

Collier County Community Redevelopment Agency

IMMOKALEE CRA

i The Place to Call Home !

**JOINT MEETING
OF THE IMMOKALEE LOCAL
REDEVELOPMENT ADVISORY
BOARD (CRA) &
THE IMMOKALEE
BEAUTIFICATION
MSTU
(Municipal Service Taxing Unit)
ADVISORY COMMITTEE**

December 13, 2023

8:30 A.M.



Immokalee
Florida in the 21st century

IMMOKALEE

CRA Collier County Community
Redevelopment Agency



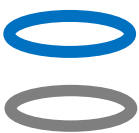
Florida's 21st century

2024

CRA Meetings held every third Wednesday of the month.

MSTU Meetings held every fourth Wednesday of the month.

January							February							March							April						
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CRA Meeting



MSTU Meeting



Special Meeting



BCC Joint Workshop



Joint Meeting



Cancelled



No Meeting

All meetings held at CareerSource SWFL located at 750 South 5th Street, Immokalee FL unless otherwise noted.

All meetings are held at the CareerSource SWFL Conference Room located at 750 South 5th Street, Immokalee, FL 34142 unless otherwise noted. CRA Meetings are held every third Wednesday of the month. MSTU Meetings are held every fourth Wednesday of the month.

◆ Hybrid Remote Public Meeting

Some of the Board Members and staff may be appearing virtually, with some Board Members and staff present in person. The public may attend either virtually or in person. Space will be limited.

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

Anne Goodnight
Chairman

Mark Lemke
Vice-Chair

Mike Facundo
Andrea Halman
Frank Nappo
Estil Null
Edward "Ski" Olesky
Yvar Pierre
Lupita Vazquez Reyes

MSTU Advisory Committee

Christina Guerrero
Chairman

Bernardo Barnhart
Vice-Chair

Andrea Halman
Norma Garcia
Cherryle Thomas
David Turrubiaritez Jr.

CRA Staff

Gregory J. Oravec
CRA Director

Christie Betancourt
Operations Manager

Yvonne Blair
Project Manager

Yuridia Zaragoza
Administrative
Assistant

**Joint Meeting of the Collier County Community Redevelopment Agency
Immokalee Local Redevelopment Advisory Board and the Immokalee Beautification
MSTU Advisory Committee.**

AGENDA

Hybrid Remote Public Meeting
(*Please see details below)

Immokalee CRA
750 South 5th Street
CareerSource SWFL
Immokalee, FL 34142
239.867.0025

December 13, 2023 – 8:30 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 *(CRA & MSTU Action Item)*
- E. Approval of Agenda *(CRA & MSTU Action Item)*
- F. Approval of Consent Agenda *(CRA & MSTU Action Item)*
 - 1. Minutes
 - i. Joint CRA & MSTU Advisory Board Meeting for November 15, 2023 (Enclosure 1)
 - 2. Budget Reports (Enclosure 2)
 - 3. Code Enforcement Report (Enclosure 3)
 - 4. Staff Reports
 - i. Program Manager Report (Enclosure 4)
 - ii. Project Manager Report (Enclosure 5)
 - iii. Project Observation Field Report (Enclosure 6)
 - iv. Community Meetings (Enclosure 7)
 - 5. Contractor Maintenance Report
 - i. A&M Property Maintenance
 - a. Maintenance Report (Enclosure 8)
- G. Announcements
 - 1. Public Comment speaker slips
 - 2. Communications Folder
 - 3. Interagency Presentation
- H. Other Agencies
 - 1. FDOT updates
 - 2. Other Community Agencies
- I. Community Presentations
- J. Old Business
 - 1. Advisory Board
 - i. Board Vacancy update (Enclosure 9)
 - 2. Streetlight Pole Replacement (Enclosure 10)
 - 3. Nomination for Chair and Vice Chair *(CRA & MSTU Action Item)*
 - 4. Strategic Planning Program (Enclosure 11)
 - i. Opening Comments from Advisory Board Members

- ii. Introduction to “Community Redevelopment” in Florida
- iii. Introduction to the Collier County Community Redevelopment Agency
- iv. The Finding of Necessity and Designation of the Community Redevelopment Areas
- v. The creation of the Collier County Community Redevelopment Agency
- vi. Adoption of the Original Community Redevelopment Plan
- vii. Establishment of the Redevelopment Trust Fund
- viii. The Bylaws of the CRA and its Local Redevelopment Advisory Boards
 - a. Discussion of important operating practices
- ix. Accomplishments from Inception to 2022
- x. The 2022 Amendment to the Community Redevelopment Plan

[Scheduled Break]

- xi. Deep Dive on the Current (2022) Community Redevelopment Plan
- xii. Vision
- xiii. Identified Project, Programs, and Priorities
- xiv. Where are we today?
 - a. Progress from 2022 to the present.
 - b. SWOT Analysis
- xv. Check in...Is our Vision still true?

[Scheduled Break]

- xvi. Bringing our Vision to life...
- xvii. Check in...Is there something missing from our Community Redevelopment Plan (i.e. critical authorizing projects of programs)?
- xviii. Of our hundreds of potential projects and programs, what are our Top Ten?
 - a. Previous Work Program/Priority List
 - b. Prioritization exercise

[Scheduled Break]

- xix. Discretion of the Advisory Board—adopt priority list following exercise or ask staff to bring back a refined list with any corresponding analysis at the next meeting for further consideration.
- xx. Closing Comments from Staff
- xxi. Closing Comments from Advisory Board Members

K. New Business

L. Citizen Comments

M. Next Meeting Date

The **CRA Board** will be meeting on Wednesday, *January 17, 2024*, at 8:30 A.M. at CareerSource SWFL

The **MSTU Committee** will be meeting on Wednesday, *January 24, 2024*, at 8:30 A.M. at CareerSource SWFL.

N. 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 December 12, 2023, at 4:00 P.M.

You may attend the meeting in person on December 13, 2023, 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, 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

Joint Meeting of the Collier County Community Redevelopment Agency Immokalee Local Redevelopment Advisory Board and the Immokalee MSTU Advisory Committee on November 15, 2023. 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 Patricia Anne Goodnight at 8:31 A.M.

B. Pledge of Allegiance and Moment of Silence.

Patricia Anne Goodnight led the Pledge of Allegiance and asked for a moment of silence.

C. Roll Call and Announcement of a Quorum.

Christie Betancourt opened roll call. A quorum was announced for the CRA and MSTU Boards.

CRA Advisory Board Members Present in Person:

Patricia Anne Goodnight, Mark Lemke, Andrea Halman, Edward “Ski” Olesky, Yvar Pierre (8:33 A.M.), and Lupita Vazquez Reyes.

CRA Advisory Board Members Present via Zoom:

Mike Facundo.

CRA Advisory Board Members Absent/Excused:

Frank Nappo and Estil Null.

MSTU Advisory Committee Members Present:

Christina Guerrero, David Turrubiardez Jr., Andrea Halman, and Cherryle Thomas (8:55 A.M.).

MSTU Advisory Committee Members Present via Zoom:

None.

MSTU Advisory Committee Members Absent/Excused:

Bernardo Barnhart, Ana Estrella, and Norma Garcia.

Others Present in Person:

Marlene Dimas, Daniel Boddison, Lee Van Gelder, Gilberto Tabares, Maria Rueda, Armando Yzaguirre, Victoria Peters, and Lorraine Lantz

Others Present via Zoom:

Wiley Page, Candy Dyckman, Cristina Perez, Carmen Henry, Daniel Flynn, Trinity Scott, Thomas Cunningham, and Sarah Harrington.

Staff Present in Person: Gregory J. Oravec, Christie Betancourt, Yvonne Blair, and Yuridia Zaragoza.

D. Voting Privileges for Board Members via Zoom.

Staff announced that a CRA Board Member is on Zoom and MSTU Committee Member may join on Zoom.

CRA Action: Mr. Mark Lemke made a motion to allow Board members on zoom privileges. Mr. Edward “Ski” Olesky seconded the motion, and it passed by unanimous vote. 5-0.

MSTU Action: *Mr. David Turrubiardez Jr. made a motion to allow Board members on zoom privileges. Ms. Andrea Halman seconded the motion, and it passed by unanimous vote. 3-0.*

E. Approval of Agenda.

Staff presented the Agenda to the Boards for approval. Agenda was approved with the added Memorandum.

CRA Action: *Mr. Edward “Ski” Olesky made a motion to approve the Agenda as amended. Ms. Lupita Vazquez Reyes seconded the motion, and it passed by unanimous vote. 7-0.*

MSTU Action: *Mr. David Turrubiardez Jr. made a motion to approve the Agenda as amended. Ms. Andrea Halman seconded the motion, and it passed by unanimous vote. 3-0.*

F. Approval of Consent Agenda

1. Minutes
 - i. Joint CRA & MSTU Advisory Board Meeting for October 18, 2023 (Enclosure 1)
2. Budget Reports (Enclosure 2)
3. Code Enforcement Report (Enclosure 3)
4. Staff Reports
 - i. Program Manager Report (Enclosure 4)
 - ii. Project Manager Report (Enclosure 5)
 - iii. Project Observation Field Report (Enclosure 6)
 - iv. Community Meetings (Enclosure 7)
5. Contractor Maintenance Report
 - i. A&M Property Maintenance
 - a. Maintenance Report (Enclosure 8)

Staff presented the Consent Agenda to the Boards for approval. On Item F.1. on Packet Page 14, Ms. Andrea Halman meant to say that the Seminole Tribe could be included in the Main Street Historic Cemetery since she feels like they aren't included as much.

CRA Action: *Mr. Edward “Ski” Olesky made a motion to approve the Consent Agenda as amended. Mr. Mark Lemke seconded the motion, and it passed by unanimous vote. 7-0.*

MSTU Action: *Mr. David Turrubiardez Jr. made a motion to approve the Consent Agenda as amended. Ms. Andrea Halman seconded the motion, and it passed by unanimous vote. 3-0.*

G. Announcements.

1. Public Comments speaker slips
CRA Staff reiterated the public 3-minute speaker slip policy. The Board will give more time if they feel it necessary.
2. Communications Folder
Staff reviewed the communications folder with the Board and the public. The folder contained the public notices, news articles, and upcoming community event flyers.

H. Other Agencies

1. Florida Department of Transportation (FDOT) Updates, Victoria Peters

Ms. Lupita Vazquez Reyes asked if Ms. Victoria Peters if she has received any 311 messages from Community members. Ms. Peters said that she has not received anything but if there is, individuals are welcomed to email her.

Ms. Christie Betancourt followed up and said that Staff has figured out who to send stuff to, depending on the situation. Ms. Betancourt informed members that 311 is working well for the community, and if there is any concerns, they should use this resource as much as they can.

2. Other Community Agencies

Immokalee High School, Daniel Boddison

Mr. Daniel Boddison is the Immokalee High School Principal. He provided a brief summary on himself and his past experiences in the education system in Immokalee. He said that the school's main goal is to get more community involvement into the schools, especially with the SAC meeting that is held for this input. He said that during a recent SAC meeting something that has been mentioned is a route near the Immokalee High School Tennis Court all the way to the Immokalee Sports Complex. There is a number of students who exit out this route, and many would like to know if a crosswalk can be done for the safety of the students.

Ms. Christie Betancourt followed up with Mr. Boddison. She said that they will revisit this with the help of the Tiger Grant. She will provide an update as soon as she hears back.

Ms. Andrea Halman asked Mr. Boddison if it is possible to have students involved with meetings such as the Immokalee CRA. She believes that if students were to participate to meetings like the Immokalee CRA, there would be great involvement from these students since they also live in the community.

Mr. Boddison informed Ms. Halman on the Lighthouse Committee at the Immokalee High School. The main goal of the Committee is to find ways to make the school better, mostly culture ideas. He said he can mention this to this Committee to see if students can participate.

Ms. Lupita Vazquez Reyes informed members on an application where students could apply to join the School Board's Advisory committee through the Collier County School Board. She would like to know how many students were accepted from the Immokalee High School.

Immokalee High School Student, Ms. Maria Rueda, informed Ms. Lupita that she and a fellow classmate were accepted to the School Board Advisory Committee. They have made a group so that other students may also provide input. Ms. Rueda informed Ms. Reyes that anyone is welcomed to join this group, so that they are able to get more input as well.

Collier County Sherriff Office, Cpl. Lee Van Gelder

Cpl. Lee Van Gelder informed members that a meeting was recently held with Arrowhead in reference to Bush Street and Lincoln Street intersection.

He said that a Deputy being near these streets to prevent people from stopping, standing, or parking illegally is like a band aid to this matter. He believes that the best thing to do is some kind of traffic engineering improvement such as a digital signage or other improvements instead of just simple enforcement.

Collier County Public Schools, Marlene Dimas

Ms. Marlene Dimas provided information on the Strategic Plan 2025-2029 Survey that is open until December 1, 2023. She informed everyone in attendance that Fall break for students and teachers is next week. The CCPS Learning Express Bus should be up and running, December 4, 2023. Ms. Dimas will send the schedule out to anyone who is interested. She also informed everyone on the start of Winter break, which is on December 18, 2023, thru January 1, 2024.

Cultivate Abundance, Lupita Vazquez Reyes

Ms. Lupita Vazquez Reyes informed everyone on a recent visit from staff and rangers from a Reserve Park in Sanibel along with local Everglades activists, leaders, and residents who are looking to help advocate in the community for more garden space. She provided details on the Tour that was given, starting with the Immokalee Museum at Roberts Ranch. She said good things are occurring and that there is a couple of nonprofits that are trying to be very impactful in their relationship and partnership building with the community.

I. Community Presentations

No Presentation.

J. Old Business.

1. Immokalee Transportation Network Plan – Lorraine Lantz, AICP, CPM, PMP Transportation Planning Manager, Transportation Management Services (Enclosure 9)

Mr. Greg Oravec provided additional context on the Immokalee Transportation Network Plan. He acknowledged that this Plan is very important due to the factor that Immokalee transportation consists of walking and bicycling. He said that Ms. Lorraine Lantz and her team’s efforts in the plan are a result of the Immokalee Area Master Plan. He clarified that Network Plan represents the Transportation Management Service Division’s recommendation on behalf of the County and the Advisory Boards should feel free to ask questions and provide feedback but it also important to note that it’s important to either acknowledge or accept this report. Mr. Oravec informed the Board Members on the importance of prioritizing projects and really trying to only focus on that until its complete.

Mr. Wiley Page, consultant for Atkins, said all the information is the same but he provided additional information that was requested.

- Study Area and Goals
- Stakeholder Advisory Group

Mr. Wiley Page said that the Stakeholder Advisory Group included individuals with direct knowledge of the transportation needs within the Community. Agencies that work with the Community as well as one-on-one interviews were conducted.

- Internal Members
Collier County Code Enforcement, Collier County Development Review Division, Collier County Parks & Recreation Division, Collier County Sherriff's Office – Safety Officer, Collier County Stormwater Division, Collier County Traffic Operations Division, Collier County Transportation Planning Division, and the Immokalee Fire Department.
- Agency/ Governmental Members
Collier Area Transit, Collier Metropolitan Planning Organization (MPO) Staff, Florida Department of Transportation (FDOT), FDOT Commuter Services/Vanpool Services. FDOT Planning Studio, Immokalee Chamber of Commerce – Staff, Immokalee CRA Advisory Board – Staff, Immokalee Health Department, Immokalee MSTU Advisory Board – Staff, Immokalee Regional Airport, Immokalee Technical Institute, Collier County Public Schools, LeeTran and Southwest Florida Regional Planning Council (SWFRPC).
- Advocacy Groups
Groups Invited included the Bicycle Pedestrian and Pathway Groups , Blue Zone – Immokalee Committee, Complete Street Coalition, Immokalee Fair Housing/Community Foundation of Collier County, Seminole Tribe of Florida, and Unmet Needs Coalition.
- Stakeholder Advisory Group Meetings
Mr. Page provided information on the discussion made for each meeting.
 - Meeting #1, May 6, 2022: Project Kick-off meeting was held via Teams.
Introductions were given and major topics discussed included the project goals and objectives, review of project schedule, review of preliminary list of previous studies to be reviewed, review of data and issues that will influence the development of the plan and the approach to public input and outreach.
 - Meeting #2, July 11, 2022: Project Review held in person.
The meeting was a working session where the Advisory Group reviewed the recommendation and making additional recommendations. Discussion and feedback were provided by individuals who attended.
 - BPAC Meeting February 21, 2023: Meeting with the Collier MPO County Bicycle and Pedestrian Advisory Committee (BPAC)
An overview was provided to BPAC, and discussion centered around the need to complete as many of the sidewalk project as possible.

- May 25, 2022: MSTU Board Meeting
An overview on the plan, discussion and approach of study was discussed. The proposed schedule of future meetings was also shared with the Board.

- Meetings with Community Leaders

Mr. Page provided a couple of community leaders names who had a one-on-one meeting for in regard to this plan.

- Previous Studies Reviewed
- Existing Conditions
- Gap Analysis
- Project Evaluation

Mr. Page said that there are many ways to fund sidewalks projects. He noticed that Immokalee has been successful with grants. He said that certain projects are going to compete better than others when competing for these grants. He said that whether the projects is prioritized high or low in the list, whichever fits the criteria should be chosen to complete.

- Sidewalk Project Evaluation

- Top 10 Sidewalk Projects
- Sidewalk Map
- Lake Trafford Road

Mr. Page provided context of what has been done and what is recommended for Lake Trafford. Portions of Lake Trafford Road have a couple of sidewalks along, but there is a major project that was considers primarily for a drainage improvement. He said that really the only way to provide any meaningful bike lanes or sidewalks is to tackle the drainage improvement. He provided information on the cost of the drainage improvement and said that as of now this project is on hold.

Ms. Anne Goodnight asked for clarification on the impression that she had on a fund that the County did a couple of years ago for a drainage and storm water project through Collier County, and that part of the Lake Trafford Project was going to be funded by this project.

Ms. Trinity Scott provided a background on herself. She is the Department Head for Transportation Services. She said that the County put forth a bond where the County bonded some dollars to have funding to do some stormwater improvements throughout the County. However due to the increase in construction costs, Staff is working on different strategies to be able to have additional funding for stormwater improvements. Staff have continued with the design for this project. They are working on alternative sources to be able to fund stormwater projects with Lake Trafford be included as a priority for Staff. Ms. Scott provided a couple of more roads in need of stormwater improvements, this includes Carson Rd, Lake Trafford Rd from SR29, and Little League Rd.

Ms. Lupita Vazquez Reyes and Mr. Greg Oravec discussed the meaning of prioritization for the Staff and Advisory Board.

Ms. Andrea Halman provided information on the BPAC meetings and provided feedback on the need to have this meeting be available virtually for the community members who are not able to attend in person.

- Roadway Project Evaluation
 - Top 10 Roadway Projects
- Sidewalk Recommendations
- Roadway Recommendations
- Overall Recommendations

Ms. Lorraine Lantz anticipates that the Immokalee Transportation Network Plan will be presented to the Board of Collier County Commissioner in January 2024.

Mr. Mark Lemke asked for clarification on the Transportation Network Plan and how the report is just an overall recommendation to the County on what improvement needs to be made in the future. He asked for Ms. Lantz opinion on a timeline as to when the top 10 recommendations will be funded and asked how many are ready for construction.

Ms. Lantz provided information on certain opportunities to apply for grants. Mr. Wiley Page said several of the projects have preliminary studies, other do not, and a few have begun to move forward but it's all dynamic. He said many are in different stages, however they are in a standstill.

Mr. Greg Oravec reiterated on the Immokalee Area Master Plan and what the top 10 priorities will mean for Staff and the Advisory Board.

Ms. Trinity Scott said that she personally does not get caught up with numbers and rankings for the top 10 sidewalks, instead she looks at what is eligible at the time when a funding opportunity is presented.

CRA Action: Mr. Mark Lemke made a motion to accept the Immokalee Transportation Network Plan as presented. Ms. Andrea Halman seconded the motion, and it passed by unanimous vote. 7-0.

MSTU Action: Mr. David Turrubiardez Jr. made a motion to accept the Immokalee Transportation Network Plan as presented. Ms. Cherryle Thomas seconded the motion, and it passed by unanimous vote. 3-0.

2. Strategic Planning Program (Enclosure 10)

Staff provided board Enclosure 10 which is a memo regarding the Strategic Planning Session. From that memo staff reviewed ground rules for the retreat.

- i. Opening Comments from Advisory Board Members
Advisory Boards members and participants discussed on what they would like to see improve in the community. Pre- Survey answers was discussed in detail by members and participants.

****The following items were tabled for the December 13, 2023 meeting.**

- ii. Introduction to “Community Redevelopment” in Florida
- iii. Introduction to the Collier County Community Redevelopment Agency
- iv. The Finding of Necessity and Designation of the Community Redevelopment Areas
- v. The creation of the Collier County Community Redevelopment Agency
- vi. Adoption of the Original Community Redevelopment Plan
- vii. Establishment of the Redevelopment Trust Fund
- viii. The Bylaws of the CRA and its Local Redevelopment Advisory Boards
 - a. Discussion of important operating practices
- ix. Accomplishments from Inception to 2022
- x. The 2022 Amendment to the Community Redevelopment Plan
[Scheduled Break]
- xi. Deep Dive on the Current (2022) Community Redevelopment Plan
- xii. Vision
- xiii. Identified Project, Programs, and Priorities
- xiv. Where are we today?
 - a. Progress from 2022 to the present.
 - b. SWOT Analysis
- xv. Check in...Is our Vision still true?

[Scheduled Break]
- xvi. Bringing our Vision to life...
- xvii. Check in...Is there something missing from our Community Redevelopment Plan (i.e. critical authorizing projects of programs)?
- xviii. Of our hundreds of potential projects and programs, what are our Top Ten?
 - a. Previous Work Program/Priority List
 - b. Prioritization exercise

[Scheduled Break]

- xix. Discretion of the Advisory Board—adopt priority list following exercise or ask staff to bring back a refined list with any corresponding analysis at the next meeting for further consideration.
- xx. Closing Comments from Staff
- xxi. Closing Comments from Advisory Board Members

- K. New Business.
No new business.

L. Citizen Comments

Ms. Christie Betancourt said that Ms. Ana Estrella has sent an email on her resignation. She has taken another position, so she will no longer be representing St. Matthews. Ms. Betancourt said Staff will post the vacancy and have more information at the next meeting.

Ms. Betancourt also welcomed the new Immokalee Local Redevelopment Advisory Board Member, Lupita Vazquez Reyes.

M. Next Meeting Date

The CRA and MSTU Board will be meeting jointly Wednesday, December 13, 2023, at 8:30 A.M. at CareerSource SWFL.

N. Adjournment

Meeting adjourned at 11:37 A.M.

** Zoom Meeting chat is attached to the minutes for the record.*

Immokalee Transportation Network Plan

Presented by:
Transportation Management Services Division

1

Study Area and Goals

The goal of this effort is to:

- Determine community mobility needs,
- Address missing gaps in sidewalks, bicycle paths, and transit,
- Set priorities for needed improvements, and prepare for future funding opportunities
- Recommend improvements to address the mobility needs for Immokalee, providing improved connectivity and accessibility for all.

2

Stakeholder Advisory Group

- The Immokalee Transportation Network Plan Stakeholder Advisory Group (SAG) is comprised of individuals with direct knowledge of transportation needs and issues in the community
- Two meetings of this group have been held
- One-on-one interviews have been conducted with many of the agencies and stakeholders

3

Stakeholder Advisory Group

Internal Members

- Collier County Code Enforcement
- Collier County Development Review Division
- Collier County Parks & Recreation Division
- Collier County Sheriff's Office - Safety Officer
- Collier County Stormwater Division
- Collier County Traffic Operations Division
- Collier County Transportation Planning Division
- Immokalee Fire Department

4

Stakeholder Advisory Group

Agency/Governmental Members

- Collier Area Transit
- Collier Metropolitan Planning Organization (MPO) Staff
- Florida Department of Transportation (FDOT)
- FDOT Commuter Services/Vanpool Services
- FDOT Planning Studio
- Immokalee Chamber of Commerce - Staff
- Immokalee CRA Advisory Board - Staff
- Immokalee Health Department
- Immokalee MSTU Advisory Board - Staff
- Immokalee Regional Airport
- Immokalee Technical Institute, Collier County Public Schools
- LeeTran
- Southwest Florida Regional Planning Council (SWFRPC)

5


Stakeholder Advisory Group

Advocacy Groups

- Bicycle Pedestrian, and Pathways Groups
- Blue Zones – Immokalee Committee
- Complete Streets Coalition
- Immokalee Fair Housing Alliance/Community Foundation of Collier County
- Seminole Tribe of Florida
- Unmet Needs Coalition

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Stakeholder Advisory Group Meetings




Meeting #1, May 6, 2022: Project Kick-off meeting was held via Teams

The major topics for discussion were as follows:

- Introductions of the Collier County team, the consultant team, and the Stakeholders
- Discussion of the project Goals and Objectives
- Review of the project schedule
- Review of the preliminary list of previous studies to be reviewed
- Review of data and issues that will influence the development of the plan
- Approach to public input and outreach

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Stakeholder Advisory Group Meetings




Meeting #2, July 11, 2022: Project Review held in person

The major topics for discussion were as follows:

- Reviewed the initial recommendations to expand the roadway and sidewalk networks.
- Participants reviewed large-scale plots and provided comments on the projects shown and the ones that should be added.
- These recommendations sought to fill the gaps in the sidewalk network, expand the sidewalk network to allow for safer access to points of interest and replace substandard sidewalk sections.
- The roadway expansion recommendations identified roadway improvements that would connect and/or expand the existing roadway system.

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Stakeholder Advisory Group Meetings




BPAC Meeting February 21, 2023, with the Collier MPO County Bicycle and Pedestrian Advisory Committee (BPAC)

The major topics for discussion were as follows:

- The committee was given an overview of the study process and the top ten sidewalk and roadway projects included in the plan.
- Discussion centered around the need to complete as many of the sidewalk projects as possible as the committee recognized the importance of walking in the Immokalee area.

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Stakeholder Advisory Group Meetings



May 25, 2022, MSTU Board Meeting

The major topics for discussion were as follows:

- The Board was given an overview of the plan and discussed purpose and approach of the study.
- The proposed schedule of future meetings was also shared with the Board.

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Meetings with Community Leaders



In addition to the Stakeholders, one-on-one meetings were held with the following community leaders:

- Dawn Montecalvo, President at Guadalupe Center, Inc.
- Jaime Weisinger, Lipman Family Farms
- Gloria Moorman, Redlands Christian Migrant Association—RCMA
- Debrah Forester, CRA Director
- Christie Betancourt, Immokalee CRA Operations Manager
- Thomas Cunningham, Deputy Fire Chief, and Josh Bauer, Battalion Chief, Immokalee Fire Control District
- Immokalee High School Crossing Guard

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Previous Studies Reviewed



- Collier County/Immokalee Complete Streets TIGER 2016 Application and Grant
- Collier Area Transit (CAT) Bus Stop & Facility Accessibility Study (2014)
- CAT Comprehensive Operations Analysis (2021)
- CAT Transit Development Plan (TDP) (2020)
- Collier MPO and CAT Park-and Ride Study (2020)
- Collier MPO Bicycle & Pedestrian Master Plan (2019)
- Collier MPO Pedestrian and Bicycle Safety Study (2013)
- Collier MPO Local Road Safety Plan (LRSP) (2021)
- Immokalee Pedestrian Crosswalk Improvements Study (2014)
- Immokalee Walkable Community Study (2011)

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Existing Conditions

- Demographics
- Bicycle and Pedestrian Crashes
- Activity Centers
- Schools/Community Centers
- Street Grid and Connections
- Sidewalks
- Bicycle Facilities
- Transit Service

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Gap Analysis

- Compiled all the pedestrian and bicycle facilities currently in place
- Compiled all the previously identified projects from previous studies
- Identified gaps and opportunities within the existing system and plans
- Developed a list of projects to complete connections and expand mobility for all

14



Project Evaluation

Evaluation Criteria were developed for both sidewalk and roadway projects

Projects were then prioritized into High, Medium, and Low tiers

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Sidewalk Project Evaluation

The evaluation criteria for sidewalks included six (6) categories

1. Connectivity to the existing network
2. Proximity to a major activity center
3. Proximity to a shopping/retail center
4. Proximity to a bicycle/pedestrian crash that occurred within the last five years
5. Proximity to a school
6. Proximity to a transit stop

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Roadway Project Evaluation

The evaluation criteria for roadways included five (5) categories

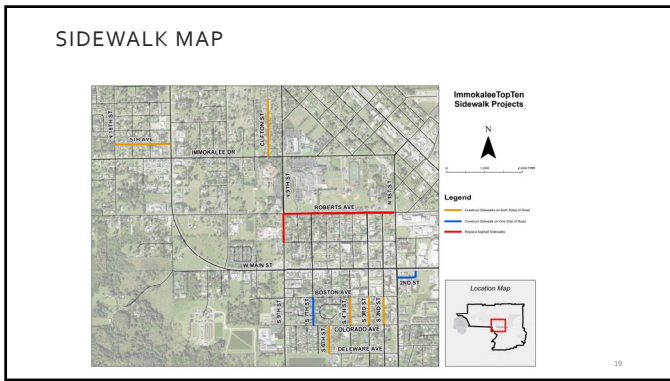
1. Connectivity to the Existing Roadway Network
2. Funding Status
3. Project Status
4. Proximity to Evacuation Routes
5. Right-of-Way Availability

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DRAFT Top 10 Sidewalk Projects

Street Name	From	To	Miles	Connectivity to Existing Sidewalk Network	Proximity to Activity Centers	Proximity to Shopping and Retail	Proximity to Bicycle or Pedestrian Crashes	Proximity to Schools	Proximity to Transit Stops	Score	Ranking
2ND ST	E MAIN ST	S 1ST ST	0.12	3	2	3	3	3	3	17	HIGH
ROBERTS AVE W	N 9TH ST	N 1ST ST	0.55	3	3	2	3	3	3	17	HIGH
N 9TH ST	ROBERTS AVE W	2ND AVE N	0.14	3	1	2	3	3	3	15	HIGH
S 2ND ST	BOSTON AVE	COLORADO AVE	0.14	3	1	3	3	2	3	15	HIGH
S 3RD ST	BOSTON AVE	COLORADO AVE	0.14	3	1	3	3	2	3	15	HIGH
S 4TH ST	BOSTON AVE	COLORADO AVE	0.14	3	1	3	3	2	3	15	HIGH
S 6TH ST	COLORADO AVE	W DELAWARE AVE	0.14	3	1	2	3	3	3	15	HIGH
CLIFTON ST	CLIFTON RD	IMMOKALEE DR	0.29	3	1	2	3	3	3	15	HIGH
S 7TH ST	BOSTON AVE	COLORADO AVE	0.14	3	1	2	3	3	3	15	HIGH
5TH AVE	N 18TH ST	N 15TH ST	0.28	3	0	3	3	2	3	14	HIGH

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Lake Trafford Road

Drainage Improvement includes:

- a. Addition of bicycle lanes
- b. Addition of sidewalks

Included in the Long Range Transportation Plan

Included in the Immokalee Transportation Plan as a HIGH Priority

Cost estimate for the project: \$3.6M

Note - Collier County has put the project on hold due to costs.

