

Vegetation Repairs – Exotic Removal (90044)
Funding within this project is programmed for maintenance activities along Collier beaches dunes to remove non-native / invasive plant species.

Lowdermilk Park maintenance / City of Naples (50308)
Funding within this project is programmed for maintenance activities by the City of Naples for Lowdermilk Park.

STRUCTURES

Naples Pier (90096)
Funding within this project is programmed for reimbursement to the City of Naples for repairs and maintenance of the Naples Pier provided by City resources.

ADMINISTRATION

Administration (90020)
Funding within this project is programmed for reimbursement to general fund 185 from TDC fund 195 for administrative costs related to TDC eligible activities.

Executive Summary

Recommendation to approve the fall truck haul beach renourishment project and authorize Tourist Development Tax expenditures for the Vanderbilt Beach Renourishment scheduled for November 2025, with an estimated project cost of $5,500,000; and make a finding that this item promotes tourism (Project 90066).

OBJECTIVE: To obtain a recommendation approving the project and funding for the 2025 truck haul beach renourishment project for Vanderbilt Beach.

CONSIDERATIONS: Staff are seeking project approval and authorization for a 149,500-ton truck haul beach renourishment project for Vanderbilt Beach for an estimated cost of $5,500,000, which shall include but not be limited to the following cost estimates:

- Engineering design, permitting, inspections and project certification - $143,811
- Sand purchase by the County - $1,644,500
- Construction - $3,078,075
- Staff inspectors and inspections

  QA/QC inspections of delivered sand and truck chain-of-custody control - $75,000
  Staff construction observation, oversight, safety monitoring - $25,000

- Shorebird monitoring - $17,500
- Contingency - $516,114

The cost estimate is based on recent historical pricing to support an anticipated construction start date of November 1, 2025. Placement of this sand is expected to renourish the beach for a design life of five (5) years, assuming no exceptional storms, hurricanes, or unexpected weather conditions.

The sand quantities estimated for this project are based on post-Helene / Milton storm surveys performed in November / December 2024. Actual quantities needed based on field conditions will be determined immediately prior to construction. An adjustment of up to +/- 25% in sand quantities is assumed for this item.

Approval of this item will allow staff to work with Procurement to request a Purchase Order for sand production by Stewart Materials under Contract No. 21-7827, so the beach fill material can be stockpiled and ready to haul once the renourishment construction contract is awarded. Contracts will be presented to the Board of County Commissioners prior to expenditure of funds.

Pelican Bay Services Division also intends to renourish its beaches, coinciding with the Vanderbilt Beach Renourishment under the same County approved contract for Vanderbilt Beach. The County's estimated costs do not include expenditures for Pelican Bay Beach, which will be funded through the Pelican Bay Services Division.

This item is consistent with the Quality of Place Objectives of the County's Strategic Plan.

ADVISORY COMMITTEE RECOMMENDATIONS: This item was presented to the Coastal Advisory Committee (CAC) on September 11, 2025 (5-0), and will be presented to the Tourist Development Council (TDC) on September 16, 2025.

FISCAL IMPACT: The total project cost is anticipated to be $5,500,000. Funding is available in the Tourist Development Tax Beach Renourishment Fund (1105), Vanderbilt Beach Maintenance Project (90066). Source of funding is tourist development tax.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. – CMG

RECOMMENDATIONS: To approve the fall truck haul beach renourishment project and authorize Tourist Development Tax expenditures for the Vanderbilt Beach Renourishment scheduled for November 2025, with an estimated project cost of $5,500,000; and make a finding that this item promotes tourism (Project 90066).

PREPARED BY: Andrew Miller, P.E., Coastal Zone Management, Capital Project Planning, Impact Fees and Program Management Division

ATTACHMENTS:

1. Stewart Materials - Sand
2. 25-8417 BID TABULATION

PM:Andrew Miller
ST:Patrick Boyle

21-7827 Beach Compatiable Sand Supply

Invitations Sent: 3919
Viewed:35
Submitted:3

Vendor	Price of Sand per Ton	Tons of Sand	Sand Total	Miles from 1301 Gulfshore Blvd, Naples FL 34102	Per Mile	Mileage Total	Tons	Delivery Total	Total Bid Price (Sand Total + Delivery)
Stewart Materials	$11.00	75,000.00	$825,000.00	48.30	$0.20	$9.66	75,000.00	$724,500.00	$1,549,500.00
Vulcan Construction Materials	$10.00	75,000.00	$750,000.00	80.00	$0.20	$16.00	75,000.00	$1,200,000.00	$1,950,000.00
Cemex (Non Responsive)	$0.00	75000.00	$0.00	0.00	$0.20	$0.00	75,000.00	$0.00	$75,000.00

	Stewart Materials	Vulcan Construction Materials	Cemex
Vendor Checklist	YES/NO	YES/NO	YES/NO
Form 1: Vendor Declaration Statement	YES	YES	
Form 2: Conflict of Interest Certification Affidavit	YES	YES	
Form 3: Immigration Affidavit Certification	YES	YES	
Form 4: Local Vendor Perference	N/A	N/A	
Business Tax Reciept	N/A	N/A	
Form 5: References	N/A	N/A	
Form 6: Grant Forms	YES	NO	
Insurance Requirements	YES	YES	
W-9	YES	YES	
Sun Biz	YES	YES	
E-Verify	YES	NO	
Addendum(s)	YES	YES	
Bid Schedule	YES	YES	

Opened/Date:Patrick Boyle 1/8/21

Witness/Date:Sarah Hamilton 1/8/21

Project Manager: Andrew Miller
Procurement Strategist: Rita Iglesias

Notifications Sent: 3,238
Viewed: 1,514
Bids Received: 5

VANDERBILT & PELICAN BAY BEACH RENOURISHMENT
CONSTRUCTION ITB NO. 25-8417
BID TABULATION

Bid Description: Transport, placement and grading of pre-purchased beach fill material from Stewart's Immokalee Sand Mine to Vanderbilt and Pelican Bay Beaches and associated construction tasks. Beach construction access will be at Vanderbilt Beach Road.

										NON-RESPONSIVE		NON-RESPONSIVE			
				DICKERSON INFRASTRUCTURE, INC. DBA DICKERSON FLORIDA, INC.		EARTH TECH ENTERPRISES, INC.		PHILLIPS HEAVY, INC.		CAPLING LEVELING, INC.		EAGLE ENGINEERING & LAND DEVELOPMENT, INC.		ENGINEER	
ITEM NO.	DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL PRICE	UNIT PRICE	TOTAL PRICE	UNIT PRICE	TOTAL PRICE	UNIT PRICE	TOTAL PRICE	UNIT PRICE	TOTAL PRICE	UNIT PRICE	TOTAL PRICE
				BEACH FILL											
A. VANDERBILT BEACH															
1	MOBILIZATION & DEMOBILIZATION	1	LS	$ 100,000.00	$ 100,000.00	$ 75,000.00	$ 75,000.00	$ 34,879.64	$ 34,879.64	$ 103,010.01	$ 103,010.01	$ 41,285.91	$ 41,285.91	$ 50,000.00	$ 50,000.00
2	VANDERBILT BEACH ROAD ACCESS, TRANSPORT, FILL PLACEMENT, GRADING, SAND ANALYSIS, TILLING, ACCESS RESTORATION	149,500	TONS	$ 19.25	$ 2,877,875.00	$ 18.50	$ 2,765,750.00	$ 19.02	$ 2,843,490.00	$ 21.00	$ 3,139,500.00	$ 25.86	$ 3,866,070.00	$ 32.25	$ 4,821,375.00
3	TURBIDITY MONITORING	1	LS	$ 27,200.00	$ 27,200.00	$ 21,000.00	$ 21,000.00	$ 30,644.26	$ 30,644.26	$ 30,360.49	$ 30,360.49	$ 37,799.72	$ 37,799.72	$ 18,000.00	$ 18,000.00
4	SURVEYS, CONTROL, LAYOUT, PROGRESS AND FINAL	1	LS	$ 30,000.00	$ 30,000.00	$ 135,000.00	$ 135,000.00	$ 93,744.02	$ 93,744.02	$ 157,183.81	$ 157,183.81	$ 151,495.87	$ 151,495.87	$ 85,000.00	$ 85,000.00
5	MAINTENANCE OF TRAFFIC (MOT) AND WEIGHT TICKET	1	LS	$ 40,000.00	$ 40,000.00	$ 155,000.00	$ 155,000.00	$ 148,048.06	$ 148,048.06	$ 54,112.42	$ 54,112.42	$ 108,500.27	$ 108,500.27	$ 60,000.00	$ 60,000.00
6	ADDITIONAL OFF-DUTY OFFICER -SEE NOTE (4)	40	HOURS	$ 75.00	$ 3,000.00	$ 125.00	$ 5,000.00	$ 93.71	$ 3,748.40	$ 103.27	$ 4,130.80	$ 101.56	$ 4,062.40	$ 65.00	$ 2,600.00
	A. VANDERBILT BEACH SUBTOTAL:			$ 3,078,075.00			$ 3,156,750.00		$ 3,154,554.38		$ 3,488,297.53		$ 4,209,214.17		$ 5,036,975.00
B. PELICAN BAY BEACH															
1	MOBILIZATION & DEMOBILAZTION	1	LS	$ 40,000.00	$ 40,000.00	$ 33,000.00	$ 33,000.00	$ 34,879.64	$ 34,879.64	$ 40,395.80	$ 40,395.80	$ -	$ -	$ 25,000.00	$ 25,000.00
2	VANDERBILT BEACH ROAD ACCESS, TRANSPORT, FILL PLACEMENT, GRADING, SAND ANALYSIS, TILLING, ACCESS RESTORATION	66,500	TONS	$ 19.25	$ 1,280,125.00	$ 18.50	$ 1,230,250.00	$ 19.52	$ 1,298,080.00	$ 21.00	$ 1,396,500.00	$ 25.07	$ 1,667,155.00	$ 32.25	$ 2,144,625.00
3	TURBIDITY MONITORING	1	LS	$ 15,000.00	$ 15,000.00	$ 8,800.00	$ 8,800.00	$ 15,247.39	$ 15,247.39	$ 13,011.64	$ 13,011.64	$ 17,279.87	$ 17,279.87	$ 7,500.00	$ 7,500.00
4	SURVEYS, CONTROL, LAYOUT, PROGRESS AND FINAL	1	LS	$ 15,000.00	$ 15,000.00	$ 44,000.00	$ 44,000.00	$ 51,733.13	$ 51,733.13	$ 65,528.63	$ 65,528.63	$ 71,252.47	$ 71,252.47	$ 45,000.00	$ 45,000.00
5	MAINTENANCE OF TRAFFICE (MOT) AND WEIGHT TICKET	1	LS	$ 20,000.00	$ 20,000.00	$ 75,000.00	$ 75,000.00	$ 67,673.18	$ 67,673.18	$ 27,466.77	$ 27,466.77	$ 31,396.76	$ 31,396.76	$ 35,000.00	$ 35,000.00
6	ADDITIONAL OFF-DUTY OFFICE - SEE NOTE (4)	24	HOURS	$ 75.00	$ 1,800.00	$ 125.00	$ 3,000.00	$ 93.71	$ 2,249.04	$ 103.27	$ 2,478.48	$ 101.56	$ 2,437.44	$ 65.00	$ 1,560.00
	B. PELICAN BAY BEACH SUBTOTAL:			$ 1,371,925.00			$ 1,394,050.00		$ 1,469,862.38		$ 1,545,381.32		$ 1,789,521.54		$ 2,258,685.00
	TOTAL BID AMOUNT:			$ 4,450,000.00			$ 4,550,800.00		$ 4,624,416.76		$ 5,033,678.85		$ 5,998,735.71		$ 7,295,660.00

NOTES:	
1	COLLIER COUNTY TO PRE-PURCHASE SAND FROM STEWART MATERIALS' IMMOKALEE SAND MINE
2	SURVEYING TO INCLUDE LAYOUT, PROGRESS SURVEYS, FINAL SURVEYS
3	TURBIDITY INCLUDES MONITORING AND REPORTING PER DEP PERMIT
4	MOT INCLUDES BUDGET FOR DAILY OFF-DUTY OFFICER FROM THE COLLIER COUNTY SHERIFF'S OFFICE

			NON-RESPONSIVE	NON-RESPONSIVE
	DICKERSON INFRASTRUCTURE, INC. DBA DICKERSON FLORIDA, INC.	EARTH TECH ENTERPRISES, INC.	PHILLIPS HEAVY, INC.	CAPLING LEVELING, INC.	EAGLE ENGINEERING & LAND DEVELOPMENT, INC.
REQUIRED FORMS AND DOCUMENTS	**Yes/No**	**Yes/No**	**Yes/No**	**Yes/No**	**Yes/No**
Bid Schedule	YES	YES	YES	YES	YES
Bid Response Form (Form 1)	YES	YES	YES	YES	YES
Contractors Key Personnel Assigned to Project - (Form 2)	YES	YES	YES	YES	YES
Material Manufacturers (Form 3)	YES	YES	YES	YES	YES
List of Major Subcontractors (Form 4)	YES	YES	YES	YES	YES
Statement of Experience (Form 5)	YES	YES	YES	YES	YES
Trench Safety Act knowledgement (Form 6)	YES	YES	YES	YES	YES
Bid Bond (Form 7)	YES	YES	YES	YES	YES
Insurance and Bonding Requirements (Form 8)	YES	YES	YES	YES	YES
Conflict of Interest Affidavit (Form 9)	YES	YES	YES	YES	YES
Vendor Declaration Statement (Form 10)	YES	YES	YES	YES	*YES
Immigration Affidavit Certification (Form 11)	YES	YES	YES	YES	YES
Addendums (2)	YES	YES	YES	YES	YES
E-Verify	YES	YES	YES	YES	YES
W-9	YES	YES	YES	YES	YES
State of Florida General Contractor License	YES	YES	YES	NO	YES
SunBiz	YES	YES	YES	YES	YES
Grants Package (12-15)	YES	*YES	YES	*YES	YES

Opened By: Rita Iglesias
Witnessed By: Olivia Puga, Andres Fuentes
Date: August 13, 2025, 3:00 PM EST

Executive Summary

Recommendation to approve the Tourist Development Council Grant application requests from Collier County and the City of Naples for FY 2025-2026 in the amount of $18,569,300, budget these expenditures, and make a finding that these expenditures promote tourism.

OBJECTIVE: To obtain approval of Tourist Development Fund (1105) Grant application requests for FY 2025-2026 in the amount of $18,569,300.

CONSIDERATIONS: To review and approve the received TDC Grant Applications as follows:

FY 2025-2026 Tourist Development Council Fund 1105 Grant Applications

PROJECT / DESCRIPTION	STAFF REQUESTED	RECOMMENDED
Beach Renourishment Projects		
90068 - Naples Beach Engineering, NTP & Renourishment	$ 5,000,000	$ 5,000,000
90066 - Vanderbilt Beach Engineering, NTP & Renourishment	$ 5,000,000	$ 5,000,000
90071 - Marco Island South, NTP & Renourishment	$ 200,000	$ 200,000
90076 - Tigertail Beach Access Road Expansion	$ 25,000	$ 25,000
90065 - Local Government Funding Request (LGFR)	$ 25,000	$ 25,000
SUB-TOTAL	**$ 10,250,000**	**$ 10,250,000**
Inlet Projects		
80288 - Wiggins Pass Dredging	$ 1,600,000	$ 1,600,000
90549 - Doctor Pass Dredging	$ 500,000	$ 500,000
88032 - Clam Pass Dredging (Pelican Bay)	$ 250,000	$ 250,000
SUB-TOTAL	**$ 2,350,000**	**$ 2,350,000**
Regulatory		
80171 - Beach Tilling - County Wide	$ 30,000	$ 30,000
90033 - Near Shore Hardbottom Monitoring & Seagrass Monitoring	$ 230,000	$ 230,000
90297 - Shorebird Monitoring	$ 25,000	$ 25,000
90536 - City/County Physical Beach & Pass Monitoring	$ 170,000	$ 170,000
99999 - Sea Turtle Monitoring Program - Collier County	$ 326,200	$ 326,200
SUB-TOTAL	**$ 781,200**	**$ 781,200**
Beach Maintenance		
50380 - Lowdermilk Park Maintenance/Repairs	$ 200,000	$ 200,000
90527 - Beach Maintenance - City of Naples	$ 500,000	$ 500,000
90533 - Beach Maintenance - Collier County & Marco Island	$ 670,900	$ 670,900
SUB-TOTAL	**$ 1,370,900**	**$ 1,370,900**
Structures		
90096 - Naples Pier Repair & Maintenance	$ 2,200,000	$ 2,200,000
SUB-TOTAL	**$ 2,200,000**	**$ 2,200,000**

Administration		
90200 - Fund 1105 Administration Costs	$ 75,000	$ 75,000
99195 - Fund 185 Project Management & Administration	$ 1,154,100	$ 1,154,100
99195 - Tax Collector fees (2.25%)	$ 388,100	$ 388,100
SUB-TOTAL	**$ 1,617,200**	**$ 1,617,200**
TOTAL GRANTS	**$ 18,569,300**	**$ 18,569,300**

Beach Renourishment Projects: Exceptional beach experience for our residents and visitors has been at the heart of our success in the past. These projects are required to maintain that experience. Approval is recommended.

Inlet Projects: Projects required to maintain the beaches, inlets, and the engineering and permitting required to support construction. Approval is recommended.
Regulatory and Permit Compliance: All these items are required by the Florida Department of Environmental Protection (FDEP) permit, required by law, or required to maintain critical programs between required permit activities. Approval is recommended.

Beach Maintenance: Beach maintenance is required along with beach renourishment to provide an exceptional experience for our visitors and residents. Collier County conducts the beach maintenance on behalf of the City of Marco Island. Approval is recommended. The City of Naples has requested $500,000 for beach maintenance and $200,000 for Lowdermilk Park Maintenance/Repairs.

Naples Pier: The City of Naples has requested $2.2 million for the Naples Pier for the next four years.

Administration: Administrative program and project management cost to manage the beach program. Approval is recommended.

FISCAL IMPACT: Funding for these grant applications in the amount of $18,569,300 is available within the TDC Beach Renourishment Fund (1105). Budget amendments will be required in FY 2026 to transfer funding from reserves within the TDC Beach Renourishment Fund (1105) in the amount of $556,000 to the County/Naples Beach Project (90527), Sea Turtle Monitoring Project (80377) within Fund (1804), and TDC Engineering Fund (1102). The source of funding is tourist development tax.

LEGAL CONSIDERATIONS: This item is approved as to form and legality and requires majority vote for approval. - CMG

RECOMMENDATIONS: To approve the Tourist Development Council Grant application requests from Collier County and the City of Naples for FY 2025-2026 in the amount of $18,569,300, budget these expenditures, and make a finding that these expenditures promote tourism.

PREPARED BY: Andrew Miller, P.E., Coastal Zone Management, Capital Project Planning, Impact Fees and Program Management Division

ATTACHMENTS:
1. FINAL TDC Applications
2. Yr to Yr Comparison

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Naples Beach Engineering, NTP & Renourishment (Project No. 90068)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $5,000,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Naples Beach Engineering, NTP & Renourishment (Project No. 90068)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 5,000,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **5,000,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 5,000,000
	$
	$
	$
	$
TOTAL	**$ 5,000,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:12:07 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Regulatory

Beach Tilling – County Wide (80171)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2885 South Horseshoe Drive
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2885 South Horseshoe Drive
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Jay Ahmad – Director
   Collier County Transportation Engineering Division

4. **Details of Project- Description and Location:**

   Permit-required tilling of recent renourished beach projects.

5. **Estimated project start date:** **October 1, 2025**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $30,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Beach Tilling – County Wide (80171)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 30,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **30,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 30,000
	$
	$
	$
	$
TOTAL	**$ 30,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:02:22 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Inlet Project

Wiggins Pass Dredging (80288)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad – Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

Professional consulting services for Wiggins Pass dredging project.

5. Estimated project start date: **October 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $1,600,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Wiggins Pass Dredging (80288)

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 1,600,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **1,600,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 1,600,000
	$
	$
	$
	$
TOTAL	**$ 1,600,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:01:41 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Regulatory

Near Shore Hardbottom Monitoring & Seagrass Monitoring (90033)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2885 South Horseshoe Drive
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2885 South Horseshoe Drive
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Jay Ahmad – Director
   Collier County Transportation Engineering Division

4. **Details of Project- Description and Location:**

5. **Estimated project start date:** **October 1, 2025**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $230,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Near Shore Hardbottom Monitoring & Seagrass Monitoring (90033)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 230,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **230,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 230,000
	$
	$
	$
	$
TOTAL	**$ 230,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:01:11 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Local Government Funding Request - LGFR (90065)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2885 South Horseshoe Drive
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2885 South Horseshoe Drive
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Jay Ahmad - Director
   Collier County Transportation Engineering Division

4. **Details of Project- Description and Location:**

5. **Estimated project start date:** **October 1, 2025**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $25,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Local Government Funding Request - LGFR (90065)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 25,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **25,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 25,000
	$
	$
	$
	$
TOTAL	**$ 25,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:00:38 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Vanderbilt Beach Engineering, NTP & Renourishment (90066)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive, Unit 103
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **September 1, 2025**

6. Estimated project duration: **6 months**

7. Total TDC Tax Funds Requested: $5,000,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Vanderbilt Beach Engineering, NTP & Renourishment (90066)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 5,000,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **5,000,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 5,000,000
	$
	$
	$
	$
TOTAL	**$ 5,000,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 15:00:02 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Marco Island South Engineering, NTP & Renourishment (90071)

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

5. Estimated project start date: **March 1, 2025**

6. Estimated project duration: **1 year**

7. Total TDC Tax Funds Requested: $200,000

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Marco Island South Engineering, NTP & Renourishment (90071)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 200,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **200,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 200,000
	$
	$
	$
	$
TOTAL	**$ 200,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:56:45 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment

Tigertail Beach Access Road Expansion (90076)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2885 South Horseshoe Drive
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2885 South Horseshoe Drive
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Jay Ahmad - Director
   Collier County Transportation Engineering Division

4. **Details of Project- Description and Location:**

5. **Estimated project start date:** **October 1, 2025**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $25,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Tigertail Beach Access Road Expansion (90076)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 25,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **25,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 25,000
	$
	$
	$
	$
TOTAL	**$ 25,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:56:13 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Regulatory

Shorebird Monitoring (90297)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2885 South Horseshoe Drive
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2885 South Horseshoe Drive
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Jay Ahmad - Director
   Collier County Transportation Engineering Division

4. **Details of Project- Description and Location:**

5. **Estimated project start date:** **October 1, 2025**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $25,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Shorebird Monitoring (90297)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 25,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	**$ 25,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 25,000
	$
	$
	$
	$
TOTAL	**$ 25,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:55:36 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Maintenance

Beach Maintenance – Collier County & Marco Island (90533)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2885 South Horseshoe Drive
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2885 South Horseshoe Drive
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Jay Ahmad - Director
   Collier County Transportation Engineering Division

4. **Details of Project- Description and Location:**

5. **Estimated project start date:** **October 1, 2025**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $670,900

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Beach Maintenance – Collier County & Marco Island (90533)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 670,900
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	**$ 670,900**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 670,900
	$
	$
	$
	$
TOTAL	**$ 670,900**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:55:06 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Regulatory

City/County Physical Beach & Pass Monitoring (90536)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2885 South Horseshoe Drive
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2885 South Horseshoe Drive
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Jay Ahmad - Director
   Collier County Transportation Engineering Division

4. **Details of Project- Description and Location:**

5. **Estimated project start date:** **January 1, 2026**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $170,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

City/County Physical Beach & Pass Monitoring (90536)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 170,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	**$ 170,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 170,000
	$
	$
	$
	$
TOTAL	**$ 170,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:54:27 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Inlet Project

Doctor Pass Dredging (90549)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2885 South Horseshoe Drive
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2885 South Horseshoe Drive
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Jay Ahmad
   Collier County Transportation Engineering Division

4. **Details of Project- Description and Location:**

5. **Estimated project start date:** **March 1, 2026**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $500,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Doctor Pass Dredging (80288)

PROJECT BUDGET

PROGRAM ELEMENT	**AMOUNT**
TDC Funds Requested	$ 500,000
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **500,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	**$** 500,000
	$
	$
	$
	$
TOTAL	**$ 500,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

AhmadJay Digitally signed by AhmadJay Date: 2025.08.18 14:53:38 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Inlet Project

Clam Pass Dredging (Pelican Bay) (88032)

1. **Name and Address of Project Sponsor Organization:**

   Coastal Zone Management
   Collier County Government
   2685 South Horseshoe Drive, Unit 103
   Naples, FL 34104

2. **Contact Person, Title, and Phone Number:**

   Name: Andrew Miller – Manager – Coastal Zone Management

   Address: 2685 South Horseshoe Drive, Unit 103
   Naples, FL 34104

   Phone: 239.252.2922

3. **Organization's Chief Official and Title:**

   Board of County Commissioners (BCC)
   Chris Hall - Chairman

4. **Details of Project- Description and Location:**

   Professional consulting services for Clam Pass dredging project.

5. **Estimated project start date:** **October 1, 2026**

6. **Estimated project duration:** **1 year**

7. **Total TDC Tax Funds Requested:** $250,000.00

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes ( ) **No (X)**

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Clam Pass Dredging (Pelican Bay) (88032)

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 250,000.00
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ 250,000.00

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Contractual Services	$ 250,000.00
	$
	$
	$
	$
TOTAL	$ 250,000.00

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

8-12-25

Signature of Sponsor Organization's Chief Official **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Naples Pier Maintenance/Repair

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   Naples Pier – 25 12th Ave South, Naples, Florida

   This annual TDC funded project includes maintenance, labor, material, supplies and equipment for the upkeep and safety of the pier. The Naples Pier is a public access beach facility and a tourist attraction and destination. The Naples Pier, a historically significant structure originally constructed in 1887, serves as a public access beach facility, as a major tourist attraction and vacation destination. The Naples Pier captures non-county and local visitors as well as tourist populations from throughout the region and world.

   This year this grant application will be extremely important as we are rebuilding the iconic Naples Pier. We have begun the design of the pier with the goal of making it stronger and more user-friendly. We anticipate this project to be in the tens of millions, perhaps higher. This grant funding will help to offset a portion of the costs as we construct the new and improved Naples Pier. Moving forward these funds will also help with the daily maintenance and upkeep of the restrooms, shelters, picnic tables, signage, and over structure. The Operating Cost for the Naples Pier was $107,493 for FY24, and it is $107,768 for FY25. We are anticipating the operating costs to increase once the new pier is open. The estimated rebuild cost is estimated to be $23.5 million. In addition to asking for an increase in the cost of ongoing repair and maintenance, we respectfully request consideration for the annual amount to be increased from $200,000 to $400,000 annually and allow the City to seek 5 years of funding, which is $2.0 million,

from which to draw during construction. The City of Naples would not request funding for the Naples Pier from FY-2025 to FY-2029, if approved for this advancement. Over the next couple of years, the Naples Pier will be under construction, and these advanced funds would help us in the rebuilding. We would like to amend the previous application for $200,000 by adding the additional $2mil to bring the total request to $2,200,000.

Update: The TDC awarded $200k in September of 2023, and then we worked on a revision in April of 2024 to amend the agreement amount. The new grant amount was $2.2mil with the understanding the City would increase the Naples Pier amount from $200k to $400k each year, and the City requested 5 years be advanced. The $2.2mil would be used towards the Naples Pier rebuild. This project is still pending Federal Permitting and no eligible reimbursement at this time. The City would like to include the request again in the FY26 TDC application with the understanding the contract end date should be for 2.5 years to provide sufficient time to complete the project and submit it for reimbursement. The original agreement was set to expire prior to the start of construction.

5. **Estimated project start date:** October 1, 2025

6. **Estimated project duration:** 30-Months

7. **Total TDC Tax Funds Requested:** $2,200,000 (5 years advanced at $400,000/year, plus previous request)

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Naples Pier Maintenance/Repair

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 2,200,000
City/Taxing District Share	$ 21,300,000 (estimated)
State of Florida Share	$ -
Federal Share	$ TBD
TOTAL	$ **23,500,000 (estimated)**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Repair & Labor (TDC)	$ 2,200,000
Repair & Labor (City of Naples)	$ 21,300,000
	$
	$
	$
TOTAL	$ **23,500,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

Signature of Sponsor Organization's Chief Official — **Date** 8/29/2025

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Naples Beach Maintenance

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   This is an annual TDC funded project essential for support of maintenance on local beaches. The City is responsible for the upkeep and grooming of TDC eligible beaches within the City limits. Under this project, the City removed litter, accumulation of algae and rocks along public access beach portions of the Gulf within the City's jurisdictional limits. These funds would also help to support the daily operation on the beach. Funding is a benefit to both residents and tourist populations, and to the preservation and protection of the beach, shoreline and its overall appearance and investment. This year's request includes the partial reimbursement for FY26 beach maintenance, which is anticipated to be approved at over $1,428,300. Our plan is to enhance beach facilities & much needed staffing. We are requesting the same $500,000.

   Location: Naples Beach – Beaches located in the city limits of Naples.