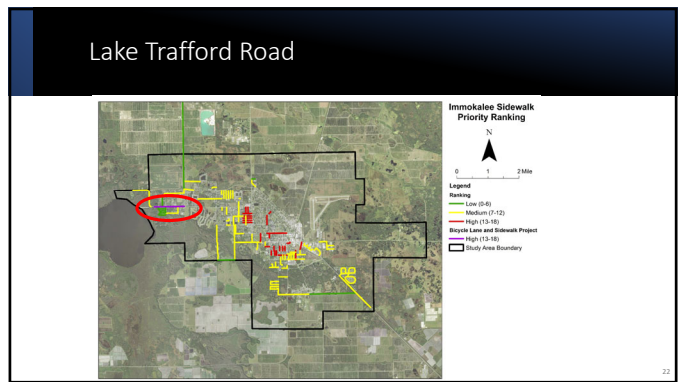
Note - Additional coordination will be needed for water and sanitary deflections in order to improve ditches.

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Lake Trafford Road

121	Immokalee Transportation Network Plan 2045 Collier MPO Long	Roberts Ave W	First United Methodist Church Parking Lot	N 9th St	0.07	Remove and replace old asphalt sidewalk along Roberts Avenue north side with concrete to provide compliant ADA access and adequate bus stop access.	3	1	1	3	3	3	14	High
122	Range Transportation Plan	Lake Trafford Rd	Pepper Rd	Little League Rd	1.07	Add sidewalks and bicycle lanes	3	2	0	3	2	3	13	High
17	Immokalee Sidewalk Master Plan	Palm Ave	N 18th Ave	N 15th St	0.28	Sidewalks both sides	3	0	2	3	2	3	13	High

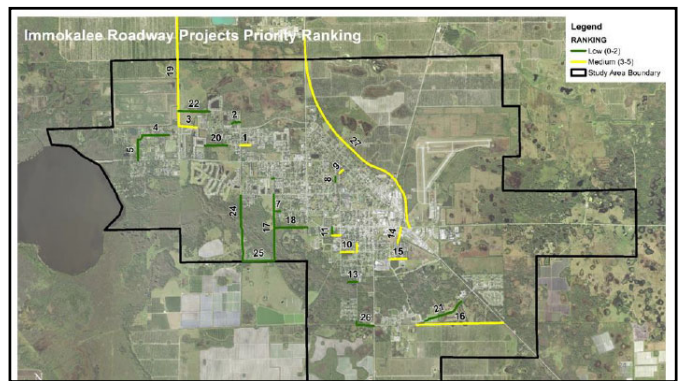
21



DRAFT Top 10 Roadway Projects

Street Name	From	To	Note	Miles	Connectivity to the Existing Roadway Network	Funding Status	Project Status	Proximity to Freeway Routes	Right-of-Way Availability	Score	Ranking
LITTLE LEAGUE RD EXTENSION	SR 82	LITTLE LEAGUE RD	ROADWAY EXTENSION	3.65	1	2	1	1	0	5	MEDIUM
SR 29 LOOP ROAD	NEW MARKET ROAD NORTH	SR 78	CONSTRUCTION OF NEW ROADWAY	3.61	1	2	1	1	0	5	MEDIUM
FLUM ST	CARSON RD	FLUM ST	EXISTING DIRT PATH	0.15	1	0	1	0	1	3	MEDIUM
WESTCLOCK ST EXTENSION	LITTLE LEAGUE RD	WESTCLOCK ST	ROADWAY EXTENSION	0.28	1	1	1	0	0	3	MEDIUM
HENDRY ST EXTENSION	WASHINGTON RD	ADAMS AVE W	ROADWAY EXTENSION	0.07	1	0	1	0	1	3	MEDIUM
W DELAWARE AVE EXTENSION	S 9TH ST	W DELAWARE AVE	EXISTING ASPHALT PATH	0.20	1	0	1	0	1	3	MEDIUM
S 5TH ST	W DELAWARE AVE	W EUSTIS AVE	EXISTING SHARED-USE PATH	0.13	1	0	1	0	1	3	MEDIUM
11TH ST EXTENSION	E MAIN ST	11TH ST SE	ROADWAY EXTENSION	0.24	1	0	1	1	0	3	MEDIUM
E EUSTIS AVE EXTENSION	SCHOOL DR	16TH ST SE	ROADWAY EXTENSION	0.25	1	0	1	0	1	3	MEDIUM
STOCKADE RD EXTENSION	STOCKADE RD	SR 29	ROADWAY EXTENSION	1.32	1	0	1	1	0	3	MEDIUM

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Sidewalk Recommendations

of the 120 Sidewalks - 55 were identified that were not in other plans

Recommended improvements included:

- Approximately 36 miles of sidewalk total and an average of 0.3 miles per recommendation
- 37 Sidewalk locations on one side of the road
- 15 Sidewalk locations on both sides of the road
- 3 locations to replace existing asphalt with concrete

25

25

Roadway Recommendations

of the 27 Roadways - 24 were identified that were not in other plans

Recommended improvements included:

- Approximately 15 miles of roadway and an average of 0.63 miles per recommendation
- 15 Roadway extensions
- 2 New roadway construction
- 4 Asphalt paving
- 3 Repaving

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Overall Recommendations

Section 5.0 - Strict adherence to the ranking is not recommended as the prioritization of proposed projects will change according to the opportunity presented.

- Utilize rankings as a guide/tool to advance projects
- Continue to update the list
- Conduct public outreach to stakeholders and the public to identify needs
- Coordinate across modes to ensure the development of Collier's multimodal connected network
- Use prioritized list of projects to address gaps, prioritize the most needed projects and direct investments.

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27



Questions

28

28

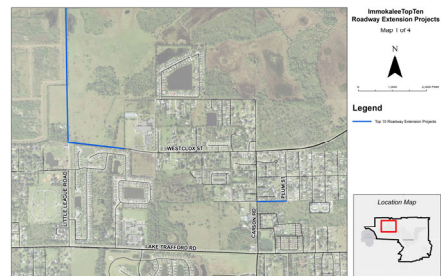
Thank You

Contact Information
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 Transportation Planning Manager
 Collier County
 lorraine.lantz@colliercountyfl.gov
 239.252.5779

29

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Roadway Map



Immokalee Top Ten Roadway Extension Projects
 Map of 1/1/14

Legend
 Top 10 Roadway Extension Projects

Location Map

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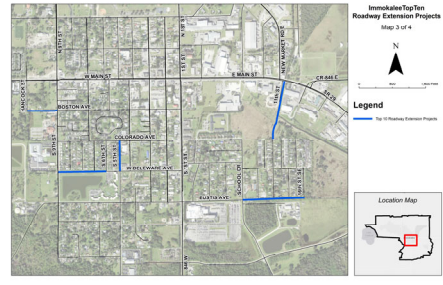
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Roadway Map



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Roadway Map



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Roadway Map



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C.C. 1025-138324

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI			239,699.64	61,262.32	300,961.96-
1025000000 IMMOKALEE REDEVELOPMENT			239,699.64	61,262.32	300,961.96-
REVENUE Sub Total	1,318,000.00-	1,318,000.00-		3,186.17-	1,314,813.83-
REVENUE - OPERATING Sub-Total	7,200.00-	7,200.00-		3,186.17-	4,013.83-
361170 OVERNIGHT INTEREST				2,440.92-	2,440.92
361180 INVESTMENT INTEREST	7,200.00-	7,200.00-		745.25-	6,454.75-
CONTRIBUTION AND TRANSFERS Sub-Total	1,310,800.00-	1,310,800.00-			1,310,800.00-
410001 TRANSFER FROM 0001 GENERAL FUND	993,000.00-	993,000.00-			993,000.00-
411011 TRANSFER FROM 1011 UNINC AREA MSTD GENERAL	225,400.00-	225,400.00-			225,400.00-
487999 REIMBURSEMENT INTERDEPARTMENTAL	92,800.00-	92,800.00-			92,800.00-
489900 NEGATIVE 5% ESTIMATED REVENUES	400.00	400.00			400.00
EXPENSE Sub Total	1,318,000.00	1,318,000.00	239,699.64	64,448.49	1,013,851.87
PERSONAL SERVICE	258,900.00	258,900.00	29,990.00	42,886.27	186,023.73
OPERATING EXPENSE	400,000.00	400,000.00	209,709.64	21,562.22	168,728.14
631400 ENGINEERING FEES			44,960.00		44,960.00-
634210 IT OFFICE AUTOMATION ALLOCATION	16,300.00	16,300.00	16,300.00		
634211 INFO TECH BILLING HOURS ALLOCATION	200.00	200.00			200.00
634970 INDIRECT COST REIMBURSEMENT	27,700.00	27,700.00	27,700.00		
634980 INTERDEPT PAYMENT FOR SERV	168,000.00	168,000.00			168,000.00
634999 OTHER CONTRACTUAL SERVICES	21,300.00	21,300.00	67,056.37	1,943.63	47,700.00-
639967 TEMPORARY LABOR	50,000.00	50,000.00			50,000.00
640300 OUT OF COUNTY TRAVEL PROFESSIONAL DEVEL	7,000.00	7,000.00		3,506.00	3,494.00
640410 MOTOR POOL RENTAL CHARGE	6,600.00	6,600.00			6,600.00
641230 TELEPHONE ACCESS CHARGES	200.00	200.00		19.57	180.43
641400 TELEPHONE DIRECT LINE	6,000.00	6,000.00	4,281.43	1,718.57	
641700 CELLULAR TELEPHONE	3,000.00	3,000.00	2,691.24	308.76	
641950 POSTAGE FREIGHT AND UPS	200.00	200.00			200.00
641951 POSTAGE	100.00	100.00			100.00
643100 ELECTRICITY	3,000.00	3,000.00	2,707.72	292.28	
643400 WATER AND SEWER	5,000.00	5,000.00	3,385.58	414.42	1,200.00
644100 RENT BUILDINGS	38,500.00	38,500.00	28,867.52	9,558.78	73.70
644620 LEASE EQUIPMENT	3,000.00	3,000.00	1,522.50	304.50	1,173.00
645100 INSURANCE GENERAL	1,800.00	1,800.00	1,800.00		
645260 AUTO INSURANCE	500.00	500.00	500.00		
646430 FLEET MAINT ISF LABOR AND OVERHEAD	400.00	400.00		31.00	369.00
646440 FLEET MAINT ISF PARTS AND SUBLET	100.00	100.00		12.93	87.07
647110 PRINTING AND OR BINDING OUTSIDE VENDORS	2,500.00	2,500.00			2,500.00
648160 OTHER ADS	200.00	200.00	200.00		
648170 MARKETING AND PROMOTIONAL	5,200.00	5,200.00			5,200.00
649030 CLERKS RECORDING FEES ETC	200.00	200.00			200.00
649100 LEGAL ADVERTISING	1,000.00	1,000.00	1,984.00	1,316.00	2,300.00-
649990 OTHER MISCELLANEOUS SERVICES	500.00	500.00			500.00
651110 OFFICE SUPPLIES GENERAL	3,000.00	3,000.00	129.50	1,207.15	1,663.35
651210 COPYING CHARGES	3,500.00	3,500.00	2,817.78	682.22	
651910 MINOR OFFICE EQUIPMENT	1,000.00	1,000.00			1,000.00
651930 MINOR OFFICE FURNITURE	1,000.00	1,000.00			1,000.00
651950 MINOR DATA PROCESSING EQUIPMENT	10,000.00	10,000.00			10,000.00
652110 CLOTHING AND UNIFORM PURCHASES	500.00	500.00			500.00
652210 FOOD OPERATING SUPPLIES	1,500.00	1,500.00		38.97	1,461.03
652490 FUEL AND LUBRICANTS ISF BILLINGS	1,000.00	1,000.00		162.44	837.56
652920 COMPUTER SOFTWARE	600.00	600.00			600.00
652990 OTHER OPERATING SUPPLIES	2,000.00	2,000.00			2,000.00
652999 PAINTING SUPPLIES	500.00	500.00			500.00
654110 BOOKS PUBLICATIONS AND SUBSCRIPTIONS	500.00	500.00			500.00
654210 DUES AND MEMBERSHIPS	4,000.00	4,000.00	2,806.00		1,194.00
654310 TUITION	1,000.00	1,000.00			1,000.00
654360 OTHER TRAINING EDUCATIONAL EXPENSES	600.00	600.00			600.00
654370 ORGANIZATIONAL DEVELOPMENT	800.00	800.00		45.00	755.00
CAPITAL OUTLAY	63,400.00	63,400.00			63,400.00
763100 IMPROVEMENTS GENERAL	63,400.00	63,400.00			63,400.00
TRANSFERS	542,700.00	542,700.00			542,700.00
911026 TRANSFER TO 1026 IMM CRA CAPITAL	542,700.00	542,700.00			542,700.00
RESERVES	53,000.00	53,000.00			53,000.00
991000 RESERVE FOR CONTINGENCIES	53,000.00	53,000.00			53,000.00

Fund 1629 Immokalee Beautification MSTU

C.C. 1629-162524

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI			421,025.38	114,807.08-	306,218.30-
1629000000 IMMOKALEE BEAUTIFICATION			421,025.38	114,807.08-	306,218.30-
REVENUE Sub Total	1,582,500.00-	1,912,395.88-		151,024.45-	1,761,371.43-
REVENUE - OPERATING Sub-Total	572,100.00-	572,100.00-		151,024.45-	421,075.55-
311100 CURRENT AD VALOREM TAXES	565,100.00-	565,100.00-		147,822.00-	417,278.00-
311200 DELINQUENT AD VALOREM TAXES				184.38	184.38-
361170 OVERNIGHT INTEREST				2,594.65-	2,594.65
361180 INVESTMENT INTEREST	7,000.00-	7,000.00-		792.18-	6,207.82-
361320 INTEREST TAX COLLECTOR					
CONTRIBUTION AND TRANSFERS Sub-Total	1,010,400.00-	1,340,295.88-			1,340,295.88-
486600 TRANSFER FROM PROPERTY APPRAISER					
486700 TRANSFER FROM TAX COLLECTOR					
489200 CARRY FORWARD GENERAL	1,039,100.00-	1,039,100.00-			1,039,100.00-
489201 CARRY FORWARD OF ENCUMB AMT BY ADC CODE		329,895.88-			329,895.88-
489900 NEGATIVE 5% ESTIMATED REVENUES	28,700.00	28,700.00			28,700.00
EXPENSE Sub Total	1,582,500.00	1,912,395.88	421,025.38	36,217.37	1,455,153.13
OPERATING EXPENSE	571,500.00	864,815.88	384,445.38	31,685.49	448,685.01
631400 ENGINEERING FEES	175,000.00	464,975.65	261,665.15	28,310.50	175,000.00
634970 INDIRECT COST REIMBURSEMENT	4,000.00	4,000.00	4,000.00		
634980 INTERDEPT PAYMENT FOR SERV	102,800.00	102,800.00			102,800.00
634999 OTHER CONTRACTUAL SERVICES	214,100.00	217,440.23	115,480.23	3,360.00	98,600.00
639961 PAINTING CONTRACTORS	20,000.00	20,000.00			20,000.00
641951 POSTAGE	100.00	100.00			100.00
643100 ELECTRICITY	1,800.00	1,800.00			1,800.00
645100 INSURANCE GENERAL	1,300.00	1,300.00	1,300.00		
646311 SPRINKLER SYSTEM MAINTENANCE	1,000.00	1,000.00	2,000.00		1,000.00-
646318 MULCH	1,600.00	1,600.00			1,600.00
646451 LIGHTING MAINTENANCE	40,000.00	40,000.00			40,000.00
649010 LICENSES AND PERMITS	1,000.00	1,000.00			1,000.00
649100 LEGAL ADVERTISING	3,000.00	3,000.00			3,000.00
651110 OFFICE SUPPLIES GENERAL	100.00	100.00			100.00
651910 MINOR OFFICE EQUIPMENT	1,000.00	1,000.00			1,000.00
652210 FOOD OPERATING SUPPLIES	500.00	500.00		14.99	485.01
652990 OTHER OPERATING SUPPLIES	4,000.00	4,000.00			4,000.00
652999 PAINTING SUPPLIES	200.00	200.00			200.00
CAPITAL OUTLAY	100,000.00	136,580.00	36,580.00		100,000.00
763100 IMPROVEMENTS GENERAL	100,000.00	136,580.00	36,580.00		100,000.00
TRANSFER CONST	20,700.00	20,700.00		4,531.88	16,168.12
930600 BUDGET TRANSFERS PROPERTY APPRAISER	4,200.00	4,200.00		1,095.88	3,104.12
930700 BUDGET TRANSFERS TAX COLLECTOR	16,500.00	16,500.00		3,436.00	13,064.00
RESERVES	890,300.00	890,300.00			890,300.00
991000 RESERVE FOR CONTINGENCIES	16,100.00	16,100.00			16,100.00
993000 RESERVE FOR CAPITAL OUTLAY	874,200.00	874,200.00			874,200.00

C.C. 1011-163805

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	229,600.00	229,600.00	199,153.71	19,898.21	10,548.08
1011000000 MSTU GENERAL FUND - UNINCORPORATED AREAS	229,600.00	229,600.00	199,153.71	19,898.21	10,548.08
EXPENSE Sub Total	229,600.00	229,600.00	199,153.71	19,898.21	10,548.08
OPERATING EXPENSE	229,600.00	229,600.00	199,153.71	19,898.21	10,548.08
634990 LANDSCAPE INCIDENTALS	18,800.00	18,800.00	15,000.00		3,800.00
634999 OTHER CONTRACTUAL SERVICES	180,600.00	180,600.00	162,003.00	12,997.00	5,600.00
643100 ELECTRICITY	11,400.00	11,400.00	9,216.96	1,533.04	650.00
643300 TRASH AND GARBAGE DISPOSAL	3,000.00	3,000.00	2,189.97	810.03	
643400 WATER AND SEWER	12,000.00	12,000.00	10,682.24	1,317.76	
646311 SPRINKLER SYSTEM MAINTENANCE	500.00	500.00			500.00
646318 MULCH	3,000.00	3,000.00	61.54	3,240.38	301.92-
652310 FERTILIZER HERBICIDES AND CHEMICALS	300.00	300.00			300.00

C.C. 1026-138346

Fund 1026 Immokalee CRA Proj

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI			201,215.60	4,453.41-	196,762.19-
1026000000 IMMOKALEE CRA PROJECT FUND		-	201,215.60	4,453.41-	196,762.19-
REVENUE Sub Total	548,900.00-	4,160,675.00-		4,453.41-	4,156,221.59-
REVENUE - OPERATING Sub-Total	6,500.00-	6,500.00-		4,453.41-	2,046.59-
361170 OVERNIGHT INTEREST				3,411.75-	3,411.75
361180 INVESTMENT INTEREST	6,500.00-	6,500.00-		1,041.66-	5,458.34-
CONTRIBUTION AND TRANSFERS Sub-Total	542,400.00-	4,154,175.00-			4,154,175.00-
411025 TRANSFER FROM 1025 IMMOKALEE REDEVELOPMENT	542,700.00-	542,700.00-			542,700.00-
489201 CARRY FORWARD OF ENCUMB AMT BY ADC CODE		3,611,775.00-			3,611,775.00-
489900 NEGATIVE 5% ESTIMATED REVENUES	300.00	300.00			300.00
EXPENSE Sub Total	548,900.00	4,160,675.00	201,215.60		3,959,459.40
OPERATING EXPENSE		338,000.00		29,125.00	308,875.00
631400 ENGINEERING FEES					
634980 INTERDEPT PAYMENT FOR SERV		20,000.00			20,000.00
634999 OTHER CONTRACTUAL SERVICES		318,000.00		29,125.00	288,875.00
CAPITAL OUTLAY	548,900.00	3,217,675.00	201,215.60	29,125.00-	3,045,584.40
763100 IMPROVEMENTS GENERAL	548,900.00	3,217,675.00	201,215.60	29,125.00-	3,045,584.40
GRANTS AND DEBT SERVICE		185,000.00			185,000.00
884200 RESIDENTIAL REHAB		185,000.00			185,000.00
RESERVES		420,000.00			420,000.00
998900 RESERVE FOR PROJECT CLOSEOUT	-	420,000.00	-	-	420,000.00

Fund 1026 Project 50243 Imm CRA-Stormw In

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	-	278,000.00	-	-	278,000.00
50243 IMMOKALEE CRA PROJECT FUND	-	278,000.00	-	-	278,000.00
EXPENSE Sub Total	-	278,000.00	-	-	278,000.00
OPERATING EXPENSE	-	68,000.00	-	-	68,000.00
634999 OTHER CONTRACTUAL SERVICES		68,000.00			68,000.00
CAPITAL OUTLAY	-	210,000.00	-	-	210,000.00
763100 IMPROVEMENTS GENERAL	-	210,000.00	-	-	210,000.00

Fund 1026 Project 50244 Imm CRA-S Sidewalk

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	110,000.00	519,800.00	101,215.60	-	418,584.40
50244 IMMOKALEE CRA PROJECT FUND	110,000.00	519,800.00	101,215.60	-	418,584.40
EXPENSE Sub Total	110,000.00	519,800.00	101,215.60	-	418,584.40
OPERATING EXPENSE	-	50,000.00	-	-	50,000.00
631400 ENGINEERING FEES					
634999 OTHER CONTRACTUAL SERVICES		50,000.00			50,000.00
CAPITAL OUTLAY	110,000.00	469,800.00	101,215.60	-	368,584.40
763100 IMPROVEMENTS GENERAL	110,000.00	469,800.00	101,215.60	-	368,584.40

Fund 1026 Project 50245 Imm CRA-Park & Rec

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	50,000.00	361,375.00	-	-	361,375.00
50245 IMMOKALEE CRA PROJECT FUND	50,000.00	361,375.00	-	-	361,375.00
EXPENSE Sub Total	50,000.00	361,375.00	-	-	361,375.00
OPERATING EXPENSE	-	20,000.00	-	29,125.00	(9,125.00)
634980 INTERDEPT PAYMENT FOR SERV	-	20,000.00	-		20,000.00
634999 OTHER CONTRACTUAL SERVICES	-	-	-	29,125.00	(29,125.00)
CAPITAL OUTLAY	50,000.00	341,375.00	-	(29,125.00)	370,500.00
763100 IMPROVEMENTS GENERAL	50,000.00	341,375.00	-	29,125.00-	370,500.00

C.C. 1026-138346

Fund 1026 Project 50246 Imm CRA-Neigh R

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	113,900.00	997,500.00	100,000.00	-	897,500.00
50246 IMMOKALEE CRA PROJECT FUND	113,900.00	997,500.00	100,000.00	-	897,500.00
EXPENSE Sub Total	113,900.00	997,500.00	100,000.00	-	897,500.00
OPERATING EXPENSE	-	50,000.00	-	-	50,000.00
634999 OTHER CONTRACTUAL SERVICES	-	50,000.00	-	-	50,000.00
CAPITAL OUTLAY	113,900.00	947,500.00	100,000.00	-	847,500.00
763100 IMPROVEMENTS GENERAL	113,900.00	947,500.00	100,000.00	-	847,500.00

Fund 1026 Project 50247 Imm CRA-Mobility

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	-	50,000.00	-	-	50,000.00
50247 IMMOKALEE CRA PROJECT FUND	-	50,000.00	-	-	50,000.00
EXPENSE Sub Total	-	50,000.00	-	-	50,000.00
OPERATING EXPENSE	-	50,000.00	-	-	50,000.00
634999 OTHER CONTRACTUAL SERVICES	-	50,000.00	-	-	50,000.00

Fund 1026 Project 50248 Imm CRA-Main St C.

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	250,000.00	974,000.00	-	-	974,000.00
50248 IMMOKALEE CRA PROJECT FUND	250,000.00	974,000.00	-	-	974,000.00
EXPENSE Sub Total	250,000.00	974,000.00	-	-	974,000.00
OPERATING EXPENSE	-	100,000.00	-	-	100,000.00
634999 OTHER CONTRACTUAL SERVICES	-	100,000.00	-	-	100,000.00
CAPITAL OUTLAY	250,000.00	874,000.00	-	-	874,000.00
763100 IMPROVEMENTS GENERAL	250,000.00	874,000.00	-	-	874,000.00

Fund 1026 Project 50250 Imm CRA-First St

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	-	250,000.00	-	-	250,000.00
50250 IMMOKALEE CRA PROJECT FUND	-	250,000.00	-	-	250,000.00
EXPENSE Sub Total	-	250,000.00	-	-	250,000.00
CAPITAL OUTLAY	-	250,000.00	-	-	250,000.00
763100 IMPROVEMENTS GENERAL	-	250,000.00	-	-	250,000.00

Fund 1026 Project 50252 Imm CRA-Com Gra

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	-	185,000.00	-	-	185,000.00
50252 IMMOKALEE CRA PROJECT FUND	-	185,000.00	-	-	185,000.00
EXPENSE Sub Total	-	185,000.00	-	-	185,000.00
GRANTS AND DEBT SERVICE	-	185,000.00	-	-	185,000.00
884200 RESIDENTIAL REHAB	-	185,000.00	-	-	185,000.00

Fund 1026 Project 50269 Imm CRA-Lighting

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI	25,000.00	125,000.00	-	-	125,000.00
50269 IMMOKALEE CRA PROJECT FUND	25,000.00	125,000.00	-	-	125,000.00
EXPENSE Sub Total	25,000.00	125,000.00	-	-	125,000.00
CAPITAL OUTLAY	25,000.00	125,000.00	-	-	125,000.00
763100 IMPROVEMENTS GENERAL	25,000.00	125,000.00	-	-	125,000.00

C.C. 1027-138315-33831

Fund 715 Immokalee CRA Grant

Fund / Comm Item	BCC Adopt Budget	Tot Amend Budget	Commitment	Actual	Available
Grand Total-Fund/CI			169,610.00	20,380.00	189,990.00-
1027000000 IMM CRA GRANT		-	169,610.00	20,380.00	189,990.00-
REVENUE Sub Total		250,000.00-			250,000.00-
CONTRIBUTION AND TRANSFERS Sub-Total		250,000.00-			250,000.00-
487999 REIMBURSEMENT INTERDEPARTMENTAL		250,000.00-			250,000.00-
EXPENSE Sub Total		250,000.00	169,610.00	20,380.00	60,010.00
OPERATING EXPENSE		250,000.00	169,610.00	20,380.00	60,010.00
631400 ENGINEERING FEES		250,000.00	169,610.00	20,380.00	60,010.00

Immokalee Code Enforcement Open Case Report

November, 2023

Case Number	Case Type	Status	Date Entered	Location Description	Detailed Description
CENA20230009664	NA	Open	11/01/2023	1420 Orange st. 30681600006	Scatter litter throughout the front yard and the ROW
CENA20230009675	NA	Closed	11/01/2023	1314 Tangerine 30732800001	over grown grass/weeds
CEROW20230009688	ROW	Open	11/01/2023	2050 SR 82	The county altered roundabout in front of this property has been causing flooding to the complainant's yard. The complainant feels that it has lacked adequate drainage since it was worked on.
CENA20230009854	NA	Closed	11/06/2023	1416 Pear st. 30684040003	Prohibited outside storage to include but not limit to: a ladder, empty paint buckets..etc
CENA20230009920	NA	Closed	11/08/2023	1408 Pear st. 30684200005	unauthorized storage: washer machine, piled wood, wood table, used tires, and broken steps
CENA20230009976	NA	Closed	11/09/2023	1308 orange 30733680000	scatter litter and debris in front yard
CEPE20230010059	PE	Open	11/13/2023	1805 6th Ave 70921534258	A neighbor is parking a large semi in various places along the street, sometimes blocking the complainant's property
CENA20230010103	NA	Open	11/15/2023	1314 Peach st.	scatter litter through out the property
CENA20230010200	NA	Open	11/17/2023	no location address. north of intersection Carson rd. & Dimar	overgrowth of grass/weeds
CEAU20230010203	AU	Open	11/17/2023	30680601006 734 El Paso Trail 00082961206	leaning fence
CENA20230010359	NA	Open	11/27/2023	1414 Plum st.	un-authorized outside storage.
CENA20230010445	NA	Open	11/29/2023	2952 Immokalee dr	over growth of grass/weeds
CENA20230009798	NA	Open	11/06/2023	S. 4th St Folio 25631200005	Litter bottles, paper, plastic, cans
CENA20230009913	NA	Closed	11/08/2023	W. Delaware Folio: 127562201	High weeds
CENA20230009914	NA	Open	11/08/2023	S 3rd St - 00126560000	High weeds
CENA20230009918	NA	Open	11/08/2023	S. 1st St - 74030320003	High weeds
CESD20230009928	SD	Open	11/08/2023	602 Jefferson Avenue W	Homeowner added 4 bathrooms, enclosed patio and has people renting from him, no permit for anything. renters are loud all night. also has shop outside works on a night.
CELU20230009949	LU	Open	11/08/2023	213 Seminole St	*Service Request #147124 (District 5 Commissioner Inquiry)* To many people living in a 1 bedroom (6 people) an open room in back of home and mechanic work
CENA20230010298	NA	Open	11/21/2023	behind/beside 709 Broward St	Neighbor throwing yard debris water bottles, cans, toilet etc in easement
CEPE20230010299	PE	Closed	11/21/2023	1013 New Market Rd W behind 1018 Jefferson Ave	Parking Harvesting Trucks in Easement behind 1018 Jefferson Ave
CELU20230010198	LU	Open	11/17/2023	New Market Rd - 63862680003	Vacant parcel being used for storage and operation of a wooden pallet business

21 cases opened in October

Code Enforcement Monthly Open Code Cases November 1, 2023 - November 30, 2023

Program Manager Report

December 8, 2023

1. Immokalee Area Master Plan (IAMP) Restudy

(PL201880002258) Approved by BCC for final adoption on 12/10/2019.