5. **Estimated project start date:** October 1, 2025

6. **Estimated project duration:** 12 Months

7. **Total TDC Tax Funds Requested:** $500,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

   Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Naples Beach Maintenance

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 500,000
City/Taxing District Share	$
State of Florida Share	$ -
Federal Share	$
TOTAL	$ **500,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Beach Maint Staff Salaries	$ 300,000
Beach Maint Cost	$ 200,000
	$
	$
	$
TOTAL	$ **500,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

Signature of Sponsor Organization's Chief Official — **Date** 8/29/2025

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Lowdermilk Park Maintenance/Repairs

1. **Name and Address of Project Sponsor Organization:**

   City of Naples
   735 8th Street South
   Naples, Florida 34102

2. **Contact Person, Title and Phone Number:**

   Name: Chad Merritt – Parks, Recreation, and Facilities Director

   Address: 280 Riverside Circle
   Naples, Florida 34102

   Phone: 239.213.7111

3. **Organization's Chief Official and Title:**

   Gary Young, City Manager

4. **Details of Project- Description and Location:**

   This is an annual TDC funded project essential for support of maintenance at Lowdermilk Park. The City is responsible for the upkeep and grooming of TDC eligible beaches within the City limits. The City performs necessary maintenance in Lowdermilk Park (beach park) each year, which includes the upkeep of the concession/restroom building, walkovers, landscaping, parking lot improvements, and other maintenance tasks as needed. During the FY26 the City plans to complete maintenance on the Concession/Restroom Building that will include replacing soffit, doors, painting, and eating space. In addition, we will be painting the north and south gazebos and replacing framing on the walkovers to the beach. We estimate all of these repairs/maintenance to cost approximately $150k. In addition, we are requesting $50k to help offset the operating cost for the park, which is projected to be over $107k. This includes any cost we incur to maintain the park for the public like repairs to buildings, walkovers, sidewalks, swim buoys, signage, etc.

   Location: Lowdermilk Park

5. **Estimated project start date:** October 1, 2025

6. **Estimated project duration:** 12 Months

7. **Total TDC Tax Funds Requested:** $200,000

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Lowdermilk Park Maintenance/Repairs

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 200,000
City/Taxing District Share	$
State of Florida Share	$ -
Federal Share	$
TOTAL	$ **200,000**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Repairs to the Concession/Restroom, Gazebo, Walkovers	$ 150,000
Lowdermilk Park Maintenance Expenses	$ 50,000
	$
	$
	$
TOTAL	$ **200,000**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

Signature of Sponsor Organization's Chief Official — **Date** 8/29/2025

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Beach Renourishment and Pass Maintenance
Fund 1105 Administration

1. Name and Address of Project Sponsor Organization:

Coastal Zone Management
Collier County Government
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title, and Phone Number:

Name: Andrew Miller – Manager – Coastal Zone Management

Address: 2885 South Horseshoe Drive
Naples, FL 34104

Phone: 239.252.2922

3. Organization's Chief Official and Title:

Jay Ahmad - Director
Collier County Transportation Engineering Division

4. Details of Project- Description and Location:

This item funds County Staff to manage the projects, maintain the beaches, administer the program and is broken down as follows: Staff includes the CZM Manager; Management Analyst; a Project Manager; a Field Inspector; (2) Equipment Operators to clean and maintain the County and Marco beaches. Indirect Administrative Costs required for administrative functions like purchasing, information technology, motor pool and human resources; Current rent; Division Fiscal support; and charges for the Tax Collector are also included. Approval is recommended.

5. Estimated project start date: October 1, 2025

6. Estimated project duration: 1 year

7. Total TDC Tax Funds Requested: $1,617,200

8. If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?

Yes (X) No ( )

Collier County Tourist Development Council
Category "A" Grant Application (Page 2)

Beach Renourishment and Pass Maintenance
Fund 1105 Administration

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 1,617,200
City/Taxing District Share	$ -
State of Florida Share	$ -
Federal Share	$ -
TOTAL	$ **1,445,700**

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc)

Administration Cost	**$** 75,000
1102 Project Management & Administration	**$** 1,099,100
Expanded Vehicle	**$** 55,000
Tax Collector Fees (2.5%)	**$** 388,100
	$
TOTAL	**$ 1,617,200**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

MessamMarlene Digitally signed by MessamMarlene Date: 2025.09.05 13:57:55 -04'00'

Signature of Sponsor Organization **Date**

COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL

CATEGORY "A" GRANT APPLICATION

Beach Renourishment and Pass Maintenance

Collier County Sea Turtle Protection Program/Environmental Compliance

1. Name and Address of Project Sponsor Organization:

Collier County Transportation Management Services
2885 South Horseshoe Drive
Naples, FL 34104

2. Contact Person, Title and Phone Number:

Name: Jay Ahmad, Director

Address: 2885 South Horseshoe Drive

City: Naples, FL, 34104

Phone: 239-252-8192

1. Organization's Chief Official and Title:

Jay Ahmad, Director
Collier County Transportation Engineering Division

2. Details of Project- Description and Location:

The following activities require coastal construction permits from the State of Florida and thus a sea turtle monitoring program.

1. Beach nourishment;
2. Construction, excavation or maintenance of coastal inlet and related shoals;
3. Beach cleaning and grooming activities landward of the mean high-water line.
4. Beach cleaning following a red tide or storm event.

The following excerpts from current regulations (Chapter 16B-41 Rules and Procedures for Application for Coastal Construction Permits, Florida Administrative Code), provides for the scope of the permitting process and protection of marine turtles as it relates to the aforementioned activities.

16B-41.001 Scope

This chapter provides the requirements and procedures for the issuance, denial, transfer, renewal, modification, suspension and revocation of coastal construction permits. In this Chapter Coastal Construction is defined as "any work or activity on or encroaching upon sovereignty lands of Florida, below the mean high-water line of any tidal water of the

state, which is likely to have a material physical effect on existing coastal conditions or natural shore and inlet processes."

16B-41.0055 Protection of Marine Turtles (Florida Administrative Code)

(1) In keeping with the Departments Authority to protect marine turtles pursuant to Section 370.12, Florida Statutes, any application for a permit under this Chapter for coastal construction that affects marine turtles shall be subject to the conditions and requirements for marine turtle protection as part of the permitting process.
(2) The Department shall require appropriate measures to protect marine turtles and their habitat, such as: nest surveys, nest relocation, nest marking, modification of coastal construction, measures to reduce sand compaction, and short- and long-term monitoring to assess the impacts of the permitted coastal construction on marine turtles and their habitat.

The Transportation Management Services Department, marine turtle permit holders for Collier County, monitor the following beaches for sea turtle activities as State and federal permit requirements for beach renourishment, beach raking, allowance for the use of vehicles on the beach for surveys, beach cleanup following a red tide or storm event and special events.

Barefoot Beach: construction, excavation or maintenance of Wiggins Pass (only that area included within the area of influence of Wiggins Pass; 1 mile north of Pass south to Wiggins Pass); pass material disposal location (renourishment); Monitoring beach 2023 beach renourishment per Executive Order Hurricane Ian berm; beach cleaning following a storm event and red tide.
Vanderbilt Beach: beach nourishment; construction, excavation or maintenance of a coastal inlet and related shoals (Wiggins Pass and Clam Pass); beach cleaning and grooming activities landward of the mean high-water line.
Park Shore: beach nourishment; construction, excavation or maintenance of a coastal inlet and related shoals (Clam Pass and Doctors Pass).
City of Naples: beach nourishment; construction, excavation or maintenance of a coastal inlet and related shoals (Doctors Pass and Gordon Pass).
City of Marco Island: construction, excavation or maintenance of a coastal inlet and related shoals (Big Marco Pass and Caxambas Pass); Beach nourishment; Hideaway Beach T-Groin; Tigertail Beach/Sand Dollar Island Restoration, beach cleaning and grooming activities landward of the mean high-water line.

The duties and associated costs of the program are as follows:

1. Administrative/permitting.
2. Daily monitoring (7 days/wk. /beach -April 15 depending on renourishment schedules through Oct.31).
3. Data collection, evaluation, and mapping.
4. Responding to sea turtle disorientations (associated with renourishment, beach profile and post Hurricane Ian as required by the State).

5. Reports (Sea Turtle Protection Plan- Annual Report; special reports per each beach nourishment and T-groin units, Index Nesting Beach Reports (Vanderbilt); State Nest Productivity Reports, FWC Beach Renourishment Reports).
6. Mobilization/demobilization – Pre-season, after season, and before and after storms.
7. Vehicle maintenance – John Deere gators and all-terrain vehicles.
8. Supplies and equipment procurement, maintenance, and inventories.
9. Sand compaction studies.
10. State mandated sand temperature studies of different sand types for beach renourishment projects.
11. Nest relocation in construction areas if required and permitted by FWC.
12. Monitoring and reporting of escarpments.
13. Additional studies required as required State/Federal permits (Florida Statute Chapter 161-053 F.A.C. Chapter 62b-33).
14. Stranding reports and removal of injured, sick and dead sea turtles from all County beaches (average 50-100/yr).
15. Public awareness- news media and public speaking upon request.
16. State mandated beach lighting compliance inspections and follow-up.
17. Other duties as requested by CZM Department.
18. Provide technical assistance and respond to data requests from coastal engineering consultants.

The purpose of this application is to obtain funds to perform the requirements of a sea turtle protection program in the specified locations.

3. **Estimated project start date: October 1, 2025**

4. **Estimated project duration: One (1) year**

7. **Total TDC Tax Funds Requested: $ 326,200**

8. **If the full amount requested cannot be awarded, can the program/project be restructured to accommodate a smaller award?**

Yes ( ) No (X)

Collier County Sea Turtle Protection Program/Environmental Compliance

PROJECT BUDGET

PROGRAM ELEMENT	AMOUNT
TDC Funds Requested	$ 326,200
City/Taxing District Share	$
State of Florida Share	$
Federal Share	$
TOTAL	$ 326,200

PROJECT EXPENSES:
(Engineering, Mobilization, Contractor, Monitoring etc...)

Personnel and Operating	**$ 211,200**
Expanded Vehicle Request	**$ 85,000**
Trailer	**$30,000**
TOTAL	**$ 326,200**

I have read the Tourist Development Category "A" Beach Funding Policy covering beach renourishment and pass maintenance and agree that my organization will comply with all guidelines and criteria.

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Signature of Sponsor Organization's Chief Official **Date**

Tourist Development Council Fund 1105 Grant Applications Year to Year Comparison

PROJECT / DESCRIPTION:	FY24-25	FY25-26
Beach Renourishment Projects		
90068 - Naples Beach Engineering, NTP & Renourishment	$ 1,750,000	$ 5,000,000
90066 - Vanderbilt Beach Engineering, NTP & renourishment	$ 1,750,000	$ 5,000,000
90071 – Marco Island South, NTP & Renourishment	$ 200,000	$ 200,000
90076 – Tigertail Beach Access Road Expansion	$ 25,000	$ 25,000
90065 – Local Government Funding Request (LGFR)	$ 25,000	$ 25,000
SUB-TOTAL	**$ 3,750,000**	**$ 10,250,000**
Inlet Projects		
80288 – Wiggins Pass Dredging	$ 100,000	$ 1,600,000
90549 – Doctor's Pass Dredging	$ 50,000	$ 500,000
88032 – Clam Pass Dredging (Pelican Bay)	$ 20,000	$ 250,000
SUB-TOTAL	**$ 170,000**	**$ 2,350,000**
Regulatory		
80171 – Beach Tilling - County Wide	$ 30,000	$ 30,000
90033 – Near Shore Hardbottom Monitoring & Seagrass Monitoring	$ 230,000	$ 230,000
90297 – Shorebird Monitoring	$ 25,000	$ 25,000
90536 – City/County Physical Beach & Pass Monitoring	$ 170,000	$ 170,000
99999 – Sea Turtle Monitoring Program - Collier County	$ 171,700	$ 326,200
SUB-TOTAL	**$ 626,700**	**$ 781,200**
Beach Maintenance		
50308 - Lowdermilk Park Maintenance/ Repairs		$ 200,000
90527 – Beach Maintenance - City of Naples		$ 500,000
90533 - Beach Maintenance - Collier County & Marco Island	$ 500,300	$ 670,900
SUB-TOTAL	**$ 500,300**	**$ 1,370,900**
Structures		
90096 – Naples Pier Repair & Maintenance	$ 200,000	$ 2,200,000
SUB-TOTAL	**$ 200,000**	**$ 2,200,000**
Administration		
90020 – Fund 1105 Administration Costs	$ 75,000	$ 75,000
99195 – Fund 1102 Project Management & Administration	$ 957,500	$ 1,154,100
99195 – Tax Collector Fees (2.5%)	$ 369,600	$ 388,100
SUB-TOTAL	**$ 1,402,100**	**$ 1,617,200**
TOTAL GRANTS	**$ 6,649,100**	**$ 18,569,300**



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July 2025 Monthly Visitor Dashboard



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MONTHLY HIGHLIGHTS

July 2025 | TOURISM METRICS

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Metric	July 2024	July 2025	Percent Change
Visitors	265,300	279,900	+ 5.5%
Visitor Days	1,273,400	1,385,500	+ 8.8%
Direct Spending	$189,193,000	$187,560,500	- 0.9%
Economic Impact	$262,221,500	$259,208,600	- 1.1%
Room Nights	207,000	212,200	+ 2.5%
Occupancy	50.9%	51.9%	+ 2.0%
Average Daily Rate	$272.14	$267.08	- 1.9%
RevPAR	$138.52	$138.61	+ 0.1%

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JULY 2025 | VISITOR ORIGIN REGIONS

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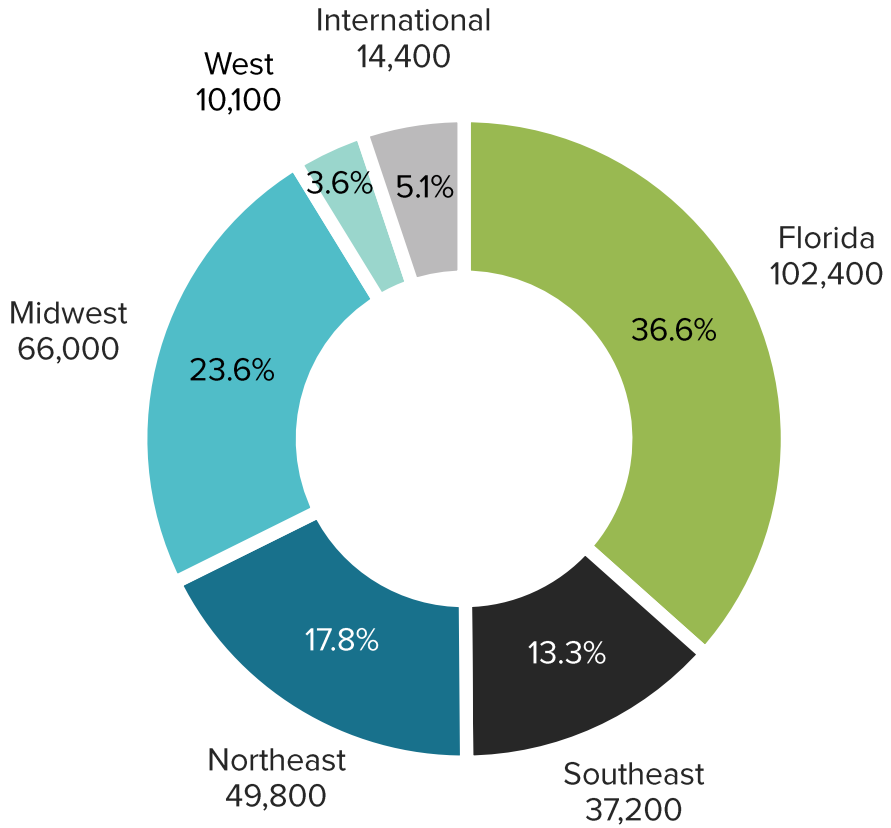
	JULY 2024		JULY 2025		Percent Change (±Δ%)	
Region	# Visitors	% Share	# Visitors	% Share	# Visitors	% Share
Domestic	243,900	91.9%	265,500	94.9%	+ 8.9%	+ 3.3%
Florida	93,900	35.4%	102,400	36.6%	+ 9.1%	+ 3.4%
Southeast	33,700	12.7%	37,200	13.3%	+ 10.4%	+ 4.7%
Northeast	46,200	17.4%	49,800	17.8%	+ 7.8%	+ 2.2%
Midwest	60,000	22.6%	66,000	23.6%	+ 10.0%	+ 4.4%
West	10,100	3.8%	10,100	3.6%	-	- 4.9%
International	21,400	8.1%	14,400	5.1%	- 32.7%	- 36.8%
Canada	5,000	1.9%	3,400	1.2%	- 32.0%	- 36.3%
Europe	10,900	4.1%	7,600	2.7%	- 30.3%	- 34.3%
C/S America	3,400	1.3%	2,000	0.7%	- 41.2%	- 45.4%
Other	2,100	0.8%	1,400	0.5%	- 33.3%	- 36.8%
Total	265,300	100.0%	279,900	100.0%	+ 5.5%	



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FYTD 2025 | TOURISM METRICS

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Metric	FYTD 2024	FYTD 2025	Percent Change
Visitors	2,420,100	2,436,800	+ 0.7%
Visitor Days	15,180,400	16,261,000	+ 7.1%
Direct Spending	$2,638,355,700	$2,616,690,300	- 0.8%
Economic Impact	$3,657,953,700	$3,616,776,100	- 1.1%
Room Nights	2,402,600	2,478,000	+ 3.1%
Occupancy	61.5%	62.3%	+ 1.2%
Average Daily Rate	$375.49	$358.49	- 4.5%
RevPAR	$231.08	$223.33	- 3.4%

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FYTD 2025 | VISITOR ORIGIN REGIONS

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	FYTD 2024		FYTD 2025		Percent Change (±Δ%)	
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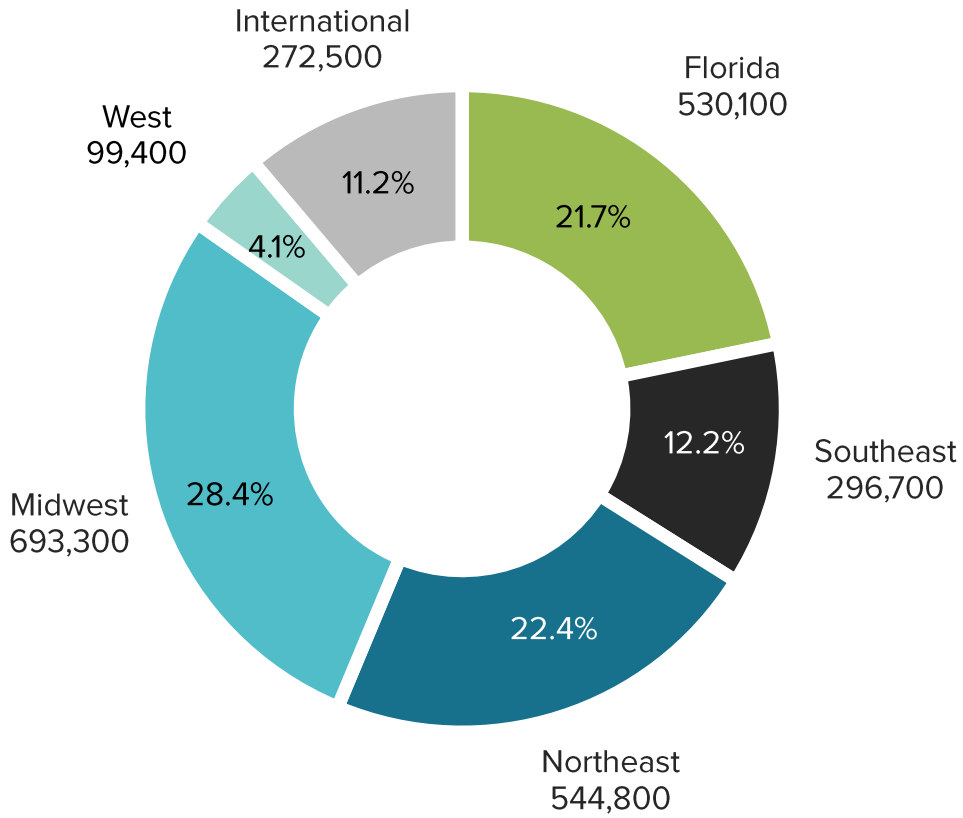
Domestic	2,117,000	87.5%	2,164,300	88.8%	+ 2.2%	+ 1.5%
Florida	553,000	22.8%	530,100	21.7%	- 4.1%	- 4.8%
Southeast	288,700	11.9%	296,700	12.2%	+ 2.8%	+ 2.1%
Northeast	515,400	21.3%	544,800	22.4%	+ 5.7%	+ 5.0%
Midwest	642,000	26.5%	693,300	28.4%	+ 8.0%	+ 7.3%
West	117,900	4.9%	99,400	4.1%	- 15.7%	- 16.3%
International	303,100	12.5%	272,500	11.2%	- 10.1%	- 10.4%
Canada	110,400	4.6%	107,100	4.4%	- 3.0%	- 3.7%
Europe	132,200	5.5%	113,600	4.7%	- 14.1%	- 14.7%
C/S America	34,800	1.4%	29,900	1.2%	- 14.1%	- 14.7%
Other	25,700	1.1%	21,900	0.9%	- 14.8%	- 15.4%
Total	2,420,100	100.0%	2,436,800	100.0%	+ 0.7%	



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July 2025 | HIGHLIGHTS & AREAS OF CONCERN

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Highlights

- Visitation increased 5.5% year-over-year, while Visitor Days & Room Nights increased by 8.8% & 2.5%, respectively.
- Disparity between Visitation, Visitor Days, and Room Nights is due to slightly longer Length of Stay and slightly smaller Travel Party Size.
- Direct Visitor Spending fell by 0.9%, with Total Economic Impact down 1.1% year-over-year.
- Hotel Industry Trends in July 2025 in Collier County:
  - Hotel room supply increased 10.3%, while room demand rose 9.6% year-over-year.
  - Average Daily Rate (ADR) & Revenue Per Available Room (RevPAR) again ranked second in the competitive set, behind only the Florida Keys.
  - Occupancy reached 61.6%, supported by a 21.9% increase in Leisure Demand.
- 35% of visitors indicated that they had read, seen or heard travel stories, advertising, or promotions for the area within the 6 months prior to their visit. This is up from 25% of visitors in July of 2024. Social media was again the most recalled source (54%) of travel stories, advertising, or promotions. This is the sixth consecutive month of significant year-over-year gains in advertising recall.

Potential Areas of Concern

- Group Occupancy for Collier is the highest in the competitive set FYTD and Group Demand is still up 2.0% in FY25, but Group Demand was down 28.9% in July 2025, the fourth consecutive month of Group Demand declining year-over-year, after Group Demand had a strong start to FY25.

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3-MONTH FORECAST[1] | AUGUST - OCTOBER

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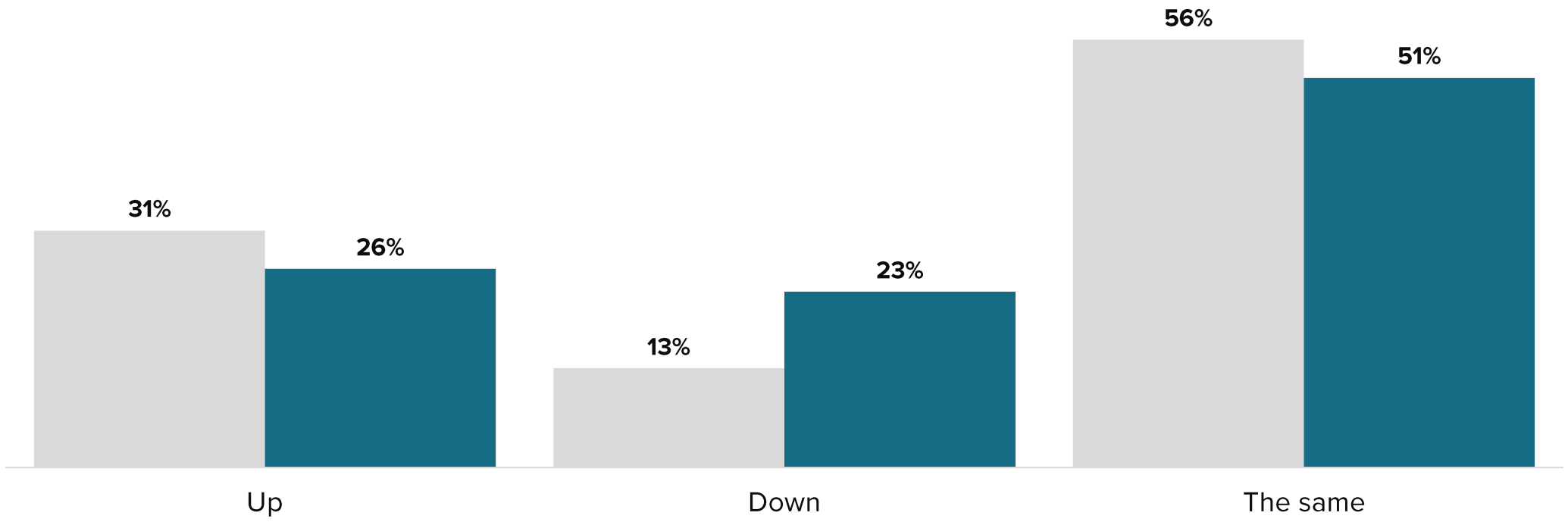
Looking ahead to the next three months, are your property's reservations generally up, down, or the same compared to this time last year?



[1]Source: Data provided by Collier County hotel and vacation rental partners who respond to DSG's Monthly Occupancy Survey.

Disclaimer: This forecast is based on three-month forward-looking expectations provided by a sample of accommodation partners. Actual lodging performance has historically differed from these projections.

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Questions?

Contact Info:

Naples, Marco Island, Everglades CVB

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THANK YOU



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FLORIDA'S PARADISE COAST

July 2025 Monthly Visitor Dashboard

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2) **Monthly Executive Summary:** pgs. 10-17

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MONTHLY HIGHLIGHTS

July 2025 | TOURISM METRICS

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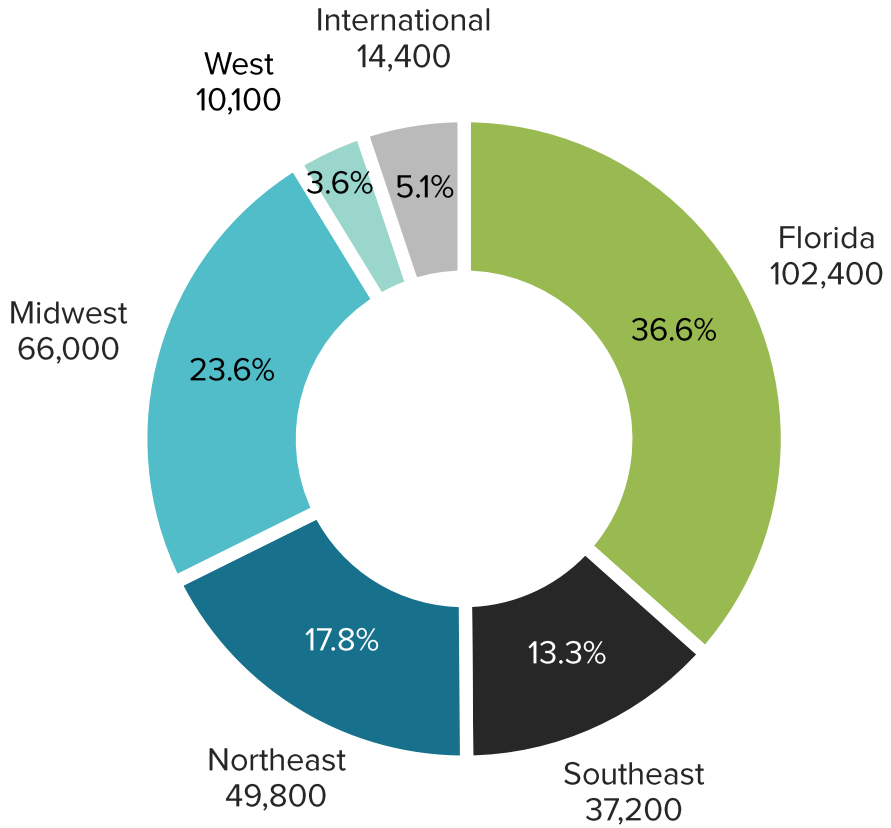

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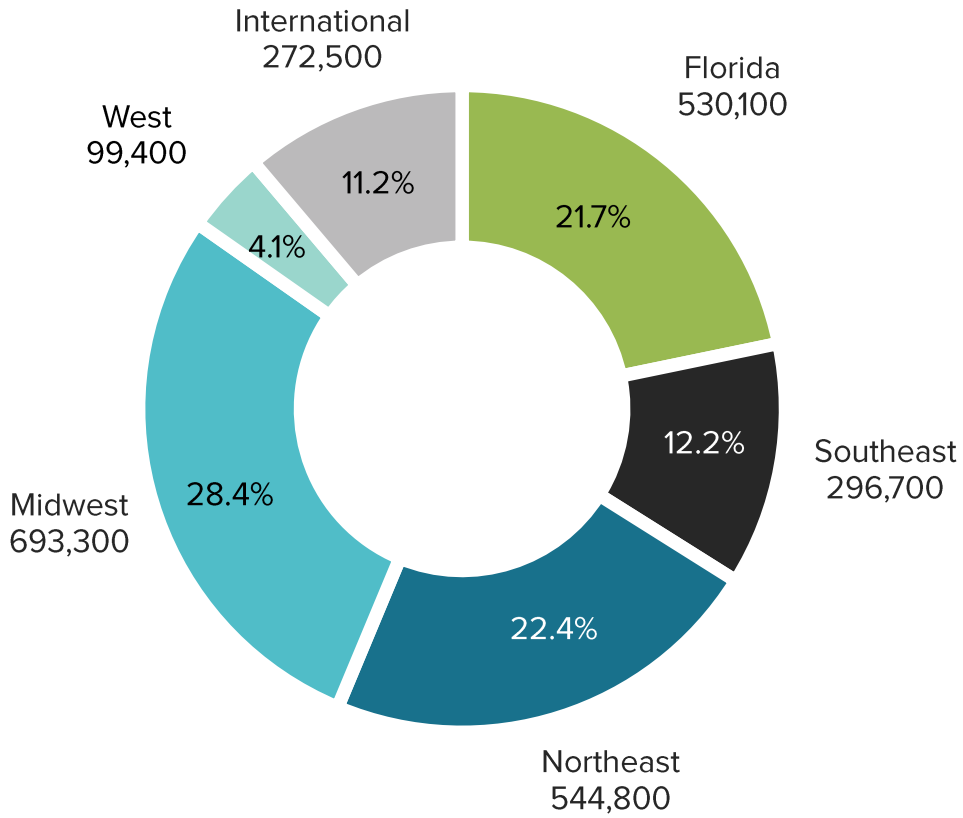

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July 2025 | HIGHLIGHTS & AREAS OF CONCERN

downs & st. germain RESEARCH

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  - Hotel room supply increased 10.3%, while room demand rose 9.6% year-over-year.
  - Average Daily Rate (ADR) & Revenue Per Available Room (RevPAR) again ranked second in the competitive set, behind only the Florida Keys.
  - Occupancy reached 61.6%, supported by a 21.9% increase in Leisure Demand.
- 35% of visitors indicated that they had read, seen or heard travel stories, advertising, or promotions for the area within the 6 months prior to their visit. This is up from 25% of visitors in July of 2024. Social media was again the most recalled source (54%) of travel stories, advertising, or promotions. This is the sixth consecutive month of significant year-over-year gains in advertising recall.