Copy of IAMP as amended by Ordinance 2019-47 can be found at www.ImmokaleeCRA.com website.

- Implementation schedule was provided at the November 2020 Meeting.

No update.

2. Immokalee Area Overlay District LDC Updates

- County staff discussed IAMP Policy 6.1.3 Downtown Ped Amenities and 3.1.4 Central Business District at the March 17, 2021, CRA Meeting.
- First LDC Workshop was held on May 19, 2021, following the CRA meeting.
- County staff held Kick off meeting on June 16, 2022, with consultant The Neighborhood Company (TNC).
- TNC held a Site Visit with CRA staff on August 12, 2022.
- An onsite meeting was held with TNC and ICRA staff on September 14, 2022. TNC provided staff with upcoming schedule/timeline.
- TNC presented at the CRA Advisory Board Meeting on February 15, 2023.
- Staff provided updates at the May 17, 2023, CRA Advisory board meeting.
- TNC finalized evaluations on the overlay and development patterns. They held one-on-one meetings with local stakeholders.
- TNC presented at the June 21st Joint CRA & MSTU meeting.
- TNC provided the Immokalee Land Development Code “White Paper” update to County staff on September 1st.
- TNC held a workshop on October 4th. TNC staff is now working on LDC draft language with ICRA staff and county staff. Adoption process will be after the LDC draft is completed.

TIMELINE

- **Public Workshop**
✓ October 2023
- **Draft LDC Updates**
✓ Collaboration with Collier County & ICRA Staff
- **CRA Advisory Board**
✓ January 2024- LDC Draft Presentation
- **Development Services Advisory Committee Presentation**
✓ March 2024
- **CCPC Hearing & BCC Hearings**
✓ 2024 – Specific dates to be determined
(estimated April through September for Final Adoption)



3. CRA Office

Job Bank Assistant – staff is continuing to use KeyStaff temp service until further action is taken.

CRA Director Position – Position was posted on county website.

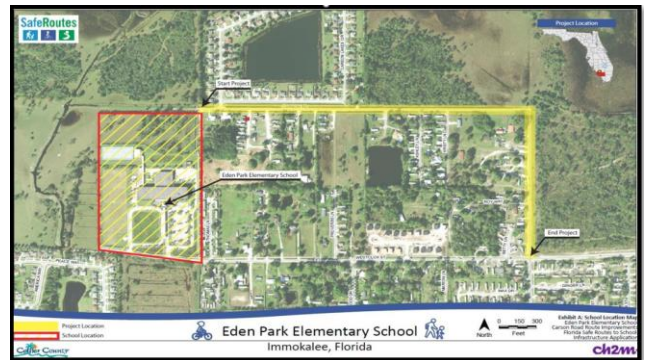
4. Redevelopment Plan

On May 10, 2022, the of Collier County Board of County Commissioner (BCC), acting as the Community Redevelopment Agency Board (CRA), approved a Resolution recommending approval to the BCC an amendment to the Collier County Community Redevelopment Area Plan. Fourth quarter implementation schedule was provided in September.

5. Infrastructure Projects (County) in Immokalee (Not funded by CRA/MSTU)

1) **Carson Road Project-Eden Park Elementary Safe Routes to School**

- 6' Sidewalk on the south and west side of the road.
- Construction costs is estimated at \$663,000.
- Funded with Safe Routes to School funds in FY 21/22.
- Construction to start in FY 23/24.
- Design 100% complete.
- Project is out for bid.



2) **Lake Trafford Road**

Design of bicycle and pedestrian features on Lake Trafford Road from Little League Road to Laurel Street. The project length is approximately 1.850 miles. Specifically, the design will provide for bicycle lanes on each side of the roadway within the project limits and design of a 6' sidewalk on the south side of the roadway from Carson Road to Krystal Lane and from North 18th Street to Laurel Street.

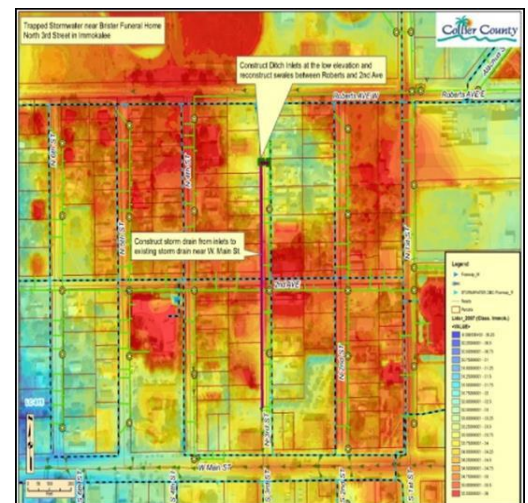
Includes adjustment or relocation of the existing signalization at the intersection of Carson Road and 19th Street, if required. Constrained right-of-way at 19th Street intersection may require bike lane tapers to sidewalks and minor incidental intersection improvement at this location. Project 3 is discussed under Stormwater projects.

No update



3) **Stormwater Improvements**

The original Immokalee Stormwater Master Plan (ISWMP) was prepared by H.W. Lochner (2005). Camp Dresser & McKee (CDM) was contracted in 2010 to prepare construction plans for the Downtown Immokalee and Immokalee Drive projects plus update the ISWMP. A draft update document was prepared but not finalized. On November 28, 2018, county staff presented the follow-up analysis.



Immokalee Stormwater Project updates: North 3rd. Street Stormwater Improvements:

The North 3rd Street Drainage proposed project is located on North 3rd Street between 2nd Avenue and Roberts Avenue West. The project would include roadside swales, installation of inlets on 3rd Street, construction of a storm drainpipe system to alleviate ponding and allow conveyance southward to the storm drain system on West Main Street. Cost for repairs is estimated at \$900,000. The grant funding contract is now finalized, and the project is ending the contractor bidding phase. Bids received awaiting budget amendment. The project manager is Brittany Lazo with Collier County Stormwater Management.

Madison Avenue Channel project:

On the northeastern side of Immokalee, county staff obtained Board of County Commissioners approval to purchase a 6-acre parcel just to the east of the Immokalee Foundation Career Path Learning Lab site. That site will provide a pond site to improve stormwater quality from the outfalls along Madison Ave. Additionally, county staff is working with FDOT’s design firms to coordinate the alignment of the SR-29 bypass loop so they can avoid having to route the stormwater from the Madison Avenue channel all the way around the north and east sides of the airport.



Eden Gardens project:

The Eden Garden Bypass Drainage Improvement proposed project is located in the south area of Westclox St., east of Boxwood Dr., west of Carson Rd., and generally north and northeast of Eden Gardens. The project would construct a new ditch along the northern boundary of Eden Gardens, install a 24” pipe under Boxwood Dr. to tie into the existing ditch along the northwest boundary of Eden Gardens to convey flows further west. Cost for repairs is estimated at \$602,786.32. The county applied for CDBG-DR grant funding for this project. Project is 100% design and has been put on hold due to staffing resource shortage.



Lake Trafford Road Area:

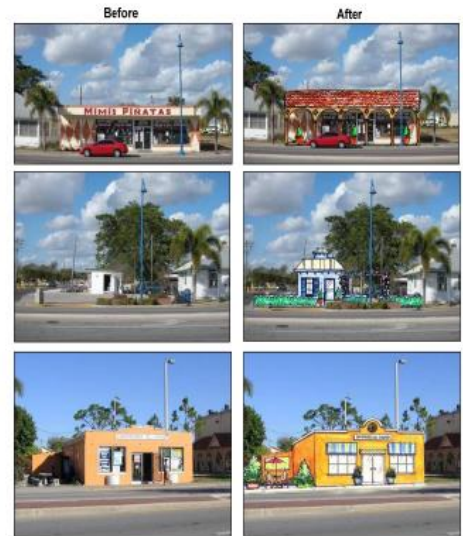
The single negotiated contract for designing both a stormwater treatment facility in the SE corner (Tract 3) of Arrowhead Reserve and drainage improvements along Lake Trafford Road from Little League Road to Tippins Terrace was applied for by the Board of County Commissioners in 2021. County staff is looking at phasing the construction, with Phase 1 being the Arrowhead Tract 3 site and Phase 2 being the pathway and drainage west of Little League Road. Design for Phase 1 was completed in 2021 and construction is tentatively scheduled to begin in 2024. Phase 2 design began in 2022 and was split into Phase 2a, roadway & sidewalk scope with Phase 2b Pond design. Phase 2a road drainage/sidewalk design to be completed in 2023 and scheduled for construction bid in 2024.

6. Commercial Façade Grant Program

In accordance with objective 1.2 in the Immokalee Area Master Plan, the CRA continues to provide financial incentives to business in Immokalee via the Commercial Façade Improvement grant program. The CRA initiated the Program in October 2008.

Since that time, 17 façade grants have been awarded to local businesses for a total of \$294,621.67.

Eligible applicants may receive grant funding up to \$20,000 as reimbursement, using a one-half (1/2) to 1 match with equal applicant funding for funding for façade improvements to commercial structures. Program is in place and being reviewed for revisions.



7. FHERO – Florida Heartland Economic Region of Opportunity

Staff attends monthly FHERO board meetings via Zoom or in person. The November meeting was cancelled. Staff attending the FREDA Conference in Orlando on November 29, 2023 – December 1, 2023. The next FHERO board meeting is scheduled for December 13, 2023.

Please see link to view copy of [2021 Retail Demand Analysis](#).

On June 28, 2021, Governor DeSantis issued Executive Order Number 21-149 which re-designated the South-Central RAO for another five-year term with an expiration date of June 28, 2026. For more information on FHERO please visit <https://flaheartland.com/>



The new digital flip-book edition of the **FHERO Guide** is live, active, and public. For complete 32-page guide please visit http://passportpublications.com/FHERO_Guide.html

8. Immokalee Unmet Needs Coalition

The Immokalee Unmet Needs Coalition (IUNC) is a long-term recovery group that formed in the fall of 2017 as the result of Hurricane Irma. This group is composed of non-profits, faith based, local, state, or national organizations who work together to meet the unmet of Immokalee residents impacted by disaster. At the February IUNC Housing meeting it was announced that the coalition received a Voluntary Organizations Active in Disaster (VOAD) grant for \$100,000 for the Immokalee area to assist the community with disaster improvements due to Hurricane Ian.



The Housing Committee is updating the Immokalee Disaster Recover Resiliency Plan and funding options for future projects on a quarterly basis. The Housing committee meetings are held the second Friday of every month via zoom at 10:00 a.m. The next meeting is scheduled for January 12th @ 10:00 a.m. via Zoom.

For information on housing assistance please visit website at: <https://www.colliercountyhousing.com/community-assistance-program/>

9. Development in Immokalee

1) ***Immokalee Foundation Learning Lab 18-home subdivision***

The Immokalee Foundation Learning Lab 18-home subdivision is currently under construction. Collier Enterprises donated the 8.3 acres of land for a housing subdivision that will serve as a hands-on learning laboratory for student in the foundation’s program., Career Pathways: Empowering Students to Succeed. BCB Homes, is serving as the general contractor.

On July 13, 2021, BCC board meeting (Agenda item 16.F.10) board approved a recommendation to direct staff to develop a workforce development grant agreement with The Immokalee Foundation, to offset development costs on the housing subdivision for the Career Pathways Learning Lab, in the amount of \$500,000.

The Immokalee Foundation sold its first home in December 2021 and closed on the 7th home in August 2023.



David Turrubiardez Jr. with his family.

2) Immokalee Fair Housing Alliance (IFHA)

The Immokalee Fair Housing Alliance proposed housing development consist of 8 buildings with 16 apartments each or 128 Units in all. Construction will progress in phases. Housing units will be two- and three-bedroom apartments ranging in size from about 750 to 950 square feet. For more information, please visit <http://www.ifha.info/>. Revised rendering will be provided at a future meeting. IFHA received final county approval of Site Development Plan (SDP) and they are currently out for bid. Land clearing started in September 2021.

Groundbreaking was held on November 10, 2021. Construction is under way. The infrastructure work which also include utility work is complete. The asphalt was laid in the construction access areas. Heatherwood Construction has started on the first of eight 16-unit apartment buildings for low income and workforce Immokalee families. The GC, Heatherwood Construction has reported that the construction of the footers and slab for the first building was completed in January and the first lift of concrete block was laid mid-February.

IFHA held the Signature Moment Wall Raising Ceremony on March 1, 2023. The event was attended by over 100 community and business leaders. The first walls were signed by the attendees and will go into the apartments. Construction continues to progress on the first building. They are on target to start the next two building, but they are currently in the process of paperwork and finding funds. IFHA plan to partner with the Shelter for Abused Woman & Children to allocate 16 apartments for those who have completed the program.

Link to [IFHA Wink News story](#)



3) Habitat for Humanity of Collier County Kaicasa Housing Development

Kaicasa will be located at the Southeast corner of Immokalee, on state road 29 as you enter the agricultural village from the south. The new affordable community will sit adjacent to the existing Farm Workers Village: subsidized housing built in the 1970s for local and migrant farm workers that is often criticized for its conditions. Many Habitat Collier partner families have lived there prior to purchasing their homes. Once complete, this neighborhood will boast nearly 280 homes, making it the largest Habitat subdivision in the country.

Construction started in August 2022. Habitat is taking in applications for this development. The first phase may be reduced to 65 homes due to supply shortage. On Saturday, January 14, 2023, an Esperanza Home Dedication was held at Esperanza Place. They are hoping to have 20 homes built by June 2023. She said they have the families, just not the houses yet. They have 3 families have been assigned to the first 3 units and 25 families have been approved, they are just waiting on the homes.





For more information, please visit <https://www.habitatcollier.org/communities/kaicasa/>

- 4) ***Redlands Christian Migrant Association (RCMA) Childcare Development Center and Community Hub***
 The RCMA proposed childcare center and community hub consist of Childcare classrooms, Area office, and playground. The development will accommodate 234 children and 30 employees. Approximately 8 acres will be designation for housing. Q. Grady Minor presented updated plan for the RCMA Immokalee MPUD (PL20200001827) at the CRA June 16, 2021, Board Meeting. CRA Board supported the proposed development. At the February 16, 2022, Parks & Recreation Meeting, H&F Architects provided updated renderings of the proposed development. A charter school is in the expansion plans, but it is currently planned as a development center. RCMA is reviewing partnership options for the development of the recreational fields with Parks & Recreation. In March 2023 RCMA started to clear the land.

Lipman Family Farms, a long-time supporter of RCMA, made a \$3 million donation to the organization; the largest donation Lipman has ever made to any one organization. The gift will support efforts to expand RCMA's charter schools throughout the state of Florida, as well as support the new Lipman Family Campus for Children and Families in Immokalee. The groundbreaking for the new campus was held on May 25, 2023. When completed, the \$16.4 million campus will feature two new child development centers, a community center, two soccer fields and a new charter school. The campus is scheduled to open in July 2025.



05.25.23 Groundbreaking Ceremony for RMCA's Lipman Farms Campus for Children & Families



5) *Casa San Juan Diego Multi-Family Affordable Housing Development National Development of America, Inc.*

The proposed Casa San Juan Diego Multi-Family affordable housing development in Immokalee is a partnership between the National Development of America, Inc., and the Diocese of Venice to develop 80 affordable rental units on 9.6 acres of land adjacent to Our Lady of Guadalupe Church. National Development of America, Inc. applied for grant funding but didn't receive. They will continue to look for other funding to build Casa San Juan Diego development in Immokalee. At the September IUNC Housing meeting staff provided committee a project update. Casa San Juan Diego has received recommendation for funding from Florida Housing. They will now enter the protest process. Final results are expected early 2024.



6) Casa Amigos – Farmworker units at Esperanza Place

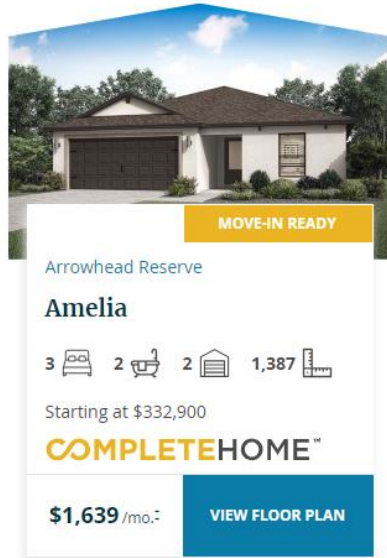
Rural Neighborhoods will open its new Casa Amigos apartments in Immokalee in October. Centered around a courtyard, the new development has 24 units, each with 2 bedrooms and 2 baths. The apartments are located at 2687 Amigo Way and serve both non-farmworker and farmworker families. Rents range from \$674 to \$1,123 per month including water, sewer and electric.

Beginning September 18th, prospective tenants can call 239-657-2009 to schedule an appointment to submit their application. Applications can be downloaded [here](#) or picked up at 2693 Marianna Way during business hours. Additional information about income and eligibility is available [here](#).



7) **LGI Homes**

LGI is offering new homes for sale in Immokalee at Arrowhead Reserve. They are one of the largest new home builders in Immokalee. CRA staff has reached out to local manager for updates. They will be attending a future CRA meeting.



Construction on Arthur Street in Arrowhead Reserve Community.

8) Pulte Foundation PL20220004087 - PFCF/NSV Immokalee PUD (PUDZ)

The Nuestra Señora de la Vivienda Community Foundation and the Pulte Family Charitable Foundation is proposing up to 250 single-family homes, built to rent, and an early education center for roughly 250 students. The foundation first presented at the CRA September 21st meeting and then again at the CRA January 18, 2023, meeting. The foundation presented at the April Chamber of Commerce meeting. They held a Neighborhood Information Meeting (NIM) on Wednesday, June 7, 2023.

The Local Redevelopment Advisory Board requested that the Foundation comeback to the CRA after they receive comments from the county. The Foundation Presented to the Collier County Planning Commission on August 17, 2023. On October 10, 2023, the Board of County Commissioner approved a rezoning ordinance for the PFCF/NSV Immokalee MPUD to allow up to 250 horizontal multifamily dwelling units, 170 of which will be restricted as affordable, and a 250-student early childhood education center, on 50± acres located northeast of the intersection of Westclox Street and Carson Road in Immokalee, in Section 29, Township 46 South, Range 29 East, Collier County, Florida.



9) Williams Farms of Immokalee (James E Williams Jr. Trust) RPUD (PUDZ) PL20210001434

Lake Trafford Road near Arrowhead (Property ID# 00113600106 & 0011360009) Current Zoning is A-MHO. 171 acres +/- . Williams Farms applied for a residential community on the south side of Lake Trafford Road. The consultant Daniel Delisi held an information meeting on August 30, 2022. They presented to the CRA on September 21, 2022. Staff will follow up with consultant for status of application. The application was approved by the Collier County Planning Commission in April 2023. On May 23, 2023, the Collier County Board of County Commissioner approved Agenda items 17.A. (Ordinance #2023-23).



10) Seminole Tribe medical and public safety facility

On April 26, 2022, a groundbreaking ceremony was held for a medical and public safety building on the Immokalee Reservation. The ceremony featured current and past tribal leaders as well as one of the founding mothers of the Immokalee reservation, Nancy Motlow. The 41,000-square foot building that will house the clinic, Center for Behavioral Health, and public safety departments on 9.7 acres on Seminole Crossing Trail. Construction is underway.



11) Immokalee Fire Control District

Groundbreaking was held on September 27, 2021, for Fire Station 30 located at 510 New Market Road. The state-of-the-art firehouse features three apparatus bays and is equipped with bunker gear storage and a shop area. The building also features a lobby, conference room and two offices. Fire Station No. 30 replaces the existing firehouse located at 502 New Market Road. Construction started in December 2021 and a temporary certificate of occupancy was provided at the end of August 2023. Ribbon Cutting ceremony hasn't been announced yet.



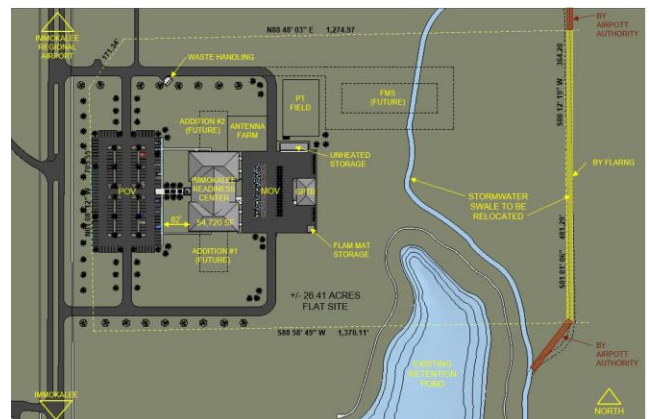
12) Budget Inn (PL20220001199 CU)

On March 16, 2022, a Pre-Application meeting was held with county for a proposed conditional use for the Budget Inn located at 504 E Main Street. Owners are proposing to demolish the existing hotel and potentially do a two or three story hotel. The architect for the business owner provided staff a rendering of the new hotel concept plan. Representatives for the Budget Inn will present at the Joint CRA & MSTU March 15, 2023, board meeting to request support for the project. No update.



13) Florida Army National Guard Readiness Center Project

This is a new construction project being proposed at the Immokalee airport. This project will include a General-Purpose Training Bay (GPTB), all utility services, information systems, roads, walkways, curbs, gutters, storm drainage, parking areas, and site improvements. Physical security measures for anti-terrorism and force protection will be incorporated into the design to include maximum feasible standoff distances. Energy conservation measures will also be incorporated into design where feasible. Estimated project \$20 million.



9. The Face of Immokalee

On December 12, 2018, Michelle Tricca, a local Artist, presented The Face of Immokalee, a proposed outdoor photography installation celebrating the soul of Immokalee. CRA board supported the project and have formed a subcommittee to move the project forward. The subcommittee last met on December 9, 2019, to discuss the art wall options for the old McCrory's building (S&O Grocery), Lipman Produce (trucks/building), site on 1st Street (Gadsden blue building), and the Zocalo plaza. Committee supported rendering provided by artist with minor changes.

On October 22, 2020, CRA staff and Lipman staff met with Michelle Tricca to discuss project status. On October 29, 2020, WGPU did a story on Ms. Tricca's public art installation for the Phase 1 portion of the project.

Please see link to the WGPU Face of Immokalee story. [WGPU Face of Immokalee Story](#).

On November 18, 2020, both the CRA and MSTU board supported The Face of Immokalee project and made a motion to allow the use of Zocalo Plaza Art Wall as a canvas for the project.

In May 2021 Ms. Tricca provided project updates to staff and announced that the project has started to receive donations via her fiscal sponsorship with ASMP Foundation. She also noted that the project was featured in [Florida Weekly](#).

On April 16, 2023, “The Face of Immokalee” public art launch event was held at the Lipman property located at 200 E. Main Street. Ms. Tricca was awarded a \$25,000 grant from Florida Dept. of State, Division of Arts & Culture, and the National Endowment for the Arts.

On November 2, 2023, Ms. Tricca was a speaker at the Blue Zone Project Year in Review - The Art of Connection event held at Artis-Naples. The event introduced the Face of Immokalee: Public Art for a Social Change film.

It was announced at that time that The Face of Immokalee: Public Art for Social Change won the Florida Film Award and the International Film Festival (NIFF) Awards Ceremony held on Sunday, October 29. The event, attended by industry professionals and film enthusiasts, featured the announcement of winners who excelled in various categories.

Florida Film Award
 “The Face of Immokalee: Public Art for Social Change”
 Director: Tara Calligan



Visit project page for more information <https://www.michelletricca.com/projects/the-face-of-immokalee>

10. Collier County Parks & Recreation – Immokalee area

CRA staff and Parks & Recreation staff are coordinating monthly meetings to discuss improvements of all Immokalee Parks. Immokalee Parks & Recreation updates were provided in communications folder.

11. Impact Fee Installment Payment Program

The Impact Fee Installment Payment Program was extended for five years on July 25, 2023, by the Board of County Commissioners. For questions, please call Gino Santabarbara at 239-252-2925 or email him at Gino.Santabarbara@colliercountyfl.gov.

Program details:

- Pay your impact fees in installments over a 30-year term.
- Available for single-family, multi-family and commercial projects.
- Non-ad valorem special assessment on property tax bill.
- 5% fixed interest rate (2023 applicants). No interests for registered Charitable Organizations and Non-Profits.
- An approved agreement must be executed and recorded prior to issuance of a Certificate of Occupancy or payment of impact fees.
- Assessment is superior to all other liens, titles, and claims, except state, county, and municipal taxes.
- Call or email for complete program requirements.

12. Adopt A Road Program

Adopt a Road – dormant for the past two years due to COVID and staffing changes. In August 2021, Rich Koenigsknecht was assigned the program and Road Maintenance began the assessment. Samantha Roe is assisting and is the first point of contact if anyone would like to participate in the program. The first task was to reach out to see what organizations were active and still wanted to participate. The second task was to complete an inspection of the signage. A photo was taken of every sign. The complete list will be sent to Traffic Operations who will make the signs. New signs are scheduled for the FY23 budget.



Immokalee is within Area 4. Area 4 is larger than the Immokalee CRA boundaries. There are currently 13 road segments in Immokalee CRA boundary identified for the program, covering 8.75 miles. 10 of those segments at one point in time had sponsors. No sponsors are active today based on the recent assessment. Staff provided updates at the March 15, 2023, Joint CRA & MSTU advisory board meeting.

Immokalee - In Town Roadways
Main Street from Brown Way to Lake Trafford Road
Main Street from Jerome Avenue to Brown Way
N 9th Street from Habitat Center to Lake Trafford Road
N 9th Street from 2nd Avenue N (south) to SR29 (Main Street)
South 1st Street from Stockade Road to SR29 (Main Street)
S 5th Street from West Delaware Avenue south to Breezewood Drive
Lake Trafford Road from N 15th Street west to Carson Road
Westclox Street from SR29 (Main Street) to the end
North 1st Street from SR29 (Main Street) to Adams Avenue
Lake Trafford Road from N 9th Street west to N 11th Street
Lake Trafford Road from N 11th Street west to N 15th Street
Lake Trafford Road from Little League Road west to Lake Trafford Marina Boundry
Lake Trafford Road from Carson Road west to Little League Road

13. Unpaved Private Road Emergency Repair MSTU (Municipal Service Taxing Unit)

At the March 28, 2023, Board of County Commissioners meeting the Board considered an Ordinance to create a municipal service taxing unit to handle the unpaved private roads.

Item Summary: *** This Item has been further continued to the September 12, 2023, BCC Agenda. ***
 Recommendation that the Board adopts an Ordinance creating the unpaved private road emergency repair municipal service taxing unit by authorizing a levy of not to exceed one (1.0) mil of ad valorem taxes per year. (This item was continued from the February 28, 2023, March 28, 2023, June 27, 2023, and September 12, 2023, Board of County Commissioners meetings).

Item Summary: *** This Item was on Consent at the November 14, 2023, BCC Agenda (16.B.1) ***
 Recommendation to direct the County Attorney to advertise, and bring back for a public hearing, an Ordinance which would create the unpaved private road emergency repair municipal service taxing unit by authorizing a levy of not to exceed one (1.0000) mil of ad valorem taxes per year.

Item Summary: *** This item is on the December 12, 2023, BCC Agenda (9.F.) ***

Recommendation to approve an Ordinance which would create the unpaved private road emergency repair municipal service taxing unit by authorizing a levy of not to exceed one (1.0000) mil of ad valorem taxes per year.

14. Collier County Opportunity Zone Program

This program is a community and economic development tool to drive long-term private investment in low-income communities! Collier County hopes to leverage Opportunity Zones as an important tool to support the development of jobs, affordable housing, and economic vitality in five areas in Golden Gate, Naples Manor and in and around Immokalee. Low Tax Opportunity Zones, established by the federal Tax Cut and Jobs Act of 2017, encourage long-term investment and job creation in targeted communities by reducing taxes for many job creators.