Potential Areas of Concern

- Group Occupancy for Collier is the highest in the competitive set FYTD and Group Demand is still up 2.0% in FY25, but Group Demand was down 28.9% in July 2025, the fourth consecutive month of Group Demand declining year-over-year, after Group Demand had a strong start to FY25.

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3-MONTH FORECAST[1] | AUGUST - OCTOBER

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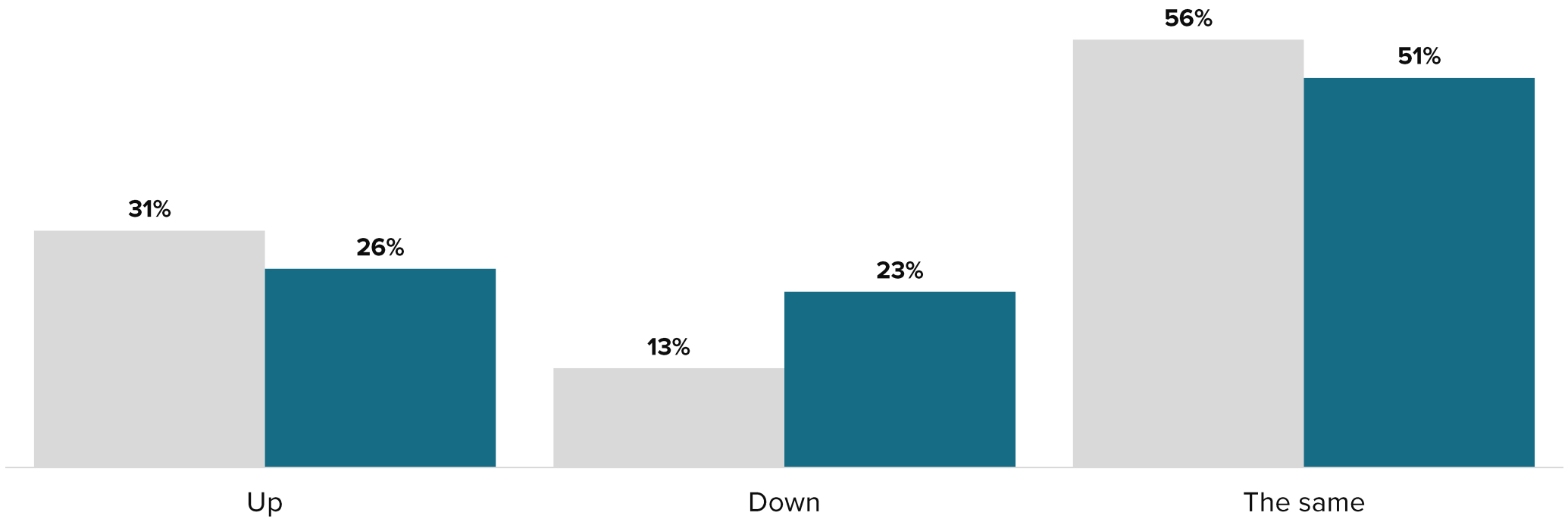
Looking ahead to the next three months, are your property's reservations generally up, down, or the same compared to this time last year?



[1]Source: Data provided by Collier County hotel and vacation rental partners who respond to DSG's Monthly Occupancy Survey.

Disclaimer: This forecast is based on three-month forward-looking expectations provided by a sample of accommodation partners. Actual lodging performance has historically differed from these projections.

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2

EXECUTIVE MONTHLY SUMMARY

JULY 2025 | VISITATION & ROOM NIGHTS

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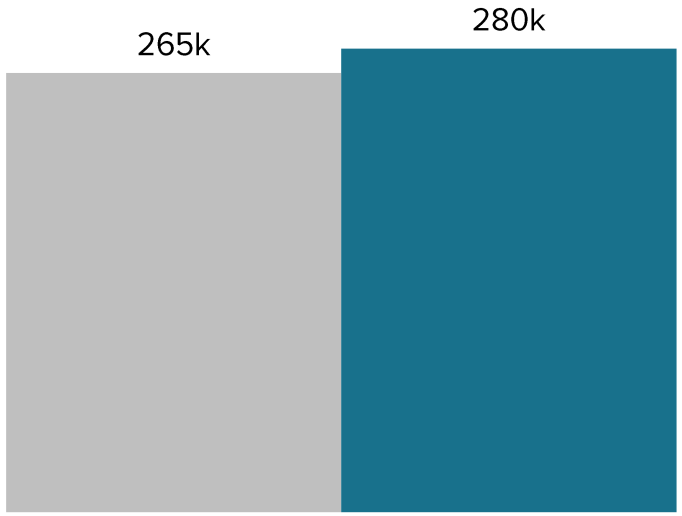
VISITORS

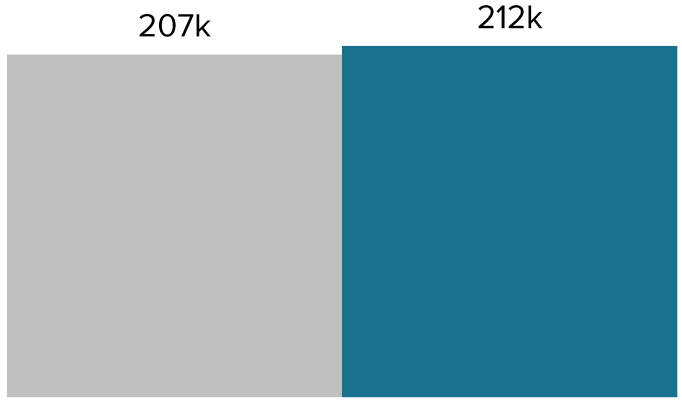
279,900



+ **5.5%** from 2024

ROOM NIGHTS

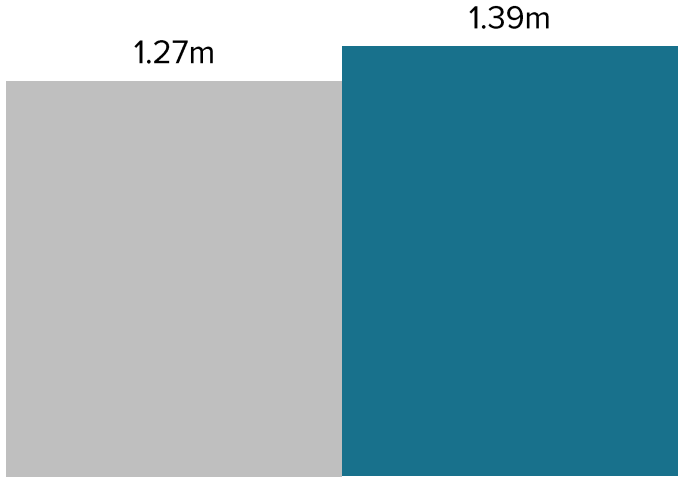
212,200



+ **2.5%** from 2024

VISITOR DAYS

1,385,500



+ **8.8%** from 2024

July-24 July-25

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JULY 2025 | SPENDING & ECONOMIC IMPACT[1]

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DIRECT SPENDING

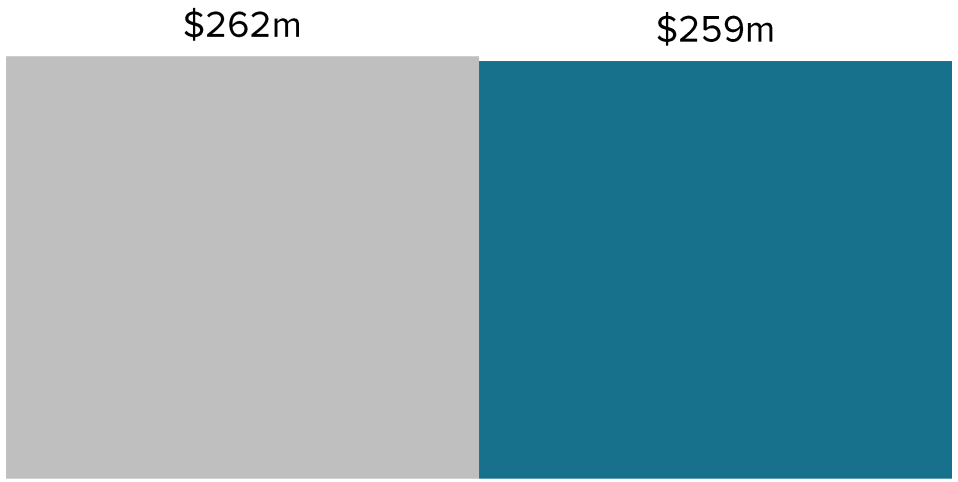
$187,560,500



- 0.9% from 2024

ECONOMIC IMPACT

$259,208,600



- 1.1% from 2024

July-24 July-25

[1]The IMPLAN multiplier for Collier County was 1.386 for 2024 and is 1.382 in 2025.

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JULY 2025 | OVERALL LODGING METRICS[1,2]

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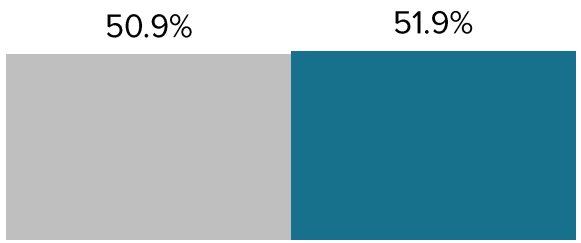
OCCUPANCY RATE

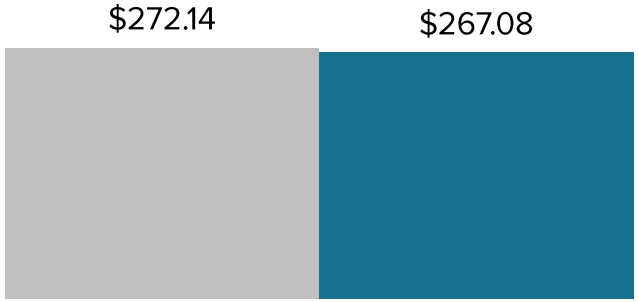
51.9%



+ **2.0%** from 2024

AVERAGE DAILY RATE

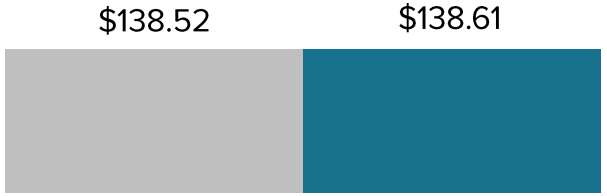
$267.08



- **1.9%** from 2024

REVENUE PER AVAILABLE ROOM

$138.61



+ **0.1%** from 2024

July-24 July-25

[1] Sources: STR data & DSG Occupancy Study data.
[2] Overall Lodging Metrics are reflective of paid accommodations as a whole, including both hotels and vacation rentals within Collier County.

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JULY 2025 | HOTEL LODGING METRICS[1,2]

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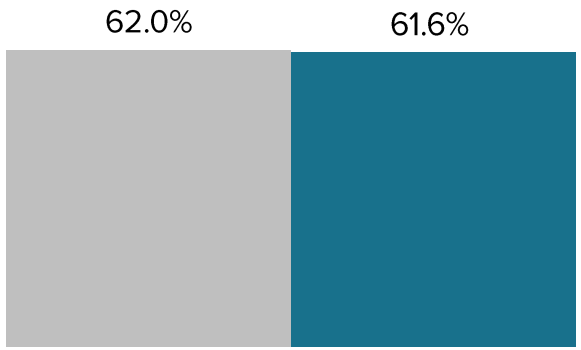
OCCUPANCY RATE

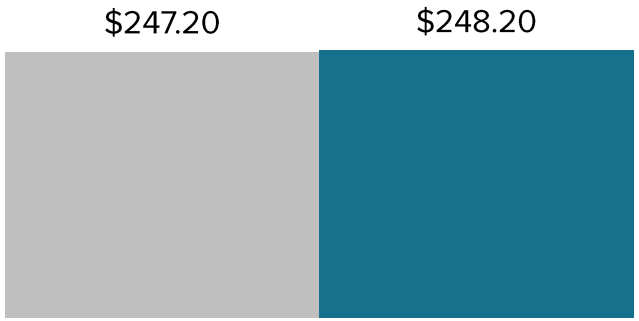
61.6%



- 0.7% from 2024

AVERAGE DAILY RATE

$248.20



+ 0.4% from 2024

REVENUE PER AVAILABLE ROOM

$152.92



- 0.3% from 2024

July-24 July-25

[1]Source: STR data
[2] Lodging metrics on this slide are only reflective of the hotels within Collier County.

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JULY 2025 | VISITOR ORIGIN REGIONS

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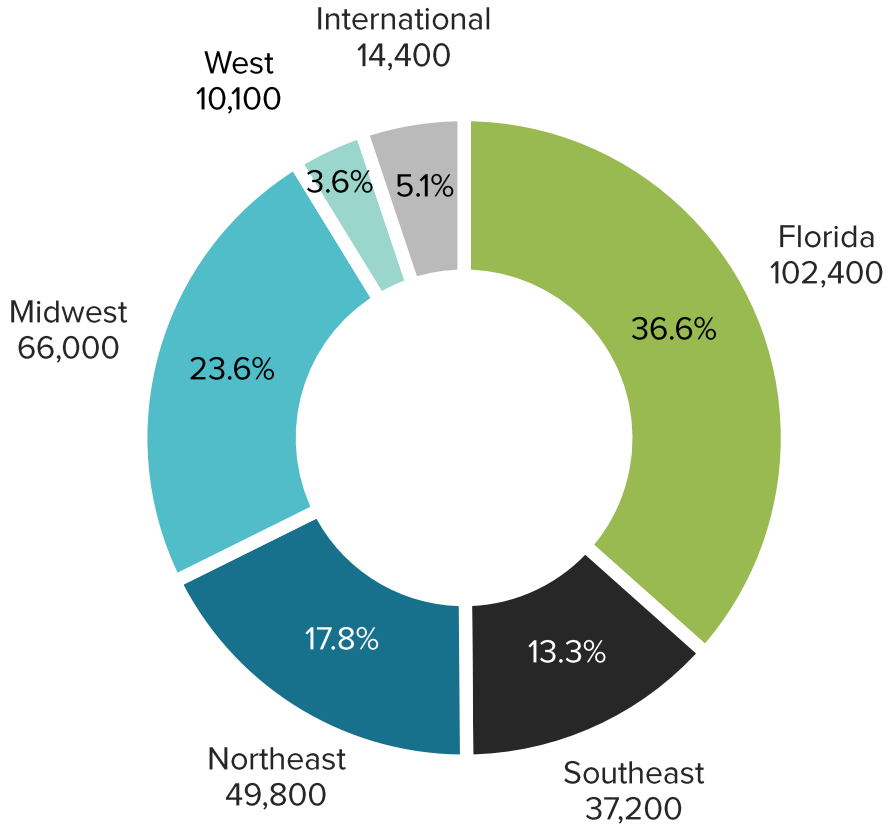
	JULY 2024		JULY 2025		Percent Change (±Δ%)	
Region	# Visitors	% Share	# Visitors	% Share	# Visitors	% Share
Domestic	243,900	91.9%	265,500	94.9%	+ 8.9%	+ 3.3%
Florida	93,900	35.4%	102,400	36.6%	+ 9.1%	+ 3.4%
Southeast	33,700	12.7%	37,200	13.3%	+ 10.4%	+ 4.7%
Northeast	46,200	17.4%	49,800	17.8%	+ 7.8%	+ 2.2%
Midwest	60,000	22.6%	66,000	23.6%	+ 10.0%	+ 4.4%
West	10,100	3.8%	10,100	3.6%	-	- 4.9%
International	21,400	8.1%	14,400	5.1%	- 32.7%	- 36.8%
Canada	5,000	1.9%	3,400	1.2%	- 32.0%	- 36.3%
Europe	10,900	4.1%	7,600	2.7%	- 30.3%	- 34.3%
C/S America	3,400	1.3%	2,000	0.7%	- 41.2%	- 45.4%
Other	2,100	0.8%	1,400	0.5%	- 33.3%	- 36.8%
Total	265,300	100.0%	279,900	100.0%	+ 5.5%	



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JULY 2025 | VISITOR ORIGINS

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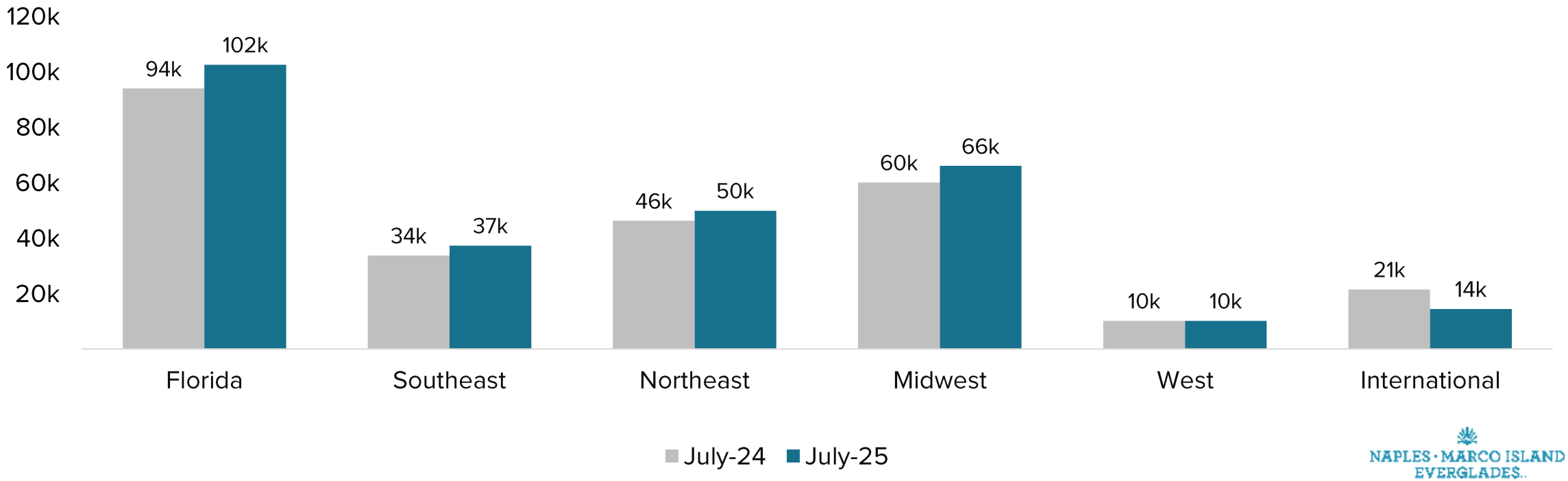
FLORIDA VISITORS

102,400

OUT-OF-STATE VISITORS

177,500



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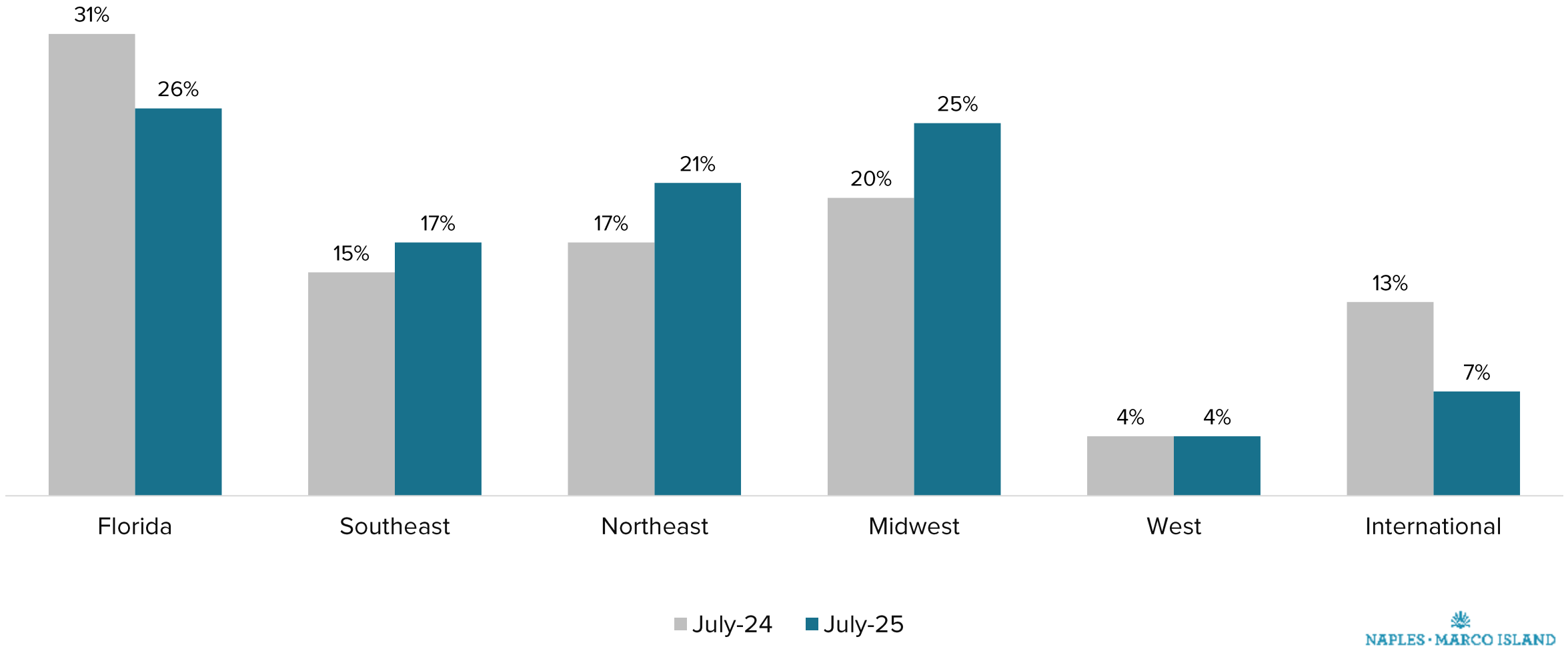
JULY 2025 | OVERNIGHT VISITOR ORIGINS



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3

EXECUTIVE FISCAL YEAR-TO-DATE (FYTD) SUMMARY

FYTD 2025 | VISITATION METRICS

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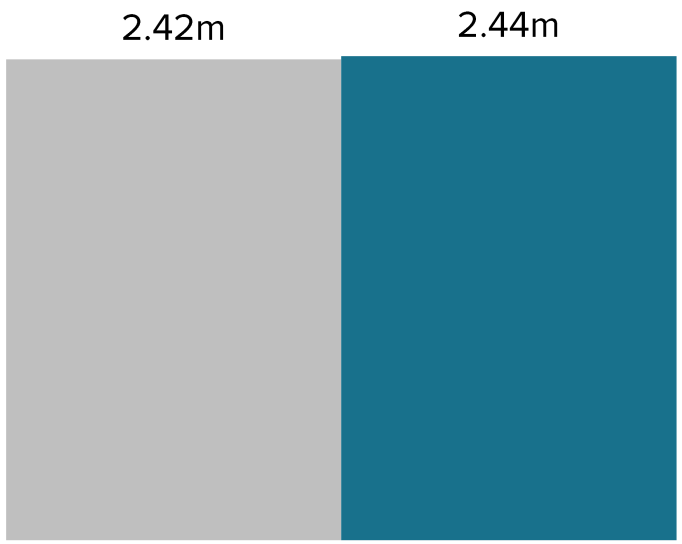
FYTD VISITORS

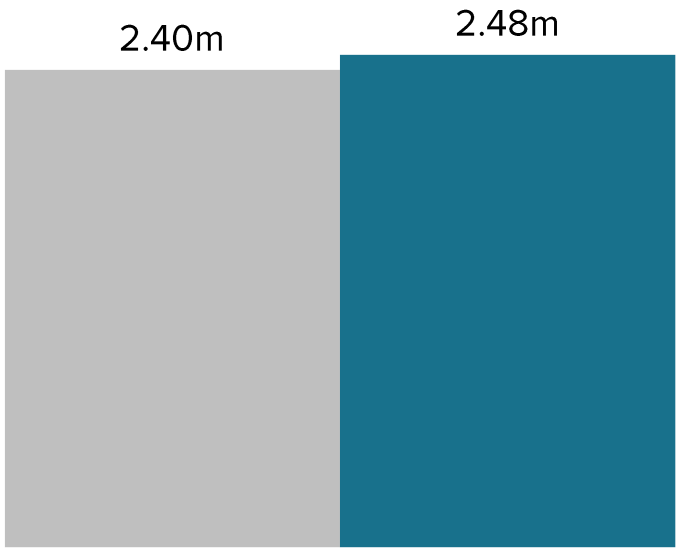
2,436,800



+ **0.7%** from FYTD 24

FYTD ROOM NIGHTS

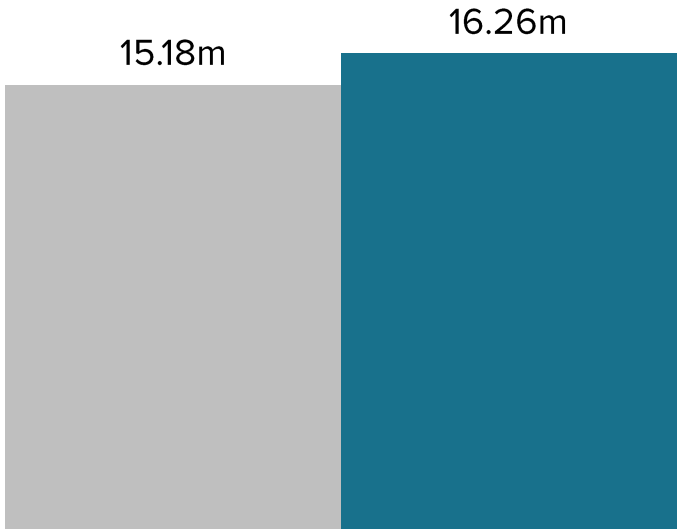
2,478,000



+ **3.1%** from FYTD 24

FYTD VISITOR DAYS

16,261,000



+ **7.1%** from FYTD 24

FYTD 24 FYTD 25

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FYTD 2025 | SPENDING & ECONOMIC IMPACT

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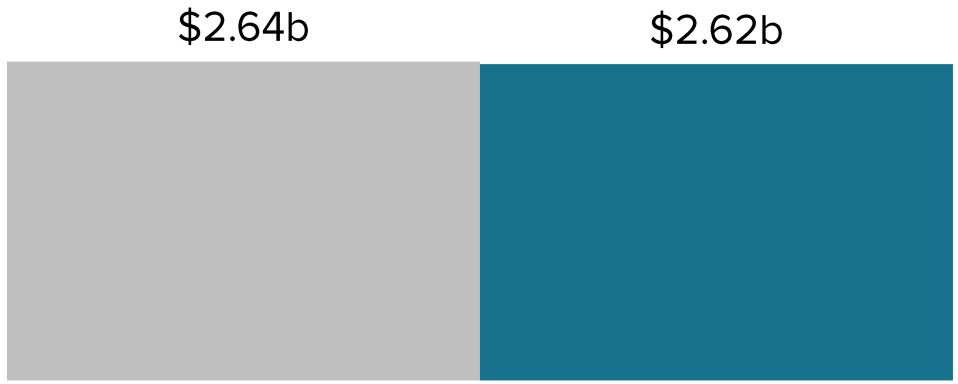
FYTD DIRECT SPENDING

$2,616,690,300

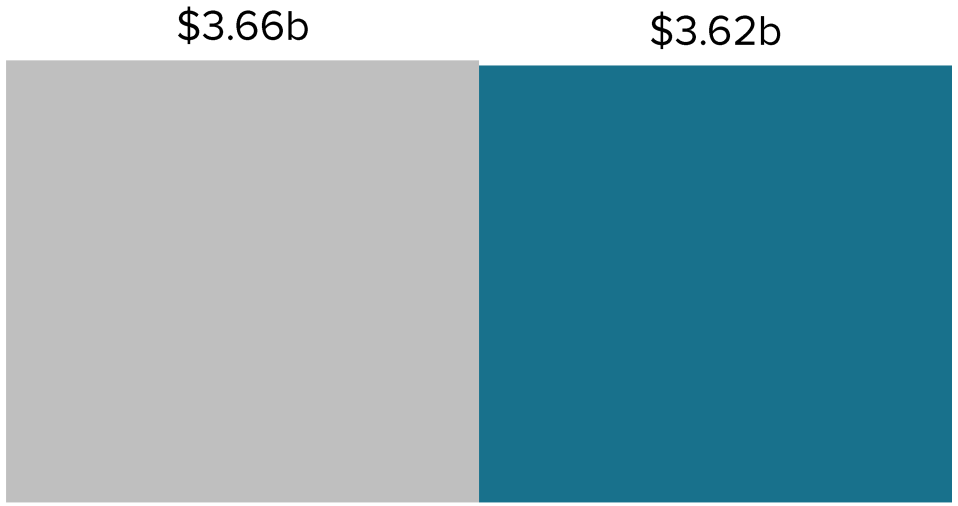
- 0.8% from FYTD 24



FYTD ECONOMIC IMPACT

$3,616,776,100

- 1.1% from FYTD 24[1]



FYTD 24 FYTD 25

[1]The IMPLAN multiplier for Collier County was 1.386 for 2024 and is 1.382 in 2025.