They enhance the ability to attract businesses, developers, and financial institutions to invest in these targeted areas — distressed communities — by allowing investors to defer capital gains taxes through investments Low Tax Opportunity Zones, established by the federal Tax Cut and Jobs Act of 2017, encourage long-term investment and job creation in targeted communities by reducing taxes for many job creators.

The zones enhance local communities' ability to attract businesses, developers, and financial institutions to invest in targeted areas by allowing investors to defer capital gains taxes through investments in federally established Opportunity Funds.

It's an economic and community development tax incentive program that provides a new impetus for private investors to support distressed communities through private equity investments in businesses and real estate ventures. The incentive is deferral, reduction, and potential elimination of certain federal capital gains taxes. To become a Qualified Opportunity Fund, an eligible corporation or partnership self-certifies by filing [Form 8996](#), Qualified Opportunity Fund, with its federal income tax return.

Three areas in and around Immokalee, from Lake Trafford to the west to the county line to the east

- 1) [Census Tract 112.05](#) area surrounding Immokalee
- 2) [Census Tract 113.01](#) area surrounding Immokalee
- 3) [Census Tract 114](#) area surrounding Immokalee

Report by: Christie Betancourt, Program Manager

Project Manager Report

12/08/2023

1. First Street Zocalo Plaza (107 N. 1st Street)

i. Monthly Maintenance

A&M Property Maintenance (A&M) will provide short-term maintenance work. Staff will draft a Scope of Work and process an Invitation to Bid to finalize the selection of a contractor to maintain Zocalo Plaza.

ii. CRA

Holiday – A Scope of Work for Holiday Decorations was prepared to combine the Christmas decoration scopes for Immokalee, Bayshore and Pelican Bay. A Solicitation was processed for a three (3) year term with two (2) one-year renewals. The BCC/CRA awarded a contract to Lite Er Up with an estimated budget of \$25,500 per year. Staff provided a Purchase Order to Lite Er Up on 10/31. On 12/1 Lite Er Up cancelled.

- A&M inspected the street pole decorations for defective lightbulbs and installed the brackets for the new holiday wreath decorations on 11/17.
- A&M installed the red mulch within the MSTU roadway boundaries on 11/28.
- A&M installed the holiday street pole decorations and banners on 11/22 and pressure washed the bandshell in preparation for the tree lighting event on 12/7.
- Davenport Nursery delivered a 14’ tree (not decorated) with stand on 12/5.
- A&M started decorating Zocalo Plaza on 12/5.
- A&M supplied decorations and decorated the tree.
- A&M installed poinsettias in the pots at the 1st St/Eustis Welcome Sign.



11.22.23 Street light pole decorations were installed by A&M.



11.30.23 Xmas Committee Meeting, Cherryle Thomas & Linda Ayer



12.05.23 A&M checking lights to decorate Zocalo Plaza



12.05.23 A&M started staging the decorations at Zocalo Plaza



12.07.23 Tree Lighting Event





1.07.23 Tree Lighting Event



12.07.23 Tree Lighting Event



**2. Street Light Poles #2B, #8, #10, #20, #38 & #52
Insurance Claim Report:**

Pole # and Location	Date of Incident	Quote	Date of Quote	Claim Paid	Date Claim Paid	Comments
#2B Median Pole at N First Street and West Delaware	5/5-5/10, 2023 Discovered on 05.10.23	\$27,138.36	6/7/23			On 05.10.23 notified Traffic Ops of knocked down pole. Staff received incident report from Sheriff's Office on 5.25.23. Quote sent to Risk 6.15.23 & filed Claim. Replacement on hold pending new design of S. 1 st St. #500505231937. 11/2 Risk advised they need invoice & backup from original pole installation & determine if the proposed new pole will be an upgrade to evaluate any claim reimbursement. 12/1 Risk will elevate claim & attempt to recover from faulty driver's insurance carrier. .
#8 Triangle	04/25/22	\$24,669.28	05/24/22	01/31/23 received invoice. Amount Due \$21,904.32 less \$500 deductible. Awaiting reimbursement.		6.21.22 Pole orde-red. Installation completed on 1.10.23. Received invoice on 1.31.23 for \$21,904.32 and sent to Risk for claim reimbursement. 6/13 Risk's Adjuster still in the subrogation process with the faulty party's insurance carrier. 10/4 Risk confirmed still pursuing recovery from its carrier.
#10 Main Street Village apartment complex	09/21/23					09.26.23 Traffic Ops filing claim replacing pole and will do billing.
#20 SR29 on the curve.	9/2-6/22	\$20,248.36 7/20/23 received invoice \$17,674.55	09/19/22			Filed Claim & processed. PO on 10.24.22. Pole installed on 7.6.23. Sent invoice to Risk 7/20/23. 10/4 Risk advised still pursuing recovery from the insurance carrier.
#38 15 th St near McDonalds  Claim #53-05171201517 2012 Paid \$13,068.50 2023 Quote \$21,511.13 Difference \$8,442.63	04/17/12	\$13,568.30 in 2012 \$21,511.13 in 2023 NTE	2012 12/07/23	\$13,068.50	10/16/12	In 2012 no replacement was planned. 7/28/23 Traffic Ops emailed poles need replaced. 10/20/23 received authorization to replace. 10/31/23 request for quote from Simmonds Electrical. 11/3/23 sent Simmonds photos of base for quote. 12/7 Simmonds provided a quote of \$21,511.13.
#52 15 th at Santa Rosa  Claim #53-0951908921 2019 Paid \$11,162.13 2023 Quote \$21,511.13 Difference \$10,349.00	09/15/18	\$11,662.13 in 2018 \$21,511.13 in 2023 NTE	2018 12.07.23	\$11,162.13	12/03/19	2018 no replacement planned. 7/28/23 Traffic Ops emailed poles need replaced. 10/20/23 received authorization to replace. 10/31/23 request for quote from Simmonds Electrical. 11/3/23 sent Simmonds photos of base for quote. 12/7 Simmonds provided a quote of \$21,511.13.

3. Immokalee Complete Street (TIGER Grant) Project

The overall project will create a network of Complete Streets including approximately 20 miles of new sidewalks, improved walkability by filling in sidewalk gaps, a bicycle boulevard network, additional street lighting, landscaping, drainage improvements, and improved bus stops. These improvements will increase safety for the community.

Area 1 is the construction of sidewalks along the south side of East Delaware Avenue from South 1st Street to School Drive and multi-use trail construction on the east side of School Drive from Rose Avenue to E. Eustis Avenue. Crews completed the multi-use trail on School Drive. Roberts Avenue, 9th Street, 1st Street, Monroe Street, Lee Street, N 11th Street and the Health Department are under construction.

The upcoming phases will include a new bus transfer station to be built next to the Collier County Health Department on Immokalee Drive. Estimated substantial completion is Mid-2024.

Additional information is available at www.colliercountyfl.gov/transportationprojects.



11.30.23 Monroe St



11.30.23 Lee St



11.30.23 Monroe St



11.30.23 Lee St





11.30.23 Nassau St



11.30.23 Lee St

4. Immokalee Airport Improvements



12.01.23 Landscape installed at the new hangars at the Immokalee Airport

5. Panther Crossing Welcome Sign

FDOT's Approved Utility Permit #2022-H-192-00303 dated 12/14/22 was utilized for the water service tap and directional bore under State Road 29. The purpose of the directional bore is to allow for a tap and drill into the existing 10" portable water main located west of SR29 for irrigation to the sign location east of SR 29. Boring work commenced and was completed on 5/4/23. The permit for the signage was finalized on 6/6 and construction on the sign commenced on 6/14.

The Artist, Martha Cantu, provided a quote of \$2,280 to paint the mural on the sign. This is the same mural that is on the S 1st St/Eustis Immokalee Welcome Sign. Q. Grady Minor (QGM) completed revisions to the Plans on 6/1 to modify the lettering on the sign as recommended by the subcontracted sign vendor.

The original letter specifications could not be fabricated at the size specified. The electrical permit was received on 8/2. The electrical meter main inspection was completed 8/17 and LCEC completed pulling power to the site on 11/9.

IWSD approved the certified backflow test on 11/13. A start work notice was issued to QGM and walk-through inspection was completed on 12/1 with QGM, CRA and Vctor. QGM provided a seven-item punch list to Vctor. Vctor is extending the permit which expires 12/25 to complete the punch list. The final inspection will follow. Staff will investigate the surrounding areas to identify sightline improvements.



12.01.23 Walk-Through Inspection with Richard Chalupa, Q. Grandy Minor, and Jack Whittaker with Vctor Contracting

6. Historic Cemetery Preservation

The historic cemetery property was being maintained by Parks and Recreation and A&M Property Maintenance LLC assumed the maintenance on the site on 8/13. Staff worked a scope for improvements at the cemetery and A&M is to provide a quote for the MSTU Advisory Board’s consideration. The Seminole Tribe, Christ Episcopal Church and Parks & Recreation will assist in identifying the individuals interred at the cemetery.



10.09.23 Christ Episcopal Church Historic Cemetery, 803 W Main St.

Staff met Jennifer Wolfe, a Preservation Planning Specialist with PDP Architects, Philadelphia, PA, at the Florida Redevelopment Association Convention in Ponte Verda, Florida in November 2023. Staff emailed Ms. Wolfe on 11/28 for preservation guidelines and recommendations.

Ms. Wolfe recommended connecting with the Florida Public Archaeology Network (FPAN) that offers training programs and education. Natalie De La Torre Salas, Public Archaeology Coordinator of the SW Region, FL Public Archaeology Network (FPAN) and Mike Cosden, President of the Florida Trust for Historic Preservation, have been contacted. Ms. De La Torre Salas advised Staff needs to research boundaries and identify individuals interned and their descendants. She may meet with Staff to create a Management Plan and she recommended Staff attend the Cemetery Resource Protection Training on 3/6/24 at Palm Harbor, FL.

Staff has been unsuccessful in locating a survey and will continue research with the Seminole Tribe and the Council of Episcopal Diocese of Southwest Florida.

Report by: Yvonne Blair, Project Manager Dated: December 8, 2023



Immokalee Community Redevelopment Area (ICRA) Projects Updates

December 5, 2023

Table of Content

ICRA Projects (Funded by CRA and MSTU)

- **Immokalee Sidewalk Phase III**
 - **Eustis Avenue & West Delaware Avenue**
- **First Street Corridor Pedestrian Safety Improvements**
 - **South 1st Street From Main Street to School Road/Seminole Crossing Trail**
- **Lake Trafford Road Corridor Lighting Study**
 - **Lake Trafford from SR29 (15th St.) to Ann Olesky Park & a portion of Carson Road**
- **Main Street Corridor Streetscape**
 - **SR29 (Main Street) from 9th Street to E 2nd Street**
- **Monument – Welcome Sign**
 - **Panther Crossing – SR29**
- **CRA owned property**
 - **107 South 9th Street**
- **Historic Cemetery Preservation**
 - **815 West Main Street**

Other Projects of Interest

- **Immokalee Complete Streets**
 - **Transportation Investment Generation Economic Recovery (TIGER) Grant**
- **SR 29 Bypass Loop Road**

Immokalee Sidewalk Phase III

Eustis Avenue & West Delaware

Project #: 33873-01
Grant #B-22-CP-FL-0233
Project Sponsor: Immokalee CRA
Project Manager: Yvonne Blair

Project Scope: A comprehensive sidewalk plan for the southern area of the Immokalee Community. Consists of 6' wide concrete sidewalks as well as drainage improvements along Eustis Avenue and W. Delaware Avenue from S 5th Street to S 1st Street (approximately 2,500 linear feet).

Design Budget: \$114,763 MSTU Funds

Construction Costs: 100% cost estimate \$1,007,822.50

Total Estimated: \$1.4M

Federal Appropriations Funds (Estimated): \$987,000

Architect/Engineer: Agnoli, Barber & Brundage (ABB)

Stop Work 9/15/22 with 145 remaining days. Resume after the solicitation of a contractor.

Owner's Representative (CEI): Total Municipal Solutions, stop work notice 4/20/23 with 250 remaining days.

CEI Budget: \$101,215.60 CRA Funds

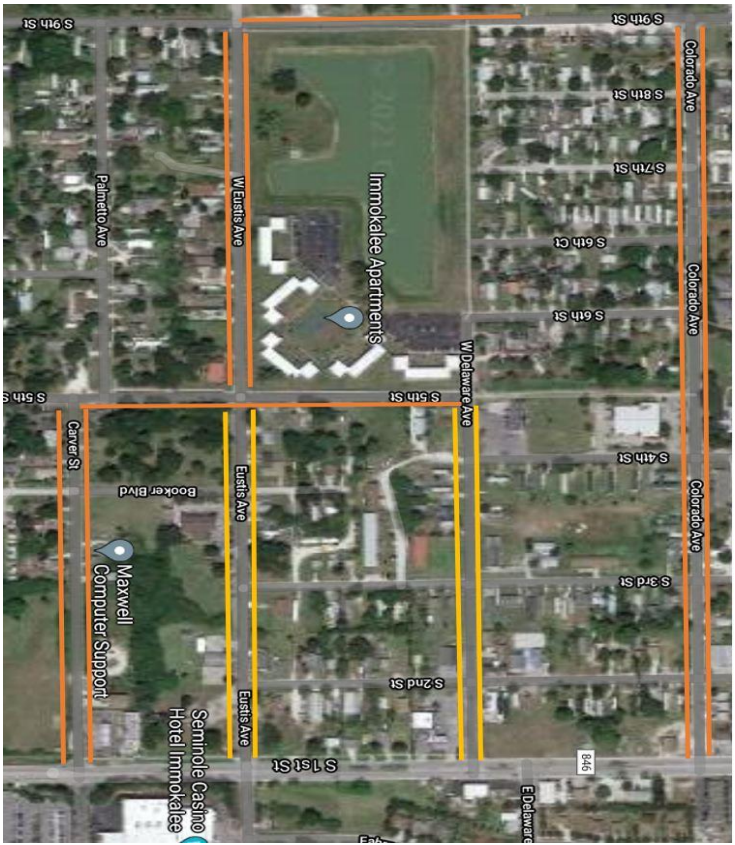
General Contractor: TBD

BCC Board Date: TBD

Notice to Proceed Date: 08.16.2021 Design

Estimated Substantial Completion Date: Q1 CY 2025

DESCRIPTION OF WORK	% COMPLETE
Procurement	15%
Design	100%
Construction	0%



Yellow - Proposed Phase 3
 Orange - Phase 1 and 2 (completed in 2018 and 2021)

Milestones/Challenges To Date: 12/05/2023

- Notices (Findings of No Significant Impact & Request for Release of Funds) were published on 8/22 with 15-day public comment period..
- 9/27 CRA & MSTU Advisory Boards authorized a cost share for gap funding estimated expenses of \$245,100. 11/14 BCC Agenda #16L1 was approved for the Chairman's execution of the Grant Agreement. 11/16 Clerk sent Agreement to HUD for execution.
- 11/27 CHS Director approved the 5-Step Process prepared by Tetra Tech regarding the affect of any floodplain. 11/28 Staff resubmitted the Affidavit of Publication and Standard Form 7015.15 to OMB for review for the County Manager's execution and for the submittal to HUD's Field Officer in Miami, FL.
- 11/29 Staff sent HUD the Direct Deposit documentation and awaiting receipt of the fully executed Grant Agreement. Staff preparing Solicitation Worksheet for Construction Bids.
- 12/5 Staff confirmed the Buy America Build America Act does not apply to FY22 CPF Grants.

First Street Corridor Pedestrian Safety Improvements

South 1st Street From Main Street to School Road/Seminole Crossing Trail

Project #:33831-01

Project Sponsor: Immokalee MSTU

Project Manager: Yvonne Blair

Project Scope: In 2021 Q Grady Minor (QGM) provided a Conceptual Plan Report that recommended the installation of rectangular rapid beacons at three crosswalks and 11 additional Collier County Traffic Operations light poles for pedestrian safety. Staff applied for a \$250,000 Community Development Block Grant for the design of the lighting and safety improvement plans.

CHS CDBG Grant #CD22-03-IMM (Design Only)

Design Budget: \$189,990 CDBG Funds

Design Proposal: Kisinger, Campos & Associates (KCA)

CDBG Design Funds End: 04.30.2024

Construction Budget: \$850,000 (2023 updated to 1M)

CRA & MSTU Funds/apply for Grant in 2024

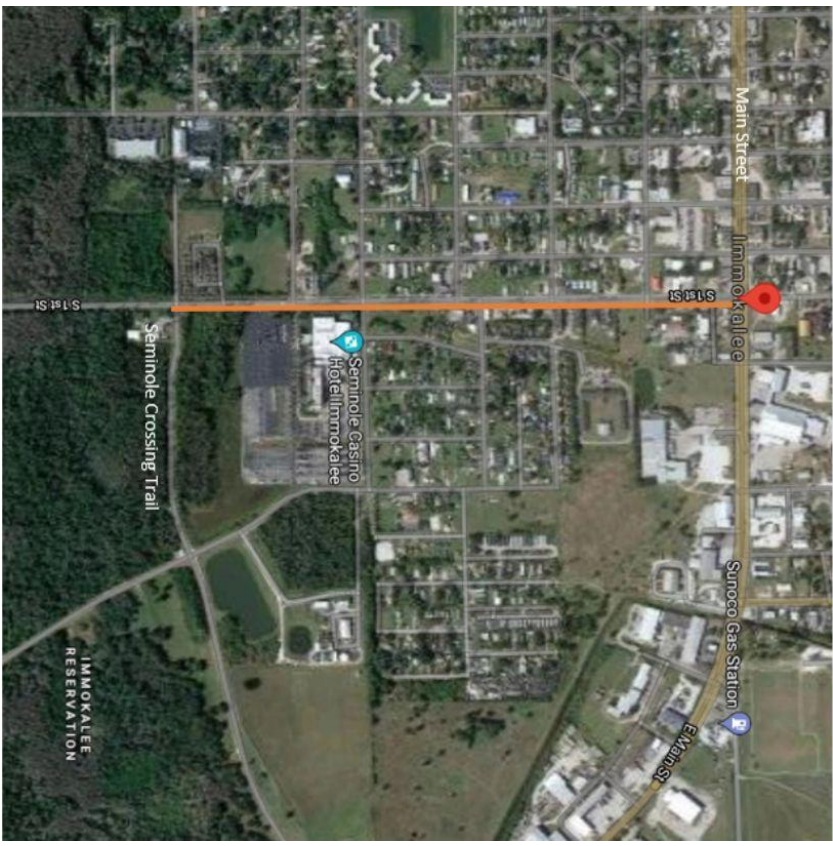
Architect/Engineer: KCA

General Contractor: TBD

Notice to Proceed Date: TBD

Estimated Substantial Completion Date: Design is targeted for completion Q1 CY 24, leading to construction in Q4 CY 24 and completion in 2025.

DESCRIPTION OF WORK	% COMPLETE
Procurement	100%
Design	25%
Construction	0%



Milestones/Challenges To Date: 12/05/2023

- Subrecipient Agreement & Budget Amendment was approved by BCC's 9/13/22 Consent Agenda for \$250,000 CDBG Grant Agreement for the design project.
- Using engineering rotation, KCA was selected for the design of the project. Issued a NTP with PO for \$189,990 on 7/20/23 with a commencement date of 7/21/23.
- Surveyor completed survey field work 9/15/23. 30% plans are due early December and will reflect enhanced lighting at the pedestrian crosswalks as requested by Staff on 11/21/23.
- Staff to provide draft grant scope for construction to the Advisory Committees for 2024 Grant Application. KCA to complete 60% Design Plans for construction for next grant cycle application (2024).
- Pay Request #14 drafted for upload into Neighborly after CRA & OMB approvals.

Lake Trafford Road Corridor Lighting Study

Lake Trafford from SR29 (15th St.) to Ann Olesky Park & a portion of Carson Road

Project #: 1026-138346-50246.2 (CRA)
1629-162524-631400 (MSTU)

Project Sponsor: Immokalee MSTU
Project Manager: Yvonne Blair

Project Scope: Complete a lighting justification study to determine lighting requirements along Lake Trafford Road utilizing LCEC equipment and complete required survey of the corridor. The project will be completed in phases in coordination with the Transportation Division's project consisting of bike lanes and drainage improvements on both sides of Lake Trafford from Little League Road and Laurel Street.

Design Budget: \$149,930 MSTU Funds/\$100,000 CRA

Construction Budget (Estimate): \$2,500,000 – contingent on type of pole and partnership with LCEC.

Funding: CRA & MSTU Funds and Grants

Architect/Engineer: Jacobs Engineering (Jacobs)

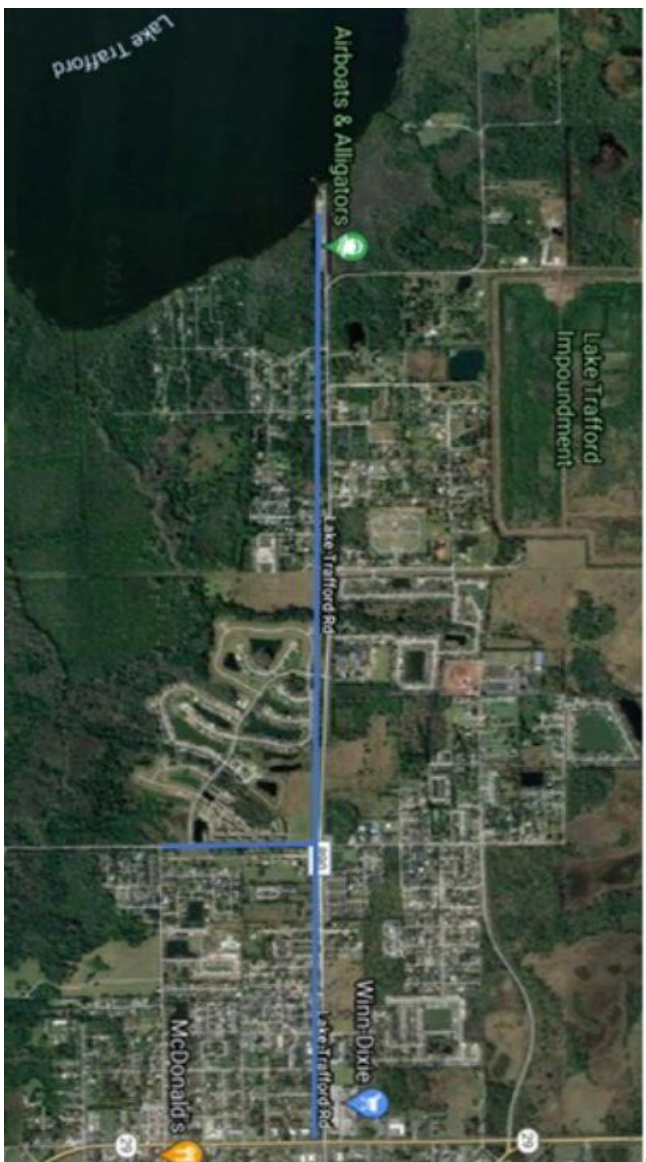
Owner's Representative (CEI): TBD

General Contractor: TBD

Notice to Proceed Date: 05/02/23

Estimated Substantial Completion Date: 05/01/24

DESCRIPTION OF WORK	% COMPLETE
Procurement	100%
Design	30%
Construction	0%



Milestones/Challenges To Date: 12/05/2023

- A Work Order was finalized on 3/6 with Jacobs to perform a lighting study and prepare the construction plans to be utilized by LCEC and provide limited Subsurface Utility Engineering (SUE) along lighting corridor to identify underground utilities.
- On 5/1/23 a NTP with a PO in the amount of \$249,930 was issued for Jacobs to commence on 5/2/23. Topographic design surveys were completed 8/11/23.
- 10/16/23 Jacobs coordinated with LCEC.
- Task 1 – 11/7 Jacobs provided the 30% Lighting Study Analysis Report.
- 11/28 Staff drafted a Summary of Poles Spreadsheet and sent it with the Report to County Staff and IWSD for review with comments due 12/8.
- Task 2 – Final Design due 3/1/24.

Main Street Corridor Streetscape

SR29 (Main Street) from 9th Street to E 2nd Street

Project #: 1629-162524-631400
Sponsor: Immokalee MSTU
Project Manager: Yvonne Blair

Project Scope: Johnson Engineering (Johnson) had been selected as the Consultant to prepare a Proposal for the design improvements to the streetscape of Main Street Corridor (.61 miles). The project consists of design services, permitting, and construction oversight for streetscape enhancements.

Design Budget: \$212,598 MSTU Funds
Construction Budget (Estimated): \$2,500,000 CRA & MSTU Funds

Architect/Engineer: Johnson Engineering (Johnson)

Design Notice to Proceed Date: 9.1.22
Final Design 100% Plans: Stop Work Notice Issued 9.27.23.
Construction Completion Date: Project on hold.

DESCRIPTION OF WORK	% COMPLETE
Procurement	100%
Design	60%
Construction	0%



Milestones/Challenges to date: 12/05/2023 - On Hold

- A NTP was issued to Johnson with a commencement date of 9/1/22. Kick-Off and Site Visit Meeting held on 9/26/22 with Johnson's design team and CRA Staff.
- Johnson's design team conducted Public Meeting #1 11/16/22, Public Meeting #2 on 2/15/23, & Public Meeting #3 on 3/15/23.
- On 6/1/23 Johnson provided preliminary hardscape plans to CRA staff.
- Pre-App with FDOT on 7/18/23.
- An on-site meeting was held on Main Street with Johnson on 7/26/23 with a detailed follow up email to Johnson with questions and concerns for improvements to the corridor.
- On 8/31/23 Johnson provided a Cost Estimate of \$1,945,440.83.
- On 9/27/23 the CRA & MSTU Advisory Boards authorized Staff to put Johnson Engineering on hold until the evaluation of the SR29 Loop Road project is defined & the future conveyance of Main St. to County is investigated. A new scope of Main Street shall enhance features for a pedestrian friendly downtown streetscape.
- A Stop Work Notice was issued to Johnson on 9/28/23 with 213 remaining days.

Monument – Welcome Sign

Panther Crossing – SR29

Project #: 1629-162524-631400
Project Address: 1620 SR29, Immokalee 34142
Project Sponsor: Immokalee MSTU
Project Manager: Yvonne Blair

Project Scope: Project will provide the third and final gateway welcome sign for the community of Immokalee on SR 29 at the Panther's Crossing/Farm Worker's Village.

Design Budget: \$12,817 MSTU Funds
Construction Budget (Estimated): \$168,500 MSTU Funds

Design-Build Contractor: Q. Grady Minor (QGM)
Notice to Proceed Date: 08.04.22 & on Stop Order
Completion of Design Plans: 2/14/23 per pre-bid mtg changes

CO#1 10.18.22 - Additional 30 days & \$2,622 was required due to no water at location & needing a FDOT direction bore permit.
CO#2 11.17.22 – Additional 90 days required is delay receiving FDOT directional bore utility permit.
Stop Order 1.19.23, 2.15.23, 4/27 & 6/13 w/ 38 days remaining.
Estimated Final Completion Date: 11.13.23

DESCRIPTION OF WORK	% COMPLETE
Procurement	100%
Design - Rework	100%
Construction	99%



Milestones/Challenges To Date: 12/05/23

- On 12/21/22 received FDOT Utility Permit and QGM final plans on 1/17/23. On 3/22/23 sent PO (\$168,500) to Vetor Contracting of the Small GCs Contract.
- On 5/4/23 the directional bore under SR29 was completed. Construction commenced on 6/14/23. Mural painted 7/8-12. The letters for the sign were installed 7/28/23. Contractor completed power post 8/1/23; and water lines, rip rap and electrical meter main inspection completed on 8/17/23.
- LCEC was notified 8/17/23 of the inspection approval to schedule the installation of power loop and transformer. On 10/17/23 LCEC installed the pole for power hook up & completed 11/9.
- 10/23/23 Jack Whittaker with Vetor was assigned as the new Project Manager.
- IWSD approved the certified backflow test on 11/13. 11/28 Staff authorized Additional Services for \$4,500 for the completion of the work.
- 11/28 Start Work Notice sent to QGM for Walk-Through Inspection on 12/1 with Vetor and CRA. QGM provide a 7-item punch list. Vetor is extending the permit which expires 12/25 to complete the punch list. The final inspection will follow.

District #: 5

Project #: Ninth Street Parcel – (formally owned by CRA)

Project Sponsor: Immokalee CRA

Project Manager: Gregory J. Oravec

Monitoring Project for Community's Awareness

Project Scope: In May 2021, Catholic Charities submitted a Letter of Intent (LOI) and draft concept plan to purchase the CRA property to complete the assembly of appx. 7 acres at the corner of Ninth Street and Main Street in downtown Immokalee. The concept plan includes a mix of uses including urgent care facility, improved social services, community meeting room, administrative offices, retail space and affordable housing. Folio # 012228400009, 1.96 Ac., Zoning RMF-6 with C-4 MSOSD.
Property closed on 8/29/23.

Architect/Engineer: TBD

Construction Manager: TBD

Buyer: Catholic Charities Diocese of Venice, Inc. (Catholic Charities)

Buyer's Representative: Eduardo (Eddie) Gloria, CEO

BCC Approval Date: April 11, 2023

Estimated Substantial Completion Date: TBD

Final Completion Date: TBD

DESCRIPTION OF WORK	% COMPLETE
Procurement	0%
Design	0%
Construction	0%



Milestones/Challenges To Date: 12/05/2023 – No Update

- On 07/12/22 the BCC/CRA accepted the 03/23/22 Letter of Intent submitted by Catholic Charities and directed staff to negotiate a Purchase Agreement.
- On 4/11/23 BCC/CRA approved Purchase Agreement with a Sales Price of \$600,000 plus closing costs. Transaction closed on 8/29/23. Deed recorded at OR Book 6282, Page 2959. Post-closing milestones:
- Within 180 days of closing (2/25/24), Catholic Charities will file an application for Rezone which includes a Catholic Community Center, Catholic Clinic with related medical offices, and/or retail/commercial space on the property in accordance with the Conceptual Plan (Exhibit B of the Purchase Agreement).
- Within 6 years of approval of rezone application & adoption of the rezone ordinance, Catholic Charities must have substantial completion of project.
- If Purchaser fails to meet the timelines including extensions, a reverter clause may be applied with written notice. 11/22 Staff received an updated rendering.

Historic Cemetery Preservation

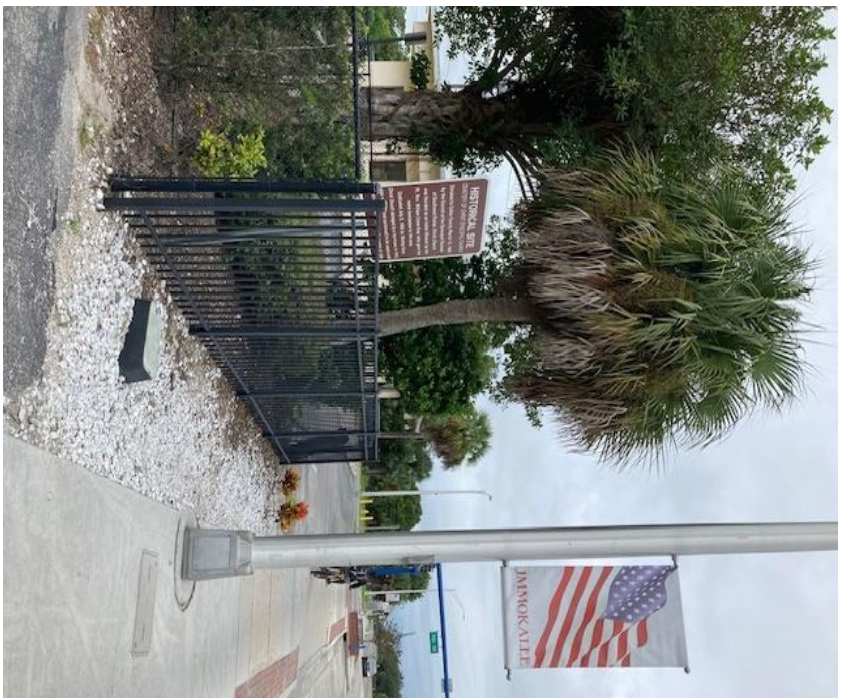
815 West Main Street, PID 00127320003, 0.06 Ac +/-

District #: 5
 Project #:
 Project Sponsor: ICRA & IMSTU
 Project Manager: TBD

Project Scope: Staff to proceed with the maintenance and restoration of the Historic Cemetery. An appropriate roadmap that defines vision, destinations and outcomes will be drafted to map out both maintenance and restoration milestones and budget(s).

Maintenance Budget: TBD
Restoration Budget: TBD
Team/Partners: TBD
Construction Manager: TBD
Landscaping Maintenance: A&M Property Maintenance LLC
BCC Approval Date: TBD
Estimated Substantial Completion Date: 2025

DESCRIPTION OF WORK	% COMPLETE
Procurement	0%
Design	0%
Construction	0%



Milestones/Challenges To Date: 12/05/2023

- 10/11/23 Staff emailed Helen Midney with Roberts Ranch Museum for cemetery restrictions; and she provided NPS's web links.
- 10/18/23 the ICEA & IMSTU Advisory Committees reviewed a proposed 5-year plan and approved (1) clean up perimeter, (2) establish Team/partnerships with A&M, Seminole, BCC Liaison, and Museum, (3) price all tasks, and (4) do exterior tasks in Year 1.
- 10/23 Staff met with A&M to initiate plans for a roadmap of task; and Staff sent A&M RFQ. Existing irrigation lines from median to cemetery are being investigated to determinable if operational. 10/24 emailed RPMD a request for a survey.
- 11/29 Staff communicated with Jennifer Wolfe, Preservation Planning Specialist with PDP Architects, Mike Cosden, President of FL Trust for Historic Preservation and Natalie De La Torre Salas, Public Archaeology Coordinator SW Region FL Public Archaeology Network (FPAN). Need boundaries, ID interred/descendants, Management Plan & Training.

Transportation Investment Generation Economic Recovery

District #: 5
Project #: 33563

Project Sponsor: BCC

Project Manager: Michael Tisch, Transportation Engineering

Monitoring Project for Community's Awareness

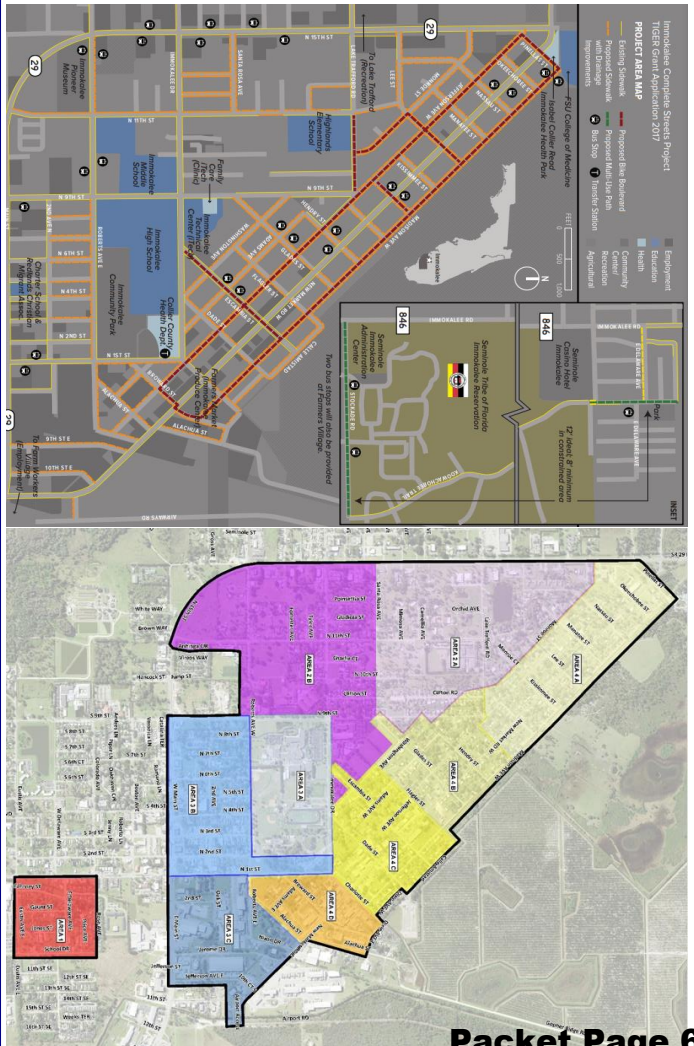
Project Website: <https://immokaleecompletestreets.com>

Project Scope: This project includes design and construction of 20 miles of concrete sidewalks, a boulevard network, shared-use path, streetlights, bus shelters, a new transit center and landscaping. Five corridors and 38 intersections were recommended for lighting. The Immokalee MSTU will be funding the streetlight electric bill after the completion of the project.

Construction Budget: \$22,869,280 Funding sources: FHWA grant funds (\$13,132,691) & County match funds (\$9,736,589)
Architect/Engineer: Q Grady Minor PA
Construction Manager: Quality Enterprises USA
Owner's Representative (CEI): Kisinger Campo & Associates
Contact Info: Cella Molnar & Associates
<https://immokaleecompletestreets.com/contact-2/>

BCC Approval Date: 02.08.22
Estimated Substantial Completion Date: Mid 2024

Procurement	100%
Design	75%
Construction	17%



Milestones/Challenges To Date: 12/05/2023

- Area 1 – Contractor is continuing construction in Area 1.
- Areas 2A & 2B - The Contractor is continuing work in Areas 2A and 2B
- Areas 3A, 3B & 3C – Contractor completed sidewalks in Area 3A, which is the concrete sidewalk abutting Immokalee HS. Areas 3B & 3C plans are complete and the County Contractor is beginning to procure the drainage infrastructure that is necessary for the improvements.
- Area 4 – Contractor submitted Areas 4A & 4D 90% plans to the County for review. The 90% plans for Areas 4B & 4C were submitted to the County for review on 11/10.
- Area 5 – Contractor is preparing Area 5 60% plans showing the revised trail alignment & will be submitting plans to the County for Review.
- Bus Transfer Station – Construction has commenced.
- Continuous Street Lighting – LCEC is in the process of procuring the materials.
- Johnson Engineering preparing map of light pole locations that will identify entity (LCEC, County, or MSTU) who owns pole and determine utility expenses (no maintenance expenses to poles) to finalize Executive Summary for the Agreement.
- On 9/27 MSTU Advisory Board authorized to pay the annual utility expenses (estimated \$100,000) for 406 TIGER light poles.

SR 29 Bypass Loop Road

SR 29 from CR846 E. to North of New Market Road N

District #: 5
 Project #: 417540-5

Project Sponsor: FDOT

Project Manager: Sean Pugh, P.E., Design Project Manager

Monitoring Project for Community's Awareness

Project Website: <https://www.swflroads.com/project/417540-5>

Project Scope: The intent of the bypass is to remove much of the truck traffic from SR29 through Immokalee on Main Street and New Market Road West where the western position of that street is primarily residential. The loop road interconnects on Airport Access Road and Alachua Street will provide direct access from the loop road to intensive industrial, grower, packing and shipping districts along New Market Road.

Construction Budget: Estimated 85 M

Architect/Engineer: TBD

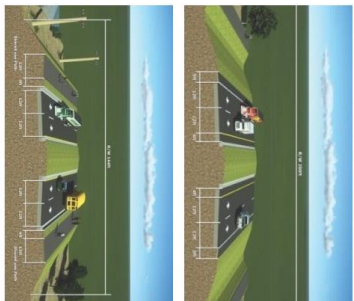
Construction Manager: TBD

Owner's Representative (CEI): TBD

BCC Approval Date: TBD

Estimated Substantial Completion Date: 2032

DESCRIPTION OF WORK	% COMPLETE
Procurement	100%
Design	15%
Construction	0%



Milestones/Challenges To Date: 12/05/2023 - No Update

- The FL Legislature approved a \$4B budget for the "Moving Florida Forward" Project. FDOT announced on 9/26/23 the Loop Road Project is slated to begin Spring 2027 on SR29 from CR 846 east to New Market Road. This project will construct a new alignment of SR29 as a 4-lane divided roadway to serve as a loop around downtown Immokalee area. The design will have four 12' travel lanes with curb and gutter on both sides, a 22' median, & 12' shared-use paths on both sides for the first mile. For the remainder of the project the design will have a 30' median and outside paved shoulders and 12' shared-use paths on both sides. The project also includes drainage improvements along the entire length of the corridor.

Project Manager Field Observations November 13, 2023.

A recap of MSTU Walking Tour on November 13, 2023, with Attendees: Armando Yzaguirre, Andrea Halman, Christie Betancourt, and Yvonne Blair.

MSTU Walking Tours: The MSTU Walking Tour is scheduled on the second Monday of each month at 9AM - 10 A.M. meeting at the Zocalo Plaza. The Board and the Public are invited to attend.



November 2023 Overview:

Beautification Area Improvements:

1) *First Street Zocalo Plaza/Landscape Maintenance*

A&M: A&M Property Maintenance (A&M) is providing short term services at Zocalo until an Invitation to Bid is processed and awarded for Zocalo's future maintenance. A&M is cleaning and maintaining the landscaping according to their schedule and their work continues to be satisfactory.



11.13.23 Zocalo Plaza lanscape maintence is satisfactory

A few repairs were identified at Zocalo Plaza and are being addressed. A&M will be replacing the one cracked paver and will pressure wash the stage floor. On Nobember 14th a Work

Order was submitted to Facilities Management to repair the water fountain that is not draining.



11.13.23 cracked paver and non-draining water fountain are being repaired

The bicycle and pineapple bike racks are being utilized.



11.13.23 bike racks at Zocalo Plaza

2) *Improvements on Main Street Project:* Main Street between 1st and 9th

A&M: A&M is cleaning the streets according to their schedule and their work continues to be satisfactory. They pressure wash the sidewalk areas on W. Main Street between 1st Street – 9th Street on a quarterly basis.

Main Street:

The homeless continue to be present on Main Street. There was excessive trash on Main Street between N 1 St to N 3rd St the morning of November 13th and A&M modified their schedule to pick up the trash a day earlier to clear Main Street of trash.



11.13.23 Homeless population on Main Street



11.13.23 Main St

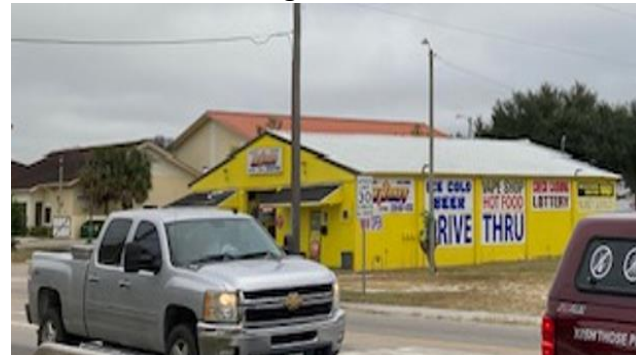


The medians need mulch and a Purchase Order in the amount of \$3,301.92 was processed for the delivery of red mulch by SiteOne Landscape Supply to A&M on 11/17 for installation.

Temporary signs are being displayed on the sides of buildings on Main Street and N 1st Street.



11.13.23 Main Street



11.13.23 N 1st Street

Cemetery:

As of 8.13.23, A&M assumed the maintenance of the cemetery under their new MSTU Landscape Contract #23-8084. Staff drafted a scope for a plan for the preservation of the historical cemetery. The primary objective of this plan is to prioritize the work and features needed to upgrade the existing condition of the site and complete an assessment of the irrigation. The tasks include repairs to the signage and gate, installation of proper vegetation along the right-of-way, repair the chain linked fence, paint the decorative fence, assess gravesite condition and cleaning of headstones in the gentlest manner possible. A&M is to provide a quote after determining the condition of the water line from the median in the ROW to the cemetery. Staff trying to locate a survey for the cemetery.

While the MSTU is managing the maintenance of the cemetery, the Museum and the Tribe will take the lead on the research to determine the number of individuals interred there and the identity of the individuals.



11.13.23 Historical Cemetery's fence maintenance and repairs

Triangle:

Staff continues to partner with the Naples Botanical Gardens and A&M for the recommendation of landscape improvements to the Triangle Welcome Sign.

Upcoming Community Events

Updated 12/04/2023

Immokalee Water and Sewer Board of Commissioners Meeting

Date: 12/13/2023 at 3:30 p.m.

Location: Immokalee Water and Sewer District

1020 Sanitation Road., Immokalee, FL 34142

For more information call: 239.658.3630

Cowboy Christmas

Date: 12/16/2023 from 10 a.m. - 2:00 p.m.

Location: Immokalee Pioneer Museum at Roberts Ranch

1215 Roberts Ave W., Immokalee, FL 34142

Tourist Development Council Meeting

Date: 12/18/2023 at 9:00 a.m.

Location: Board of County Commissioners Chambers, 3rd floor, Collier County Government Center / Live TV
3299 Tamiami Trail E., Naples, FL 34112

Live online: <http://tv.colliergov.net/CablecastPublicSite/>

Immokalee Fire Control District – Board of Fire Commissioners Meeting

Date: 12/21/2023 at 3:00 p.m.

Location: IFCD Headquarters (Fire Station 32) / Live Online

5368 Useppa Drive, Ave Maria, FL 34142

For more information contact Joshua Bauer at 239.657.2111

Live Online: <https://immfire.com/live/0>

Board of County Commissioners

Date: 01/09/2023 at 9:00 a.m.

Location: Board of County Commissioners Chambers, 3rd floor, Collier County Government Center
3299 Tamiami Trail E. , Naples, FL 34112

Live Online: <http://tv.colliergov.net/CablecastPublicSite/>

Immokalee Interagency Council Meeting

Date: 01/10/2024 from 11:30 a.m. – 1:00 p.m.

Location: CareerSource Center

750 South 5th ST., Immokalee, FL 34142

Tourist Development Council Meeting

Date: 01/16/2024 at 9:00 a.m.

Location: Board of County Commissioners Chambers, 3rd floor, Collier County Government Center / Live TV
3299 Tamiami Trail E., Naples, FL 34112

Live online: <http://tv.colliergov.net/CablecastPublicSite/>

Collier County Public School Board Meeting

Date: 01/16/2024 at 4:30 p.m.

Location: Dr. Martin Luther King Jr. Administrative Center / Live Online
5775 Osceola Trail., Naples, FL 34109

Live Online: <https://www.collierschools.com/educationlive>

Collier County Parks & Recreation Advisory Board Meeting (PARAB)

Date: 01/17/2024 at 2:00 p.m.

Location: North Collier Regional Park / Hybrid Remote Zoom
15000 Livingston Road., Naples, FL 34109

For more information call 239.252.4000

Join Zoom Meeting

<https://us02web.zoom.us/j/85487046953?pwd=dDdxQjQydTBTMUxhRGt3MjFwTVN3dz09>

Immokalee Water and Sewer Board of Commissioners Meeting

Date: 01/17/2024 at 3:30 p.m.

Location: Immokalee Water and Sewer District
1020 Sanitation Road., Immokalee, FL 34142

For more information call: 239.658.3630

Immokalee Fire Control District – Board of Fire Commissioners Meeting

Date: 01/18/2024 at 3:00 p.m.

Location: IFCD Headquarters (Fire Station 32) / Live Online
5368 Useppa Drive, Ave Maria, FL 34142

For more information contact Joshua Bauer at 239.657.2111

Live Online: <https://immfire.com/live/0>

Board of County Commissioners

Date: 01/23/2024 at 9:00 a.m.

Location: Board of County Commissioners Chambers, 3rd floor, Collier County Government Center
3299 Tamiami Trail E., Naples, FL 34112

Live Online: <http://tv.colliergov.net/CablecastPublicSite/>

If you have a community event you would like us to add to the list or a correction that needs to be made, please send to Yuridia.Zaragoza@colliercountyfl.gov or call at 239-867-0025

A&M PROPERTY MAINTENANCE, LLC
 Immokalee MSTU - Landscape Maintenance (#23-8084)

Month of: November 2023

WORK AREA 1: State Highway 29 (Main Street) between Hancock Street and 13th Street.						
Item	Description	Service #1	Service #2	Service #3	Service #4	Service #5
1	Pre-Service Cleaning	11/2/23	11/9/23	11/16/23	11/23/23	n/a
2	Mowing & Edging - Multiple Medians	11/2/23	11/9/23	11/16/23	11/23/23	n/a
3	Mowing & Edging - Side ROW's, (1) Commercial Mower Pass	11/2/23	11/9/23	11/16/23	11/23/23	n/a
4	Weeding - Medians - Hand & Chemical	11/2/23	11/9/23	11/16/23	11/23/23	n/a
5	General Site Trimming & Pruning - Medians	11/3/23	n/a	n/a	n/a	n/a
6	Post-Service Cleaning - All Areas	11/2/23	11/9/23	11/16/23	11/23/23	n/a
7	Post-Service Cleaning - Bulbout Gutter Channel Drains Pressured Wash	n/a	n/a	11/16/23	n/a	n/a
8	Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
9	Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
10	Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
11	Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
12	Turf: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
13	Irrigation System Inspection & Wet-Check	11/4/23	11/11/23	11/18/23	11/25/23	n/a

WORK AREA 2: County Road 846 (S 1st Street) between State Highway 29 and Carver Street, including the Welcome Sign area (S 1st Street/Eustis Avenue) and the "Triangle Area" (median and ROW sides at the intersection of State Highway 29, New Market Road and Westclox Road; including the Welcome Sign area).

Item	Description	Service #1	Service #2	Service #3	Service #4	Service #5
14	Pre-Service Cleaning	11/2/23	11/9/23	11/16/23	11/23/23	n/a
15	Mowing & Edging - Multiple Medians	11/2/23	n/a	11/16/23	11/23/23	n/a
16	Mowing & Edging - Side ROW's, (1) Commercial Mower Pass	11/2/23	n/a	11/16/23	11/23/23	n/a
17	Weeding - Medians - Hand & Chemical	11/2/23	11/9/23	11/16/23	11/23/23	n/a
18	General Site Trimming & Pruning	11/3/23	n/a	n/a	n/a	n/a
19	Post-Service Cleaning - All Areas	11/2/23	11/9/23	11/16/23	11/23/23	n/a
20	Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
21	Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
22	Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
23	Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
24	Turf: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a	n/a	n/a	n/a
25	Irrigation System Inspection & Wet-Check	11/4/23	11/11/23	11/18/23	11/25/23	n/a

WORK AREA 3: One (1) proposed Welcome Sign on State Highway 29 at the Farm Worker's Village containing approximately 384 square feet.

Item	Description	Service #1	Service #2	Service #3	Service #4	Service #5
26	Pre-Service Cleaning	n/a	n/a	n/a	n/a	n/a
27	Mowing & Edging - (No Medians)	n/a	n/a	n/a	n/a	n/a
28	Mowing & Edging - North Side ROW, (1) Commercial Mower Pass (Biweekly)	n/a	n/a	n/a	n/a	n/a
29	Weeding - Hand & Chemical	n/a	n/a	n/a	n/a	n/a
30	General Site Trimming & Pruning (Biweekly)	n/a	n/a	n/a	n/a	n/a
31	Post-Service Cleaning - All Areas	n/a	n/a	n/a	n/a	n/a
32	Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
33	Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
34	Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
35	Turf: Insecticides & Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
36	Turf: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
37	Irrigation System Inspection & Wet-Check	n/a	n/a	n/a	n/a	n/a

WORK AREA 4: One historical cemetery on State Highway 29 at 815 West Main St.

Item	Description	Service #1	Service #2	Service #3	Service #4	Service #5
38	Pre-Service Cleaning	11/4/23	11/11/23	11/18/23	11/25/23	n/a
39	Mowing & Edging - (No Medians)	11/4/23	11/11/23	11/18/23	11/25/23	n/a
40	Weeding - Hand & Chemical	11/4/23	11/11/23	11/18/23	11/25/23	n/a
41	General Site Trimming & Pruning	11/4/23	n/a	n/a	n/a	n/a
42	Post-Service Cleaning - All Areas	11/4/23	11/11/23	11/18/23	11/25/23	n/a
43	Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
44	Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
45	Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
46	Turf: Insecticides & Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
47	Turf: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
48	Irrigation System Inspection & Wet-Check	n/a	n/a	n/a	n/a	n/a

M. ADDITIONAL SERVICES FOR WORK AREAS

Item	Description	Service #1	Service #2	Service #3	Service #3	Service #3
64	Virginia Live Oak	n/a	n/a	11/18/23	n/a	n/a
65	Dwarf Jatropha	n/a	n/a	11/18/23	n/a	n/a
66	East Palatka Holly	n/a	n/a	11/18/23	n/a	n/a
67	Floss Silk Trees	n/a	n/a	11/18/23	n/a	n/a
68	Hong Kong Orchid	n/a	n/a	11/18/23	n/a	n/a
69	Hopi Crape Myrtle	n/a	n/a	11/18/23	n/a	n/a
70	Alexander Palm	n/a	n/a	11/18/23	n/a	n/a
71	Paurotis / Everglades Palm	n/a	n/a	11/18/23	n/a	n/a
72	Foxtail Palm	n/a	n/a	11/18/23	n/a	n/a
73	Sabal Palm / Cabbage Palm	n/a	n/a	11/18/23	n/a	n/a
76	Application labor-only rate (County supplied mulch)	n/a	n/a	n/a	n/a	11/28/23
82	Seasonal Banner and Holiday Decoration	n/a	n/a	n/a	11/25/23	n/a

INCIDENTAL WORK COMPLETED & SUBMITTED FOR PAYMENT		APPROVED ESTIMATES- IN PROGRESS			
INV#MMINC-175, EST #1461- Decoration Inspections-\$600.00					
INV#MMINC-176, EST #1462- Install Brackets on Poles-\$1,200.00					
		ESTIMATES PENDING APPROVAL			
		EST#C-1458	Cemetery	Comprehensive Repairs	\$ 8,595.50
		EST#1465	Poles	Pipes to hold banners	\$ 13,275.00

ZOCALO PLAZA SHORT TERM LANDSCAPING AND IRRIGATION MAINTENANCE

Work Area- Zocalo Plaza, 107 N 1st Street, Immokalee, FL

A. ROUTINE MAINTENANCE		SERVICE-1	SERVICE-2	SERVICE-3	SERVICE-4	SERVICE-5
1	Mowing & Edging	11/1/23	n/a	11/15/23	n/a	11/29/23
2	Weeding	11/1/23	11/8/23	11/15/23	11/22/23	11/29/23
3	General Site Pruning (every 4 weeks)	n/a	10/11/23	n/a	n/a	n/a
4	Trash Removal	11/2/04	11/6, 11/9-11	11/13, 11/16-18	1/20,22, 11/24-2	11/27, 11/30
5	Air blow crushed shell	11/1/23	11/8/23	11/15/23	11/22/23	11/29/23
6	Pressure Clean Brick Pavers	n/a	n/a	n/a	11/25/23	n/a
9	Irrigation System Inspection & Wet-Check	n/a	n/a	n/a	11/22/23	n/a

A&M PROPERTY MAINTENANCE, LLC
Immokalee MSTU- Landscape Maintenance (#23-8084)

Month of: December 2023

Week Ending

WORK AREA 1: State Highway 29 (Main Street) between Hancock Street and 13th Street.		12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
Item	Description					
1	Pre-Service Cleaning	n/a	12/7/23	12/14/23	12/21/23	12/28/23
2	Mowing & Edging - Multiple Medians	n/a	12/7/23	n/a	12/21/23	n/a
3	Mowing & Edging - Side ROW's, (1) Commercial Mower Pass	n/a	12/7/23	n/a	12/21/23	n/a
4	Weeding - Medians - Hand & Chemical	n/a	12/7/23	n/a	12/21/23	n/a
5	General Site Trimming & Pruning - Medians	12/1/23	n/a	n/a	n/a	n/a
6	Post-Service Cleaning - All Areas	12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
7	Post-Service Cleaning - Bulbout Gutter Channel Drains Pressured Wash	n/a	n/a	12/14/23	n/a	n/a
8	Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
9	Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
10	Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
11	Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
12	Turf: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
13	Irrigation System Inspection & Wet-Check	12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
WORK AREA 2: County Road 846 (S 1st Street) between State Highway 29 and Carver Street, including the Welcome Sign area (S 1st Street/Eustis Avenue) and the "Triangle Area" (median and ROW sides at the intersection of State Highway 29, New Market Road and Westclox Road; including the Welcome Sign area).		12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
Item	Description					
14	Pre-Service Cleaning	n/a	12/7/23	12/14/23	12/21/23	12/28/23
15	Mowing & Edging - Multiple Medians	n/a	12/7/23	n/a	12/21/23	n/a
16	Mowing & Edging - Side ROW's, (1) Commercial Mower Pass	n/a	12/7/23	n/a	12/21/23	n/a
17	Weeding - Medians - Hand & Chemical	n/a	12/7/23	12/14/23	12/21/23	12/28/23
18	General Site Trimming & Pruning -	12/1/23	n/a	n/a	n/a	n/a
19	Post-Service Cleaning - All Areas	12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
20	Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
21	Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
22	Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
23	Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
24	Turf: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a	12/14/23	n/a	n/a
25	Irrigation System Inspection & Wet-Check	12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
WORK AREA 3: One (1) proposed Welcome Sign on State Highway 29 at the Farm Worker's Village containing approximately 384 square feet.		12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
Item	Description					
26	Pre-Service Cleaning	n/a	n/a	n/a	n/a	n/a
27	Mowing & Edging - (No Medians)	n/a	n/a	n/a	n/a	n/a
28	Mowing & Edging - North Side ROW, (1) Commercial Mower Pass	n/a	n/a	n/a	n/a	n/a
29	Weeding - Hand & Chemical	n/a	n/a	n/a	n/a	n/a
30	General Site Trimming & Pruning	n/a	n/a	n/a	n/a	n/a
31	Post-Service Cleaning - All Areas	n/a	n/a	n/a	n/a	n/a
32	Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
33	Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
34	Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
35	Turf: Insecticides & Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
36	Turf: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
37	Irrigation System Inspection & Wet-Check	n/a	n/a	n/a	n/a	n/a
WORK AREA 4: One historical cemetery on State Highway 29 at 815 West Main St.		12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
Item	Description					
38	Pre-Service Cleaning	12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
39	Mowing & Edging - (No Medians)	12/2/23	n/a	12/16/23	n/a	12/30/23
40	Weeding - Hand & Chemical	12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
41	General Site Trimming & Pruning	12/2/23	n/a	n/a	n/a	n/a
42	Post-Service Cleaning - All Areas	12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
43	Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
44	Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
45	Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
46	Turf: Insecticides & Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
47	Turf: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a	n/a
48	Irrigation System Inspection & Wet-Check	n/a	n/a	n/a	n/a	n/a
M. ADDITIONAL SERVICES FOR WORK AREAS		12/2/23	12/9/23	12/16/23	12/23/23	12/30/23
Item	Description					
76	Application labor-only rate (County supplied mulch)	12/2/23	n/a	n/a	n/a	n/a
78	Brick Pavers & Stamped Concrete	n/a	n/a	n/a	n/a	12/30/23
79	Sidewalks	n/a	n/a	n/a	n/a	12/30/23
80	Sign Faces ***	n/a	n/a	n/a	n/a	12/30/23

A&M PROPERTY MAINTENANCE, LLC
Immokalee MSTU- Landscape Maintenance (#23-8084)

Month of: December 2023

WORK AREA 1: State Highway 29 (Main Street) between Hancock Street and 13th Street.