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FYTD 2025 | OVERALL LODGING METRICS[1,2]

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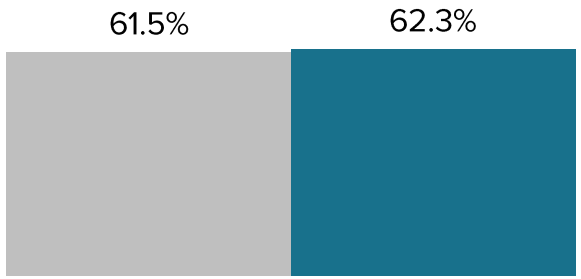
OCCUPANCY RATE

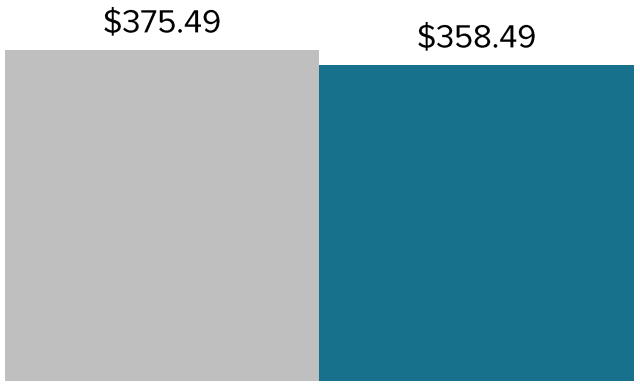
62.3%



+ 1.2% from FYTD 24

AVERAGE DAILY RATE

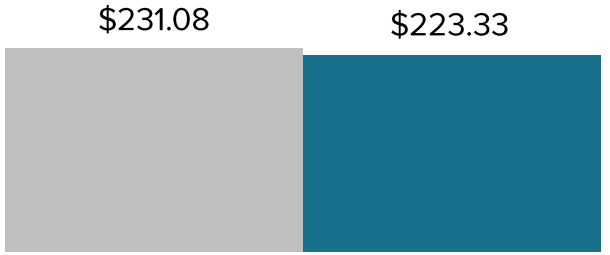
$358.49



- 4.5% from FYTD 24

REVENUE PER AVAILABLE ROOM

$223.33



- 3.4% from FYTD 24

[1] Sources: STR data & DSG Occupancy Study data.
[2] Overall Lodging Metrics are reflective of paid accommodations as a whole, including both hotels and vacation rentals within Collier County.

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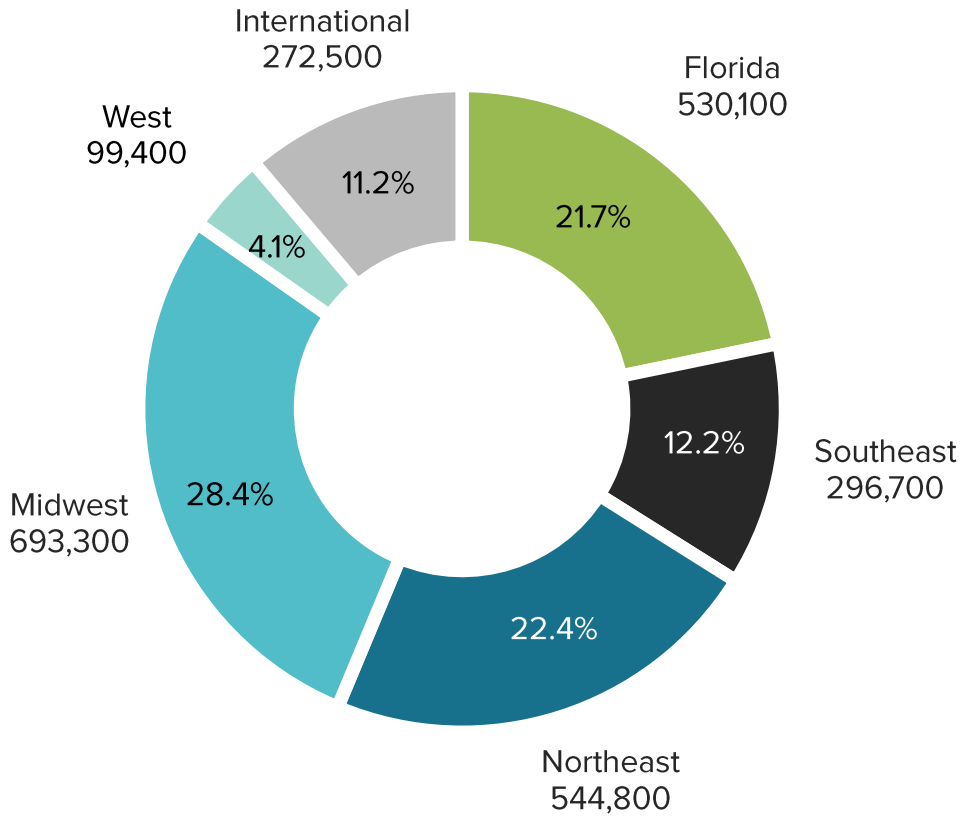
FYTD 2025 | VISITOR ORIGIN REGIONS

	FYTD 2024		FYTD 2025		Percent Change (±Δ%)	
Region	# Visitors	% Share	# Visitors	% Share	# Visitors	% Share
Domestic	2,117,000	87.5%	2,164,300	88.8%	+ 2.2%	+ 1.5%
Florida	553,000	22.8%	530,100	21.7%	- 4.1%	- 4.8%
Southeast	288,700	11.9%	296,700	12.2%	+ 2.8%	+ 2.1%
Northeast	515,400	21.3%	544,800	22.4%	+ 5.7%	+ 5.0%
Midwest	642,000	26.5%	693,300	28.4%	+ 8.0%	+ 7.3%
West	117,900	4.9%	99,400	4.1%	- 15.7%	- 16.3%
International	303,100	12.5%	272,500	11.2%	- 10.1%	- 10.4%
Canada	110,400	4.6%	107,100	4.4%	- 3.0%	- 3.7%
Europe	132,200	5.5%	113,600	4.7%	- 14.1%	- 14.7%
C/S America	34,800	1.4%	29,900	1.2%	- 14.1%	- 14.7%
Other	25,700	1.1%	21,900	0.9%	- 14.8%	- 15.4%
Total	2,420,100	100.0%	2,436,800	100.0%	+ 0.7%	





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MONTHLY DESTINATION COMPARISONS

JULY 2025 COMPARISONS | SUPPLY

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	Hotel Supply (Rooms)	Δ% in Supply from July 2024
	Total	Total
Miami	2,004,243	- 0.6%
Ft. Lauderdale	1,218,858	+ 0.8%
Palm Beach	604,965	+ 2.3%
Ft. Myers	403,992	+ 10.6%
Sarasota	390,290	+ 0.2%
Florida Keys	332,289	+ 2.2%
St. Petersburg	328,414	- 7.9%
Clearwater	286,626	+ 1.6%
Naples	263,996	+ 10.3%

[1] Metrics provided by STR.
[2] Transient bookings include rooms sold to individuals or groups occupying less than 10 rooms per night.
[3] Group bookings include bookings of 10 rooms or more per night, sold pursuant to a signed agreement.
[4] Contract bookings include a consistent block of rooms committed at stipulated contract rates for an extended period longer than 30 days, with payment guaranteed regardless of use, such as for airline crews and long-term guests.

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JULY 2025 COMPARISONS | DEMAND

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	Hotel Demand (Rooms)				Δ% in Demand from July 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Miami	1,167,490	125,097	97,520	1,390,107	- 3.0%	- 13.1%	+ 22.9%	- 2.6%
Ft. Lauderdale	679,573	101,427	24,253	805,253	- 4.0%	+ 5.3%	+ 10.8%	- 2.5%
Palm Beach	307,258	51,594	8,218	367,071	+ 5.7%	- 22.0%	+ 16.7%	+ 0.8%
Sarasota	230,996	17,782	4,982	253,761	+ 0.7%	- 10.5%	+ 24.0%	+ 0.2%
Florida Keys	233,997	15,873	803	250,672	+ 0.7%	+ 21.8%	+ 5.5%	+ 1.8%
Ft. Myers	187,138	28,192	13,067	228,397	+ 4.5%	- 9.1%	+ 42.1%	+ 4.1%
St. Petersburg	194,030	17,355	3,012	214,397	- 10.0%	- 35.3%	+ 52.4%	- 12.2%
Clearwater	187,189	15,809	0	202,998	- 1.7%	- 17.9%	-	- 3.2%
Naples	137,120	25,533	0	162,653	+ 21.9%	- 28.9%	-	+ 9.6%

[1] Metrics provided by STR.
[2] Transient bookings include rooms sold to individuals or groups occupying less than 10 rooms per night.
[3] Group bookings include bookings of 10 rooms or more per night, sold pursuant to a signed agreement.
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JULY 2025 COMPARISONS | OCCUPANCY

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	Hotel Occupancy (%)				Δ% in Occupancy from July 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Florida Keys	70.4%	4.8%	0.2%	75.4%	- 1.5%	+ 19.2%	+ 3.3%	- 0.4%
Clearwater	65.3%	5.5%	0.0%	70.8%	- 3.3%	- 19.2%	0.0%	- 4.7%
Miami	58.3%	6.2%	4.9%	69.4%	- 2.4%	- 12.6%	+ 23.7%	- 2.0%
Ft. Lauderdale	55.8%	8.3%	2.0%	66.1%	- 4.7%	+ 4.5%	+ 9.9%	- 3.3%
St. Petersburg	59.1%	5.3%	0.9%	65.3%	- 2.3%	- 29.8%	+ 65.5%	- 4.7%
Sarasota	59.2%	4.6%	1.3%	65.0%	+ 0.5%	- 10.7%	+ 23.7%	0.0%
Naples	51.9%	9.7%	0.0%	61.6%	+ 10.5%	- 35.6%	0.0%	- 0.7%
Palm Beach	50.8%	8.5%	1.4%	60.7%	+ 3.3%	- 23.7%	+ 14.1%	- 1.4%
Ft. Myers	46.3%	7.0%	3.2%	56.5%	- 5.6%	- 17.8%	+ 28.4%	- 5.9%

[1] Metrics provided by STR.
[2] Transient bookings include rooms sold to individuals or groups occupying less than 10 rooms per night.
[3] Group bookings include bookings of 10 rooms or more per night, sold pursuant to a signed agreement.
[4] Contract bookings include a consistent block of rooms committed at stipulated contract rates for an extended period longer than 30 days, with payment guaranteed regardless of use, such as for airline crews and long-term guests.

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JULY 2025 COMPARISONS | REVENUE

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	Hotel Revenue (Millions of Dollars)				Δ% in Revenue from July 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Miami	$201.11	$21.89	$13.04	$236.04	- 6.1%	- 9.9%	+ 37.7%	- 4.8%
Ft. Lauderdale	$98.41	$15.93	$2.73	$117.08	- 4.9%	+ 8.3%	+ 8.9%	- 3.0%
Florida Keys	$67.33	$5.01	$0.13	$72.48	- 1.1%	+ 26.5%	- 16.1%	+ 0.4%
Palm Beach	$55.54	$9.98	$0.85	$66.37	+ 4.9%	- 11.5%	+ 20.4%	+ 2.2%
Sarasota	$41.82	$2.91	$0.53	$45.25	+ 9.4%	+ 8.1%	+ 16.4%	+ 9.4%
Clearwater	$38.10	$2.58	$0.00	$40.68	- 0.2%	- 19.9%	-	- 1.7%
Naples	$34.90	$5.47	$0.00	$40.37	+ 19.1%	- 26.0%	-	+ 10.0%
St. Petersburg	$33.78	$2.73	$0.35	$36.86	- 13.9%	- 37.9%	+ 46.5%	- 16.0%
Ft. Myers	$28.32	$3.89	$1.51	$33.73	+ 12.1%	- 2.8%	+ 56.6%	+ 11.6%

[1] Metrics provided by STR.
[2] Transient bookings include rooms sold to individuals or groups occupying less than 10 rooms per night.
[3] Group bookings include bookings of 10 rooms or more per night, sold pursuant to a signed agreement.
[4] Contract bookings include a consistent block of rooms committed at stipulated contract rates for an extended period longer than 30 days, with payment guaranteed regardless of use, such as for airline crews and long-term guests.

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JULY 2025 COMPARISONS | DAILY RATE

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	Hotel Average Daily Rate ($)				Δ% in ADR from July 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Florida Keys	$287.74	$315.90	$167.21	$289.13	- 1.7%	+ 3.9%	- 20.5%	- 1.4%
Naples	$254.54	$214.17	$0.00	$248.20	- 2.3%	+ 4.1%	0.0%	+ 0.4%
Clearwater	$203.54	$163.14	$0.00	$200.39	+ 1.5%	- 2.4%	0.0%	+ 1.5%
Palm Beach	$180.77	$193.37	$103.71	$180.81	- 0.7%	+ 13.5%	+ 3.2%	+ 1.4%
Sarasota	$181.03	$163.50	$106.00	$178.33	+ 8.6%	+ 20.8%	- 6.1%	+ 9.2%
St. Petersburg	$174.11	$157.31	$116.09	$171.93	- 4.4%	- 3.9%	- 3.9%	- 4.3%
Miami	$172.26	$174.97	$133.74	$169.80	- 3.2%	+ 3.7%	+ 12.0%	- 2.3%
Ft. Myers	$151.35	$137.98	$115.74	$147.66	+ 7.3%	+ 6.9%	+ 10.2%	+ 7.1%
Ft. Lauderdale	$144.82	$157.05	$112.71	$145.39	- 0.9%	+ 2.9%	- 1.7%	- 0.5%

[1] Metrics provided by STR.
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JULY 2025 COMPARISONS | REVPAR

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	Hotel Revenue Per Available Room ($)				Δ% in RevPAR from July 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Florida Keys	$202.62	$15.09	$0.40	$218.12	- 3.2%	+ 23.8%	- 17.9%	- 1.7%
Naples	$132.21	$20.71	$0.00	$152.92	+ 8.0%	- 32.9%	0.0%	- 0.3%
Clearwater	$132.93	$9.00	$0.00	$141.92	-1.8%	- 21.2%	0.0%	- 3.3%
Miami	$100.34	$10.92	$6.51	$117.77	- 5.5%	- 9.4%	+ 38.5%	- 4.2%
Sarasota	$107.15	$7.45	$1.35	$115.95	+ 9.2%	+ 7.9%	+ 16.2%	+ 9.2%
St. Petersburg	$102.86	$8.31	$1.06	$112.24	- 6.5%	- 32.6%	+ 59.0%	- 8.8%
Palm Beach	$91.81	$16.49	$1.41	$109.71	+ 2.6%	- 13.4%	+ 17.8%	0.0%
Ft. Lauderdale	$80.74	$13.07	$2.24	$96.05	- 5.6%	+ 7.5%	+ 8.0%	- 3.7%
Ft. Myers	$70.11	$9.63	$3.74	$83.48	+ 1.3%	- 12.1%	+ 41.6%	+ 0.8%

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4b

FISCAL YTD DESTINATION COMPARISONS

FYTD 2025 COMPARISONS | SUPPLY

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	Hotel Supply (Rooms)	%Δ in Supply from FYTD 2024
	Total	Total
Miami	19,815,702	- 0.1%
Ft. Lauderdale	11,922,086	+ 0.6%
Palm Beach	5,907,553	+ 1.3%
Sarasota	3,811,154	+ 1.4%
Ft. Myers	3,788,227	+ 8.1%
Florida Keys	3,250,876	+ 1.5%
St. Petersburg	3,179,102	- 8.7%
Clearwater	2,766,615	- 0.1%
Naples	2,569,442	+ 12.3%

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FYTD 2025 COMPARISONS | DEMAND

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	Hotel Demand (Rooms)				%Δ in Demand from FYTD 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Miami	11,660,168	2,436,936	921,876	15,018,980	- 0.7%	+ 2.6%	+ 12.7%	+ 0.5%
Ft. Lauderdale	6,960,928	1,481,688	237,557	8,680,173	- 0.6%	+ 1.9%	- 16.9%	- 0.7%
Palm Beach	3,195,676	1,005,529	91,360	4,292,565	+ 3.3%	+ 20.3%	- 5.6%	+ 6.6%
Sarasota	2,207,940	484,816	77,022	2,769,778	+ 6.7%	+ 4.5%	+ 21.1%	+ 6.7%
Ft. Myers	1,860,189	417,289	183,064	2,460,541	+ 6.1%	+ 3.4%	+ 5.0%	+ 5.6%
Florida Keys	2,165,009	267,033	12,372	2,444,414	+ 1.9%	- 7.0%	+ 99.4%	+ 1.1%
St. Petersburg	1,805,341	536,994	40,888	2,383,223	- 2.4%	+ 4.2%	+ 79.4%	- 0.2%
Clearwater	1,643,949	490,020	185	2,134,154	+ 6.0%	+ 19.7%	- 1.9%	+ 8.8%
Naples	1,262,989	458,640	1,319	1,722,948	+ 16.7%	+ 2.0%	- 54.6%	+ 12.2%

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FYTD 2025 COMPARISONS | OCCUPANCY

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	Hotel Occupancy (%)				%Δ in Occupancy from FYTD 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Clearwater	59.4%	17.7%	0.0%	77.1%	+ 6.0%	+ 19.7%	- 1.8%	+ 8.9%
Miami	58.8%	12.3%	4.7%	75.8%	- 0.7%	+ 2.7%	+ 12.8%	+ 0.6%
Florida Keys	66.6%	8.2%	0.4%	75.2%	+ 0.3%	- 8.4%	+ 96.4%	- 0.5%
St. Petersburg	56.8%	16.9%	1.3%	75.0%	+ 7.0%	+ 14.2%	+ 96.5%	+ 9.4%
Ft. Lauderdale	58.4%	12.4%	2.0%	72.8%	- 1.2%	+ 1.3%	- 17.4%	- 1.3%
Sarasota	57.9%	12.7%	2.0%	72.7%	+ 5.2%	+ 3.1%	+ 19.5%	+ 5.2%
Palm Beach	54.1%	17.0%	1.5%	72.7%	+ 2.0%	+ 18.8%	- 6.8%	+ 5.3%
Naples	49.2%	17.8%	0.1%	67.1%	+ 3.9%	- 9.2%	- 59.6%	- 0.1%
Ft. Myers	49.1%	11.0%	4.8%	65.0%	- 1.8%	- 4.3%	- 2.9%	- 2.3%

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FYTD 2025 COMPARISONS | REVENUE

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	Hotel Revenue (Millions of Dollars)				%Δ in Revenue from FYTD 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Miami	$2,767.10	$664.61	$124.14	$3,555.85	+ 1.4%	+ 7.7%	+ 21.8%	+ 3.2%
Ft. Lauderdale	$1,300.72	$332.28	$34.24	$1,667.24	+ 0.2%	+ 2.9%	- 12.5%	+ 0.4%
Palm Beach	$905.11	$285.42	$12.84	$1,203.37	+ 10.4%	+ 21.1%	+ 2.0%	+ 12.6%
Florida Keys	$792.73	$97.42	$5.50	$895.65	- 1.1%	- 6.3%	+ 124.2%	- 1.4%
Sarasota	$479.80	$102.53	$12.04	$594.36	+ 11.6%	+ 16.6%	+ 47.7%	+ 13.0%
Naples	$437.87	$148.69	$0.35	$586.91	+ 10.5%	+ 6.1%	- 47.2%	+ 9.3%
St. Petersburg	$359.74	$97.45	$5.18	$462.37	- 3.5%	+ 6.5%	+ 113.0%	- 0.9%
Clearwater	$357.61	$99.12	$0.00	$456.74	+ 8.7%	+ 28.1%	- 11.7%	+ 12.4%
Ft. Myers	$332.62	$77.38	$28.74	$438.75	+ 8.2%	+ 2.7%	+ 11.8%	+ 7.4%

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FYTD 2025 COMPARISONS | DAILY RATE

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	Hotel Average Daily Rate ($)				%Δ in ADR from FYTD 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Florida Keys	$366.16	$364.81	$444.66	$366.41	- 2.9%	+ 0.8%	+ 12.4%	- 2.4%
Naples	$346.69	$324.20	$262.08	$340.64	- 5.2%	+ 4.0%	+ 16.5%	- 2.6%
Palm Beach	$283.23	$283.85	$140.58	$280.34	+ 6.8%	+ 0.7%	+ 8.0%	+ 5.6%
Miami	$237.31	$272.72	$134.67	$236.76	+ 2.2%	+ 4.9%	+ 8.1%	+ 2.6%
Sarasota	$217.30	$211.48	$156.28	$214.59	+ 4.6%	+ 11.5%	+ 21.9%	+ 5.9%
Clearwater	$217.53	$202.28	$6.70	$214.01	+ 2.6%	+ 7.1%	- 10.0%	+ 3.3%
St. Petersburg	$199.27	$181.47	$126.69	$194.01	- 1.1%	+ 2.2%	+ 18.8%	- 0.7%
Ft. Lauderdale	$186.86	$224.26	$144.14	$192.07	+ 0.8%	+ 0.9%	+ 5.2%	+ 1.2%
Ft. Myers	$178.81	$185.45	$157.01	$178.31	+ 2.0%	- 0.7%	+ 6.5%	+ 1.8%

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FYTD 2025 COMPARISONS | REVPAR

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	Hotel Revenue Per Available Room ($)				%Δ in RevPAR from FYTD 2024			
	Transient[2]	Group[3]	Contract[4]	Total	Transient[2]	Group[3]	Contract[4]	Total
Florida Keys	$243.85	$29.97	$1.69	$275.51	- 2.6%	- 7.7%	+ 120.8%	- 2.8%
Naples	$170.41	$57.87	$0.13	$228.42	- 1.6%	- 5.6%	- 53.0%	- 2.7%
Palm Beach	$153.21	$48.31	$2.17	$203.70	+ 8.9%	+ 19.6%	+ 0.7%	+ 11.2%
Miami	$139.64	$33.54	$6.26	$179.45	+ 1.5%	+ 7.7%	+ 21.9%	+ 3.2%
Clearwater	$129.26	$35.83	$0.00	$165.09	+ 8.8%	+ 28.2%	- 11.6%	+ 12.5%
Sarasota	$125.89	$26.90	$3.16	$155.95	+ 10.0%	+ 15.0%	+ 45.7%	+ 11.4%
St. Petersburg	$113.16	$30.65	$1.63	$145.44	+ 5.8%	+ 16.7%	+ 133.4%	+ 8.6%
Ft. Lauderdale	$109.10	$27.87	$2.87	$139.84	- 0.4%	+ 2.3%	- 13.1%	- 0.2%
Ft. Myers	$87.80	$20.43	$7.59	$115.82	+ 0.1%	- 5.0%	+ 3.4%	- 0.6%

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5

INDUSTRY DATA

INDUSTRY DATA | CURRENT EMPLOYMENT

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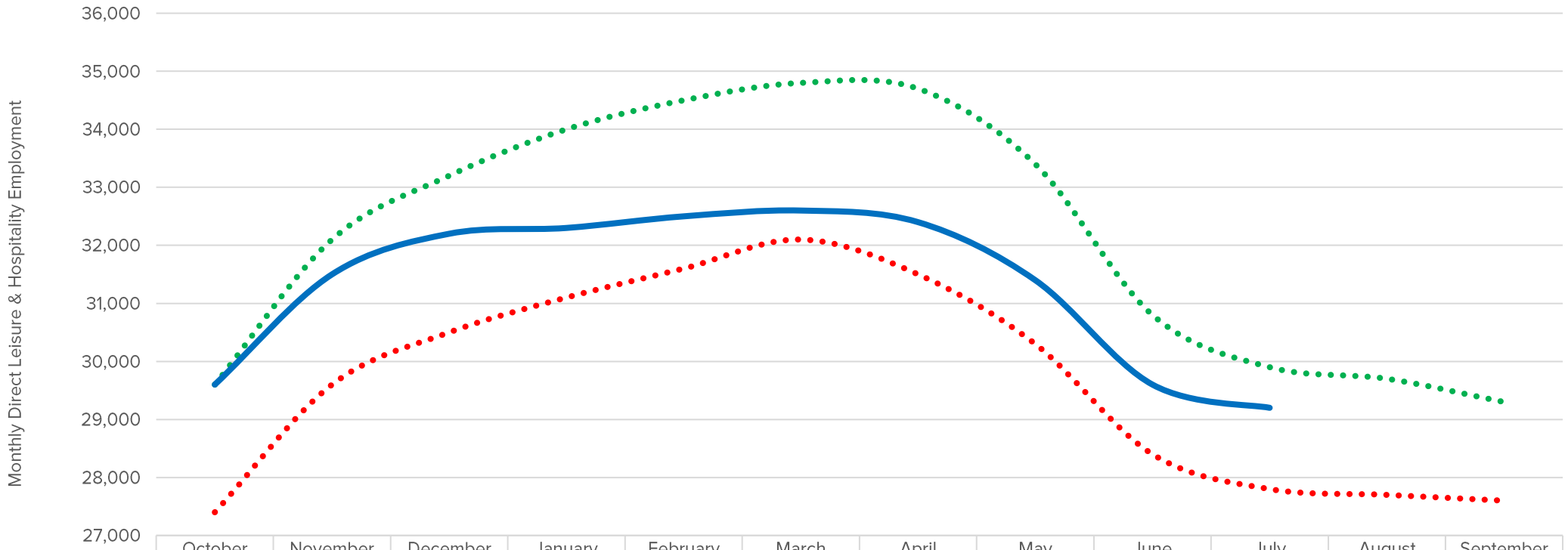
Collier County Direct Leisure and Hospitality Employment[1]



	October	November	December	January	February	March	April	May	June	July	August	September
FY23	27,400	29,600	30,500	31,100	31,600	32,100	31,500	30,300	28,400	27,800	27,700	27,600
FY24	29,600	32,100	33,200	34,000	34,500	34,800	34,700	33,400	30,800	29,900	29,700	29,300
FY25	29,600	31,500	32,200	32,300	32,500	32,600	32,400	31,400	29,600	29,200 (P)		

[1] SOURCE: Current Employment Statistic Program (CES), Collier County Leisure and Hospitality Sector, not seasonally adjusted.
(P) Preliminary.

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INDUSTRY DATA | RSW TOTAL PASSENGER TRAFFIC

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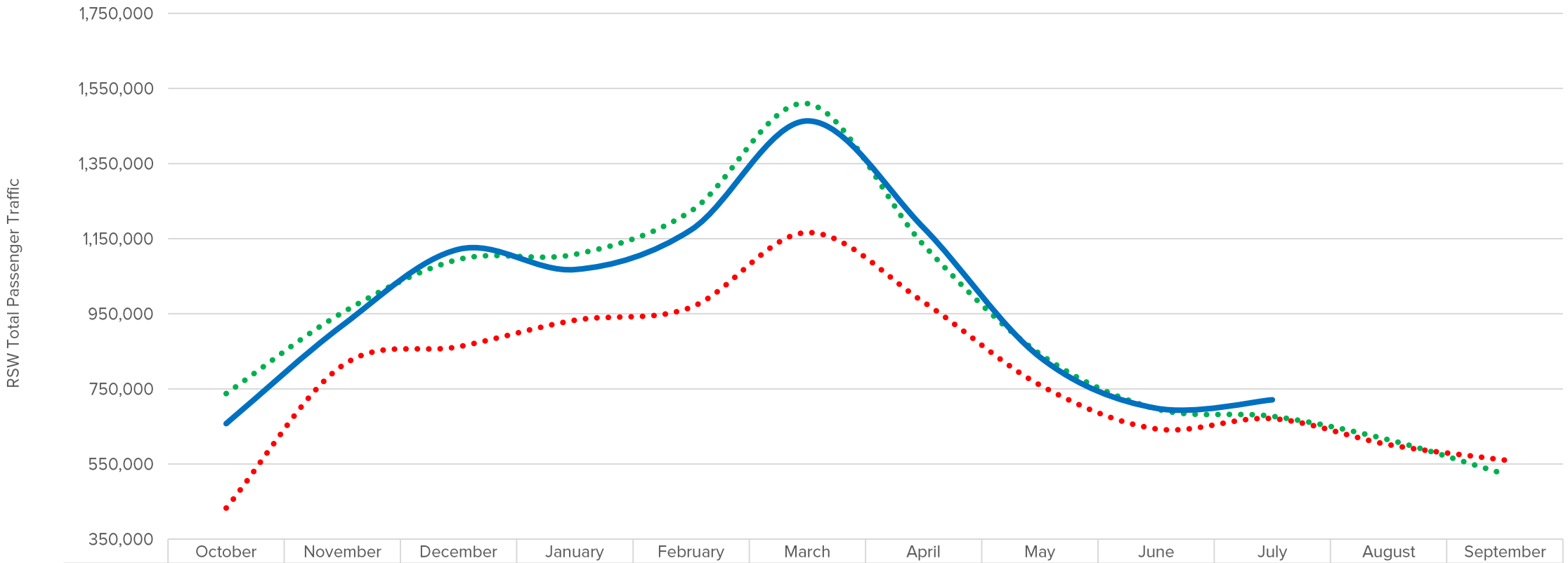
Southwest Florida International Airport (RSW) Total Passenger Traffic[1]



	October	November	December	January	February	March	April	May	June	July	August	September
FY23	432,667	812,305	862,368	932,896	967,416	1,166,442	981,216	760,330	643,486	670,818	601,542	560,358
FY24	737,527	953,025	1,094,783	1,108,190	1,223,761	1,509,777	1,133,256	843,270	696,867	677,137	614,531	523,004
FY25	657,488	919,108	1,121,793	1,067,794	1,173,638	1,463,628	1,178,980	834,862	698,573	720,973		

[1]SOURCE: Lee County Port Authority Monthly Statistics.

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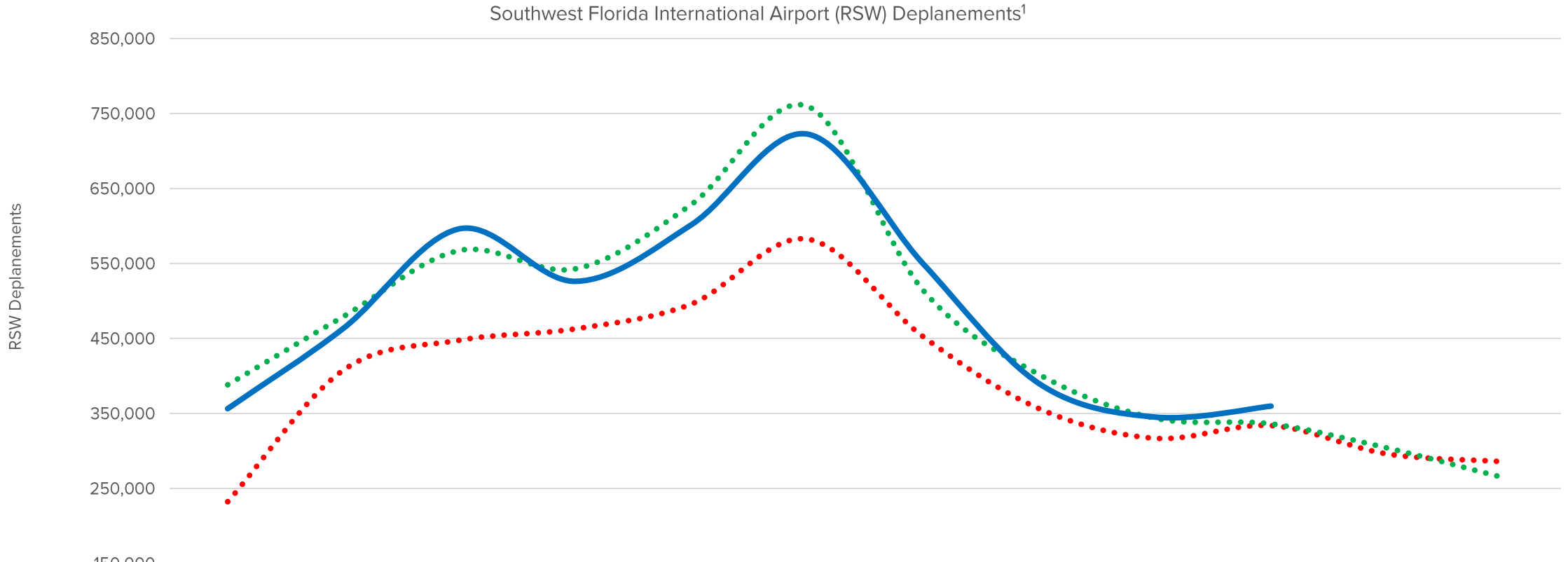
INDUSTRY DATA | RSW INFLOW (DEPLANEMENTS)



	October	November	December	January	February	March	April	May	June	July	August	September
FY23	232,239	407,927	447,666	462,851	495,943	582,580	452,356	356,361	316,887	333,862	296,092	285,679
FY24	388,153	479,404	567,439	542,929	628,786	759,836	514,166	401,868	343,614	336,069	303,982	264,625
FY25	356,316	463,688	596,290	526,231	601,672	722,642	549,572	389,793	345,133	359,761		

[1]SOURCE: Lee County Port Authority Monthly Statistics.

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INDUSTRY DATA | RSW OUTFLOW (ENPLANEMENTS)

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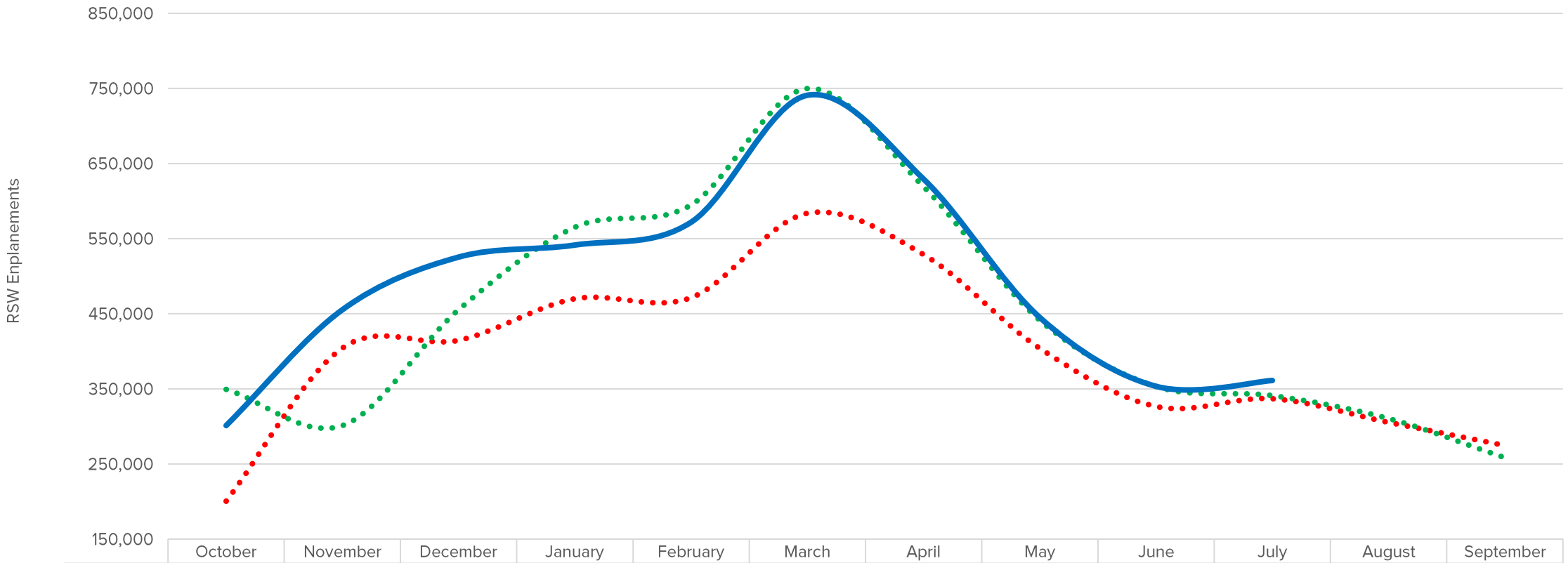
Southwest Florida International Airport (RSW) Enplanements[1]



	October	November	December	January	February	March	April	May	June	July	August	September
FY23	200,428	404,378	414,702	470,045	471,473	583,862	528,860	403,969	326,599	336,956	305,450	274,679
FY24	349,374	301,172	455,420	565,261	594,975	749,941	619,090	441,402	353,253	341,068	310,549	258,379
FY25	301,172	455,420	525,503	541,563	571,966	740,986	629,408	445,069	353,440	361,212		

[1]SOURCE: Lee County Port Authority Monthly Statistics.

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INDUSTRY DATA | LICENSED RENTAL UNITS

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Licensed Transient Rental Units as of August 1st, 2025[1]				
	Hotel	Motel	Vacation Rental	Total
Naples	5,473	1,256	3,353	**10,082**
Marco Island	1,275	121	2,167	**3,563**
Immokalee	0	70	106	**176**
Everglades City	38	36	8	**82**
Goodland	0	0	31	**31**
Chokoloskee	0	13	1	**14**
Ave Maria	0	0	3	**3**
Ochopee	0	0	1	**1**
Total	**6,786**	**1,496**	**5,670**	**13,952**

[1] SOURCE: Florida Department of Business & Professional Regulation.

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Questions?

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THANK YOU

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FLORIDA'S PARADISE COAST

Marketing Update

September 16, 2025 TDC Meeting



Paradise | FY25

Marketing Update

Highlights

- FY25 campaigns are concluding as we approach the fiscal year-end.
- Year-to-date results are showing strong impressions, website engagement, and steady visitor interest despite a competitive market.
- FY26 media plans are well underway, targeting a November launch.
- FY26 Fall/Winter campaigns in planning to support peak season occupancy and visitation.
- Supplemental media planning underway, pending BOCC approval of additional funds.
- Focus on:
  - Expanding lower funnel digital buys
  - Growing shoulder season demand
  - Continuing premium placements in national/luxury media



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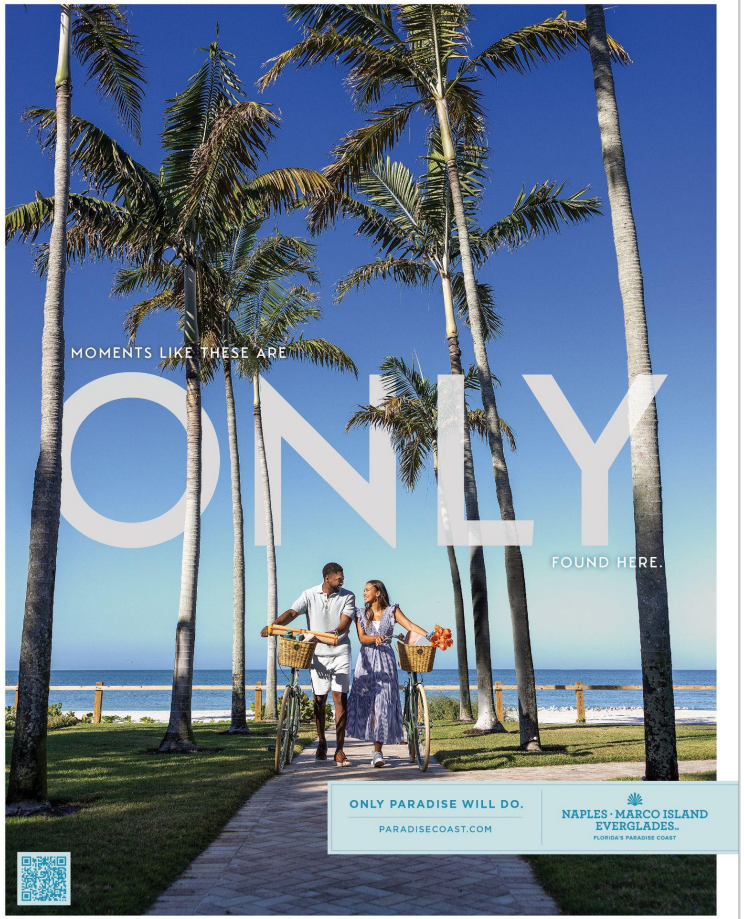
2025 Visit Florida Flagler Henry Award Winner

Only Paradise Will Do Print Campaign







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2025 Visit Florida Flagler Henry Award Winner
Only Paradise Will Do Print Campaign







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Content Series



Luxury Content Series

**Organic Promotion in progress*

Key Deliverables

- Dedicated landing page serving as a central hub for high-value visuals and content, with direct booking link.
- Curated VIP itineraries highlighting premier accommodation partners
- First-person POV social videos showcasing elevated resort experiences



Beaches Content Series

**Organic Promotion in progress*

Key Deliverables

- Dedicated landing page serving as a central hub for content and visuals, with direct booking link.
- “Choose Your Adventure” interactive video letting users explore the beaches via YouTube
- Customized itineraries highlighting beach partners and experiences
- Monthly live broadcasts from the beaches on social media

Content Series



Athleisure Content Series

**Organic Promotion in progress*

Key Deliverables

- Dedicated landing page active as a central content hub with a direct booking link and special section for FC Naples
- Curated VIP itineraries featuring active-lifestyle partners and accommodations
- Golf spotlight piece following a couple of avid golfers exploring the destination
- Sporting Event itineraries promoting longer stays



Family-Friendly Content Series

**Organic Promotion in progress*

Key Deliverables

- Dedicated landing page with direct booking links to family-friendly accommodations
- Interactive map for exploring the destination and featured accommodations
- Family travel guides showcasing how to experience Florida's Paradise Coast together
- Social series highlighting family-focused partners

Content Series



Dark Skies Content Series

**Promotion for FY25 Completed*

Key Deliverables

- Dedicated landing page serving as a content hub
- Short film showcasing the destination's dark skies
- Expert feature article highlighting stargazing appeal
- Custom-designed poster created for giveaways

FY25 Recap

- **Five of the eight content series launched** and promoted through organic channels, with paid promotion planned for FY26.
- **Three series in production** — *Cars* (featuring Cars on 5th), *Dining* (spotlighting eight local restaurants), and *Stone Crab* (celebrating stone crab season) —in production and set to launch by FY26.
- **Paid media integration** scheduled for FY26, complementing organic promotion.
- **Future planning underway** to evolve existing projects, simplify where needed, and identify new strategic opportunities.

Marketing Investment Campaign Attribution

March 3 - July 31, 2025

From people exposed to advertising from the Marketing Investment campaign:

Adara Impact shows **$780,554.68** in observed hotel revenue.

Expedia shows **$19,505,357.00** in hotel and vacation rental revenue.

Total Revenue from those exposed to advertising= **$20,285,911.68***

We estimate $1,000,993.00 in trackable digital advertising spend from March - July.

CAMPAIGN ROAS = $20.3 Return on Ad Spend*

**Total revenue and return on ad spend are based on initial reports received. Additional data is expected, which will impact these results.*

NAPLES MARCO ISLAND EVERGLADES


Thank you.



NAPLES · MARCO ISLAND EVERGLADES℠

FLORIDA'S PARADISE COAST

Monthly Report | July 2025

Paradise | a partner for good

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1

Zartico
Visitor Insights

Zartico: Visitor Insights | July 2025

Out-Of-State In-State Visitors

Out-of-state visitors made up 46% of visits and 76% of overall spend in July 2025

In-state visitors made up 54% of visits and 24% of overall spend

Out of State visitation outperformed in-state stats for visitor spending

Overnight Vs. Day Visitation

Day visitors (42%)

Overnight visitors (58%)

Top DMA Spending Market

Miami-Ft. Lauderdale, FL ranked as the top DMA in spending market

Followed by: Chicago, Tampa- St. Petersburg, and New York, NY

Miami-Ft.Lauderdale, FL visitors spent more on accommodations and gas

Top Overnight Markets

Miami-Ft Lauderdale overnight visitors continue to rank #1 in top visitation for the month of July

Followed by: Tampa-St Petersburg, FL, Orlando, FL and West Palm Beach

Top 2 Out-Of-State: New York, NY and Chicago DMAs

Destination Visitation

In-state top visited place in July: **Riviera Golf Club**

Out-of-State top visited place in July: **Riviera Golf Club followed by Hilton Marco Island Beach Resort and Spa**

Zartico: Visitor Insights | JULY 2025

56%	-11%	-16%
July Hotel Occupancy	Hotel occupancy change from June	Hotel Occupancy Change from Same Month Last Year

ZARTICO

*Approximate total, all final Nov invoices not received yet



2

Organic Social Media

Social Media (Organic) - Summary

- Implemented annual content strategy across all social media platforms.
- Conducted day-to-day operations, including but not limited to content creation, LIVE streams, content curation, and reporting/analysis, etc.
- Completed the August 2025 content calendars to be shared across social media platforms.
- Established Facebook LIVE and Instagram Story topics for Client to implement in August 2025.
- Supported Client in community management, social listening, optimization, and reporting/analysis, etc.
- Increased timely event coverage resulting in more live story shares, recap videos and an asset library which will be used for future event promotions.
- Began content captures for upcoming Luxury and Dining content series, working directly with destination partners.



Page 738 of 1348

Organic Social | Facebook

63,377 Followers	+462 Net Growth ↑
8,125 Engagements	6.3% Increase ↑
3,836,790 Impressions	12.1% Decrease ↓

Summary:

In July, we continued to see steady follower growth, adding 462 new followers for a total of 63,377. Engagements increased in July by 6% compared to June—this can be attributed to the increase in total received and sent messages, as well as the increase in total video views, which rose 14% in July. While we saw a slight dip in impressions in July, this can be attributed to a change in paid social, however we are confident for August this will increase.

Organic performance remained strong in July. Our top-performing posts include a **timely-captured reel post for Mercato,** a **UGC reel featuring a beach sunset** and a **produced reel for Boating and Outdoors.**

Looking ahead, we'll keep prioritizing timely content captures, with a renewed emphasis on beach live streams and live Stories to drive interaction and maintain momentum as we move into August.

Organic Social | Instagram

24,351 Followers	+200 Net Growth ↑
2,311 Engagements	8.2% Decrease ↓
150,513 Impressions	16.7% Decrease ↓
26,866 Video Views	15.7% Decrease ↓

Summary:

On Instagram, we added 200 new followers in July, continuing steady growth. While engagements dipped by 16% in July, our engagement rate increased by 5.6% compared to June, and saw a 90% increase when compared to July of 2024, signaling that our content is performing well with those who view it. While we saw a slight dip in impressions in July, this can be attributed to a change in paid social, however we are confident for August this will increase, and these dips in numbers are comparable to July in previous years.

Top-performing content included Timely Capture reels featuring a timely capture at **Cars & Coffee, a timely captured reel of Pickleball** and a timely capture **reel of Tin City.**

Looking ahead, we'll focus on increasing engagement momentum by producing more timely-captured reels and timely, interactive content throughout August with the use of ManyChat and daily interactive stories on Instagram.

Media | Organic Social

Year-To-Date			
Instagram	**3,197,335** Total Impressions	**21,368** Post Engagements	**24,351** Total Followers
Facebook	**41,494,823** Total Impressions	**109,800** Post Engagements	**63,377** Total Followers



3
Email

Email | Lesiure E-Scapes

Subject Line: Extend the Weekend on Florida's Paradise Coast

Most-Clicked Link: Places to Go -Web Cams

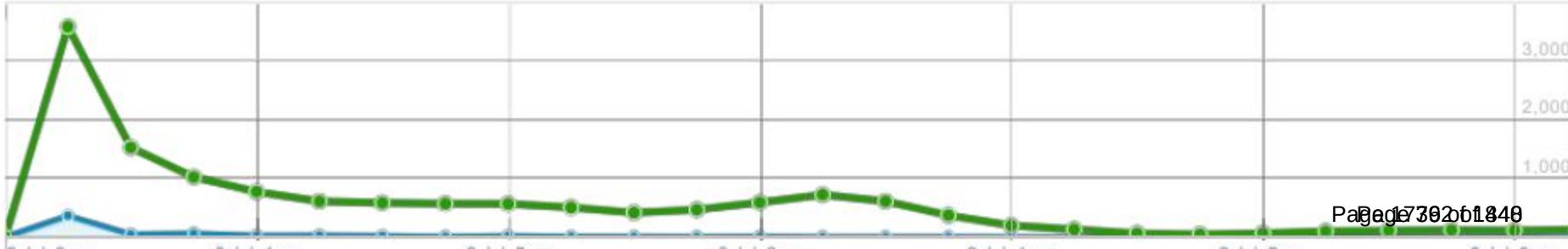
Recipients	Open Rate	CTO Rate
57,276 Owned	19.50% Owned	20.29% Owned

CCT-1379 - FY25 Consumer Escapes - July

Sent Jul 08, 2025 at 10:10AM

Sent to 57,276 unique subscribers in _Consumer E-scapes

Opens and Link Clicks for first day



Email | Meetings E-Scapes

Subject Line: Meeting Must- Do's on Florida's Paradise Coast

Most-Clicked Link: Paradise Coast/Meetings

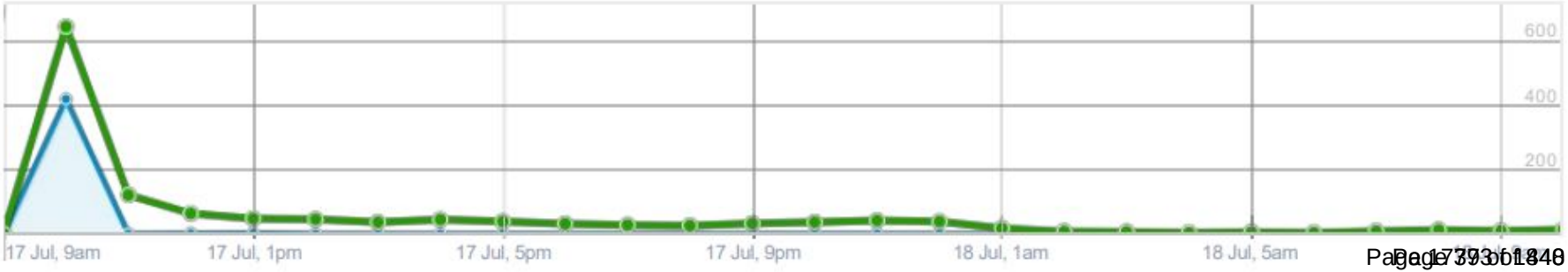
Recipients	Open Rate	CTO Rate
4,203 Owned	26.45% Owned	20.84% Owned

CCT-1359 - FY25 Meetings Escapes - July

Sent Jul 17, 2025 at 10:01AM

Sent to 4,203 unique subscribers in _Meetings List

Opens and Link Clicks for first day





4

Campaigns

Media | Performance

July's seven campaigns: **Sustaining, Canada, Weddings, Arts & Culture, Luxury Elite, Enhanced and Expanded**

$583,112.93
Total Estimated Digital Spend

68,302,157
Total Impressions

186,079
Total Clicks to Site

0.27%
CTR

2,718,551
Total Video Views

85%
VCR

Media | Performance

July's seven campaigns: Sustaining, Canada, Weddings, Arts & Culture, Luxury Elite, Enhanced and Expanded

Top performing media partners for June:

- **On the Sustaining Campaign, Expedia was our top performer with a 0.68% CTR, and Adara lead with a VCR of 87%**
- **For the Canada Campaign Expedia delivered a 0.11% CTR**
- **For Weddings, The Wedding Trade Desk was top performing with a 1.03% CTR**
- **For Arts & Culture, DigDev Direct delivered a top CTR of 0.89%**
- **For the Luxury Elite campaign, Undertone was top performer delivering a 1.37% CTR**
- **On the Enhanced Campaign, MobileFuse is the top performer with CTR ending at 0.65%, and AiOpti ended the month with a 78% VCR**
- **On the Expanded Campaign, Kayak is our top performer with a 0.81% CTR and AiOpti with a 91% VCR**

Industry Benchmark:
CTR: 0.33%
VCR: 70%

Media | Paid Search

July had four campaigns: **Sustaining, Sustaining Spanish, Canada, and Weddings**

253,395	11,611	4.58%	$0.60
Total Impressions	Total Clicks to Site	CTR	CPC

Top Performing Campaign:
Sustaining continues great performance with over 8,000 clicks. This accounted for around 70% of all clicks on the account.

Top Performing Ad:
Sustaining Beach Search Ad

Insights:
Performance in July was relatively stable, with a small spike in the middle of the month, showing good performance from targeted audiences. The campaigns are showing a steady volume of high intent/qualified users.

Media | Paid Search Breakdown

Campaign	Campaign Type	Impressions	Clicks	CTR	CTR Industry Benchmark	Avg. CPC	CPC Industry Benchmark
Weddings	Search	12,726	903	7.10%	*4%*	$0.67	*$1.35*
Sustaining	Search	195,888	8,353	4.26%	*4%*	$0.51	*$1.35*
Sustaining Spanish	Search	35,164	1,713	4.87%	*4%*	$0.51	*$1.35*
Canada	Search	9,617	642	6.68%	*4%*	$1.99	*$1.35*

Media | Paid Social

Meta: July

3,930,544	351,355	87,598	2.23%	$11.1k
Total Impressions	Post Engagements	Clicks	CTR	Spend
↓ 5% MoM	↑ 16% MoM	↑ 9% MoM	↑ 15% MoM	↓ 1% MoM

Traffic Campaigns CTR
Sustaining: 7.65%
Weddings: 2.80%
Arts & Culture: 6.85%
Travel industry benchmark: 2.2%

Awareness Campaigns CTR
Sustaining: 0.17%
Weddings: 0.11%
Arts & Culture: 0.10%
Travel industry benchmark: 0.05%

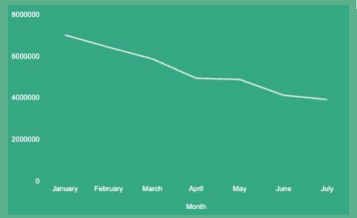
In July we saw great gains in both volume and efficiency. The Sustaining, Weddings, and Arts & Culture campaigns improved across nearly all metrics, doing so at a more efficient cost and rate.

- **Overall clicks increased 9%, while improving it's CTR by 15%,** not just driving more users for the month, but doing so at more efficiently.
- **Impressions dropped, this is due to the continued audience optimizations**, targeting higher intent and more qualified individuals, removing from serving those lesser qualified users from getting served ads.
- **Most importantly, costs remained flat**, typically with large spikes like we saw in July it's due to costs but, this month, it was lead by optimizations.

Media | Paid Social

Meta: Year-To-Date

37,100,833
Total Impressions



1,830,910
Post Engagements



539,478
Clicks



1.45%
CTR



Media | Paid Social

Pinterest: July

455,138	7,654	3,643	0.80%	$1.9k
Total Impressions	Engagements	Clicks	CTR	Cost
↑ 17% MoM	↑ 26% MoM	↑ 20% MoM	↑ 3% MoM	↓ 14% MoM

CTR

Sustaining: 0.93%

Wedding: 0.67%

Travel industry benchmark: 0.3%

In July, the Sustaining and Weddings campaigns continued to run:

- All metrics showed increases, with impressions pushing the added awareness to fuel massive increases in both clicks and engagements.
- Most importantly, CTR increased slightly, showing efficiency increases while scaling the ads.
- Costs were down 14% from June, which is surprising with the increases to the other metrics. This caused cost efficiencies to also increase getting lower CPM & CPC MoM.

Media | Paid Social

Pinterest: Year-To-Date

3,941,870	57,229	27,730	0.70%
Total Impressions	Engagements	Clicks	CTR



5

Digital Media Insights

Expedia | July Room Night Results - Sustaining

From those exposed to the Expedia advertising in the month of July came the following performance

Impressions	Clicks	CTR	Ad Spend	Room Nights	VR Nights	Air Tickets	Travelers	Revenue	ROAS
235K	541	0.23%	$7K	570	462.8	448	1,347	$409.14K	58.2

Highlights:

- The advertising drove **570 room nights** for total gross bookings of $409k
- The largest share of bookings came from VRBO ($174,000 with Expedia Plus US in 2nd at $170,000)
- The $409,000 in gross bookings made for a **58.2 Return on Ad Spend**
- **448 Airline Tickets** were sold to those exposed to the advertising
- The largest percentage (34.2%) booked 0-6 days out. The second largest was 13.4%, booked 7 to 13 days out

Expedia | July Flight Results - Sustaining

Flights booked on Expedia from those exposed to advertising



The most tickets were sold from the Chicago, Detroit, and Minneapolis markets.

Detroit has the longest stay in market, at 15.4 days.

Expedia | July Room Night Results - Canada

From those exposed to the Expedia advertising in the month of July came the following performance

Impressions	Clicks	CTR	Ad Spend	Room Nights	VR Nights	Air Tickets	Travelers	Revenue	ROAS
59K	44	0.07%	$2K	92	30.00	192	225	$95.00K	59.1

Highlights:

- The advertising drove **102 room nights** for total gross bookings of $95k
- Expedia Plus Canada drove all bookings for June
- The $95,000 in gross bookings made for a **59.1 Return on Ad Spend**
- **192 Airline Tickets** were sold to those exposed to the advertising
- The largest percentage (27.7%) booked 91+ days out. The second largest was 17.2%, with 7 to 13 days out

Expedia | July Room Night Results - Enhanced

From those exposed to the Expedia advertising in the month of July came the following performance

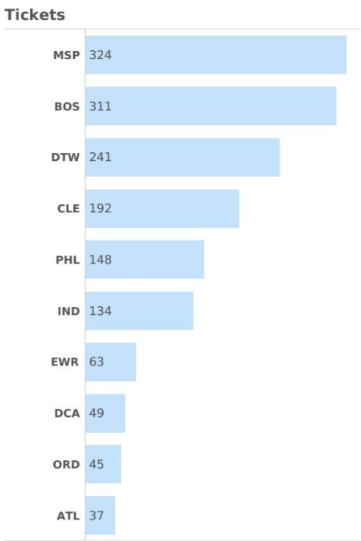
Impressions	Clicks	CTR	Ad Spend	Room Nights	VR Nights	Air Tickets	Travelers	Revenue	ROAS
1,059K	1,105	0.11%	$32K	375	92.66	2,030	2,299	$668.49K	20.7

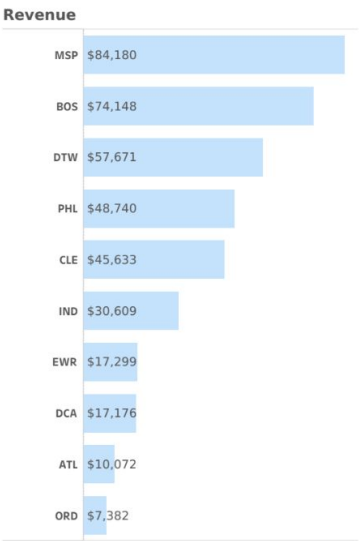
Highlights:

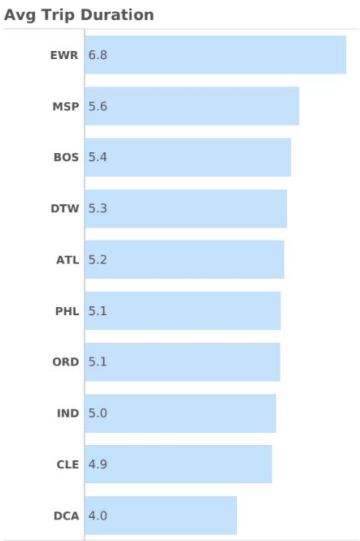
- The advertising drove **468 room nights** for total gross bookings of $668k
- The largest share of bookings came from ExpediaPlus US ($610,000 with VRBO second at $52,000)
- The $668,000 in gross bookings made for a **20.7 Return on Ad Spend**
- **2,030 Airline Tickets** were sold to those exposed to the advertising
- The largest percentage (18.8%) were those who booked 91+ days out and the second largest (18.6%) were 0 to 6 days out

Expedia | July Flight Results - Enhanced

Flights booked on Expedia from those exposed to advertising







The most tickets were sold from the Minneapolis, Boston, & Detroit markets.