Item	Description	Service #1	Service #2	Service #3	Service #4	Service #5
1	Pre-Service Cleaning	n/a	12/7/23			
2	Mowing & Edging - Multiple Medians	n/a	12/7/23			
3	Mowing & Edging - Side ROW's, (1) Commercial Mower Pass	n/a	12/7/23			
4	Weeding - Medians - Hand & Chemical	n/a	12/7/23			
5	General Site Trimming & Pruning - Medians	12/1/23	n/a			
6	Post-Service Cleaning - All Areas	n/a	12/7/23			
7	Post-Service Cleaning - Bulbout Gutter Channel Drains Pressured Wash	n/a	n/a			
8	Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month	n/a	n/a			
9	Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a			
10	Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a			
11	Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a			
12	Turf: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a			
13	Irrigation System Inspection & Wet-Check	12/2/23	12/9/23			

WORK AREA 2: County Road 846 (S 1st Street) between State Highway 29 and Carver Street, including the Welcome Sign area (S 1st Street/Eustis Avenue) and the "Triangle Area" (median and ROW sides at the intersection of State Highway 29, New Market Road and Westclox Road; including the Welcome Sign area).

Item	Description	Service #1	Service #2	Service #3	Service #4	Service #5
14	Pre-Service Cleaning	n/a	12/7/23			
15	Mowing & Edging - Multiple Medians	n/a	12/7/23			
16	Mowing & Edging - Side ROW's, (1) Commercial Mower Pass	n/a	12/7/23			
17	Weeding - Medians - Hand & Chemical	n/a	12/7/23			
18	General Site Trimming & Pruning	12/1/23	n/a			
19	Post-Service Cleaning - All Areas	n/a	12/7/23			
20	Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month	n/a	n/a			
21	Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a			
22	Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a			
23	Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month	n/a	n/a			
24	Turf: Herbicides, applied to total roadway and areas as needed per Month	n/a	n/a			
25	Irrigation System Inspection & Wet-Check	12/2/23	12/9/23			

WORK AREA 3: One (1) proposed Welcome Sign on State Highway 29 at the Farm Worker's Village containing approximately 384 square feet.

Item	Description	Service #1	Service #2	Service #3	Service #4	Service #5
26	Pre-Service Cleaning	n/a	n/a			
27	Mowing & Edging - (No Medians)	n/a	n/a			
28	Mowing & Edging - North Side ROW, (1) Commercial Mower Pass (Biweekly)	n/a	n/a			
29	Weeding - Hand & Chemical	n/a	n/a			
30	General Site Trimming & Pruning (Biweekly)	n/a	n/a			
31	Post-Service Cleaning - All Areas	n/a	n/a			
32	Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month	n/a	n/a			
33	Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month	n/a	n/a			
34	Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month	n/a	n/a			
35	Turf: Insecticides & Fungicides, applied to total area as needed per Month	n/a	n/a			
36	Turf: Herbicides, applied to total area as needed per Month	n/a	n/a			
37	Irrigation System Inspection & Wet-Check	n/a	n/a			

WORK AREA 4: One historical cemetery on State Highway 29 at 815 West Main St.

Item	Description	Service #1	Service #2	Service #3	Service #4	Service #5
38	Pre-Service Cleaning	12/2/23	12/9/23			
39	Mowing & Edging - (No Medians)	12/2/23	12/9/23			
40	Weeding - Hand & Chemical	12/2/23	12/9/23			
41	General Site Trimming & Pruning	12/2/23	12/9/23			
42	Post-Service Cleaning - All Areas	12/2/23	12/9/23			
43	Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month	n/a	n/a			
44	Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month	n/a	n/a			
45	Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month	n/a	n/a			
46	Turf: Insecticides & Fungicides, applied to total area as needed per Month	n/a	n/a			
47	Turf: Herbicides, applied to total area as needed per Month	n/a	n/a			
48	Irrigation System Inspection & Wet-Check	n/a	n/a			

M. ADDITIONAL SERVICES FOR WORK AREAS

Item	Description	Service #1	Service #2	Service #3	Service #3	Service #3
79	Sidewalks	n/a				
80	Sign Faces ***	n/a				

INCIDENTAL WORK COMPLETED & SUBMITTED FOR PAYMENT

INV#MMINC-177, EST#1466- 1st Street Plants-\$184.51	APPROVED ESTIMATES- IN PROGRESS				
	ESTIMATES PENDING APPROVAL				
	EST#C-1458	Cemetery	Comprehensive Repairs	\$	8,595.50
EST#1465	Poles	Pipes to hold banners	\$	14,995.00	
EST#1467	Zocalo	Decorate & tear down plaza	\$	13,650.00	

A&M PROPERTY MAINTENANCE, LLC
Immokalee MSTU- Landscape Maintenance (#23-8084)

Month of: January 2024

Week Ending

WORK AREA 1: State Highway 29 (Main Street) between Hancock Street and 13th Street.		1/6/24	1/13/24	1/20/24	1/27/24
Item	Description				
1	Pre-Service Cleaning	1/4/24	1/11/24	1/18/24	1/25/24
2	Mowing & Edging - Multiple Medians	1/4/24	n/a	1/18/24	n/a
3	Mowing & Edging - Side ROW's, (1) Commercial Mower Pass	1/4/24	n/a	1/18/24	n/a
4	Weeding - Medians - Hand & Chemical	1/4/24	n/a	1/18/24	n/a
5	General Site Trimming & Pruning - Medians	1/5/24	n/a	n/a	n/a
6	Post-Service Cleaning - All Areas	1/4/24	1/11/24	1/18/24	1/25/24
7	Post-Service Cleaning - Bulbout Gutter Channel Drains Pressured Wash	n/a	1/11/24	n/a	n/a
8	Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month	n/a	1/12/24	n/a	n/a
9	Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month	n/a	1/12/24	n/a	n/a
10	Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month	n/a	1/12/24	n/a	n/a
11	Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month	n/a	1/12/24	n/a	n/a
12	Turf: Herbicides, applied to total roadway and areas as needed per Month	n/a	1/12/24	n/a	n/a
13	Irrigation System Inspection & Wet-Check	1/6/24	1/13/24	1/20/24	1/27/24
WORK AREA 2: County Road 846 (S 1st Street) between State Highway 29 and Carver Street, including the Welcome Sign area (S 1st Street/Eustis Avenue) and the "Triangle Area" (median and ROW sides at the intersection of State Highway 29, New Market Road and Westclox Road: including the Welcome Sign area).		1/6/24	1/13/24	1/20/24	1/27/24
Item	Description				
14	Pre-Service Cleaning	1/4/24	1/11/24	1/18/24	1/25/24
15	Mowing & Edging - Multiple Medians	1/4/24	n/a	1/18/24	n/a
16	Mowing & Edging - Side ROW's, (1) Commercial Mower Pass	1/4/24	n/a	1/18/24	n/a
17	Weeding - Medians - Hand & Chemical	1/4/24	1/11/24	1/18/24	1/25/24
18	General Site Trimming & Pruning -	1/5/24	n/a	n/a	n/a
19	Post-Service Cleaning - All Areas	1/4/24	1/11/24	1/18/24	1/25/24
20	Groundcover, Shrubs, & Trees: Insecticides, applied to total roadway and areas as needed per Month	n/a	1/11/24	n/a	n/a
21	Groundcover, Shrubs, & Trees: Fungicides, applied to total roadway and areas as needed per Month	n/a	1/11/24	n/a	n/a
22	Groundcover, Shrubs, & Trees: Herbicides, applied to total roadway and areas as needed per Month	n/a	1/11/24	n/a	n/a
23	Turf: Insecticides & Fungicides, applied to total roadway and areas as needed per Month	n/a	1/11/24	n/a	n/a
24	Turf: Herbicides, applied to total roadway and areas as needed per Month	n/a	1/11/24	n/a	n/a
25	Irrigation System Inspection & Wet-Check	1/6/24	1/13/24	1/20/24	1/27/24
WORK AREA 3: One (1) proposed Welcome Sign on State Highway 29 at the Farm Worker's Village containing approximately 384 square feet.		1/6/24	1/13/24	1/20/24	1/27/24
Item	Description				
26	Pre-Service Cleaning	n/a	n/a	n/a	n/a
27	Mowing & Edging - (No Medians)	n/a	n/a	n/a	n/a
28	Mowing & Edging - North Side ROW, (1) Commercial Mower Pass	n/a	n/a	n/a	n/a
29	Weeding - Hand & Chemical	n/a	n/a	n/a	n/a
30	General Site Trimming & Pruning	n/a	n/a	n/a	n/a
31	Post-Service Cleaning - All Areas	n/a	n/a	n/a	n/a
32	Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
33	Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
34	Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
35	Turf: Insecticides & Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
36	Turf: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
37	Irrigation System Inspection & Wet-Check	n/a	n/a	n/a	n/a
WORK AREA 4: One historical cemetery on State Highway 29 at 815 West Main St.		1/6/24	1/13/24	1/20/24	1/27/24
Item	Description				
38	Pre-Service Cleaning	1/6/24	1/13/24	1/20/24	1/27/24
39	Mowing & Edging - (No Medians)	n/a	1/13/24	n/a	1/27/24
40	Weeding - Hand & Chemical	1/6/24	1/13/24	1/20/24	1/27/24
41	General Site Trimming & Pruning	1/6/24	n/a	n/a	n/a
42	Post-Service Cleaning - All Areas	1/6/24	1/13/24	1/20/24	1/27/24
43	Groundcover, Shrubs, & Trees: Insecticides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
44	Groundcover, Shrubs, & Trees: Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
45	Groundcover, Shrubs, & Trees: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
46	Turf: Insecticides & Fungicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
47	Turf: Herbicides, applied to total area as needed per Month	n/a	n/a	n/a	n/a
48	Irrigation System Inspection & Wet-Check	n/a	n/a	n/a	n/a
M. ADDITIONAL SERVICES FOR WORK AREAS		1/6/24	1/13/24	1/20/24	1/27/24
Item	Description				
82	Seasonal Banner and Holiday Decoration	1/6/24	n/a	n/a	n/a

A&M Property Maintenance, LLC
 4396 OWENS WAY
 AVE MARIA, FL 34142 US
 (239) 503-0303
 aandmtotal@yahoo.com



INVOICE

BILL TO

Collier County Board of
 County Commissioners
 Attn: Accounts Payable
 3299 Tamiami Trail E, Ste 700
 Naples, FL 34112-5749

SHIP TO

Immokalee MSTU
 Attn: Christie Betancourt
 750 S 5th Street, Ste 2
 Immokalee, FL 34142

INVOICE # IMM-133R

DATE 11/29/2023

DUE DATE 12/29/2023

TERMS Net 30

P.O. NUMBER

4500226577

DESCRIPTION	QTY	RATE	AMOUNT
NOVEMBER MONTHLY MAINTENANCE			
IMMOKALEE MSTU ROAD MAINTENANCE			
WORK AREA 1			
(1) Pre-Service Cleaning	4	173.00	692.00
(2) Mowing & Edging- Multiple Medians	4	87.00	348.00
(3) Mowing & Edging- Side ROWS	4	288.00	1,152.00
(4) Weeding- Medians	4	115.00	460.00
(5) General Site Trimming & Pruning- Medians	1	518.00	518.00
(6) Post-Service Cleaning- All Areas	4	374.00	1,496.00
(7) Post-Service Cleaning- Bulbouts Gutter Channel Drains	1	1,035.00	1,035.00
(8) Groundcover, Shrubs, & Trees: Insecticides	0	50.00	0.00
(9) Groundcover, Shrubs, & Trees: Fungicides	0	50.00	0.00
(10) Groundcover, Shrubs, & Trees: Herbicides	0	150.00	0.00
(11) Turf: Insecticides & Fungicides	0	50.00	0.00
(12) Turf: Herbicides	0	150.00	0.00
(13)-Irrigation Systems Inspection & Wet-Check	4	115.00	460.00
WORK AREA 2			0.00
(14) Pre-Service Cleaning	4	173.00	692.00
(15) Mowing & Edging- Multiple Medians	3	173.00	519.00
(16) Mowing & Edging- Side ROWS	3	345.00	1,035.00
(17) Weeding- Medians	4	115.00	460.00
(18) General Site Trimming & Pruning- Medians	1	518.00	518.00
(19) Post-Service Cleaning- All Areas	4	374.00	1,496.00
(20) Groundcover, Shrubs, & Trees: Insecticides	0	50.00	0.00
(21) Groundcover, Shrubs, & Trees: Fungicides	0	50.00	0.00
(22) Groundcover, Shrubs, & Trees: Herbicides	0	150.00	0.00
(23) Turf: Insecticides & Fungicides	0	50.00	0.00

DESCRIPTION	QTY	RATE	AMOUNT
(24) Turf: Herbicides	0	150.00	0.00
(25)-Irrigation Systems Inspection & Wet-Check	4	115.00	460.00
WORK AREA 3			
(26) Pre-Service Cleaning	0	28.00	0.00
(27) Mowing & Edging- (No Medians)	0	28.00	0.00
(28) Mowing & Edging- North Side ROW	0	28.00	0.00
(29) Weeding- Medians	0	28.00	0.00
(30) General Site Trimming & Pruning- Medians	0	28.00	0.00
(31) Post-Service Cleaning- All Areas	0	28.00	0.00
(32) Groundcover, Shrubs, & Trees: Insecticides	0	28.00	0.00
(33) Groundcover, Shrubs, & Trees: Fungicides	0	28.00	0.00
(34) Groundcover, Shrubs, & Trees: Herbicides	0	28.00	0.00
(35) Turf: Insecticides & Fungicides	0	28.00	0.00
(36) Turf: Herbicides	0	28.00	0.00
(37) Irrigation Systems Inspection & Wet-Check	0	115.00	0.00
WORK AREA 4			
(38) Pre-Service Cleaning	4	14.00	56.00
(39) Mowing & Edging- (No Medians)	4	14.00	56.00
(40) Weeding- Medians	4	14.00	56.00
(41) General Site Trimming & Pruning- Medians	1	14.00	14.00
(42) Post-Service Cleaning- All Areas	4	14.00	56.00
(43) Groundcover, Shrubs, & Trees: Insecticides	0	14.00	0.00
(44) Groundcover, Shrubs, & Trees: Fungicides	0	14.00	0.00
(45) Groundcover, Shrubs, & Trees: Herbicides	0	14.00	0.00
(46) Turf: Insecticides & Fungicides	0	14.00	0.00
(47) Turf: Herbicides	0	14.00	0.00
(48)-Irrigation Systems Inspection & Wet-Check	0	58.00	0.00
(64) Structural Pruning: Virginia Live Oak	29	75.00	2,175.00
(69) Structural Pruning: Hopi Crape Myrtle	68	50.00	3,400.00
(73) Structural Pruning: Sabal Palm / Cabbage Palm	76	50.00	3,800.00
(76) Mulch: Application labor-only rate (County supplied mulch)	1,260	2.00	2,520.00
(82) Seasonal Banner and Holiday Decoration 8 men, 8 hours	64	75.00	4,800.00

BALANCE DUE

\$28,274.00

A&M Property Maintenance, LLC
4396 OWENS WAY
AVE MARIA, FL 34142 US
(239) 503-0303
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INVOICE

BILL TO

Immokalee MSTU
Collier County Board of
County Commissioners
Attn: Accounts Payable
3299 Tamiami Trail E, Ste 700
Naples, FL 34112-5749

SHIP TO

Immokalee MSTU
Attn: Christie Betancourt
750 S 5th Street, Ste C
Immokalee, FL 34142

INVOICE # IMMZOCA-002

DATE 11/29/2023

DUE DATE 12/29/2023

TERMS Net 30

P.O. NUMBER

4500226577

DESCRIPTION	QTY	RATE	AMOUNT
IMMOKALEE MSTU ROADWAY LANDSCAPE MAINTENANCE-ZOCALO PLAZA			
00030-CON Zocalo Maintenance 1025	1	1,015.00	1,015.00
00040-CON Zocalo Maintenance 1629	1	1,015.00	1,015.00

Thank you for your prompt payment.

BALANCE DUE

\$2,030.00

A&M Property Maintenance, LLC
4396 OWENS WAY
AVE MARIA, FL 34142 US
(239) 503-0303
aandmtotal@yahoo.com



INVOICE

BILL TO

Collier County Board of
County Commissioners
Attn: Accounts Payable
3299 Tamiami Trail E, Ste 700
Naples, FL 34112-5749

SHIP TO

Immokalee CRA
Attn: Christie Betancourt
750 S 5th Street, Ste 2
Immokalee, FL 34142

INVOICE # IMMINC-176

DATE 11/16/2023

DUE DATE 12/16/2023

TERMS Net 30

P.O. NUMBER

4500226577

DESCRIPTION	QTY	RATE	AMOUNT
IMMOKALEE MSTU ROADWAY LANDSCAPE MAINTENANCE- INCIDENTAL Install brackets to poles for new wreath decorations.			
(49) Supervisor (per man hour) 1 man, 4 hours	4	85.00	340.00
(50) Laborer/Helper (per man hour) 1 man, 4 hours	4	65.00	260.00
(104) Bucket/Lift Truck 1 bucket truck, 4 hours	4	150.00	600.00

Thank you for your prompt payment.

BALANCE DUE

\$1,200.00

A&M Property Maintenance, LLC
4396 OWENS WAY
AVE MARIA, FL 34142 US
(239) 503-0303
aandmtotal@yahoo.com



INVOICE

BILL TO

Collier County Board of
County Commissioners
Attn: Accounts Payable
3299 Tamiami Trail E, Ste 700
Naples, FL 34112-5749

SHIP TO

Immokalee CRA
Attn: Christie Betancourt
750 S 5th Street, Ste 2
Immokalee, FL 34142

INVOICE # IMMINC-177

DATE 12/06/2023

DUE DATE 01/05/2024

TERMS Net 30

P.O. NUMBER

4500226577

DESCRIPTION	QTY	RATE	AMOUNT
IMMOKALEE MSTU ROADWAY LANDSCAPE MAINTENANCE- INCIDENTAL MONUMENT ON 1ST/EUSTIS Install plants in pots for Holiday Season 12 Poinsettias	12	3.95	47.40
Material Mark-Up (15%)	47.40	0.15	7.11
(50) Laborer/Helper (per man hour): 2 men, 1 hour	2	65.00	130.00
Reference: American Farms Receipt #7171255			

Thank you for your prompt payment.

BALANCE DUE

\$184.51

A&M Property Maintenance, LLC
4396 OWENS WAY
AVE MARIA, FL 34142 US
(239) 503-0303
aandmtotal@yahoo.com



Estimate

ADDRESS

Collier County Board of
County Commissioners
Attn: Accounts Payable
3299 Tamiami Trail E, Ste 700
Naples, FL 34112-5749

SHIP TO

Immokalee CRA
Attn: Christie Betancourt
750 S 5th Street, Ste 2
Immokalee, FL 34142

ESTIMATE # 1467

DATE 12/04/2023

P.O. NUMBER

4500226577

ACTIVITY	QTY	RATE	AMOUNT
IMMOKALEE MSTU ROADWAY LANDSCAPE MAINTENANCE- INCIDENTAL			
DECORATING OF ZOCALO PLAZA (50) Laborer/Helper (per man hour): 5 men, 30 hours	150	65.00	9,750.00
BREAKDOWN OF ZOCALO PLAZA (50) Laborer/Helper (per man hour): 5 men, 12 hours	60	65.00	3,900.00
TOTAL			\$13,650.00

Accepted By

Accepted Date

Advisory Board Vacancy

The **Immokalee Beautification MSTU Advisory Committee** has one vacancy. Applicants must own a business or commercial property in the MSTU, or must represent a non-profit operating in the MSTU. This seven-member committee assists the Board of County Commissioners in the business affairs of the Immokalee Beautification Taxing District, and prepares and recommends an itemized budget to carry out the business of the district for each fiscal year. Terms are four years.

How to Apply:

To apply for an advisory committee vacancy, submit an application online at <https://www.colliercountyfl.gov/government/advisory-boards-and-authorities/online-advisory-board-application>. After you complete the application, click on “Submit Form.” To receive an immediate e-mail confirmation that your application was received, you **must** include your e-mail address in the application.

Residents interested in applying for advisory committee positions may also obtain an application by calling 239-252-8400, or by clicking [Here](#).

Please email to DL-AdvisoryBoardOn-LineApplications@colliercountyfl.gov, or mail to: Advisory Board Coordinator, County Attorney's Office, 3299 Tamiami Trail East, Suite 800, Naples, Florida 34112.

<https://www.colliercountyfl.gov/government/advisory-boards-and-authorities/advisory-board-vacancies>

STAFF REPORT

To: Immokalee MSTU Beautification Advisory Committee
From: Yvonne Blair, ICRA Project Manager
Subject: Agenda Item J.2. – Staff Report for Streetlight Pole Replacements
Date: December 7, 2023

Request:

To recommend the authorization of the replacement of street light poles #38 and #52 on N 15th Street/SR29.

Background & Analysis:

On May 17, 2012, the traffic crash report by the CCSO reflected damage to street light pole #38. A semi-trailer pulling out of a driveway on the east side of SR29 near McDonald's to go north struck the street light pole and did not stop. The incident happened on April 17, 2012. Claim #53-05171201517 was processed and on October 16, 2012, the Immokalee MSTU received Check #4797 in the amount of \$13,068.30 with the deduction of a \$500 deductible. The pole was not to be replaced.

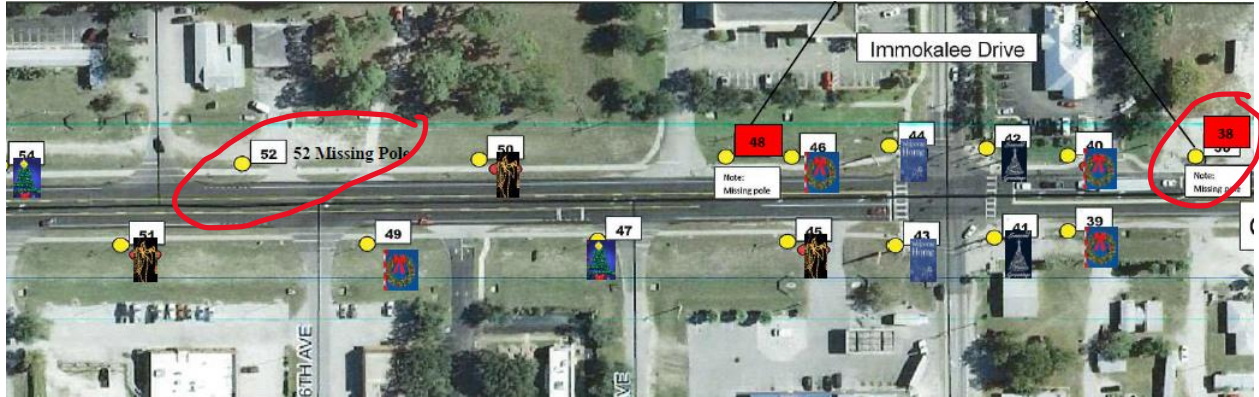
On September 15, 2018, a car knocked down street light pole #52 in front of the "B-Hive" store near the intersection of N 15th St and Santa Rosa Avenue. There were no witnesses or police report. Claim 53-0951908921 was processed and on December 3, 2019, the Immokalee MSTU received check #102827 in the amount of \$11,162.13 with the deduction of a \$500 deductible. The pole was not to be replaced.

On July 28, 2023, Roy Lolly, Project Manager, Transportation Engineering Division, provided two damage reports for the decorative blue street light poles #38 and #52. Their crew found them knocked down and completed the damage reports for the Immokalee CRA's attention. They advised the poles have been missing for some time and need to be replaced.

On October 20, 2023, Staff advised to get quotes from Simmonds Electrical for the replacement of poles 38 and 52. On December 7, 2023, Staff received Quote #2316627 in the amount of **\$43,022.26** (The total materials and labor are not to exceed \$21,511.13 for each pole).

Project Area:



Pole 38 is located on east side of N 15th Street/SR29 south of Immokalee Drive near the McDonald's entrance and Pole 52 is located on the east side of N 15th Street/SR29 north of Immokalee Drive.



Fiscal Impact:

Funds are available in Immokalee Beautification MSTU (Fund 1629).

Insurance Claim Report:

Pole # and Location	Date of Incident	Quote	Date of Quote	Claim Paid	Date Claim Paid	Comments
#38 N15 th St near McDonalds  Claim #53-05171201517 2012 Paid \$13,068.50 2023 Quote \$21,511.13 Difference \$8,442.63	4/17/12	\$13,568.30 in 2012 \$21,511.13 in 2023 NTE	2012 12/07/23	\$13,068.50	10/16/12	In 2012 no replacement was planned. 7/28/23 Traffic Ops emailed poles need replaced. 10/20/23 received authorization to replace. 10/31/23 request for quote from Simmonds Electrical. 11/3/23 sent Simmonds photos of base for quote. 12/7 Simmonds provided a quote of \$21,511.13.
#52 N15 th at Santa Rosa  Claim #53-0951908921 2019 Paid \$11,162.13 2023 Quote \$21,511.13 Difference \$10,349.00	09/15/18	\$11,662.13 in 2018 \$21,511.13 in 2023 NTE	2018 12/07/23	\$11,162.13	12/03/19	2018 no replacement planned. 7/28/23 Traffic Ops emailed poles need replaced. 10/20/23 received authorization to replace. 10/31/23 request for quote from Simmonds Electrical. 11/3/23 sent Simmonds photos of base for quote. 12/7 Simmonds provided a quote of \$21,511.13.

Recommendation:

Staff recommends that the Immokalee Beautification MSTU Advisory Committee recommend the authorization of Staff to proceed with Simmonds Electrical of Naples to furnish and install two (2) 27' Lumec poles as replacements for poles #38 and #52 based on the current quote of **\$43,022.26**.



Memorandum

To: Immokalee Local Redevelopment Advisory Board
 Immokalee Beautification Municipal Service Taxing Unit (IBMSTU) Advisory Committee
 ICRA Staff

From: Gregory J. Oravec, CRA Director

Subject: Strategic Planning Session of November 15, 2023

Date: November 9, 2023

Let us start with gratitude. Thank you for your willingness to give of yourself in service to our community and in the hopes of making something good even better. We are lucky to have citizens and professionals like you!

The Strategic Planning Session provides us with a dedicated block of time, outside the hustle and bustle of our ordinary day-to-day, to consider where we have been, where we are, and, most importantly, where we want the Immokalee Community Redevelopment Agency and Area to go. This is a time for learning, listening, imagining, sharing, problem-solving, inspiring and being inspired, envisioning, goal-setting and identifying next steps.

A lot of things could happen at our Session. You and your participation will determine what does!

Attached, please find our proposed Agenda. At the beginning of the meeting, we will discuss Ground Rules and our Proposed Goals for the Strategic Planning Session. We will ask you to consider, revise as desirable, and approve both.

Additionally, this memorandum serves to transmit the following resources that are intended to help prepare you for a great meeting:

- Pre-Retreat Survey
- Collier County Strategic Plan Summary
- Excerpts of the Immokalee Community Redevelopment Plan
- SWOT Presentation

Please expect more transmittals between now and Wednesday. We have a lot of ground to cover, and we are a big team. As a result, we should plan on getting off to a good start with this first session, but we will need several more two-hour sessions or a day-long special meeting to get through the remainder of the program. Please know that I have seen strategic planning and doing at the heart of transformational change in award-winning communities across the country; and I am confident that if we commit to it and to

working hard, smart, and together, we will see it work wonders for us here in Immokalee. Thank you for your continuing dedication to making Immokalee an even better place to call home. Onward and upward!

Attachments:

Agenda

Ground Rules (Requires Board Action)

Proposed Goals for the Strategic Planning Session (Requires Board Action)

Pre-Retreat Survey (Member Action)

Collier County Strategic Plan Summary

Excerpts of the Immokalee Community Redevelopment Plan

SWOT Presentation (Member Action)



Outline of Draft Agenda for 2023 ILRAB-IBMSTU Strategic Planning Program

Beginning, Wednesday, November 15, 2023—8:30 a.m.

1. Opening Comments from Advisory Board Members
2. Introduction to “Community Redevelopment” in Florida
3. Introduction to the Collier County Community Redevelopment Agency
 - a. The Finding of Necessity and Designation of the Community Redevelopment Areas
 - b. The creation of the Collier County Community Redevelopment Agency
 - c. Adoption of the Original Community Redevelopment Plan
 - d. Establishment of the Redevelopment Trust Fund
 - e. The Bylaws of the CRA and its Local Redevelopment Advisory Boards
 - i. Discussion of important operating practices
 - f. Accomplishments from Inception to 2022
 - g. The 2022 Amendment to the Community Redevelopment Plan
4. Deep Dive on the Current (2022) Community Redevelopment Plan
 - a. Vision
 - b. Identified Goals, Objectives, Strategies, and Projects/Programs
 - c. Where are we today?
 - i. Progress from 2022 to the present.
 - ii. SWOT Analysis
 - d. Check in...Is our Vision still true?
5. Bringing our Vision to life...
 - a. Check in...Is there something missing from our Community Redevelopment Plan (i.e. critical authorizing projects or programs)?
 - b. Of our hundreds of potential projects and programs, what are our Top Ten?
 - i. Previous Work Program/Priority List
 - ii. Prioritization exercise
 - iii. Discretion of the Advisory Board—adopt priority list following exercise or ask staff to bring back a refined list with any corresponding analysis at the next meeting for further consideration.
6. Closing Comments from Staff
7. Closing Comments from Advisory Board Members

Immokalee LRAB

Ground Rules for the Strategic Planning Retreat

“Ground Rules” are commitments made to one another by members of a team that are designed to help the team function more effectively. The following proposed rules are some that we have found to be useful to all teams, especially boards and committees.

We (my team and I) are here in service to our community and our team.

In this service, I will...

Be open minded, actively listen, stay curious, and seek first to understand before being understood.

Test assumptions and inferences. This ensures that the team is making decisions with valid information rather than with members’ private stories about what other team members believe and what their motives are.

State views and ask genuine questions. This enables the team to shift from monologues and arguments to a conversation in which members can understand everyone’s point of view and be curious about the differences in their views.

Share all relevant information. This enables the team to develop a comprehensive, common set of information with which to solve problems and make decisions.

Use specific examples and agree on what important words mean. This ensures that all team members are using the same words to mean the same thing.

Explain reasoning and intent. This enables members to understand how others reached their conclusions and see where team members’ reasoning differs.

Focus on interests, not positions. By moving from arguing about solutions to identifying needs that must be met in order to solve a problem, you reduce unproductive conflict and increase your ability to develop solutions that the full team is committed to. Rather than locking into one specific position early, ask “how might we solve this problem?”

Discuss undiscussable issues. This ensures that the team addresses the important but undiscussed issues that are hindering its results and that can only be resolved in a team meeting.

Not take cheap shots or in other ways distract the group. When members take cheap shots at one another, it often takes the group off track and distracts the member receiving the cheap shot. Likewise, the group may be distracted by side conversations or individuals doing “off-task” activities. Please don’t use your phone in session unless you have been tasked by the Team to research a question.

Be part of outlining the team’s next steps and stay involved. This ensures that everyone is committed to moving forward together as a team.

I have read these Ground Rules and agree to abide by them.

Signature

Date

Immokalee LRAB
Pre-Event Survey for the Strategic Planning Retreat

The purpose of the Strategic Planning Retreat is to provide us with a dedicated block of time, outside the hustle and bustle of our ordinary day-to-day, to consider where we have been, where we are, and, most importantly, where we want the Immokalee Community Redevelopment Agency's and Area's journey to go. This is a time for learning, listening, imagining, sharing, problem solving, inspiring and being inspired, and envisioning. To help us get in the right frame of mind, please reflect on the following questions, and be prepared to share your thoughts.

Why did you join the Immokalee Local Redevelopment Advisory Board (LRAB)?

Did you want to accomplish a specific project?

What are your favorite things about Immokalee (up to 5)?

What are the most important challenges facing Immokalee (up to 5)?

Imagine that your favorite news channel aired a special on the State of Imomkalee in 2030.
What are up to 5 things you hope they report?

What are up to 5 things you worry they report?

Same questions but in 2050. Anything different?

If you were granted 3 wishes for the CRA and, or, the Immokalee community, what would they be? [No, you can't wish for more wishes.]

Are there any comparable communities that we should learn from or benchmark?

How should we define and measure success for the CRA?

What are the three biggest things holding the CRA back?

Is there anything the CRA should stop doing immediately?

Would you like to share any other thoughts?

Strategic Planning Session

November 15, 2023

Collier County

Community Redevelopment Agency
The CCCRA

Strategic Planning Session

Proposed Goals for the Session

- **Where are we and how did we get here?**
 - Basic facts, governing regulations, relevant history to date, and SWOT
 - **Where are we going?**
 - Vision.
 - **How will we get there?**
 - Mission, Values, Goals, Strategic Priorities.
 - **Are we there yet? Defining success and measuring and communicating progress by sufficiently detailing goals and the underlying strategic priorities into measurable outcomes and key performance indicators.**
-

Strategic Planning Session

Proposed Next Steps

- Report summarizing the takeaways from this Workshop and listing recommended Priorities.
- Revisions to Vision and Goals?
- Are we there yet? Defining success and measuring and communicating progress by sufficiently detailing goals and the underlying strategic priorities into measurable outcomes and key performance indicators.
- Additional Research and Analysis.
- Aligning Resources.
- Communicating, Communicating, Communicating.
- Prepare for Annual Meeting with the CRA Board.

VALUES

- Leadership
- Ethics
- Accountability
- Dedication
- Service

VISION

To be the best community in America to live, work, and play

MISSION

To deliver high-quality and best-value public services, programs, and facilities to meet the needs of our residents, visitors, and businesses today and tomorrow



COLLIER COUNTY STRATEGIC PLAN 2023

BOARD PRIORITIES 2023

- Strategic Plan Budget Integration
- Sheriff's Office Evidence/Forensics Building (GOBP)
- Affordable Housing
- Golf Course Project (Housing, Golf Course, Nursing Home)
- Strategic Real Estate acquisition and management
- Health & Safety
- Mental Health Receiving Facility
- AUIR (Annual Update & Inventory Report)
- Parks, Marinas & Beaches
- Beach Berm Replacement
- Beach Renourishment Program
- Beach Parking and Boat Ramp Additions
- Human Resources Recruitment and Retention to position Collier County as an employer of Choice
- Hurricane Preparedness and Hardening
- 800 Mhz Radio System and System Hardening & Upgrade
- Stormwater/Utility Partnership Projects
- Transportation
- Vanderbilt Beach Road Extension
- Pine Ridge Road Improvements
- Immakee Complete Streets Tiger Grant Project (Transit, Stormwater, Transportation)
- Roadway resurfacing program
- Water resources
- Golden Gate City Infrastructure & Economic Development Masterplan
- Northeast Regional Utility Program
- North Collier Water Reclamation Facility Headworks Project
- Septic to Sewer Conversion
- Well to Potable Water Conversion

COUNTY MANAGER PRIORITIES

- Asset Management
- Cyber Security Initiatives
- Asset Management and Preventative Maintenance Program
- Capital Improvement Masterplans (5 - 10 - 20 years)
- Communication
- CMA review & updates
- Public Outreach and Communication outreach programs
- Public Portals to interact with County Government
- User fee & Rate Studies
- DAS Facility and Service Expansion-Northeast
- IT Masterplan
- Master Space planning and utilization for County Facilities
- Utility Masterplan & Solid Waste Strategy
- Stormwater and Natural Resources
- Stormwater Telemetry & SCADA (supervisory control and data acquisition)
- Estates Swale Maintenance/ Restoration

QUALITY OF PLACE

OBJECTIVES

- Support and enhance our commitment to robust public safety services
- Support access to health, wellness, and human services
- Preserve and enhance the character of our community
- Protect our natural resources
- Provide quality public amenities and recreational opportunities
- Promote Collier County as an exceptional tourism destination

INFRASTRUCTURE AND ASSET MANAGEMENT

OBJECTIVES

- Plan and build public infrastructure and facilities to effectively, efficiently, and sustainably meet the needs of our community
- Optimize the useful life of all public infrastructure and resources through proper planning and preventative maintenance
- Prepare for the impacts of natural disasters on our critical infrastructure and natural resources
- Use the Annual Update and Inventory Report (AUIR) and other planning tools to establish and implement plans that concurrently provide public infrastructure
- Develop and utilize partnerships to ensure that government facilities meet public expectations
- Provide services and programs that sustainably manage the County's waste

COMMUNITY DEVELOPMENT

OBJECTIVES

- 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
- Encourage diverse economic opportunities by fostering a business-friendly environment
- Support comprehensive affordable housing opportunities
- Operate an efficient and customer-focused permitting process
- Develop integrated and sustainable plans to protect and manage water resources

RESPONSIBLE GOVERNANCE

OBJECTIVES

- Lead by example with positive and purpose-driven actions
- Promote data-driven decision-making through performance management, continuous improvement, and measurable results
- Safeguard taxpayer money by promoting fiscal stewardship and sound budget oversight
- Encourage active community engagement and participation
- Foster a high-performing work culture with transparency and accountability
- Maintain a fully responsive, best-in-class emergency management capability
- Recruit, develop, assess, and retain a high-quality workforce
- Support the Collier County Constitutional Officers in the execution of their responsibilities

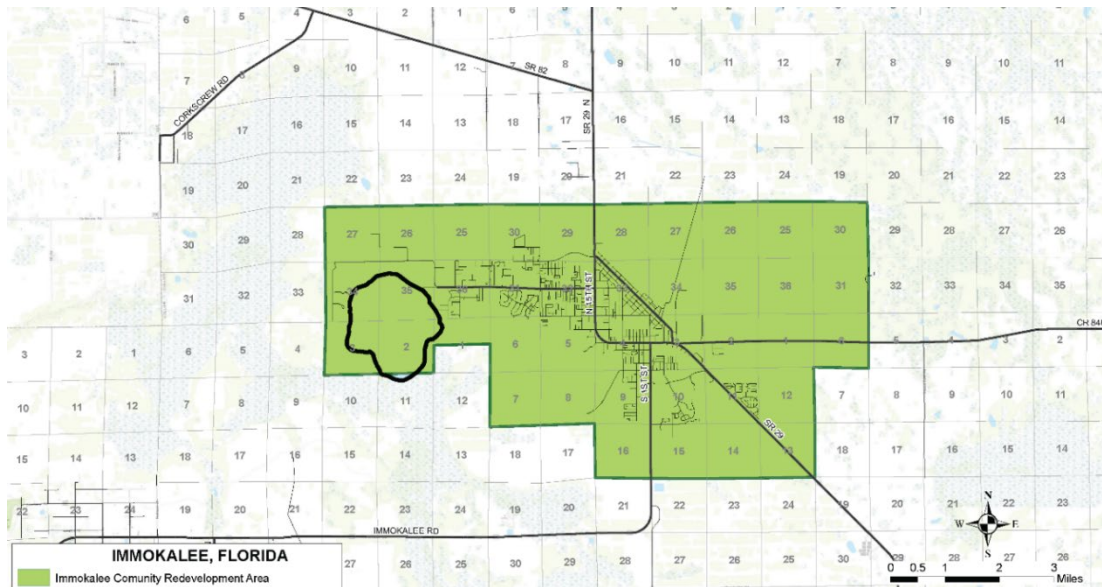


Section 4 Immokalee Community Redevelopment Area

4.1 Introduction

The 2022 Immokalee Redevelopment Plan provides an updated vision and approach to redevelopment of the Immokalee Community Redevelopment Area (ICRA), depicted in Figure 4-1 below.

Figure 4-1 - Immokalee Community Redevelopment Area Boundary Map



The Plan is based on data and analysis and community input, serving as a framework to guide future redevelopment activities to eliminate blighted conditions that were identified in 2000 and continue today. It includes a list of potential capital projects and programs that could be funded by tax increment revenues generated within the ICRA. Leveraging the tax increment revenues with other funding sources will be a priority in order for major capital projects to be completed. The Plan should be reviewed every five years to adjust to market and community needs. As part of the ongoing plan review, this 2022 Immokalee Redevelopment Plan has been prepared for the Board of County Commissioners (BCC) to adopt as an amendment to the Community Redevelopment Plan with a timeframe extension applicable to the ICRA through 2052.

While the ICRA is separate and unique from the Bayshore Gateway Triangle Community Redevelopment Area (BGT CRA), the two areas are consistent with approaches to identifying project prioritization and general requirements required by Florida Statutes. Several subsections within each area plan are similar by design.

This Plan outlines five goals for future redevelopment efforts based on community input: Celebrating Culture, Economic Development, Housing, Infrastructure, and Implementation/Administration.

Within this 2022 Immokalee Redevelopment Plan, the acronym ICRA is used to refer to the Immokalee Community Redevelopment Area, and the acronym CRA is used to refer to the Community Redevelopment Agency or staff of the Community Redevelopment Agency. Use of the acronym BCC in this document refers to the Board of County Commissioners.

4.2 Goals

This Redevelopment Plan recognizes that goals are interconnected, and together they will move the community forward to achieve this over-arching vision for the Immokalee Community Redevelopment Area:

Vision for Immokalee – A rural community that provides safe and affordable multigenerational living opportunities, interconnected pedestrian and transportation connections, a pristine environment, and a thriving economy that celebrates a diverse culture.

Goal 4.2.1 Celebrating Culture: Create a Cultural Destination

Preserve and enhance the rich mix of cultures and heritage in Immokalee and embrace new ones as they are identified.

Objective 4.2.1.1

Educate residents and visitors on the cultures in Immokalee.

- Strategy 1* Partner with the Collier County Museum and Parks and Recreation and other organizations to develop and expand signature events such as the Cattle Drive.
- Strategy 2* Use architectural features and colors to distinguish cultural identities.
- Strategy 3* Use public art to educate the community on the cultures and history of Immokalee.
- Strategy 4* Support the expansion of culinary experiences in the community, celebrating the rich diversity of food and the fresh produce that are available in Immokalee.
- Strategy 5* Investigate the development of a “Cultural Trail” connecting key landmarks and points of interest that reflect historic and culturally significant places throughout the community. The Trail can educate both residents and visitors while promoting ecotourism.

Objective 4.2.1.2

Create the Immokalee brand.

- Strategy 1* Develop a new logo and tag line that celebrates the cultures of Immokalee including its legendary athletes, farming, cattle ranching, and multi-ethnic population. Include input from the Seminole Tribe of Immokalee.
- Strategy 2* Develop an Immokalee Ambassador program that involves educating local residents on the Immokalee brand so they become spokespersons for Immokalee.

- Strategy 3* Develop a marketing campaign to educate the residents of Collier County, Lee County, and the region on the Immokalee brand.
- Strategy 4* Enhance gateways and corridors to showcase the Immokalee brand.
- Strategy 5* Encourage investment in the public realm to reinforce the Immokalee brand through incentives and regulatory changes. Collaborate with both public and private developers to enhance the character of the community.
- Strategy 6* Engage the business owners and organizations to coordinate branding efforts.
- Strategy 7* Coordinate with the Seminole Tribe of Immokalee to showcase the Immokalee brand.

Objective 4.2.1.3

Immokalee Cultural Center

- Strategy 1* Coordinate with other Collier County Divisions, such as the Museum, Library, Parks and Recreation, and Tourism, to incorporate the Immokalee brand into their facilities during renovations and new construction.
- Strategy 2* Define the concept of a “Cultural Center” and evaluate existing community facilities to determine feasibility of incorporating the Cultural Center into an existing or renovated center or the development of a new Cultural Center.

Goal 4.2.2 Economic Development

Strengthen the economic health of Immokalee.

Objective 4.2.2.1

Collaborations and Partnerships

- Strategy 1* Support the local Chamber of Commerce to become a one-stop shop for business development, promotions, and event hosting.
- Strategy 2* Support and participate in the State of Florida Rural Area of Opportunity designation for the Immokalee Community.
- Strategy 3* Support local career fairs to assist with local company hiring and employee training.
- Strategy 4* Support the enhancement of the Federal Opportunity Zone program in rural areas to expand incentives.
- Strategy 5* Collaborate with the Collier County Airport Authority to market economic development opportunities at the Immokalee Regional Airport.

Objective 4.2.2.2

Immokalee Regional Airport

- Strategy 1* Support development at the Immokalee Regional Airport as an economic development catalyst for the community.
- Strategy 2* Develop a “shovel ready” site at the Airport with an approved set of building plans to encourage new business development at the Airport.
- Strategy 3* Highlight the establishment of the Immokalee Readiness Center – U.S. National Guard and Collier County Mosquito Control facilities at the Airport.
- Strategy 4* Support efforts by the Immokalee Regional Airport to expand industrial development opportunities including the development of an industrial park.
- Strategy 5* Coordinate with the State of Florida Economic Development Agencies to market the Immokalee Regional Airport.
- Strategy 6* Support efforts by the Immokalee Regional Airport to seek grant funds to improve infrastructure and building square footage at the Airport.
- Strategy 7* Collaborate with Collier County to promote the County’s Certified Site Program (CSP) to attract and retain industrial development at the Airport.

Objective 4.2.2.3

Establish Immokalee as a regional opportunity for manufacturing and distribution.

- Strategy 1* Support the expansion of existing and new transportation corridors serving the region including the State Road 29 Bypass or loop road.
- Strategy 2* Establish quarterly meeting updates with Hendry and Glades County to exchange information on opportunities and challenges for the region.
- Strategy 3* Develop partnerships with new towns developing in Eastern Collier County to encourage a regional approach to economic development that will include the Immokalee Community as an option to consider for business development.
- Strategy 4* Collaborate with Collier County to promote the County’s Certified Site Program (CSP) within the community to attract new commercial and industrial development. Provide incentives to encourage private sector participation in the program.
- Strategy 5* Develop incentives to encourage business development and expansion.
- Strategy 6* Coordinate with Collier County to provide and maintain an accurate database of available properties and assist with marketing those properties to end users.

Objective 4.2.2.4

Expand commercial opportunities in Immokalee to reduce gaps of retail industry groups.

- Strategy 1* Support the development of a Business Retention and Expansion Program for existing retail establishments. The program should include site visits, education on existing programs, and incentives.
- Strategy 2* Use retail demand assessments to prepare and maintain a target list of retail industry groups.
- Strategy 3* Develop incentive programs, including but not limited to Tax Increment Incentives, to attract the targeted groups.
- Strategy 4* Develop incentive programs to attract the development of new retail space that can provide lease opportunities to small businesses to provide a mix of products and services in Immokalee.
- Strategy 5* Partner with the Collier County Economic Development Office, Chamber of Commerce and other economic development organizations to market available properties and incentives to target industries.
- Strategy 6* Develop incentives to eliminate any “food deserts” identified in the community in coordination with community partners such as the Interagency Council.
- Strategy 7* Develop the Main Street Initiative to improve appearance, mix of uses, infill development to reflect the “center” of commercial activity for Immokalee.
- Strategy 8* Continue to fund the Commercial Façade Improvement Program which provides design services and financial assistance to encourage building renovations that will enhance the community. Review the program periodically and revise as needed.

Objective 4.2.2.5

Support the expansion of medical services, both not-for-profit and private sector services, to provide quality health care including but not limited to 24-hour urgent care, 24-hour pharmacies, testing laboratories, mental health services, assisted-living, and memory and palliative care.

- Strategy 1* Participate in the Immokalee Inter-Agency and Immokalee Unmet Needs Coalition to identify needs and develop potential incentives to assist with recruitment of services.
- Strategy 2* Partner with other agencies to recruit and/or expand services in Immokalee.

Objective 4.2.2.6

Support local business startups and expansions.

Strategy 1 Support the development of an Entrepreneurial Support Organization to collaborate on training and services for small business development and expansion. Members may include Goodwill, SCORE, Small Business Development Association and microloan providers.

Strategy 2 Provide incentives for small business start-up and expansion.

Objective 4.2.2.7

Expand educational and training opportunities.

Strategy 1 Coordinate with Collier County School Board to maintain and expand training programs within the Immokalee Community.

Strategy 2 Support alternative transportation options to facilitate attendance at training classes outside the community.

Objective 4.2.2.8

Expand tourism as a component of the Immokalee economic base.

Strategy 1 Support the further development and maintenance of destination hubs in Immokalee including: Roberts Ranch, Peppers Preserve, and Lake Trafford. Support services that help the expansion of these destination hubs.

Strategy 2 Develop a marketing program to highlight the destinations.

Strategy 3 Coordinate with other Collier County Divisions to promote the Immokalee Community as a tourist destination.

Strategy 4 Identify sites as potential corporate retreats and coordinate the steps necessary to bring those sites forward for future consideration for the conference and corporate travel sector.

Objective 4.2.2.9

Develop Immokalee as a food destination.

Strategy 1 Develop and maintain a database of food venues and food manufacturers.

Strategy 2 Develop culinary events that highlight the diverse food options.

Strategy 3 Coordinate with and support the Immokalee Culinary Accelerator to promote and expand businesses.

Strategy 4 Develop incentives to create opportunities for graduates of the Culinary Accelerator to stay in the Immokalee Community.

Strategy 5 Partner with agricultural businesses to evaluate and support opportunities for agrotourism.

Objective 4.2.2.10

Expand the availability and quality of internet service, broadband, and beyond.

Strategy 1 Prepare and maintain an inventory of available computer and internet service providers in Immokalee.

Strategy 2 Support rural broadband internet access initiatives and evaluate the potential to initiate a broadband program for the Immokalee Community.

Goal 4.2.3: Housing

Provide a mix of housing types and price points to allow for safe, high-quality dwelling unit options in Immokalee.

Objective 4.2.3.1

Support multigenerational housing opportunities in Immokalee.

Strategy 1 Update the 2011 Immokalee Housing Condition Inventory every five years to identify current conditions and evaluate progress on housing improvements.

Strategy 2 Coordinate with Collier County to evaluate Land Development Code regulations to support the development of accessory dwelling units.

Strategy 3 Collaborate with housing providers to leverage funds and seek additional funding to expand housing options in Immokalee.

Strategy 4 Partner with housing providers to create incentives for housing rehabilitation and replacement, including the replacement of mobile/manufactured homes built prior to 1994 as identified in Collier County SHIP guidelines.

Strategy 5 Coordinate with housing agencies and providers to promote strategies to maintain and improve the affordable housing inventory and add housing to serve a mix of income levels.

Strategy 6 Partner with Collier County to develop or expand programs to improve affordable housing options (no more than 30% of gross income is spent on housing costs, including utilities) for both housing renovations and new construction.

Strategy 7 Collaborate with housing providers to establish transitional housing options for the homeless population in the community.

Objective 4.2.3.2

Neighborhood Initiative: Create a holistic approach to neighborhood revitalization to improve infrastructure, housing, and safety.

- Strategy 1* Support the Immokalee Area Master Plan Neighborhood Planning Initiative to develop neighborhood improvement plans based on the Neighborhood Map (Exhibit A).
- Strategy 2* Improve vacant and nuisance properties to restore community appearance and safety.
- Strategy 3* Partner with Code Enforcement, Collier County Sheriff's Office, and Community Task Force to bring properties into Code compliance.
- Strategy 4* Support Community Policing initiatives where identified as a need during neighborhood planning efforts.
- Strategy 5* Develop incentives to facilitate the development and redevelopment of residential properties to enhance neighborhoods with housing, recreational amenities, or community gardens.
- Strategy 6* Evaluate a land acquisition program to acquire properties that have Code violations, tax liens, or other blighted conditions so they may be redeveloped.
- Strategy 7* Coordinate with Collier County housing staff, regulators, and housing providers to review and consider incentives to improve the types, quantity, and quality of housing in the ICRA.

Goal 4.2.4: Infrastructure

Maintain a high quality of life for all residents and visitors of Immokalee.

Objective 4.2.4.1

Improve water quality by partnering and supporting stormwater improvements.

- Strategy 1* Coordinate with County Divisions to ensure stormwater improvements are implemented at the time of other infrastructure projects.
- Strategy 2* Support the implementation of the Immokalee Stormwater Master Plan through partnerships with Collier County in efforts to construct improvements and pursue grants and funding opportunities.

Objective 4.2.4.2

Promote and improve walking as a safe and inviting mode of travel through a comprehensive network of pedestrian facilities.

- Strategy 1* Evaluate any new development project and identify the opportunity to incorporate the principles of complete streets when feasible to increase the safety of commuters walking

or using transit to get to work through design and construction of sidewalks, stormwater improvements, streetlighting, road resurfacing and striping, broadband, and shade trees.

Strategy 2 Collaborate with other County Departments to efficiently use resources to complete the Sidewalk Master Plan. (See Exhibit B for Sidewalk Master Plan)

Strategy 3 Coordinate with partners to implement the Sidewalk Master Plan. (See Exhibit B for Sidewalk Master Plan)

Strategy 4 Complete improvements identified in Sidewalk Master Plan Focus Area 1 and Focus Area 2 as funds become available.

Focus Area 1 – Lake Trafford Road Area (see Exhibit B-Map 2)

Focus Area 2 -South Immokalee (see Exhibit B-Map 3)

Strategy 5 Distribute public awareness notices or materials about the rights and responsibilities of pedestrians.

Strategy 6 Support walking as a recreational activity and evaluate the feasibility of a walking trail around the South 9th Street and West Eustis Avenue stormwater pond.

Strategy 7 Coordinate with County and State agencies and non-profit organizations to plan and implement local and regional trail and pathway connections.

Objective 4.2.4.3

Promote mobility through interconnected street patterns and improved roadway conditions.

Strategy 1 Support Collier County initiatives to bring all public roads up to County standards.

Strategy 2 Assist Collier County in the implementation of a program to bring private roads up to County acceptance standards.

Objective 4.2.4.4

Improve and maintain water quality standards and waste management services.

Strategy 1 Support and coordinate with Collier County Waste Management Division to educate commercial and residential customers on the benefits, policies, and procedures to provide a clean environment and improve the aesthetic appearance of the community.

Strategy 2 Develop initiatives and incentives that facilitate the proper disposal of trash and recyclables by businesses and residents.

Strategy 3 Coordinate with Collier County to support the Collier County Adopt the Road program to educate the community on the program and encourage participation.

Objective 4.2.4.5

Maintain a high quality of life for all residents and visitors of Immokalee through recreational opportunities.

- Strategy 1* Partner and coordinate with Collier County Parks and Recreation to provide high quality recreational opportunities in the community. (See Exhibit C for Parks and Open Space Map)
- Strategy 2* Support the enhancement and maintenance of recreational facilities that serve a multi-generational and culturally diverse population through partnerships with Collier County Parks and Recreation, private donors, and nonprofit organizations.
- Strategy 3* Support the addition of amenities that will increase visitor use at tourist destination locations including Lake Trafford, Roberts Ranch, and Pepper Ranch.
- Strategy 4* Continue to support Zocalo Park as a Main Street amenity and a safe and well-maintained community gathering place.

Objective 4.2.4.6

Improve transit services in Immokalee.

- Strategy 1* Support expanded transit services and choices in Immokalee.
- Strategy 2* Partner with Collier Area Transit (CAT) to complete transit amenities at bus stops. (See Exhibit D for Transit Stop Improvements Map)
- Strategy 3* Support efforts that improve the interconnectivity of the street network to expand transit opportunities.
- Strategy 4* Evaluate options to provide on-demand shuttle service (micro-transit) between homes and transit stops and support, if feasible.
- Strategy 5* Partner with CAT to improve access, frequency, and expanded times of transit service.

Objective 4.2.4.7

Maintain and improve coordination with private and independent service and utility providers such as Immokalee Water and Sewer, Immokalee Fire Control District, Lee County Electric Cooperative (LCEC) and others.

- Strategy 1* Invite partners to participate in ICRA goal setting workshops and preliminary project kick-off meetings to discuss the development of conceptual designs.
- Strategy 2* Partner with service providers to ensure adequate services are available to meet future demand.

Strategy 3 Inform utility agencies and service providers of redevelopment goals and objectives, and work with them toward aligning their planning of service level improvements.

Goal 4.2.5 Implementation/Administration

Maximize resources through collaboration between County, State, and Federal agencies to achieve the CRA goals and objectives.

Objective 4.2.5.1

Comply with fiscal, legal, and ethical standards as required by Federal, State, and local mandates.

Strategy 1 Provide opportunities for training on redevelopment laws, ethics, and plan implementation for the CRA Board, Advisory Board members, and staff.

Strategy 2 Comply with State reporting requirements.

Objective 4.2.5.2

Where applicable, seek funding partners and grants to implement the Redevelopment Plan and leverage resources.

Strategy 1 Provide administrative support consistent with Florida Statutes to implement the plan.

Strategy 2 Actively participate in organizations that are aligned with the goals and objectives of the Plan to identify potential partnerships to leverage resources.

Strategy 3 Develop a project evaluation checklist to verify projects are in alignment with Plan goals.

Strategy 4 Conduct a quarterly review of Plan implementation and a five-year Plan review to evaluate and recommend necessary amendments to align the goals, objectives, and strategies and funding with conditions of the community at the time of review.

Objective 4.2.5.3

Coordinate with the Immokalee Beautification Municipal Service Taxing Unit (MSTU).

Strategy 1 Incorporate the Immokalee Beautification MSTU into planning and implementation processes for ICRA improvements.

Strategy 2 Coordinate and partner with the Immokalee Beautification MSTU to leverage funding for project implementation.

Objective 4.2.5.4

Ensure a targeted and balanced distribution of CRA planning and implementation efforts.

Strategy 1 Account for both need-based and geographic considerations in the distribution of planning and implementation efforts.

Strategy 2 Identify street blocks or neighborhoods for targeted comprehensive improvements with a focus on blocks or neighborhoods that have already received some improvements.

Strategy 3 Provide education and support to help ensure that improvements are properly maintained.

Strategy 4 The CRA will coordinate with Collier County Growth Management Department for updates to the Land Development Code to support redevelopment in Immokalee.

4.4 Redevelopment Program

The following section provides a redevelopment program for the ICRA, including the methodology for prioritizing and phasing redevelopment projects that are included in the Redevelopment Program and potential opportunities for improvement and investment in the area, as well as outlines Funding Strategies to implement the Program. The Redevelopment Program for the ICRA includes projects and activities that may be funded by the CRA or by other public agencies, non-governmental organizations, or the private sector.

4.4.1 Action Plan

The following Action Plan describes the three phases of Plan implementation, outlines the criteria the CRA shall consider when prioritizing projects and initiatives, summarizes the key redevelopment opportunities to be completed in the short and mid-term, and depicts the 2022 Redevelopment Plan Projects and Programs.

Prioritization and Phasing

This plan recognizes three phases of initial implementation.