Newark has the longest stay in market, at 6.8 days.

Expedia | July Room Night Results - Expanded

From those exposed to the Expedia advertising in the month of July came the following performance

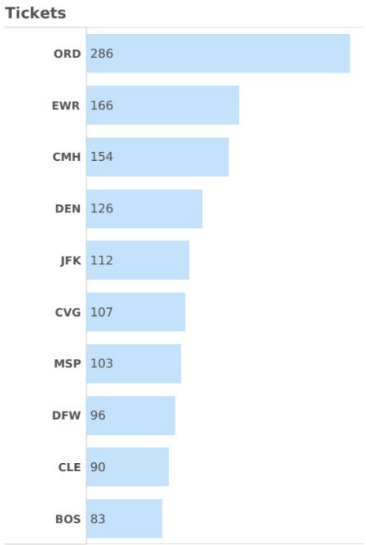
Impressions	Clicks	CTR	Ad Spend	Room Nights	VR Nights	Air Tickets	Travelers	Revenue	ROAS
1,715K	1,549	0.10%	$43K	3,509	974.4	2,605	5,728	$2.05M	47.5

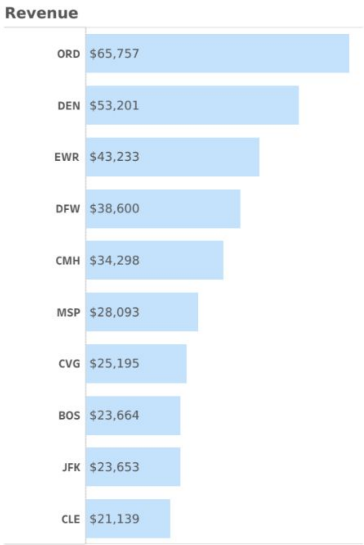
Highlights:

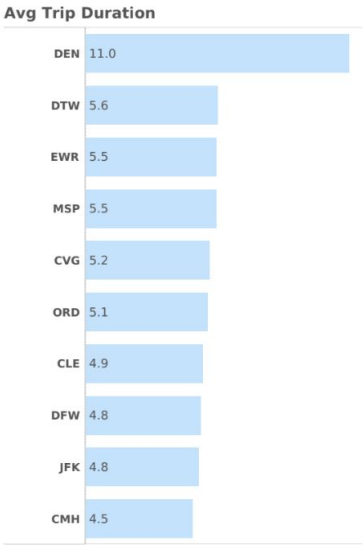
- The advertising drove **4,483 room nights** for total gross bookings of $2.05 million
- The largest share of bookings came from ExpediaPlus US ($1,512,000) with VRBO second ($476k)
- The $2,050,000 in gross bookings made for a **47.5 Return on Ad Spend**
- **2,605 Airline Tickets** were sold to those exposed to the advertising
- The largest percentage (28.1%) booked 0 to 6 days out. The second largest (14.9%), was both 7 to 13 days out and 91+ days out

Expedia | July Flight Results - Expanded

Flights booked on Expedia from those exposed to advertising







The most tickets were sold from the Chicago, Columbus, and Jamaica markets.

Denver has the longest stay in market, at 6 days.

Digital Media ROAS | July Results

$314,407	$3,223,930	$3,538,337	$583,112.93
Adara Impact hotel revenue.	**Expedia** hotel and vacation rental revenue.	**Total Revenue** from those exposed to digital advertising in June FY25	Spent in July digital advertising

July FY25 ROAS = 6.07X Return on Ad Spend

Adara IMPACT | July Results

From those exposed to our digital advertising in July the following results were shown.

199
Hotel Bookings

6,573
Hotel Searches

$314,407
Hotel Revenue

805
Flight Bookings

14,319
Flight Searches

48,935,707	**59,485**	**28,181**
Total Impressions	Total Clicks	Total Trackable Website Visits

Adara IMPACT | July Booking Window

From those exposed to our digital advertising in July the following results were shown.



Booking Windows:
The booking window - from when they booked to arrived in destination - for flights was 64 days, around 9 weeks.

The booking window - from when they booked to arrived in destination - for hotels was approx. 52 days, about 7 weeks.



THANK YOU



Website Analytics

July 2025 I September 16, 2025

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FLORIDA'S PARADISE COAST

Google Analytics

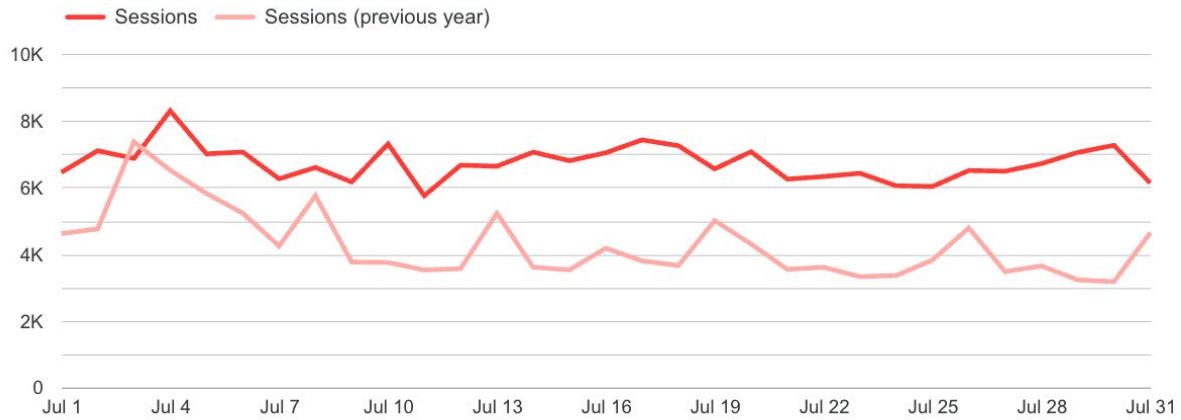
Paradise
a partner for good

Jul 1, 2025 - Jul 31, 2025

Sessions	Engaged sessions	Total users	Views	Engagement rate	Views per session
214.1K	60.9K	177.8K	276.9K	28.5%	1.3
↑ 62.4% YoY % Change	↑ 15.8% YoY % Change	↑ 55.7% YoY % Change	↑ 47.0% YoY % Change	↓ -28.7% YoY % Change	↓ -9.5% YoY % Change

Page 8 of 18

Traffic Over Time



Traffic Over Time

Date	Sessions
Jul 31, 2025	
Jul 30, 2025	
Jul 29, 2025	
Jul 28, 2025	
Jul 27, 2025	
Jul 26, 2025	
Jul 25, 2025	
Jul 24, 2025	
Jul 23, 2025	

1 - 31 / 31

Top Pages by Views

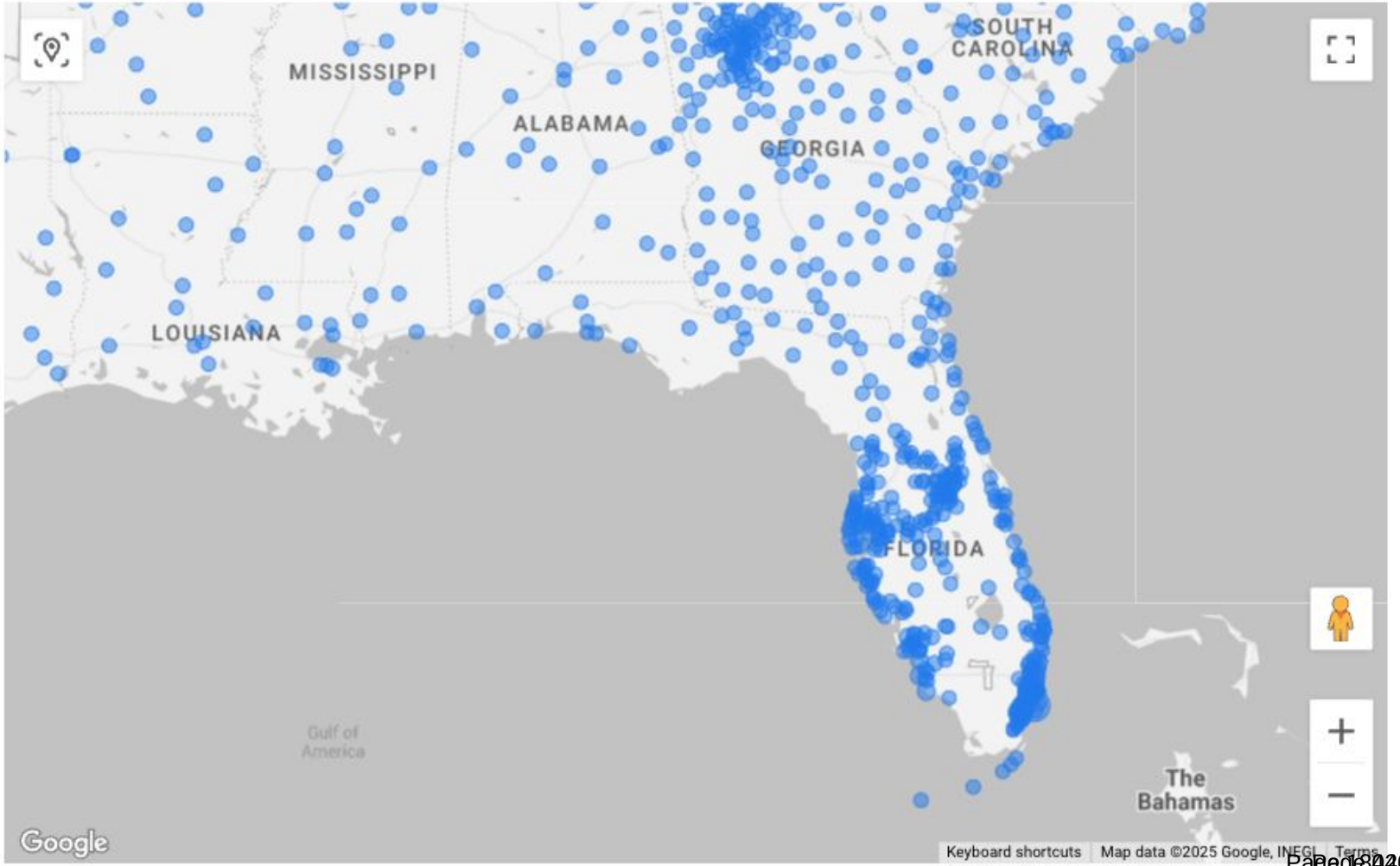
Landing page	Views ▼	% Δ
/	56,094	-16.0%
/plan-your-trip/articles/find-your-beach-naples-marco-island	54,940	210.1%
/beaches	36,442	-3.5%
/es	29,141	26.1%
/listing/jw-marriott-marco-island-beach-resort	6,868	-20.7%
/places-to-go/cities/marco-island	4,926	6.2%
/things-to-do/dining	4,492	-45.4%
/meetings	4,418	230.9%
/things-to-do/arts-culture	3,896	49.6%
/plan-your-trip/articles/things-do-marco-island-florida	3,642	10.6%

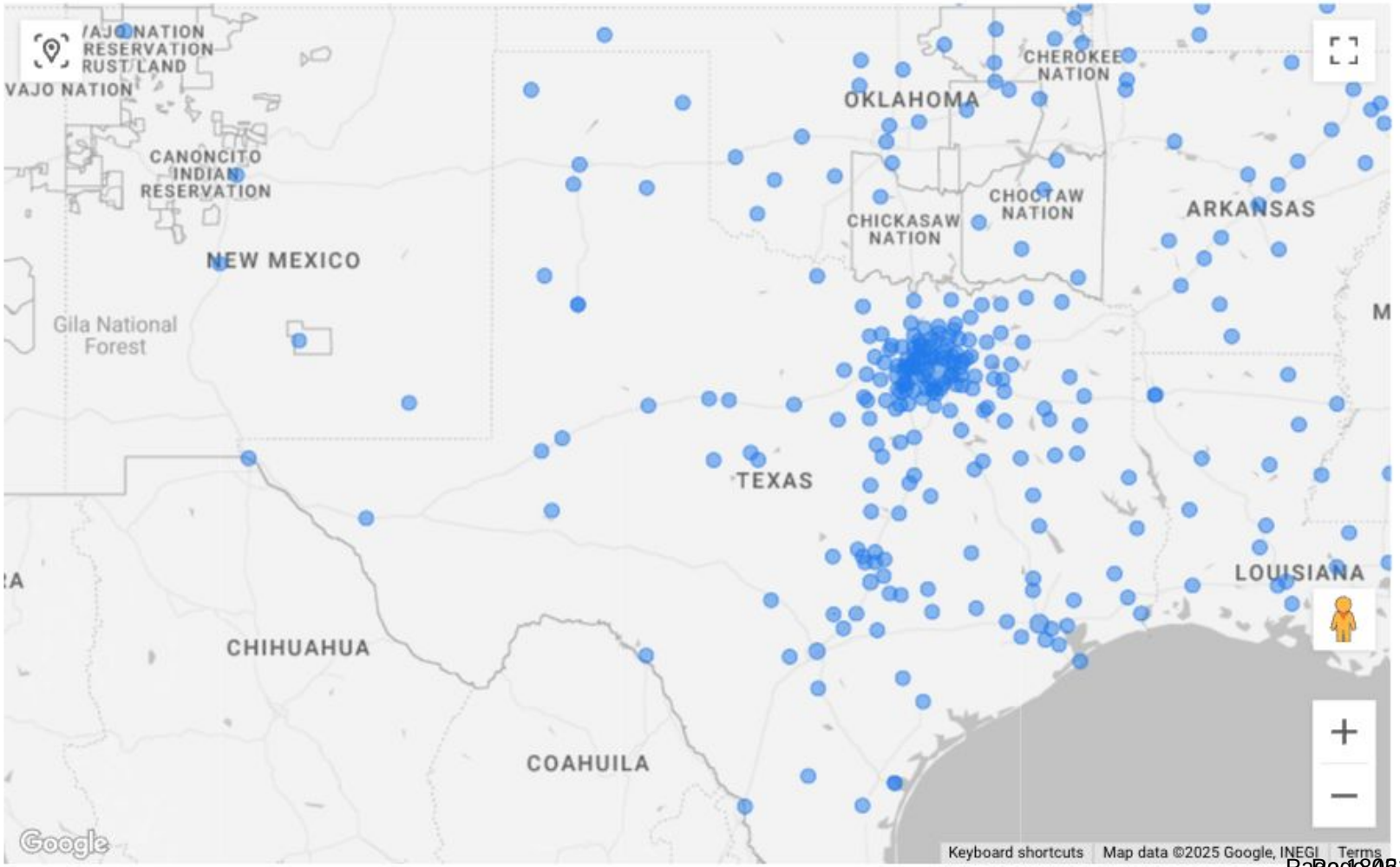
Top Locations

	City	Sessions ▼	% Δ
1.	(not set)	19,702	117.4% ↑
2.	New York	7,800	39.1% ↑
3.	Ashburn	5,208	-56.4% ↓
4.	Miami	5,096	-64.9% ↓
5.	Dallas	4,551	351.9% ↑
6.	Chicago	4,195	43.5% ↑
7.	Columbus	2,636	821.7% ↑
8.	Charlotte	2,612	274.7% ↑
9.	Denver	2,569	1,601.3% ↑
10.	Orlando	2,555	9.7% ↑

	Region	Sessions ▼	% Δ
1.	Florida	36,171	-28.4% ↓
2.	Texas	18,239	628.7% ↑
3.	New York	13,285	68.9% ↑
4.	Ohio	12,952	422.5% ↑
5.	Virginia	8,799	-34.9% ↓
6.	Georgia	8,714	111.8% ↑
7.	North Carolina	8,137	248.2% ↑
8.	Illinois	7,923	87.3% ↑
9.	Colorado	6,479	1,302.4% ↑
10.	Pennsylvania	6,417	148.1% ↑

Understanding top origin markets helps inform future geo-targeting strategies and validates current marketing efforts in those DMAs.


MISSISSIPPI
ALABAMA
GEORGIA
SOUTH CAROLINA
LOUISIANA
FLORIDA
Gulf of America
The Bahamas
Google
Keyboard shortcuts
Map data ©2025 Google, INEGI
Terms


VAJO NATION
RESERVATION
RUST LAND
VAJO NATION
CANONCITO
INDIAN
RESERVATION
NEW MEXICO
Gila National
Forest
OKLAHOMA
CHEROKEE
NATION
CHICKASAW
NATION
CHOCTAW
NATION
ARKANSAS
TEXAS
LOUISIANA
CHIHUAHUA
COAHUILA
Google
Keyboard shortcuts
Map data ©2025 Google, INEGI
Terms

Events - Goal Completions

eNews SIgnup	Guide Order	Deals Views	eBook Views
317	181	1,043	0
-6.8% YoY % Change	5.2% YoY % Change	-2.3% YoY % Change	N/A YoY % Change

Definitions

Views (Pageviews): Fire immediately when the web browser begins to load a page

Sessions: Group of user interactions with your site or app that take place in a given time frame. Is initiated when a user views a page or screen and no other sessions is active, a session is end after 30 minutes of inactivity

Engaged Session: The number of sessions that lasted longer than 10 seconds, or had a conversion event, or had 2 or more screens or page views

Engagement Rate: Percent of engaged sessions; the inverse of bounce rate; (Engaged Session / Sessions)

Views per Session: The number of pages your users viewed per session

Total Users: The total number of unique users who logged an event on the site

YoY % Change: Year over Year, the change in metric as a comparison to the previous year

Thank You for Your Partnership.

Paradise
apartnerforgood.com

DATE: **August 11, 2025**

TO: **Jay Tusa, Sandra Rios**
Naples, Marco Island, Everglades CVB

FROM: **Erin Murphy, Mackenzie Comerer, Brittany Chapman**
Lou Hammond Group

CC: **Lou Hammond**

RE: **July 2025 TDC Report**

Following is a summary of services conducted by Lou Hammond Group on behalf of the Naples, Marco Island, Everglades CVB during July 2025.

1) MEDIA HIGHLIGHTS

CNBC Make It
Online
July 4. 2025
UVM: 37,681,145
Ad Value: $29,045.88

Condé Nast Traveler
+MSN
Online
July 7, 2025
UVM: 10,738,690
Ad Value: $68,420.61

Vero Beach Magazine
Online
July 21, 2025
UVM: 37,681,145
Ad Value: $29,045.88

Southern Living
+ Yahoo!Life
Online
July 24, 2025
UVM: 57,662,874
Ad Value: $41,155.55

Explore.com
Online
July 26, 2025
UVM: 503,537
Ad Value: $4,657.72

Southern Living
+ Yahoo!Life
Online
July 27, 2025
UVM: 57,662,874
Ad Value: $41,155.55

Trazee Travel
Online
July 30, 2025
UVM: 5,019
Ad Value: $314.63

TOTALS
Media Impressions: 164,256,298
Media Value: $184,775.12

2) MEDIA RELATIONS

Media Visits
German FAM (July 19-24)

- Antonia Kasparek – *Funke Mediengruppe*
  - One of Germany's largest publishing houses, with reach across major titles such as *Hamburger Abendblatt*, *Westdeutsche Zeitung*, and *Berliner Morgenpost* (combined reach of 20+ million readers).
- Jessica Bachmann – Lifestyle and automotive journalist overseeing multiple high-traffic online platforms, including:
  - *Worldsoffood.de* (800k monthly readers)
  - *Urlanlife.de* (700k monthly readers)
  - *Gesuender.net* (850k monthly readers)
  - *Fast-and-luxurious.com* (180k monthly readers)
- Sonja Roos – *Rhein-Zeitung*
  - A daily paper in western Germany with a circulation of 134,000 and a readership of over 500,000.

@TravelWithDNA, Fort Lauderdale-based travel creators and professional photographers (July 24-26)

- LHG coordinated an in-kind partnership that included a stay at The Perry Hotel Naples, attendance at the Garden & Gun Pop-Up Event at Sails Restaurant, and a tour of Naples Botanical Garden. In return, the creators delivered two high-quality Instagram Reels and six Instagram Stories, reaching their engaged audience of 59.4K travel enthusiasts.

Upcoming

- Jacqui Agate, The Telegraph (August 12-16)
- Lisa Beach, Freelance (Nov. 13-16)
- Perri O. Blumberg, Freelance (Dec. 5-8)

3) PROJECTS/MEDIA OUTREACH

Monthly Pitches

- Hotel & Resort Summer Deals

- Coastal Wildlife Encounters
- The Last Great Fishing Towns of Florida
- Best Honeymoon Destinations
- 40th Anniversary of The Ritz-Carlton, Naples
- The Opening of the Naples Beach Club, A Four Seasons Resort
- Multi-Generational Travel
- Health & Wellness Resorts; Destinations for Rest & Relaxation
- Best Stargazing Experiences
- Where to Go in 2026 – Best Places to Travel & Why

Media Relations

- Samantha Garbarini, *Gulfshore Life*: LHG shared information on recently opened and soon-to-open businesses for their annual Season Preview package.
- Carrie Honaker, Freelance: LHG collaborated on the following:
    - Targeting a print feature in *Bon Appetit* highlighting Heyday Cookshop
    - Targeting a print feature in *Travel + Leisure* exploring the Gladesmen Eco-Tourism
    - Targeting a print feature in *Food & Wine* for the "innovator" series showcasing Chef Kayala Pfeiffer's talent and contributions to the culinary scene

4) PARTNER COMMUNICATIONS

Partner Newsletter

- Monthly CoastLines Newsletter distributed on July 31

Written Materials

- Shared pitch materials with international PR teams to amplify their efforts
- Destinations Florida's newsletter, Tourism Marketing Today, spotlighting the PR team's work in establishing Naples as a premiere culinary destination

Projects

- Vetted one influencer inquiry on behalf of Florida's Paradise Coast

###

UK & IRELAND MONTHLY REPORT
OMMAC Activities
Reporting Period: July 1-31, 2025

STRATEGIC HIGHLIGHTS

- Integrated tour operator promotions aligned with media activity - in collaboration with four key tour operators across the UK and Ireland, we developed a targeted Call to Action (CTA) highlighting package offers – details in below report.
- Secured high-profile media visit with The Telegraph - successfully locked-in this fam trip with top-tier journalist writing for The Telegraph (the Travel Section is widely recognised as a leading voice in consumer travel media) – details in below report.
- Florida's Paradise Coast PR coverage including Irish Mirror and Chic Magazine as a result of the Group Media Fam in June. Total reach: 920,631 | Total EAV: $66,899.

UK AND IRELAND MARKET UPDATE

- CPI inflation climbed slightly to 3.6%, according to the Office for National Statistics' July update, remaining above the Bank of England's 2% target.
- The International Monetary Fund (IMF) issued updated global and UK forecasts in its July update. Global GDP is now expected to reach 3.0% in 2025 and 3.1% in 2026. The UK is projected to grow by 1.2% in 2025.
- The European Travel Commission's latest research shows that 77% of Europeans plan to travel between June and November 2025, up from 72% earlier in the year.
- The Barclays Corporate Banking 2025 Travel Trends report was published in July and highlighted deep shifts in UK outbound demand with 33% of consumers now spending a greater share of their income on holidays and nearly half regarding travel as a "non-negotiable" budget item.

MARKETING, SALES, AND PROMOTIONAL ACTIVITY
TRADE OVERVIEW

- UK and Irish travel trade witnessed strong summer holiday demand despite economic and regulatory challenges, with Spain, Greece and the US remaining top destinations.
- Millennials are driving travel growth: 46% plan to spend more and 44% book through travel agents, both notably above national averages.
- UK visitor numbers to the US fell just 1.1% in June 2025 year-on-year amid overall declining arrivals, yet forward bookings and travel interest remain robust.
- Industry innovations included Thomas Cook's new booking app and upgrades, easyJet holidays' record profits, Hays Travel's cruise market expansion and service upgrades from Virgin Atlantic.

TRADE ACTIVITY

- Integrated tour operator promotions aligned with media activity - in collaboration with four key tour operators across the UK and Ireland, we developed a targeted Call to Action (CTA) fact box highlighting package offers. These promotions were strategically timed to coincide with our June media visits, supporting both the consumer media fam trip and the trade group visit. This initiative demonstrates a fully integrated approach—ensuring that tour operator offers are live in parallel with PR coverage to drive immediate and increased bookings.
- Secured high-profile media visit in August with The Telegraph - Jacqui Agate, a top-tier journalist writing for The Telegraph (the Travel Section is widely recognised as a leading voice in consumer

travel media). This opportunity has been in development since January. Jacqui is a seasoned travel writer and US Editor at Wanderlust, recently awarded the top US Travel accolade at IPW, June 2025 and Visit USA UK, July 2025. Her coverage is expected to deliver significant visibility and credibility for our destination.

- Attended Visit USA UK 4th July event, held on 2 July, London, to show appreciation for all the support from the UK travel industry – attended by over 390 leading UK and USA travel industry.
- Ongoing follow up and review from IPW meetings in June. Full detailed report of 28 individual meetings and additional engagement forwarded to CVB.
- Ongoing follow up and engagement with Trade Fam-participants and their companies for increased promotion with USAirtours; Hays Travel; Gold Medal and Travel Weekly.
- Obtained updated assets from our industry partners for PR and trade media publications.
- JTA Travel - reviewed and approval granted for co-op trade promotion – for immediate and longer term tactical offers to drive bookings from August for travel during the low season.
- Visit Florida Huddle, London, September – forwarded CVB assets and ensured all details are provided within their deadlines.
- Attended Visit Florida's partners meeting, 24 July, London, for forward 2025 and 2026 planning, providing an overview on opportunities suitable for participation.
- Updates – industry updates included within our CVB weekly zoom meeting for planning.
- Mailing House – maintaining the distribution of CVB literature for consumer and trade requests.
- **Image below:** Visit USA 4th July Summer Event -L-R: Oonagh, OMMAC with James Killick, Virgin Atlantic Holidays, Melloney Benatar and Jo White, US Travel.



PUBLIC RELATIONS AND COMMUNICATIONS ACTIVITY

- **Media Trends** - Budget travel, short UK breaks and unique accommodations.
- **Media Pitches (9)** - Themes include: Shoulder season travel, adults-only destinations, hotels news, beach holidays and attractions.
- **Media Meetings (4) -** Anna Sheehy, Freelance; Glen Harris, Publisher, Journalist, and Partner at Beau Monde Media; Jessica Reid, Freelance; Nick Savage, Editor, Escapism
- **Group Media Fam** - Nicola Donnelly's feature was published in two publications this month. OMMAC is continuing to monitor for coverage from the Group Fam and will share accordingly.
- **Individual Media Fam (1)**: Jacqui Agate is confirmed to visit the region for The Telegraph newspaper 12-16 August. The team held a call to discuss her itinerary and requirements.

DATE	PUBLICATION	MEDIA TYPE	JOURNALIST	HEADLINE	REACH	EAV ($)
20.07.25	NI Travel News	Online	Kirsty Johnston	Off-the-Beaten Season: Year-Round Shoulder Season Adventures	220,940	$1,967
26.07.25	Chic Magazine	Print	Nicola Donnelly	Marco... YOLO	19,011	$42,852
28.07.25	Irish Mirror	Online	Nicola Donnelly	Marco Island and Naples in Florida Offer a Rare Kind of Paradise	901,620	$24,047

PDFs here

TOTAL (3)	**1,141,571**	**$68,866**

10. DACH & BeNeLux MARKETS

DiaMonde GmbH & Co. KG., Annette Eckhardt, Account Director

July Review

- Campaign planning FY 25-26
- Finalization IPW Follow-up
- Destination Germany market update call w. The Perry Hotel, Jamie Willie & Claudia Wood, July 1
- Launch of our family travel blog w. Little Travel Society
- Confirmation of our participation with brochure distribution at Belgian trade event "Joker Reisebeurs" (October), Dutch travel show "Vakantiebeurs" (January 2026) and on three consumer travel shows in Eastern Germany in Q4/Q1
- Confirmation of our participation at Visit USA Germany Halloween Event November 8
- Confirmation of our participation at Visit USA Austria event in Vienna, November 11
- Confirmation of our participation at IMM Germany event on March 2 (prior to ITB)

August Forecast

- Sales Calls & tour operator training in Berlin, Aug 11-12
- Final preparations for our participation at "South Florida Destination Day" of Germany´s leading trade publication FVW on September 10, edeltravel luxury B2C event on September 13 in Duesseldorf and at Visit USA The Netherlands Roadshow from September 22-25
- Registration for ITB 2026 (March 3-5) within the Florida Pavilion.
- Visit USA Germany Membership Meeting, virtual on August 27

Summary of Achievements

- In July 2025, BZ. COMM generated 26 media placements with a combined reach of 1.071.217 und and a media value of 224,598 EUR, which equals in 259,629 USD.
- Gil Katzman of the Hilton Marco Island confirmed is participation as co-exhibitors at next years ITB 2026
- Secured 2 out of 4 participants for our luxury trade fam from December 5-11

Sales Activities – B2B & B2C

- **Geoplan, Sebastian Glowacki, Product Manager, Germany**
  New Contact
  German tour operator Geoplan plans to extend their Florida program. FY 24-25 they have booked 75 room nights to our region and Florida is a major destination for their family clientele. We are thinking about launching a Florida campaign in early 2026 and would like to discuss marketing opportunities. DiaMonde has confirmed a personal meeting with them for August 11 to discuss product development and marketing plans.

Marketing Activities

- **fvw Medien Gruppe, Verlag Dieter Niedecken GmbH, Florian Hölzen, Deputy Director Sales, Germany**
  Hold a conference call with FVW and the other collaborating partners to discuss the details and timelines for our participation at "South Florida Destination Day" which will be taking

place on September 10, 10 a.m. We are planning a raffle to further attract the day, and we have secured a gift certificate for a 3-nights stay at The Perry Hotel. DiaMonde will present The Perry Hotel within the 25-minutes destination webinar.

- **Knecht Reisen AG, Elena Kurz, Projektleiterin Partnermarketing, Switzerland**
  Elena informed us that the planned Florida breakfast seminar will not be taking place as they have not found enough destination partners. Instead, they are planning a bigger North America Event (B2C/B2B) in November 2025. We will keep you posted regarding the timing.
- **Edeltravel, Cosima Timmermann, Marketing, Germany**
  Hold a conference call with Cosima to discuss the final details for our luxury B2C event on September 13 in Duesseldorf. Besides us, the Florida Keys, Fort Lauderdale and Regent Cruises will be partners for event. They will be producing a destination video for the day and planning a raffle. For the travel prize LaPlaya & Inn on 5th agreed to sponsor a 4-night gift certificate and will be included in return in the video loop.

Fam Trips

MTCH/Hotelplan/tourisme pour tous, Switzerland
We have confirmed the group of 11 travel advisors from Oct 5-7 at Compass Hotel Naples and arranged site inspections at Hilton Naples, Naples Grande Beach Resort, Inn on 5th and LaPlaya for the group. Robin of PureFL offered a discounted rate for the Sunset Cruise on October 6 and DiaMonde is waiting to hear back from the tour operator.

USTravel.NL, The Netherlands
We have confirmed the group of 5 travel agents from Sep 25-26 at The Perry Hotel and from September 26-27 at the Compass Hotel Naples. DiaMonde is now working on details for the itinerary.

Luxury Fam Tour, Germany
DiaMonde has sent out the "Save the date" for our luxury fam tour from December 5-11 and secured the attendance of 2 out of 4 high potential contact. DiaMonde will keep you posted on the details.

Media / PR / Communications Activities

- **Naples, Marco Island & Everglades Press Release**
  In June 2025, BZ. COMM generated 9 media placements with a combined reach of 2.799.522and a media value of 49,967 EUR which equals in 58,671USD.
- **Social Media Posts**
  Paradise Coast has been allocated a series of social media posts on the German Paradise Coast B2C Page (16k followers) and the B2B page. The total reach for July 2025 was 2,823. Please refer to the clipping report for screenshots of the posts.

Addendum

- DiaMonde Clipping Report July2025

IKŌNIK Destinations Collective
Reporting Period: July 1-31, 2025

Highlights:

- **3 definite programs booked - 214 Room Nights**
- **Co-Hosted Destination Reps Client event 40 buyers attended**

Subject	July 2025	July 2025
Number of Meeting Planner Contacts	450	120
Number of RFP leads sent	16	18
Number of Shows Attended	1	3

RFPS

Event Name	Organization	Contact	State	Dates	Room Nights
EP President's Club	HelmsBriscoe	Christine Cayko	MN	May 17-23, 2027	136
Global Heart Failure President's Club	HelmsBriscoe	Christine Cayko	MN	May 4-8, 2027	129
Stamford Max Growth Meeting	HelmsBriscoe	Theresa Sajna	IL	January 20-23, 2026	
2027 Esica Spring Conference	HelmsBriscoe	Tanya Baker	OH	May 4-7, 2027	316
NADA GG17 April 17-21, 2027	**Maritz**	**Dawn McAtee**	**MO**	**April 17-21, 2027**	**95**
AON Board of Directors	HelmsBriscoe	Amelia Roper	IL	February 11-13, 2026	60
Farm Credit Mid-America Advocate Council Meeting	NHS Global Events	Melvin Burns	IL	February 7-11, 2027	775
2027 Esica Fall Conference	HelmsBriscoe	Tanya Baker	OH	September 14-18, 2027	225
Herzog Foundation's Donors Retreat 2026	HelmsBriscoe	Julie Hietbrink	MO	February 9-11, 2026	115
NCM Associates -8600, Naples 2026	**Maritz Global Events**	**Tami Mazzolla**	**MO**	**February 17-22, 2026**	**60**
2026 Steri FEB Leadership Meeting	Maritz Select	Shonna Nitzel	OH	February, 22-26, 2026	516
ANS Conference on Nuclear Training and Education	NHS Global Events	Liz Parisi	IL	February 7-12, 2027	575

IKŌNIK Destinations Collective
Reporting Period: July 1-31, 2025

2027 ESICA Board Meeting	**HelmsBriscoe**	**Tanya Baker**	**OH**	**February 3-7, 2027**	**59**
Optimum President's Club	BI Worldwide	Shay Farmer	MN	April 9-17, 2026	1329
2026 Aon Reinsurance Global Leadership Team Meeting	HelmsBriscoe	Amelia Roper	IL	February 7-12,2026	505
Cardiology Leadership Offsite	CWT Meetings and Events	Leslie Gerrish	SD	February 17-20, 2026	23
NIPA 2027 BMC	SmithBucklin	Shannon Cavanaugh	IL	January 10-16, 2027	339
Best Buy MP92 Meeting	HelmsBriscoe	Pattie Ball	WI	September 3-5, 2025	76
2026 MRCA Conference and Expo	HelmsBriscoe	Tanya Baker	OH	November 9-12, 2026	460
Prime Therapeutics Ignite, 2026	HelmsBriscoe	Jasmine Eldine	MN	February 1-7, 2026	1150
NCM 04041 2028 Naples February 2026	Maritz	Julie Kissel	FL/MO	February 8-12, 2026	81

***New definites in Red**

PROSPECTING and OTHER ACTIVITIES

- Contacted all incoming leads for updates and recommendations. Followed up with open leads
- Rebranding - Synergy Destinations is now IKŌNIK Destinations Collective
- July 9 - 11, 2025 - IKO Team attended Destinations International Annual Convention in Chicago
- July 16, 2025 - MZ & Lisa hosted SITE FL Coffee + Connections Event in Naples - Approx 30 attendees
- July 17, 2025 - Destination Reps Client Event Event Chicago - 40 clients attended
- July 31, 2025 - Client Dinner in Chicago - 10 qualified clients attended
- July 31, 2025 - Attended SITE Membership Networking Event - 40 buyers in attendance
- Planning for Aug 1 SITE Grand Slam - BQ Attending (sold out with 100 buyers)
- Planning SmithBucklin presentation with midwest based FL DMO reps for January 2026

LOOKING FORWARD (Trade Shows & In-Market Events)

- August 1, 2025 - SITE Chicago Grand Slam - BQ attended
- August 25 - 27, 2025 - Connect Marketplace Miami - MZ attending
- August 26 - 28, 2025 - Maritz Activate Louisville, KY - BQ attending
- September 21 - 24, 2025 - LOA Insurance Advisory Board - MZ attending
- October 7, 2025 - IKŌNIK IMEX Client Breakfast

Collier County TDC - Meeting Date: Sept 16, 2025

STAFF REPORT

This report summarizes staff activity from July 1–31, 2025, with a focus on strategic initiatives, lead generation, key outcomes, and departmental highlights organized by focus area.

Collier County TDC Staff Report

Executive Summary

Key Highlights

- Earned more than **164M media impressions** valued at **$184.8K**, with coverage in *Condé Nast Traveler*, *Southern Living*, *Yahoo!Life*, and *Explore.com*.
- Hosted a **German FAM tour** (July 19–24), generating international exposure through Funke Mediengruppe, *Rhine-Zeitung*, and lifestyle journalist Jessica Bachmann.
- Advanced the **new ParadiseCoast.com website**, culminating in the July 31 launch and review.
- Secured **8 group bookings totaling 16,820 room nights** and participated in high-profile trade shows including the FSAE Annual Conference and Northstar's Luxury & Wellness Appointment Show.
- Supported **arts and culture programming** by finalizing FY25–26 TDT grant reports, preparing the ¡ARTE VIVA! poster artwork, and soliciting 2026 Visitor Guide advertising.

Strategic Priorities for July

- Finalize details for the **2025 Sizzle Dining campaign**, including promotional tie-ins and Dine & Stay packages.
- Advance **airline marketing partnerships**, including discussions with Breeze Airways, Allegiant, and Lee County/Punta Gorda CVB.
- Support **sales growth** by preparing for upcoming trade events such as Destination Southeast, HPN Global, and Luxury Travel Advisor FAM.
- Continue **transition to the new web platform**, ensuring smooth partner listings, event uploads, and content migration.
- Strengthen **partner engagement** through planning of the August 21 Partner Breakfast and ongoing coordination with hotel and tourism stakeholders.

Marketing, Public Relations & Communications

Sandra Rios, PR & Communications Manager / Jennifer Chase, PR Specialist

- Earned **164.3M media impressions** valued at **$184,775**, including placements in *Condé Nast Traveler*, *Vero Beach Magazine*, *Southern Living*, *Yahoo!Life*, *Explore.com*, and *Trazee Travel*.
- Hosted **Travel with DNA**, Fort Lauderdale-based content creators and professional photographers, at The Perry Hotel, SAILS restaurant, and Naples Botanical Garden, reaching **59.4K travel enthusiasts** on social media.
- Held a **meeting and destination overview** with German journalists at the Turtle Club.

Marketing Performance

- Continued refinement of the **RIPE booking engine** in preparation for launch.
- Reviewed and approved multiple **advertising campaigns, marketing collateral, and content submissions**.
- Finalized details for the **2025 Sizzle Dining campaign**.

- Conducted **bi-weekly meetings** with Paradise Advertising.
- Concluded **Sunset web advertising** and transitioned to the new Granicus web platform.
- Participated in the **Tourism Fiscal Coordination meeting** with OMB.
- Launched and reviewed the **new ParadiseCoast.com website** on July 31.

Communications and Partner Engagement

- Edited and approved the **July edition of *CoastLines*** for distribution.
- Revised marketing templates for **Consumer and Meetings E-Scapes**.
- Responded to multiple **public record requests**.
- Met with **FGCU partners** to discuss hospitality staffing and teaching opportunities.
- Coordinated with the PR agency for the **Olde Naples Hotel launch** in 2026.
- Developed an **onboarding schedule** for Jennifer Chase.
- Jennifer Chase completed **self-paced training** via PALM/Collier U, covering safety, HR compliance, and office systems.
- Reached out to hotel partners to secure **Dine & Stay packages** for Sizzle Dining.
- Transitioned partner business and event listings, as well as partner images, to the **new ParadiseCoast.com website**.
- Continued logistics planning for the **Partner Breakfast** scheduled on August 21.

Strategic Planning

- Held an **initial discussion** for a multi-destination ad campaign with Breeze Airways, Lee County, and Punta Gorda CVB.
- Engaged in **promotional planning discussions** with Allegiant Airlines for Q4.
- Reviewed a proposal from **Imagine Solutions** for effectiveness, reach, and ROI.
- Served on the **selection committee** and awarded the Public Relations RFP in collaboration with the Procurement Division and County Manager's Office.
- Responded to multiple **inquiries** during the question period for the Tourism Marketing and Promotion RFP.
- Reviewed **Ad Effectiveness Survey results** with DSG.
- Conducted a **review of the FY26 budget**.
- Served on the **grant application review panel**.
- Met to review **Visitor Guide planning** and draft RFP inclusions.
- Began outlining the **Partner Breakfast agenda**.
- Attended the **Brand USA Partner Webinar** on FY26 strategic direction.
- Developed three **quote requests** for media monitoring services.

New, Articles, Press Releases

All partner press releases, and news articles can be found here.

- Highlights:

Publication	UVM	Headline	Local Mention
SKIFT	N/A	The New Athletic Class: How Lifestyle Sports Are Reshaping Travel	N/A

Southern Living	18,174,865	This Teeny Tiny Town Is The Gateway To Florida's Magical Everglades Region	Everglades City; multiple partner mentions including: • Nathaniel P. Reed Visitors Center • The Ivey House • The Rod & Gun Club • Museum of the Everglades • Clyde Butcher Gallery • Grimm's Stone Crab • City Seafood • Triad Seafood Market & Cafe • Camellia Street Grill • Island Cafe • HavAnna Cafe • Everglades Area Tours • Captain Jack's Airboat Tours
Yahoo!Life	39,488,009	This Teeny Tiny Town Is The Gateway To Florida's Magical Everglades Region	Same as Southern Living
Southern Living	18,174,865	6 Quiet Florida Beaches With Incredible Shelling—And Hardly Any Crowds	Naples to Marco Island
Yahoo!Life	39,488,009	6 Quiet Florida Beaches With Incredible Shelling—And Hardly Any Crowds	Same as Southern Living
Explore.com	503,537	Captivating U.S. Islands You Can Drive To For A Gorgeous Getaway	Marco Island
Vero Beach Magazine	2,159	Set Out on Epic Summer Adventures Across Florida	Everglades

Sales & Trade (Domestic & International)

Group Meetings

Lisa Chamberlain, CMP, Group Sales Manager

- Distributed **31 RFPs/leads**, facilitated **114 client interactions**, and engaged with **18 partners**.
- Secured **8 definite bookings** totaling **16,820 room nights**.
- Delivered a **Silver Speaker Sponsor presentation** at the Florida Society of Association Executives' Annual Conference to 500 attendees.
- Attended **Northstar Meeting Groups' Luxury & Wellness Appointment Show**, holding meetings with 49 clients.
- Sponsored **SITE Florida & Caribbean Chapter's Coffee & Connections** at Grappino's Bakery on July 16 (29 attendees; P-Card $211.15).
- Prepared for **Northstar Meeting Groups' Destination Southeast** and **HPN Global's HPN25** in August.

- Facilitated interviews and the **hiring process** for the Tourism Sales Manager II – Group Meetings and Sports position.

Specialty Markets

Michelle Pirre, Sales Assistant

- Distributed **6 RFPs/leads**, generating 375 projected room nights and an estimated **$281,393 in economic impact (EIC)**.
- Secured **2 definite bookings** totaling 60 room nights and **$53,033 in EIC**.
- Secured a **video sponsorship** with the Going on Faith Conference for August 2025.
- Coordinated with a venue for the **CVB Partner Update Meeting** scheduled in August 2025.
- Coordinated a **Luxury Expo event** for a Luxury Travel Advisor FAM in September 2025.
- Processed **FY2025 RFP enhancements**.
- Secured booth space for **NorthStar's Small & Boutique Meetings** in October 2025.
- Coordinated an **advertising buy** for *Garden & Gun Weddings* in FY26.

Global Travel Trade

Claudia Wood, Global Sales Manager

- Completed the final **CDME course** required for certification and attended the **Destinations International Annual Conference**.
- Participated in the **monthly SKAL chapter meeting and dinner** (P-Card $55).
- Joined domestic DMO discussions on future Florida destination partnerships at **ASTA, AAA, and Peninsula tradeshows**.
- Reported on the **Amadeus ad campaign** performance (March–July): 1,360 bookings, 3,665 room nights, $1,374,702 revenue, and an ADR of $375.

Arts & Culture

John Melleky, Arts and Culture Manager

- Prepared final reports and staff recommendations for **FY25–26 TDT grants**.
- Held three meetings with grantees on final reports and reimbursements, submitted seven reimbursements to the Clerk, and created the **Fourth Quarter Reimbursement Request form**.
- Solicited **advertisements for the 2026 Visitors Guide**, developed tracking forms from previous advertisers, and created email campaigns to encourage participation.
- Met with two partners regarding advertising opportunities for the **2026 Visitors Guide**.
- Met with the **¡ARTE VIVA! poster artist**, confirmed layout and design with the advertising agency, scanned original artwork for higher-quality reproduction, and obtained organizational schedules for the 2025–2026 season.
- Completed **executive summaries and agenda materials** for the FY25–26 budget and the Tigertail Beach project.
- Attended **14 partner events and outreach meetings**.

P-Card Events

- July 23: Attended the **SKAL Meeting** (P-Card $55).
- July 31: Attended the **Greater Naples Chamber of Commerce Hospitality Networking Event** (P-Card $40).

Finance and Operations

Jennifer Leslie, Operations Support Specialist

- Reviewed year-end **inventory records**.
- Uploaded **local events** into the new ParadiseCoast.com website.
- Reconciled and verified **staff purchasing card transactions**.
- Reviewed and approved **division invoices**.

*Due to Collier County policies and a review by the County Attorney's office, free tickets to events and productions cannot be accepted, even for grant-funded programs. No fundraisers are included in activities paid through TDT funds. Activities paid for by TDT money is pre-approved before the purchase occurs. Tickets are obtained for ¡ARTE VIVA! events, TDT Arts Grants funded projects, and to have at least one visit to each arts organization a season. If organizations have multiple series, only one activity in each series is chosen.

MINUTES OF THE COLLIER COUNTY TOURIST DEVELOPMENT COUNCIL MEETING
September 16, 2025 – 9:00 a.m.

LET IT BE REMEMBERED the Collier County Tourist Development Council, in and for the County of Collier, having conducted business herein, met on this date 9:00 a.m. in REGULAR SESSION at 33299 Tamiami Trail East, 3rd floor, Naples, FL 34112 with the following members present:

Commissioner Chris Hall, Chair
Clark Hill, Vice-Chair
Susan Becker
Laura Radler
Nancy Kearns
Michael McComas
Bill Kramer
Councilor Darrin Palumbo
Edward "Ski" Olesky (absent)

ALSO PRESENT:
Jay Tusa, Tourism Director
Buzzy Ford, Digital & Social Media Coordinator
Andy Miller, Coastal Zone Manager
Michael Lieberman, Assistant General Manager, Paradise Coast Sports Complex

Any person who decides to appeal a decision of the Tourist Development Council will need a record of the proceedings pertaining thereto, and therefore may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based, Neither Collier County nor the Tourist Development Council shall be responsible for providing this record.

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

A. Roll call was taken. A quorum was present with 8 members in person

4. AGENDA and MINUTES

A. Approval of Agenda

Moved by Clark Hill; Seconded by McComas
Motion passed unanimously (8-0).

B. Approval of August 19, 2025 Minutes

Moved by Susan Becker; Seconded by Nancy Kerns
Motion passed unanimously (8-0).

5. PUBLIC COMMENTS

A. Jen Robinson – Blessings in a Backpack
Ms. Robinson, Managing Director, expressed gratitude for the Council's continued support of *Sizzle Dining*, which directly supports the nonprofit's mission to provide weekend food for children facing hunger.

6. PRESENTATIONS

A. Paradise Coast Sports Complex Quarterly Report
Michael Lieberman, Assistant General Manager, presented the Q3 report. Extended details included:

A. Events:

1) *South Florida Cup (soccer)* – Over 300 teams; contract renewed for seven future events.
2) *FHSAA Lacrosse State Championships* – Hosted for the fourth consecutive year.

3) *Great Inflatable 5K* – Unique obstacle 5K with several hundred participants.
4) *FBU Top Gun & 7v7 Flag Football* – Sixth year; 1,500 participants; growing significantly.
5) *FC Naples* – Seven games in the quarter, including U.S. Open Cup play; eliminated after dramatic penalty kicks vs. Tampa Bay Rowdies.

B. Community Events:

1) *Easter Extravaganza* drew 4,000+ participants.
2) *Wags to Riches Puppy Prom* showcased creative venue use.
3) *Hospitality & Tourism Industry Week* hosted 100 professionals with elevated catering, highlighting venue versatility (e.g., weddings).

C. Financials:

1) Q3 revenue: $850,000 (up 35% YoY).
2) Gross profit: $2 million (up 40%).
3) Net operating income: $600,000 (up 65%).

D. Upcoming: 7 FC Naples games scheduled in Q4; Pop Warner football; visit from University of Quebec at Montreal.

E. Recognition: Sports Events Magazine named Paradise Coast Sports Complex the #1 youth soccer & lacrosse venue in the U.S.

Council members commended the report and success of the complex.

7. TOURISM DIRECTOR REPORT

Tourism Director **Jay Tusa** presented updates:

- **July TDT Collections:** $2,729,036; YTD total $42,856,479.
- **Lodging:** Occupancy 51.9% (+2%); ADR $267.08 (-1.9%); RevPAR flat at $138.61.
- **Awards:** CVB received the *Henry Flagler Award* for the "Only Paradise Will Do" print campaign, Visit Florida's highest honor.
- **Partner Engagement:** August 21 breakfast at Great Wolf Lodge drew 100+ partners, highlighting FY26 priorities and marketing initiatives.
- **Meetings & Sales:** 31 RFPs issued; 11 definite bookings; 17,034 room nights secured.
- **PR Coverage:** 10 earned placements (Condé Nast Traveler, CNBC Make It, Vero Beach Magazine) valued at $150M+.
- **International Marketing:** Hosted German and U.K. journalists; launched German family travel blog; secured JTA Travel UK partnership.
- **Content Series:** Five of eight launched (beaches, luxury, athleisure, family, dark skies). Remaining three (Cars on Fifth, Dining, Stone Crab) to debut in FY26.

Mr. Tusa thanked agencies and staff, noting the collective effort.

8. CONSENT AGENDA

A. Recommendation to award Request for Proposal (RFP) #24-8318 for Tourism Public Relation Services to Lou Hammond Group Florida, Inc., and make a finding that this expenditure promotes tourism (2025-2706)

Tourism Director **Jay Tusa** introduced the item, noting that the staff recommendation was to award the public relations services contract to **Lou Hammond Group Florida, Inc.** He explained that Lou Hammond Group has been a longstanding partner for the CVB, consistently delivering earned media coverage in national and international outlets, as well as managing press relations and media visits on behalf of Collier County.

Mr. Tusa highlighted that the firm's scope of work under this RFP will continue to include:

1) Proactive pitching of destination stories to top-tier travel, lifestyle, and trade publications.
2) Coordination of media familiarization (FAM) trips to Collier County.
3) Crisis communication support when needed.
4) Measurement and reporting of media coverage values.

Council members briefly discussed the item, with recognition of Lou Hammond Group's proven track record and recent placements (e.g., Condé Nast Traveler, CNBC, Vero Beach Magazine, and Daily Telegraph coverage). Members agreed this work directly supports tourism by raising Collier County's visibility in competitive markets.

Motion:

Moved by Clark Hill; Seconded by Mike McComas
Motion passed unanimously (8-0).

9. NEW BUSINESS

A. Recommendation to approve a request for reimbursement from the City of Naples for FY 24/25 in the amount not to exceed ($675,000) using Tourist Development Tax funds for beach maintenance and Lowdermilk Park parking lot maintenance, waive any irregularities in the process, authorize the necessary Budget Amendment, and make a finding that this expenditure promotes tourism

(2025-2816)
Presenter: Chad Merritt, Community Services Director, City of Naples (via Zoom).

- Request: $175,000 for Lowdermilk Park benches, tables, and maintenance; $500,000 for daily beach maintenance (40 accesses, 9 miles).

Motion: Moved by Susan Becker; Seconded by Bill Kramer
Motion passed unanimously (8-0).

B. Recommendation to approve the FY 2025-2026, 10-Year Capital Planning document for Tourist Development Tax funds in TDC Beach Renourishment Fund (1105) and TDC engineering Fund (1102) and make a finding that these expenditures promote tourism (2025-2874)

Presenter: Andy Miller, Coastal Zone Manager.

- Annual FDEP-required planning document to maintain grant eligibility.

Motion: Moved by Clark Hill; Seconded by Darren Palumbo
Motion passed unanimously (8-0).

C. Recommendation to approve the fall truck haul beach renourishment project and authorize Tourist Development Tax expenditures for the Vanderbilt Beach Renourishment scheduled for November 2025, with an estimated project cost $5,500,000, and make a finding that this item promotes tourism (project 90066) (2025-2877)
Presenter: Andy Miller, Coastal Zone Manager

- Scope: Truck haul project with contingency funding, completion before Christmas.

Motion: Moved by Darren Palumbo; Seconded by Bill Kramer
Motion passed unanimously (8-0).

C. Recommendation to approve the Tourist Development Council Grant application requests from Collier County and the City of Naples for FY 2025–2026 in the amount of $18,569,300, budget these expenditures, and make a finding that these expenditures promote tourism. (2025-2930)

Presenter: Andy Miller, Coastal Zone Manager

- Discussion: Chairman Hall praised tourism's direct benefits to locals. Bill Kramer questioned Naples Pier timeline; Miller noted permitting delays but hopeful for progress.

  Motion: Moved by Darren Palumbo; Seconded by Susan Becker
  Motion passed unanimously (8-0).

10. OLD BUSINESS

A. None

11. TEN MINUTE BREAK – None

12. AGENCY PARTNER REPORTS

A. Downs & St. Germain Research – July Tourism Metrics
Presenter: **James Brendle (via Zoom)**.

- July Performance: Visitation up 5.5%; visitor days up 8.8%; occupancy +2%; ADR -1.9%; RevPAR flat.
- FYTD: Visitation up ~1%; room nights up 3.1%; ADR down 4.5%; RevPAR down 3.4%.
- Visitor Origins: Midwest leading, followed by Northeast and Florida; Europe and Canada still soft.
- Advertising Recall: 35% (up from 25% prior year); social media strongest driver.
- Concerns: Declining group demand; 3-month booking forecasts weaker than prior year.

Discussion emphasized the need for sustained marketing to offset group travel declines.

B. Paradise Advertising Update
Presenter: **Ashley Cannon (via Zoom)**.

- Reviewed FY25 campaign wrap-up and FY26 plans.

- Highlighted Flagler Award for "Only Paradise Will Do."
- Showcased content series (beaches, luxury, athleisure, family, dark skies).
- Reported strong ROI: $20 revenue for every $1 ad spend.
- Previewed upcoming campaigns (Cars on Fifth, Dining, Stone Crab) and continued luxury media placements.

13. TOURISM STAFF REPORTS

A. Tourism staff reports were included in the packet. No further discussion.

14. COUNCIL MEMBER DISCUSSION

1) **Susan Becker:** Praised the Paradise Coast Sports Complex's hospitality industry event.
2) **Nancy Kearns:** Asked about supplemental budget and marketing "dark period." Mr. Tusa said updates would come at the next meeting.
3) **Michael McComas:** Spoke on Everglades City tourism challenges; noted community impact of large visitor influx.
4) **Bill Kramer:** Reflected on $43M TDT collections and the importance of tourism revenues reaching nonprofits like Blessings in a Backpack.
5) **Chris Hall (Chair):** Shared personal anecdotes on student nutrition programs; emphasized importance of supporting food security. Also clarified Naples Pier delays stem from permitting, not city or county failures

15. NEXT MEETING

A. The next TDC meeting will be held on October 21, 2025.

16. ADJOURNED

There being no further business, the meeting was adjourned at 9:54 am

COLLIER COUNTY
TOURIST DEVELOPMENT COUNCIL

_____
Chairman Chris Hall

The Minutes were approved on _____, *(date of approval)*

as presented _____ or as amended _____.

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

August 26, 2025

FOR IMMEDIATE RELEASE

Notice of Hybrid Remote Public Meeting
Vanderbilt Beach Beautification MSTU Advisory Committee
Collier County, Florida

September 4, 2025
2:00 p.m.

Notice is hereby given that the **Vanderbilt Beach Beautification Municipal Service Taxing Unit (MSTU) Advisory Committee** will meet on **Thursday, September 4,** at **2:00 p.m.** This will be a Hybrid Remote meeting and it will be held at the Cocohatchee River Marina, 13535 Vanderbilt Drive, Naples, Florida. Some of the Board members may be appearing remotely, with staff present in person. The public may attend either remotely or in person.

Individuals who would like to participate remotely should contact Rosio Garcia at Rosio.Garcia@colliercountyfl.gov by noon on September 4.

Remote participation is provided as a courtesy and is at the user's risk. The County is not responsible for technical issues.

The agenda will be available on the Collier County Government website at https://www.collierptne.com/mtsu/vanderbilt-beach-beautification-mstu-advisory-committee/

About the public meeting:

Two or more members of the Collier County Board of County Commissioners may be present and may participate at the meeting. The subject matter of this meeting may be an item for discussion and action at a future meeting.

All interested parties are invited to attend, and to register to speak. All registered public speakers will be limited to three minutes unless changed by the chairman.

Collier County Ordinance No. 2004-05 requires that all lobbyists shall, before engaging in any lobbying activities (including, but not limited to, addressing the Board of County Commissioners, an advisory board or quasi-judicial board), register with the Clerk to the Board at the Board Minutes and Records Department.

Anyone who requires an auxiliary aid or service for effective communication, or other reasonable accommodations to participate in this proceeding, should contact the Collier County Facilities Management Division, located at 3335 Tamiami Trail E., Suite 101, Naples, Florida 34112, or (239) 252-8380, as soon as possible, but no later than 48 hours before the scheduled event. Such reasonable accommodations will be provided at no cost to the individual.

For more information, call Judy Sizensky at (239) 252-4980.

###

Collier County Government

Communications, Government & Public Affairs
3299 Tamiami Trail E., Suite 102
Naples, Florida 34112-5746

September 3, 2025

FOR IMMEDIATE RELEASE

Notice of CANCELED Public Hybrid Remote Meeting
Vanderbilt Beach Beautification MSTU Advisory Committee
Collier County, Florida

September 4, 2025
2:00 p.m.

Notice is hereby given that the **Vanderbilt Beach Beautification Municipal Service Taxing Unit (MSTU) Advisory Committee** meeting scheduled for Thursday, September 4, at 2:00 p.m. to be held at the Cocohatchee River Marina, 13535 Vanderbilt Drive, Naples, FL 34110 has been **CANCELED.**

For more information, call Judy Sizensky at (239) 252-4980.

###

Vanderbilt Beach M.S.T.U.

Advisory Committee
8300 Radio Road
Naples, FL 34104

SEPTEMBER 4, 2025, 2:00 PM
Committee Members and Project Manager will meet at
Cocohatchee River Marina-13535 Vanderbilt Drive, Naples, FL 34110
All others are encouraged to attend via Zoom video conference

AGENDA

I. Call to order

II. Attendance

Advisory Committee	Bruce Forman - Chairman	(11/13/2027)
	Bill Sjostrom - Vice Chairman	(11/13/2028)
	Vacant	(11/15/2025)
	Gabriella R. Miyamoto	(11/13/2027)
	William Harris	(11/13/2028)
	Aaron Gross, Ground Zero Landscaping	
	Judy Sizensky– Project Manager	
	Rosio Garcia – Operations Coordinator	
	Wendy Warren- Transcriptionist	

III. Approval of the agenda

IV. Approval of the Minutes – August 7, 2025

V. Landscape Maintenance Report - Aaron Gross, Ground Zero Landscaping Services

VI. Project Manager Report – Judy Sizensky

A. Current Budget FY 25 – September 2025
B. RFQ was sent out. The pre-bid was held on Friday, August 22nd and some minor revisions are needed for the plans. I hope to have a quote(s) to present at our October meeting. We plan to have the project start in October 2026. The total project is estimated to be $750K for construction.
C. Gulf Shore Drive (north section beginning 10701 Gulf Shore Drive) Davidson Engineering will prepare the plans and construction documents. The workorder is in process. The RFQ will go out once plans are completed and the RFQ bids will be presented at the following meeting.
D. Gulf Shore Drive – (Southeast section @ Buzz's Lighthouse) RWA is still working on ideas that will be cost effective. We are back to looking at the boardwalk style. More information to follow.
E. Traffic signal relocation Vanderbilt Beach Rd & Vanderbilt Drive-Engineer has been assigned. It is DRMP, Inc, which we used on Crosswalks project. The workorder for $44,563 is in process. DRMP met with Traffic Operations and will submit a final quote for the work order to be processed.
F. SCS is on contract for bridges. Review quotes for pressure washing and sealing - it is $68,402 for Bluebill Bridge and $13,055.20 for Halas Bridge.
G. Wiggins Pass median reconfiguration-Johnson Engineering is now on board for the plans. We met onsite and they will provide the cost estimate for construction asap.

VII. Old Business

VIII. New Business-Cleaning of Connor Park (west of fence) Aaron suggests planting calusia. He will provide a quote at the meeting.

IX. Public Comment

X. Adjourn

NEXT MEETING DATE
OCTOBER 2, 2025
COCOHATCHEE RIVER MARINA, 13535 VANDERBILT DR, NAPLES, FL 34110

Vanderbilt Beach M.S.T.U

Advisory Committee
8300 Radio Road
Naples, FL 34104

AUGUST 7, 2025

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Chair Forman called the meeting to order at 2:00 P.M. Roll call was taken, and a quorum of three were established. The Pledge of Allegiance was recited.

II. ATTENDANCE

Advisory Committee:	Bruce Forman – Chair
	William Sjostrom – Vice Chair
	Gabriella R. Miyamoto
	William Arell Harris
Staff:	Judy Sizensky - Project Manager
	Rosio Garcia – Operations Analyst
	Keyla Castro – Operations Support Analyst II
Others:	Aaron Gross – Ground Zero Landscaping (Excused)
	Wendy Warren – Transcriptionist

III. APPROVAL OF THE AGENDA

Ms. Miyamoto moved to approve the Agenda of the Vanderbilt Beach MSTU Advisory Committee as presented. Second by Mr. Harris. Carried unanimously 3 - 0.

IV. APPROVAL OF THE MINUTES – June 5, 2025

Mr. Harris moved to approve the minutes of the June 5, 2025, minutes of the Vanderbilt Beach MSTU Advisory Committee meetings as presented. Second by Ms. Miyamoto. Carried unanimously 3 – 0.

V. LANDSCAPE MAINTENANCE REPORT

Ms. Sizensky reported:

- Landscaping is in good condition.

Vice Chair Sjostrom joined the meeting at 2:12 P.M. A quorum of four was present.

VI. PROJECT MANAGER REPORT – Judy Sizensky

Ms. Sizensky reported:

A. Budget FY-25 – August 2025

Vanderbilt Beach MSTU Fund 1617 Budget for August 7, 2025, prepared August 1, 2025.

Purchase Orders

1. Collier County Utilities – Water and Sewer.
2. FPL – Electricity.
3. Capital Contractors – Sidewalk and bench refurbishment; Connor Park fence.
4. DRMP, Inc. – Engineering services.
5. Ground Zero Landscaping –
   - Incidentals include landscape refurbishment and miscellaneous.
   - Ground Maintenance and Non-Bid Items include Conner Park and irrigation repairs.
6. Infinite Construction – Renovation of the corner of The Regatta of Naples and Vanderbilt Drive.
7. Landert Landscape Design – Plant materials for Butterfly Garden.
8. Preferred Materials – Installation of crosswalks.
9. McGee & Associates – Architectural Landscape services.
10. Premier Staffing – Transcription services.
11. Q Grady Minor & Associates - West Vanderbilt Drive sidewalks.
12. RWA Engineering – Design services for the Greenway multi-use path project, Phase I and II.
13. Site One Landscape Supply – Irrigation parts & pumps.
14. Traffic Safety Ancillary – STOP sign installation.

Budget Summary

1. Line 1, Ad Valorem Tax Millage: Of the Millage assessed and to be collected of $1,786,300, $1,684,356 has been collected, leaving an outstanding balance of $101,943.
2. Lines 4, 5 and 6, Interest: Overnight interest of $82,281, Investment Interest of $63,596 and Interest on Taxes Collected of $1,556 have been credited.
3. Line 11, Carry Forward – Unexpended year funds of $5,052,000.
4. Line 15, Total Revenue - $7,780,367, including investment interest, carry forward amounts, and contributions, minus a 5% ($90,800) reserve for estimated uncollected revenue.
5. Line 37, Operating Expense - Of the $6,576,867 budgeted, $251,612 is committed to existing Purchase Orders and $1,126,131 has been spent, leaving a budget remainder of $5,199,123 available within budget for additional operating expenses as needed.
6. Line 38, Improvements General – $69,500 was expended for the Connor Park decorative fence extension.
7. Lines 39, Capital Outlay - $1,000,000 is budgeted for the current fiscal year long term projects, consistent with the MSTU ordinance and upon a motion from the Advisory Committee. The Improvements General (Line 38) expenditure debited nets a remaining balance of $930,500.
8. Line 40, Transfer to Fund 111 - Of the $102,300 budgeted $0 has been transferred (PTNE Staff and Support).
8. Line 44, Transfer Construction – Of the $51,200 Budgeted, $48,504 has been transferred and a balance of $2,695 remains for transfer (Property Appraiser and Tax Collector).
9. Line 46, Capital Reserves - Of the $50,000 budgeted for anticipated Maintenance and Capital projects in future fiscal years as identified in the Asset Management Plan, $0 has been spent and a balance of $50,000 remains.
10. Line 47, Total Budget – Of the $7,780,367, tabulated commitments to existing purchase orders total $251,612 and $1,346,435 has been expended leaving a remainder of $6,182,319 for FY-25 MSTU expenditures.

General

1. Available funds are sufficient to finance the Traffic Signal box relocation at Vanderbilt Beach Road and Vanderbilt Drive, the Greenway Multi-Use Path and Sidewalk installation on the east side of Vanderbilt Drive, Wiggins Pass median reconstruction and bridge cleaning.
2. The Ad Valorem property tax value increased 11.17% for fiscal year 2025 over 2024 generating additional revenue of $30,000.
3. The Fiscal Year 2026 budget is effective October 1, 2025. Unspent Fiscal Year 2025 funds will be carried forward to 2026.
4. The MSTU Tax Rate for 2026 is 0.5000 mills.
4. Tax millage collected and interest, to maintain and improve MSTU assets, can only be utilized by the MSTU and within the district boundary.
6. The Fiscal Year 2026 budget is effective October 1, 2025. Unspent Fiscal Year 2025 funds will be carried forward to 2026.

B. Greenway Multi-Use Bike Path – Vanderbilt Drive – Gulf Shore Drive

Ms. Sizensky reported:

- A 10-foot bike and pedestrian path north of The Dunes of Naples on Vanderbilt Drive near the bridge cannot be navigated at high tide or during extreme rain events.
- RWA Engineering designed plans for the Vanderbilt Drive sidewalk improvements. Phases I and II plans are complete, and a bid package has been prepared.
- RWA's "Probable Opinion of Cost" for Phases I and II construction is $656,258.42.
- The RWA bid package will be distributed to *Asphalt Maintenance and Related Services* firms on contract with the County.
- RWA will obtain the required County permit.
- Environmental Protection Agency (EPA) permits were issued for the original bridge construction and pathway; EPA will receive a copy and review the new permit.
- The Road Maintenance Division will be responsible for maintaining the walkway following completion of construction.
- Phases I and II of the Greenway multi use sidewalk improvement project on Vanderbilt Drive north will be undertaken simultaneously.
- Construction will be scheduled based on contractor's availability, ideally in the second quarter of 2026.

C. Gulf Shore Drive Sidewalks

Ms. Sizensky reported:

East Side

RWA Engineering Inc. will develop plans and provide an Opinion of Cost for an elevated boardwalk-style pedestrian walkway on the southeast side of Gulf Shore Drive from Buzz's Lighthouse Restaurant north to Le Playa Beach & Golf Resort.

Study Goals

1. Pedestrian safety incorporating ADA compliance standards.
2. Reorganization of the infrastructure to increase performance of the drainage system.
3. Introduction of a user-friendly walkway to the community.
4. Traffic calming.

Next Steps

- The plan, including recommendations, will be presented to the Committee for consideration.

West Side

Ms. Sizensky met with the Road, Bridge and Stormwater Maintenance Division to discuss installation of a concrete sidewalk and reconstruction of a swale on the west side of Gulf Shore Drive.

The scope of the project requires design plans. An engineering firm on contract with the County will be selected.

Mr. Harris motioned to approve an amount not to exceed $50,000.00 for an engineering firm under contract with Collier County to prepare design plans for concrete sidewalk installation, including reconfiguration of the swale, for the west side of Gulf Shore Drive. Existing pavers will remain intact in areas such as driveways. Second by Ms. Miyamoto. Carried unanimously 4 – 0.

D. Traffic Signal Box

Ms. Sizensky reported:

- The Committee motioned to approve relocation of the County's Traffic Signal Box on the northwest corner of Vanderbilt Drive to the Right of Way (ROW) on the south side of Vanderbilt Beach Road.
- A Work Order in the amount of $44,563 was issued to DRMP, Inc., a licensed engineer on contract with the County, to prepare plans for the relocation of the box.
- DRMP met with Traffic Operations to review the technical and networking aspects of the project.
- On submission of a final quote from DRMP a work order will be processed.
- The plans will be submitted to Southern Signal for a quote to remove the signal box and relocate it to the south side of Vanderbilt Beach Road by the entrance to the parking garage.
- The project is contingent upon approval of the Traffic Operations Division.
- The MSTU will be invoiced for the project cost.
- Relocation of the box will improve the appearance of the landscaped areas at The Regatta Vanderbilt Beach.

E. Bridge Refurbishment

Ms. Sizensky reported:

Bluebill Avenue Bridge

- Service Contracting Solutions, (SCS), submitted a proposal in the amount of $68,402 to pressure wash and seal the Bluebill Avenue Bridge, including removal of peeling paint from the vertical support structures (pylons).

Vice Chair Sjostrom motioned to approve Service Contracting Solutions proposal in the amount of $68,402.00 to pressure wash and clean the Bluebill Avenue Bridge. Second by Mr. Harris. Carried unanimously 4 – 0.

Frank Halas Bridge

- The Committee proposed pressure washing and sealing the west side of the Frank Halas Bridge.

Mr. Harris motioned to approve an amount not-to-exceed $35,000.00 for Service Contracting Solutions to pressure wash and seal the Frank Halas Bridge. Second by Vice Chair Sjostrom. Carried unanimously 4 – 0.

Upon receipt of a proposal, ***Ms. Sizensky*** *will issue a Purchase Order to SCS for the project.*

F. Wiggins Pass Median Reconfiguration

Ms. Sizensky reported:

- A quote proposal will be requested from Johnson Engineering, LLC. for design plans and construction costs to reconfigure the turn-around section at the entrance to Delnor-Wiggins Pass State Park.
- In coordination with the designer, Ground Zero Landscaping will replace damaged plantings in the turnaround.
- MSTU participation in cost sharing the project will be at the discretion of the Committee.
- A Memorandum of Understanding for the Program (MOA) will be developed for the parties.
- Plaques will be installed on the benches.

VII. OLD BUSINESS

None

VIII. NEW BUSINESS

A. Advisory Committee Seat

Ms. Sizensky reported:

- A seat on the Vanderbilt Beach Advisory Committee MSTU is available. Residency within the boundaries of the MSTU and voter registration are requirements for membership.
- Interested parties for membership on the Advisory Committee can access the Online Application at https://www.colliercountyfl.gov/government/advisory-boards-and-authorities/online-advisory-board-application.
- Applications received will be considered by the Advisory Committee. The candidate recommended will be provided to the Board of County Commissioners for appointment to the Advisory Committee.

B. Sidewalk Repairs

Ms. Sizensky reported:

- The Parks and Recreation Department installed marking strips to identify sidewalk slabs which pose a trip hazard and require grinding.
- A "trip hazard" is defined as a variance of three quarter (¾) inches or more between two slabs.
- The Road Maintenance Division is responsible for sidewalk maintenance.

Mr. Harris left the meeting at 3:01 P.M. A quorum of three was present.

IX. COMMITTEE AND PUBLIC COMMENTS

Landscaping

- **Ms. Sizensky** will solicit a quote to clean debris on the south side of Conner Park in the canal area.

- **Vice Chair Sjostrom** queried regarding responsibility for landscape maintenance for the area north of Bluebill Avenue at the intersection of Gulf Shore and Park Drives.

Ms. Sizensky *reported research indicated the MSTU is not responsible for maintenance of the area. She requested Vice Chair Sjostrom provide google earth survey of the area and she will discuss responsibility with the Road Maintenance Division.*

Future improvements for Committee Consideration

Vanderbilt Drive North

Ms. Sizensky will consult with RWA Engineering on opportunities to improve drainage and beautify Vanderbilt Drive around the Anchorage, The Dunes of Naples and Marina Bay.

The Halas and Blue Bill Bridges

Opportunities to enhance landscaping in the vicinity and entrances to the bridges will be researched.

Solar Lights on Vanderbilt Drive

Solar spotlights to enhance landscaping on Vanderbilt Drive will be considered. Property owners will be consulted if the light installation borders their residence.

X. ADJOURN

There being no further business for the good of the County, the meeting was adjourned by the Chair at 3:10 P.M.

VANDERBILT BEACH M.S.T.U. ADVISORY COMMITTEE

_____

Bruce Forman, Chair

The minutes approved by the Board/Committee on_____,2025 "*as submitted*" [___] or "*as amended*" [___].

NEXT MEETING SEPTEMBER 4, 2025 - 2:00 P.M.
Cocohatchee River Marina
13535 Vanderbilt Drive
Naples, Florida

VANDERBILT MSTU
FUND 161700000
SEPTEMBER 4, 2025
FY25

		Vendor	Item	PO#	Budget	Commitments	Expenditures	Total
1	CUR AD VALOREM TAX				$ (1,786,300.00)	$ -	$ (1,701,397.60)	$ (84,902.40)
2	DEL AD VALOREM				$ -	$ -	$ (15,956.37)	$ 15,956.37
3	STATE REVENUE							$ 64,023.57
4	OVERNIGHT INTEREST				$ -	$ -	$ (114,562.75)	$ 114,562.75
5	INVESTMENT INTEREST				$ (28,000.00)	$ -	$ (114,517.61)	$ 86,517.61
6	INTEREST TAX COLL.				$ -	$ -	$ (1,676.61)	$ 1,676.61
7	**REVENUE STRUCTURE**				**$ (1,814,300.00)**	**$ -**	**$ (1,948,110.94)**	**$ 133,810.94**
8	TRANSFERS FROM PROP APP				$ -	$ -	$ -	
9	TRANSFERS FROM TAX COLL				$ -	$ -	$ -	
10	REIMBURSEMENT - INTERDEPT.				$ -	$ -	$ -	$ -
11	CARRY FORWARD GENERAL				$ (5,052,000.00)	$ -	$ -	$ (5,052,000.00)
12	CARRY FOR OF ENCUMB AMT				$ (1,004,867.28)	$ -	$ -	$ (1,004,867.28)
13	NEG 5% EST REV				$ 90,800.00	$ -	$ -	$ 90,800.00
14	**TRANSFERS & CONTRIB**				**$ (5,966,067.28)**	**$ -**	**$ -**	**$ (5,966,067.28)**
15	**TOTAL REVENUE**				**$ (7,780,367.28)**		**$ (1,948,110.94)**	**$ (5,832,256.34)**
16	ENG FEES				$ -	$ 33,042.50	$ 11,520.50	$ (44,563.00)
17	SURVEYING FEES				$ 100,000.00	$ -	$ -	$ 100,000.00
18	INDIRECT COST	Collier County	Indirect Cost	Direct Pay	$ 6,000.00	$ -	$ 6,000.00	$ -
19	INTERDEPT PAYMENT	Collier County	Stop Signs & Hardware	Direct Pay	$ 1,000.00	$ -	$ 122.13	$ 877.87
20	LANDSCAPE INCIDENTALS	Ground Zero Landscaping Serv	Landscape Incidentals	4500233442	$ 100,000.00	$ 4,392.75	$ 107,107.25	$ (11,500.00)
		Q Grady Minor	WO West Vanderbilt Dr Sidewalks	4500225615	$ 76,976.00	$ -	$ 31,241.85	
		MCGEE & ASSOCIATES	MCGEE & ASSOCIATES	4500231013	$ 6,197.50	$ -	$ 5,297.50	
		Capital Contractors	Sidewalk and bench refurbishment	4500231023	$ 25,250.00	$ -	$ 25,250.00	
		RWA Engineering	Sidewalk Improvements - Phase I	4500231986	$ 58,363.00	$ 25,825.50	$ 32,537.50	
		Preferred Materials	Brick paver crosswalk	4500232149	$ 437,124.80	$ 99,236.40	$ 337,888.40	
		INFINITE CONSTRUCTION LLC	Vanderbilt Dr Sidewalk& Landscape Improv	4500232472	$ 419,171.98	$ -	$ 389,171.98	
		DRMP, INC	CAI Project Admin and Inspection Services	4500232514	$ 58,760.00	$ 2,010.00	$ 56,750.00	
		Ground Zero	Maintainance	4500233442	$ 92,500.00	$ 15,436.61	$ 77,063.39	
		Ground Zero	Non Bid	4500233442	$ 3,000.00	$ 2,520.02	$ 479.98	
		RWA Engineering	Sidewalk Improvements - Phase II	4500236702	$ 33,632.00	$ 9,112.00	$ 24,520.00	
		LANDERT LANDSCAPE DESIGN	Plant materials for Butterfly Garden	4500236759	$ 956.00			
		Traffic Safety Ancillary	Install Stop Sign	4500238154	$ 2,260.00	$ -	$ 2,260.00	
21	OTHER CONTRACTUAL				$ 6,244,867.28	$ 154,140.53	$ 982,460.60	$ 5,108,266.15
22	POST FREIGHT UPS				$ 100.00	$ -		$ 100.00
23	ELECTRICITY	FPL	Electricity	4700005131	$ 700.00	$ 289.87	$ 260.13	$ 150.00
24	WATER AND SEWER	Collier County Utility	Water & Sewer	4700005130	$ 100,000.00	$ 14,165.70	$ 45,834.30	$ 40,000.00
25	RENT BUILDINGS				$ -	$ -	$ -	$ -
26	INSURANCE GENERAL	Collier County	Insurance General	Direct	$ 800.00	$ -	$ 800.00	$ -
27	SPRINKLER SYSTEM MAIN	Site One	Irrigation Parts	4500233443	$ 10,000.00	$ 941.12	$ 2,307.88	$ 6,751.00
28	MULCH				$ 5,000.00			$ 5,000.00
29	LICENCES AND PERMITS				$ 2,000.00		$ 4,969.10	$ (2,969.10)
30	CLERKS RECORDING FEES				$ 1,000.00			$ 1,000.00
31	LEGAL ADVERTISMENT					$ -	$ -	$ -
		Premier Staffing	Transcriptionist Serv.	4500234383		$ 1,222.90	$ 1,277.10	
		Treetop Product	Seating	VISA			$ 1,935.68	
		Solid Pave	Guardrail	VISA			$ 2,397.00	
32	OTHER MISCELLANEOUS				$ 2,500.00	$ 1,222.90	$ 5,609.78	$ (4,332.68)
33	OFFICE SUPPLIES		Office Supplies		$ 200.00		$ -	$ 200.00
34	COPYING CHARGES	JM Todd	Monthly CPC (shared) (monthly lease)	4500234730	$ 200.00	$ 35.28	$ 114.72	$ 50.00
35	FERT HERB CHEM				$ 2,000.00	$ -		$ 2,000.00
36	OTHER OPER SUPPLIES	Treetop Product	Seating	VISA	$ 500.00		$ 2,906.91	$ (2,406.91)
37	**OPERATING EXPENSE**				**$ 6,576,867.28**	**$ 208,230.65**	**$ 1,170,013.30**	**$ 5,198,623.33**
38	IMPROVEMENTS GENERAL				$ 1,000,000.00	$ -		$ 1,000,000.00
		Capital Contractors LLC	Connor Park-Decorative Fence Extension V	4500236174	$ 69,500.00		$ 69,500.00	
39	**CAPITAL OUTLAY**				**$ 1,000,000.00**	**$ -**	**$ 69,500.00**	**$ 930,500.00**

VANDERBILT MSTU
FUND 161700000
SEPTEMBER 4, 2025
FY25

40	TRANS TO 1011 UNINCOR				$ 102,300.00	$ -	$ 102,300.00	$ -
41	**TRANSFERS**				**$ 102,300.00**	$ -	**$ 102,300.00**	$ -
42	Budget Trans Appraiser				$ 14,500.00	$ -	$ 13,922.97	$ 577.03
43	Budget Trans Tax Collector				$ 36,700.00	$ -	$ 34,579.58	$ 2,120.42
44	**TRANSFERS CONST**				**$ 51,200.00**	$ -	**$ 48,502.55**	**$ 2,697.45**
45	**RESV For Capital Out**				**$ 50,000.00**	$ -	**$ -**	**$ 50,000.00**
46	**RESERVES**				**$ 50,000.00**	$ -	**$ -**	**$ 50,000.00**
47	**TOTAL BUDGET**				**$ 7,780,367.28**	**$ 208,230.65**	**$ 1,390,315.85**	**$ 6,181,820.78**

2,068,487,415	FY 10 Final Taxable Value
2,005,897,752	FY 11 Final Taxable Value
1,910,384,837	FY 12 Final Taxable Value
1,904,053,751	FY 13 July 1 Taxable Value
1,945,640,639	FY 14 July 1 Taxable Value
2,044,186,286	FY 15 July 1 Taxable Value
2,195,715,846	FY 16 July 1 Taxable Value
2,385,578,106	FY 17 July 1 Taxable Value
2,560,181,524	FY 18 July 1 Taxable Value
2,673,862,805	FY 19 July 1 Taxable Value
2,805,690,115	FY 20 July 1 Taxable Value
2,874,630,743	FY 21 July 1 Taxable Value
2,977,182,419	FY22 July 1 Taxable Value
3,404,417,979	FY23 July 1 Taxable Value
3,512,537,975	FY24 July 1 Taxable Value
3,841,472,517	FY25 July 1 Taxable Value
11.17%	
FY 25	**FY 24**

Total Available Balance	$	6,181,820.78
Plus Commited And Not Spent	$	208,230.65
Estimated Cash	**$**	**6,390,051.43**
Estimated Cash Less Uncollected Ad Valorem Taxes	**$**	**6,305,149.03**
Actual Cash		

Prepared on 08/27/2025 M

GROUND ZERO LANDSCAPING

Services Inc.
1907 Fairfax Circle
Naples Fl. 34109
239-821-3472 Phone 239-597-7365 Fax

Estimate

Number: **E728**

Date: **August 26, 2025**

Bill To:

Collier County County Commiss
Att:Accounts Payable
3299 Tamiami Tr. E.
Ste 700
Naples, Fl. 34112-5749

Ship To:

PO Number	Terms	Project
4500233442		Vanderbilt Bch. MSTU

Date	Description	Hours	Rate	Amount
	Install hedge along conner park sidewalk and edge of native area along canal to include selective pruning of seagrape to facilitate planting half way to butterfly garden			
	Labor	218.00	38.00	8,284.00
	Supervision	24.00	50.00	1,200.00
	Mulch	280.00	2.86	800.80
	Calusia	180.00	40.00	7,200.00
	15 % mark up	1.00	1,201.20	1,201.20
	Tax	1.00	480.48	480.48
	Irrigation labor	48.00	45.00	2,160.00
	Irrigation Supervision	4.00	50.00	200.00
	Delivery charge	1.00	125.00	125.00
			Total	**$21,651.48**

GROUND ZERO LANDSCAPING

Services Inc.
1907 Fairfax Circle
Naples Fl. 34109
239-821-3472 Phone 239-597-7365 Fax

Estimate

Number: **E729**

Date: **August 26, 2025**

Bill To:

Collier County County Commiss
Att:Accounts Payable
3299 Tamiami Tr. E.
Ste 700
Naples, Fl. 34112-5749

Ship To:

PO Number	Terms	Project
4500233442		Vanderbilt Bch. MSTU

Date	Description	Hours	Rate	Amount
	Install hedge along conner park sidewalk and edge of native area along canal to include selective pruning of seagrape to facilitate planting all the way to butterfly garden			
	Labor	418.00	38.00	15,884.00
	Supervision	48.00	50.00	2,400.00
	Mulch	490.00	2.86	1,401.40
	Calusia	380.00	40.00	15,200.00
	15 % mark up	1.00	2,490.21	2,490.21
	Tax	1.00	996.08	996.08
	Irrigation labor	96.00	45.00	4,320.00
	Irrigation Supervision	16.00	50.00	800.00
	Delivery charge	1.00	250.00	250.00
			Total	**$43,741.69**

SERVICE CONTRACTING SOLUTIONS

Quotation

8/18/2025

To: Collier County
Attn: Judith Sizensky
Project: Bluebill Bridge

Top of Bridge Area. Inside and outside of concrete rail barriers including sidewalks. Cleaning, Surface Prep & Sealer Application. This includes a 10 Sq Ft Area on the East under bridge abutment.	*Sq Ft	Unit Price	Total Price
Painting Services	12260	$ 1.56	$ 19,125.60
Hydro Blasting	6130	$ 5.04	$ 30,895.20
Pressure Washing	11700	$ 0.56	$ 6,552.00
Ceramic Epoxy Mortar Surfacing	30	$ 11.00	$ 330.00
MOT Subcontractor (Cost plus 15%)	1	$ 10,000.00	$ 11,500.00
		Total	$ 68,402.80

NOTE: This work will potentially require us to close the bridge from the Gulf Shore Dr. side during work hours. Only allowing traffic to cross the bridge from the Vanderbilt Dr. side which we'll lane shift while working on the north lane side. We'll make every effort to limit this to a few days but may take four or five days depending on the surface preparation. Nightly, we'll also need an area to park two large pieces of areal equipment at minimum and two trailers.

SCOPE OF WORK:

a. Set-up and remove MOT daily.

b. Aggressively clean all surfaces to remove all surface containments and as much staining as possible.

c. Prepare all surfaces to a neutral pH and ensure all chlorides have been removed.

d. Apply two full coats of penetrating sealer to protect the concrete rail barrier surfaces and side walks from water/chloride penetration and staining for five to seven years. We recommend soft cleaning and sealer application every four to six years.

Brad R. Ervans
Division Manager
SERVICE CONTRACTING SOLUTIONS
12140 Metro Parkway Suite K
Fort Myers, FL 33966
Phone: (239) 939-7622

SERVICE CONTRACTING SOLUTIONS

Quotation

8/22/2025

To: Collier County
Attn: Judith Sizensky
Project: Halas Bridge

Top of Bridge Area. Pressure wash Inside and outside of roadside concrete rail barriers, sidewalks, & barrier side facing sidewalk. Application of 2 coats of paint on barriers to a uniform original light color.	*Sq Ft	Unit Price	Total Price
Painting Services	28640	$ 1.56	$ 44,678.40
Pressure Washing	37362	$ 0.56	$ 20,922.72
		Total	$ 65,601.12

Side of wall facing Cocohatchee River Park to abutment. Pressure wash all concrete wall surfaces and paint concrete barrier above fluted concrete.	*Sq Ft	Unit Price	Total Price
Painting Services	5400	$ 1.56	$ 8,424.00
Pressure Washing	8270	$ 0.56	$ 4,631.20
		Total	$ 13,055.20

NOTE: NO MOT is included in this quote. We'll utilize cones along the roadway during while working on the roadside barriers.

SCOPE OF WORK:

a. Set-up and remove necessary equipment daily.
b. Clean all surfaces to remove all surface containments for barrier wall painting and as much staining as possible on sidewalks.
c. Apply two full coats of PPG PermaCrete on vertical concrete barriers.

Brad R. Ervans
Division Manager
SERVICE CONTRACTING SOLUTIONS
12140 Metro Parkway Suite K
Fort Myers, FL 33966
Phone: (239) 939-7622