- Phase 1: Short-term (five-year planning horizon consistent with other agencies capital project planning approach).
- Phase 2: Mid-term (next 10 years)
- Phase 3: Long-term (15 years through the existence of the CRA)

Projects and community priorities should be evaluated every five years at a minimum to confirm consistency with the community's goals and priorities. Annual reporting of project status and adjustments in tax increment revenues will also confirm that community goals and objectives are being met. Since these projects and initiatives cannot be evaluated and carried out all at once, this section presents a prioritization plan in terms of amount of funds programmed and project/initiative timing. A key consideration for prioritization is the amount of funding available for these projects and initiatives, discussed more in Section 4.4.2.

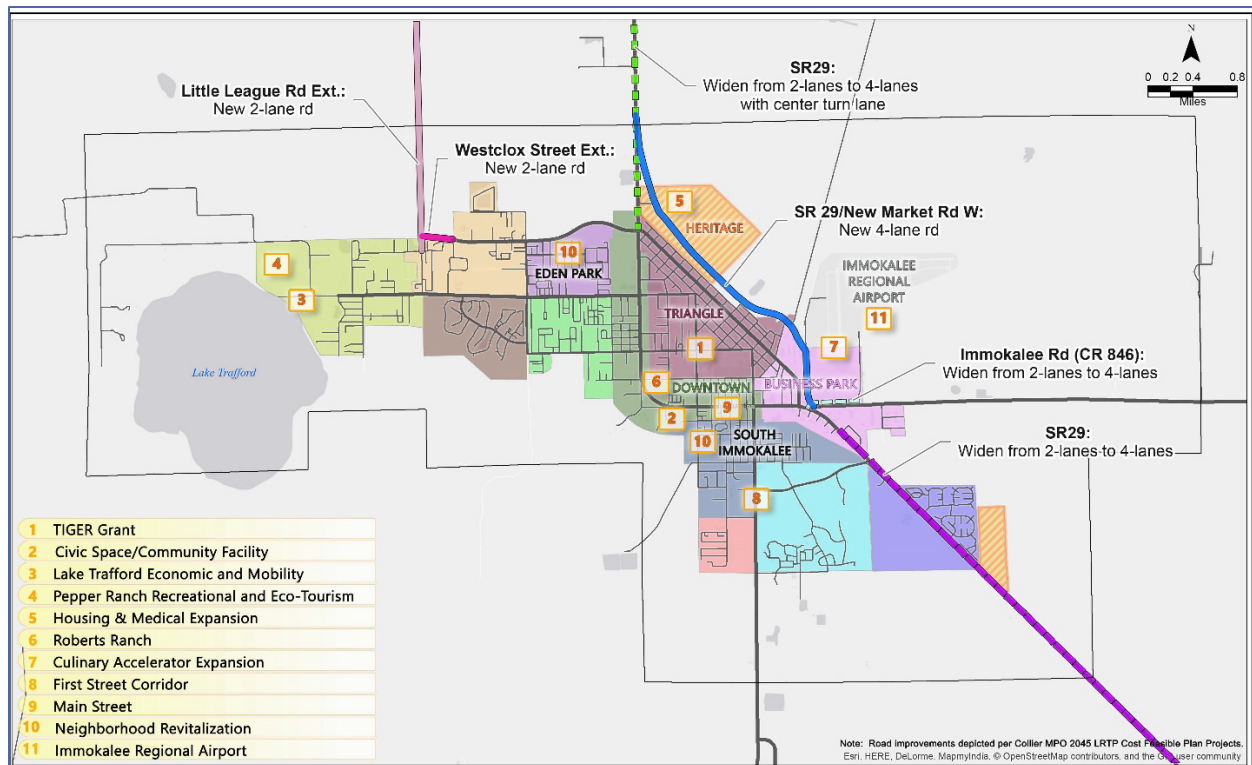
Prioritization criteria to consider include:

- Funding availability from dedicated or outside sources (aside from CRA funds)
- Magnitude of anticipated impact and multiplier effects
- Whether planning/design has already been undertaken or completed
- Project timing considerations independent of prioritization (e.g., TIGER grant improvements should be completed prior to Neighborhood Initiative commences)
- Ability to address health/safety concerns
- Degree of need
- Geographic distribution of projects in the ICRA area
- Priorities identified during annual work plan and five-year plan review

Opportunities for Redevelopment

Since the adoption of the 2000 Immokalee Community Redevelopment Plan, the CRA has completed several capital projects to improve the public realm, and redevelopment efforts have been accomplished through private investment (see Section 4.3, Background and Baseline Data). Building on the success of these advancements, the CRA is ready to move forward with new and innovative proposals to continue to improve and enhance the area. As shown in Figure 4-3, the Framework Map (also see Exhibit Q) highlights opportunities and priorities the CRA will be focusing on over the next five to 11 years.

Figure 4-3- Immokalee Framework Map



The Framework Map identifies eleven locations for potential redevelopment projects and improvements:

1. **TIGER Grant** – This area in the heart of the community will be transformed with sidewalk and lighting improvements funded through the Federal TIGER grant program. Once the project is completed there will be an opportunity to leverage these improvements by targeting housing initiatives in this area.
2. **Civic Space/Community Facility** – The CRA owns a 1.96-acre site located at the corner of Main Street and South Ninth Street. Originally purchased to create a public plaza similar to the Zocalo Park at the corner of First and Main, the site has remained vacant. Recent discussions have identified several approaches to developing the site to maximize public benefit including selling the property for commercial development; selling the property to develop a community service campus; or entering into a partnership with other public or private agencies to create a community center or community open space.

3. Lake Trafford Economic and Mobility Opportunity – Lake Trafford and Ann Olesky Park are considered a recreational jewel in the community. Lake Trafford Road that leads into the park is programmed for sidewalk improvements except for the last 0.34 miles into the park. Environmental assessment is needed to determine if the pedestrian connection into the park can be completed. Coordination with the property owners surrounding the park also provides an opportunity to expand transit into the area and to expand commercial opportunities to expand eco-tourism in the area.
4. Pepper Ranch Recreational and Eco-Tourism – Pepper Ranch provides low impact recreational amenities to the public. Expansion of services and marketing the property for corporate retreats provides an opportunity to expand the eco-tourism into the area.
5. Housing & Medical Facilities Expansion – The Heritage Planned Unit Development approved in 1991 provides an opportunity to expand services and residential development in this northern section of Immokalee. The 346-acre site allows for a mix of commercial and residential units. Programmed improvements to State Road 29 will enhance this location’s viability for development, offering improved access for the local community, as well as Hendry and Lee Counties.
6. Roberts Ranch – A part of the Collier County Museum system, this historic 13-acre site is in the heart of Immokalee with easy access to Main Street. Originally home to cattleman Robert Roberts and his family, this historic site and museum (the longest running ranch in South Florida) provides visitors with a rare opportunity to experience daily working life on a Southwest Florida pioneer homestead and citrus grove from the early 1900s. This site provides an opportunity to host events that can attract tourists and residents. The site also provides an opportunity to link the agricultural sector to tourism by developing a farm to table venue.
7. Culinary Accelerator Expansion – Located within the Immokalee Regional Airport is The Florida Culinary Accelerator @ Immokalee, providing a state-of-the-art commercial kitchen open to a membership base. Depending on the membership level, members may select from a range of customized hours and plans to prepare, cook, and package their culinary creations for distribution. The culinary accelerator’s goal is to support area chefs, farmers, and small food businesses to achieve their dreams of growing their food businesses and entering the competitive retail marketplace. One of the challenges that chefs, famers, and small food business face is finding a suitable space for start-up businesses once they reach capacity at the accelerator. There is opportunity to expand this successful facility or expand services to address the next level of business expansion.
8. First Street Corridor – Main entrance into Immokalee from coastal Collier, the roadway provides an opportunity to create an entrance into the community and to partner with the landowners along the street to provide needed commercial, residential, and recreational opportunities. The entrance to the ICRA is an opportunity for gateway branding. Additionally, there is an opportunity to connect Immokalee to surrounding areas within and beyond Collier County with the Paradise Coast Trail (PCT). The PCT is a Shared-Use Non-motorized (SUN) Trail.
9. Main Street – At the center of Immokalee, Main Street is a State roadway that has recently been improved for pedestrian access in 2021. A future “loop road” may eliminate the freight traffic that currently hinders the corridor from being designed and treated like a pedestrian oriented downtown

corridor, and this could open the door for a transformation that allows more outdoor dining and neighborhood retail. Main Street also has opportunities as a central focal point for community branding efforts.

10. Neighborhood Revitalization Initiative – As outlined in Objective 4.2.3.2, this initiative focuses on creating a wholistic approach to neighborhood revitalization by including strategies for infrastructure, housing, and safety improvements. There are 12 neighborhoods identified on the Neighborhood Map (Exhibit A). Two areas have emerged as opportunities based on current or budgeted public investment and partners: Eden Park and South Immokalee. Each neighborhood will have unique constraints and opportunities. Initiatives for South Immokalee will include Dreamland Park improvements. In addition to this opportunity, improvements to park amenities throughout the community’s neighborhoods will be pursued through public private partnerships to create a comprehensive park network to be implemented as funds are available. The Neighborhood Revitalization Initiative also addresses housing needs through identifying and pursuing replacement, renovation, and new construction opportunities. Community Policing and Code Enforcement may also be identified within the strategic revitalization plan for each neighborhood.
11. Immokalee Regional Airport – The Airport provides a strategic location for manufacturing and distribution. Through coordination with the Collier County Airport Authority, the CRA has an opportunity to advance economic development goals through marketing the available land, considering the creation of a “shovel ready” site, and supporting the improvement of infrastructure at the Airport.

In addition to those opportunities identified on the Framework Map, the CRA will also leverage resources and funds to further projects and plans led by other agencies and organizations, including:

- Cultural Trail Opportunity
- Affordable Housing Opportunities
- Housing Replacement and Rehabilitation
- School Board Coordination/Education and Training Expansion
- Stormwater Master Plan
- Sidewalk Master Plan
- Recreational Expansion

Projects and Programs

Florida Statutes Sections 163.362(9) and (10) require that CRA Plans contain a detailed statement of the projected costs of the redevelopment projects and a time certain for completing redevelopment financed by increment revenues. Figure 4-4 below is a list of CRA capital projects and programs anticipated within the ICRA and associated timeframes (short-term, mid to long-term, and ongoing). It is anticipated that these projects and programs may utilize Tax Increment Financing (TIF) funding and other potential funding sources are also listed which may offset some of the projected costs.

Short-term projects are primarily those that are currently underway and moving toward completion. For the mid to long-term projects, the CRA efforts will focus on positioning these projects for grants,

appropriations, and other funding opportunities. The recently approved Federal Infrastructure Bill (the Infrastructure Investment and Jobs Act) is one such potential funding stream.

For projects and programs with known or estimated costs, those costs are listed in Figure 4-4 below, and those that are partially funded in the Fiscal Year 2021-22 ICRA Capital Budget are noted with an asterisk. For projects or programs that are still preliminary in concept, the costs are indicated as “to be determined” (TBD), subject to more detailed planning, design, and coordination with other agencies.

The proposed projects and programs identified in Figure 4-4 provide general guidance based on public input on project priorities to implement the overall vision of Immokalee. The Redevelopment Plan also allows for flexibility to move into mid-term and long-term projects if funding and partnerships are identified with private sector, non-profit entities, or other government agencies. The majority of the items identified will require assistance from additional funding sources including the MSTU when applicable and grant funds as well as partnering with other governmental agencies, non-profit entities, and County Departments. It is assumed that projects and programs will be further defined and articulated during the five year updates of this Redevelopment Plan.

Figure 4-4 - Capital Projects & Programs

Tax Increment Financing (TIF) is proposed to assist with financing the following projects and programs.

Projects/Programs	Anticipated Costs	Other Potential Funding Sources	Timeframe
Cultivating Culture			
Cultural Center	\$3,740,000**	Grants, Non-profit entities, other government agencies	Mid/Long-Term
Public Art Cultural Trail	TBD	MSTU, Grants, other government agencies	Mid/Long-Term
Economic Development			
Land Acquisition	TBD	Grants, Private Sector, other government agencies	On-going
Shovel Ready Program	TBD	Grants, Private Sector	On-going
Branding and Marketing	TBD	Grants, Non-profit entities, other government agencies	On-going
Site Improvements	TBD	Grants, Private Sector, other government agencies	On-going
TIF Incentive Program	TBD	N/A	On-going
Industrial Park Development	TBD	Grants, Private Sector, other government agencies	On-going
Airport Economic Opportunity	\$5,210,000**	Grants, Private Sector, other government agencies	Short-Term & Mid/Long-Term
Culinary Accelerator Expansion	TBD	Grants, Private Sector, other government agencies	Short-Term & Mid/Long-Term
Airport Park Recreational Opportunity	TBD	Grants, other government agencies	Short-Term & Mid/Long-Term
Retail Incentive Program	TBD	Grants, Private Sector	On-going
Main Street Initiative	TBD	Grants, Private Sector, other government agencies	Short-Term & Mid/Long-Term
Commercial Improvement Grants	\$100,000*	Grants, Private Sector	On-going
Business Expansion and Retention	TBD	Grants, Private Sector, other government agencies	On-going
Broadband Initiatives	TBD	Grants, Private Sector, other government agencies	On-going

Projects/Programs	Anticipated Costs	Other Potential Funding Sources	Timeframe
Housing			
Land Acquisition	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
Infrastructure Improvements	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
Mobile Home Replacement Initiative	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
Housing Renovation Incentives	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
New Construction Incentives	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going
Neighborhood Revitalization Initiative	\$183,600*	Grants	On-going
<i>Costs for lighting, street trees, benches, waste receptables, bike racks, signage (both sides of street)</i>			
• South Immokalee Planning/Design	\$1,500,000**	MSTU, Grants, other government agencies	Short-Term
• South Immokalee Construction	\$9,900,000**	MSTU, Grants, other government agencies	Long-Term
• Eden Park Planning/Design	\$1,500,000**	MSTU, Grants, other government agencies	Short-Term
• Eden Park Construction	\$9,900,000**	MSTU, Grants, other government agencies	Long-Term
Enhanced Public Safety	TBD	MSTU, Grants, other government agencies	On-going
Community Policing	TBD	Grants, other government agencies	On-going
Community Land Trust - special needs housing	TBD	Grants, Private Sector, Non-profit entities, other government agencies	On-going

Projects/Programs	Anticipated Costs	Other Potential Funding Sources	Timeframe
Infrastructure			
Immokalee Sidewalk Master Plan			
<i>Cost for upgrades to have sidewalks on both sides of streets with drainage and utility improvements</i>			
Focus Area 2 - South Immokalee Sidewalk Plan			
<ul style="list-style-type: none"> Delaware Ave & Eustis Ave 	\$1,115,000*	MSTU, Grants, other government agencies	Short-Term
<ul style="list-style-type: none"> Other Focus Area 2 gaps 	\$11,560,000**	MSTU, Grants, other government agencies	Mid/Long-Term
Focus Area 1 – Lake Trafford Road Area			
<ul style="list-style-type: none"> All Focus Area 1 	\$18,810,000**	MSTU, Grants, other government agencies	Mid/Long-Term
Outside Focus Areas	\$6,525,000**	MSTU, Grants, other government agencies	Mid/Long-Term
Stormwater	\$278,000*	MSTU, Grants, other government agencies	On-going
General Public Road Improvements	TBD	MSTU, Grants, other government agencies	On-going
Land Acquisition	TBD	Grants, other government agencies	On-going
Waste Management Initiatives	TBD	MSTU, Grants, Private Sector, other government agencies	On-going
Parks and Recreation Partnerships			
Park Amenities	\$70,000*	MSTU, Grants, Private Sector, other government agencies	On-going
Zocalo	TBD	MSTU, Grants, Private Sector, other government agencies	Short-Term
Dreamland	TBD	MSTU, Grants, Private Sector, other government agencies	Short-Term
Land Acquisition	TBD	Grants, Private Sector, other government agencies	Mid/Long-Term
Mobility			
Transit Amenities	TBD	MSTU, Grants, other government agencies	On-going
Streetscape Improvements	TBD	MSTU, Grants, other government agencies	On-going
Main Steet Streetscape	\$1,500,000**	MSTU, Grants, other government agencies	Short-Term

Projects/Programs	Anticipated Costs	Other Potential Funding Sources	Timeframe
First Street Corridor	\$250,000*	MSTU, Grants, other government agencies	Short-Term
Lake Trafford Road Corridor	TBD	MSTU, Grants, other government agencies	Short-Term & Mid/Long-Term
New Market Road Corridor	TBD	MSTU, Grants, other government agencies	Mid/Long-Term
On-demand Transit Service	TBD	Grants, other government agencies	Mid/Long-Term
Pedestrian Safety Improvements	TBD	MSTU, Grants, other government agencies	On-going

* Partially funded in the FY 2021-22 ICRA Capital Budget

** Costs are conceptual only, final costs and projects to be determined per the outcomes of the planning efforts.

In addition to capital projects, the Redevelopment Plan includes several non-capital projects and programs. These on-going soft costs provide for the operations and administration of the CRA offices, as well as implementation of the Goal to “Create a Cultural Destination” through branding and marketing, public art, and special events. It is anticipated that administration of the CRA will continue to be financed through TIF funding allocations while non-capital initiatives to support Cultivating Culture may be funded through a combination of TIF funds, grant sources, and/or partnerships with private sector, non-profit entities, or other government agencies.

Additional redevelopment opportunities in the area may arise in conjunction with capital projects planned and administered by other agencies and organizations. The CRA should seek to enhance or augment these efforts through coordination and partnerships when initiatives support the goals and objects of the Immokalee Redevelopment Plan. In accordance with §163.362(4), Florida Statutes, any publicly funded capital projects to be undertaken within the Immokalee Community Redevelopment Area as of 2022 are listed in Exhibit R. The Redevelopment Plan also recognizes and allows for partnerships with other County Departments to facilitate the implementation of projects included in the Collier County Annual Update and Inventory Report (AUIR) that may be eligible for Tax Increment Funding, as permitted by Florida Statute.

4.4.2 Funding Strategies

In order to facilitate redevelopment in the Immokalee Redevelopment Area, the County will need to use various sources of funding from local, state, and federal government and the private sector. This section examines funding methods and strategies to finance redevelopment activities that will implement the Redevelopment Plan, including TIF, Municipal Services Taxing Units (MSTUs), grants, coordination and partnerships, and other funding mechanisms. Funds deposited into the Redevelopment Trust Fund may be expended only in the redevelopment area pursuant to the adopted Redevelopment Plan and in conformance with the requirements of Section 163.387(6), Florida Statutes.

Certain incentives may need to be offered to developers to attract new development, redevelopment, and rehabilitation of existing buildings within the ICRA. Some of these programs may include:

- Tax increment rebates
- Rent subsidies
- Loan or grant programs
- Tenant improvement subsidies
- Land assembly assistance and acquisition of easements
- Impact fee waivers or credits

This Redevelopment Plan does not obligate any funding to any projects listed. It provides a guide and list of both capital and non-capital projects that require approval by the CRA and/or the Board of County Commissioners (BCC) depending on the funding source. The Local Redevelopment Advisory Board will also review projects and make recommendations to the CRA Board for consideration. The CRA will follow the standard operating and procurement guidelines adopted by the BCC for all expenditures. The CRA will follow Collier County standard operating procedures when partnering with other County Departments and will follow state and federal grant guidelines as required for other funding sources outside of TIF.

Projects may require additional vetting and piloting to better understand technical feasibility, impacts, and broader County implementation priorities prior to approval for implementation. To this end, planned projects include technical feasibility studies and pilot projects. As a result, this capital and non-capital funding plan is subject to change as it is re-evaluated. Additionally, the Redevelopment Plan sets a framework based on current conditions but also allows for flexibility in the phasing of projects based on funding opportunities and community priorities identified in annual work plans and capital improvement project lists.

Regarding maintenance costs, maintenance of standard capital improvements is anticipated to be provided and funded by relevant County agencies, while maintenance for capital improvements above and beyond County standards are anticipated to be funded by the CRA. For a full list of non-CRA budgeted capital projects within the Immokalee Community Redevelopment Plan per Florida Statute, see Exhibit R.

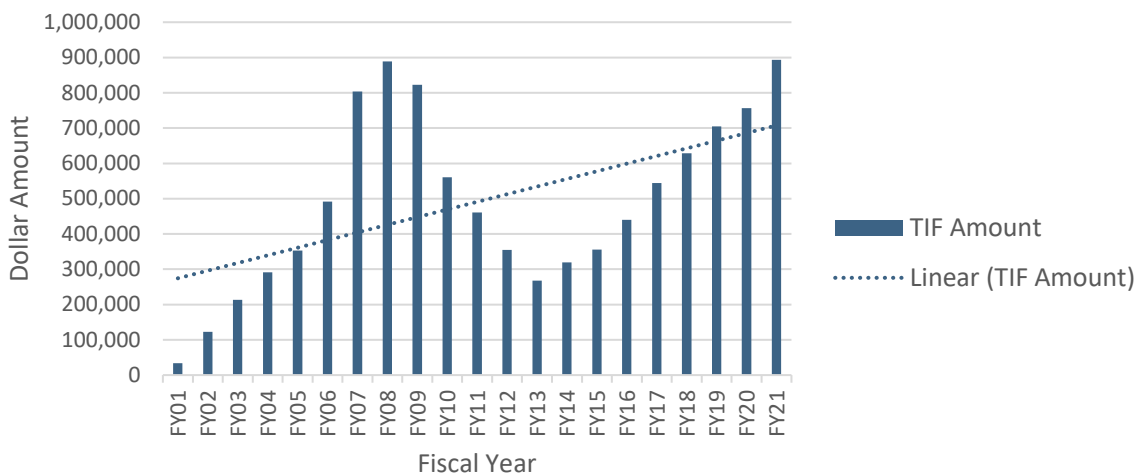
Tax Increment Financing (TIF)

As detailed in Section 2.1 of the Collier County Redevelopment Plan, TIF is a primary mechanism for funding public improvements needed to support and encourage new development in the ICRA. TIF funds are generated within Community Redevelopment Areas by capping (or freezing) the property values at the assessed value for an established base year. Thereafter, any tax revenues generated due to increases in property values in excess of the base values are dedicated to fund improvements and activities within the redevelopment area. The generated revenue is known as tax increment financing or TIF and is used in the CRA to leverage its redevelopment efforts. This revenue source provides Collier County with a means to finance front-end costs that facilitate redevelopment of the area through the existence of the CRA, consistent with the Redevelopment Plan goals and objectives. The CRA is able to use county ad valorem tax revenues generated above the base-year amount (the increment) to apply to projects and initiatives identified in this Redevelopment Plan per Florida Statute.

Figure 4-5 shows the amount of tax increment revenues received since Fiscal Year 2000. The recession in 2009 had a major impact on tax increment revenues through 2012; however, TIF revenues have steadily

increased each year since 2013. By the end of Fiscal Year 2022, it is anticipated that revenues will exceed \$900,000.

Figure 4-5 - Annual TIF Revenues, FY 2000 – FY 2021



The projected revenues through Fiscal Year 2052 based on a conservative growth scenario with a 3% assumed average annual growth rate yield a total of \$62,082,900. Historically, the ICRA has experienced a 5.3% growth rate. A medium growth scenario that assumes a 5% average annual growth rate yields a total of \$95,799,700 through Fiscal Year 2052. For more information on the 3% and 5% growth projections, see Exhibit S. All scenarios assume the millage rates remain constant throughout the span of the CRA.

Municipal Service Taxing Units (MSTUs)

A Municipal Service Taxing Unit (MSTU) is a special taxing district and funding mechanism to make capital improvements to the community or provide additional services based on identified objectives. The MSTU provides an additional ad valorem tax for specific purposes to fund streetscape and right of way improvements (including right-of-way maintenance in the MSTU area). Since 2011, the CRA and the Immokalee MSTU have collaborated on several capital projects. CRA staff will continue to evaluate the opportunity to coordinate with the Immokalee MSTU to fund eligible projects proposed in this CRA plan. A conservative (3%) growth scenario yields \$23,040,500 and a medium growth scenario (5%) yields \$32,605,000 for the MSTU fund over the next 30 years (FY2052). For more information on the 3% and 5% growth rate projections, see Exhibit S. Note that the MSTU does not have a sunset date and will likely continue when the CRA established for Immokalee sunsets.

Grant Opportunities

Grant funding can benefit Plan implementation, especially in the short-term as capital project costs exceed projected tax increment revenues. Review of appropriate grant opportunities that meet the objectives within the Redevelopment Plan should be vetted through Collier County grant review process and brought to the BCC for consideration when the cost benefit is positive. Tax Increment revenues can be used as matching funds in grant applications when the grant project implements the redevelopment plan. There is currently an advantage in applying for some federal and state grant programs based on the rural character and economic need of the community. When grants are used to subsidize improvements to code required infrastructure such as building facades, landscaping, signage, parking and pedestrian

amenities, it not only improves the appearance of the property but may also serve as a catalyst for neighboring property owners to invest in their properties, further enhancing the aesthetic of the corridor while positively impacting the tax base.

Coordination and Partnerships

Many of the projects listed in Section 4.4.1 require the CRA to seek approval from and coordinate with other agencies and entities, which may include planning and process approval and/or coordination. Leveraging funds with other departments or agencies will be needed to implement projects especially in the short-term. Coordination also includes instances in which another agency or entity oversees a project or initiative directly with the CRA assisting with funding or public outreach.

The projects identified in this 2022 Redevelopment Plan are suggestions to be further vetted prior to approval for implementation. This includes review and approval from relevant County staff and elected officials. Planning and implementation may also include broader coordination with other agencies. Examples include coordination with the Collier MPO to share local needs that might inform a state roadway improvement, as well as coordinating with other Collier County agencies on topics such as Land Development Code changes, park access, community safety, transit and transportation, and stormwater.

The CRA also has opportunities to coordinate with the Lee and Hendry Counties on transportation planning and economic development initiatives. Coordination with Immokalee Water and Sewer District and Lee County Electric Cooperative (LCEC) will be important to ensure adequate infrastructure is available for housing and economic development initiatives. This type of coordination might involve design review for projects led by the CRA and setting up meetings coinciding with regular planning and project cycles prior to finalized design phases. Key planning cycles for coordination include the Transportation Improvement Program planning by the MPO and capital improvement planning for Collier County. When working with agencies to identify shared funding opportunities as a part of these planning and implementation processes, it is important to recognize existing funding commitments, as well as limitations on the use of funds. For example, road impact fees in Collier County must be used for capacity expansion, such as adding a new road or new lanes to an existing road.

Aside from government agencies, the CRA may also have opportunities to partner with local entities such as private firms and non-profits to realize some of its strategies and projects, as well as seek private sponsorships. For a successful public/private partnership, the developer must understand and accept the goals of the ICRA while government has to recognize the return-on-investment requirements of the private sector. Examples include potentially partnering with FHERO, the Culinary Accelerator and/or the Chamber of Commerce to expand business opportunities in the community. Coordination and funding opportunities may also be identified as part of private development projects.

Lastly, CRA staff should look for opportunities to coordinate with the MSTU operating in the area to implement capital improvements. Several projects identified in Figure 4-4 would be consistent with the mission of the MSTU including South Immokalee Sidewalk Project, First Street Corridor and Lake Trafford Streetlighting. Immokalee MSTU is projected to have approximately \$23 million in total revenues over the next 30 years that can assist in implementing this plan. Note that the MSTU Advisory Board would need to approve any process or funding coordination.

Other Funding Mechanisms

Other redevelopment funding opportunities may be available through loans, bonds, and federal or state programs that offer financing options. To make the most effective use of tax increment revenues, other funding sources should be sought as appropriate to carry out the provisions of the Redevelopment Plan.

Community Redevelopment Agencies have the ability to borrow money and accept advances from both public and private financial institutions, including the County, for any lawful purpose in connection with the redevelopment program. Funds deposited into the Redevelopment Trust Fund, including TIF, which are not otherwise obligated, may be used for repayment of such loans or advances.

The CRA may issue redevelopment revenue bonds, notes or other obligations to finance community redevelopment projects when authorized to do so by the BCC and in accordance with §163.385, Florida Statutes. As noted in Section 2.2 of the Collier County Redevelopment Plan, security for such bonds may be based upon the anticipated tax increment revenues and other such revenues as may be legally available. The program offers tax-exempt, low interest industrial revenue bond financing to qualified manufacturing and 501(c)(3) non-profit organizations through Florida Development Finance Corporation (FDFC). This program is designed to improve low-cost capital availability to Florida's growing and expanding businesses that qualify for tax exempt finance under IRS rules, to allow them to be more competitive in the global and domestic marketplace.

As noted in Section 4.3, the Immokalee Community has several economic development incentive programs available to spur private sector investment into the community. The following designated Incentive Program Areas (see Exhibit K) in Immokalee provide opportunity for grant programs, technical assistance, tax incentives, and/or other economic development incentives:

- Quality Opportunity Zone (QOZ)
- Southwest Florida Promise Zone (SFPZ)
- Rural Area of Economic Concern/South Central Rural Area of Opportunity (RAO) and member of Florida Heartland Economic Region of Opportunity (FHERO)
- Foreign Trade Zone (FTZ)
- Promise Zone

In addition to the aforementioned incentives, a number of economic development resources are available through federal or state programs. The following are examples of other federal or state financing programs that may offer financial assistance for redevelopment efforts within CRAs throughout the state of Florida:

- Community Contribution Tax Credit Program (Corporate Income Tax or Sales Tax Refund)
- Qualified Target Industry Tax Refund Program (QTI)
- Quick Response Training Program (QRT)
- Economic Development Transportation Fund (Road Fund)
- Capital Investment Tax Credit (CITC)
- Voluntary Cleanup Tax Credit (VCTC)
- Brownfields Revolving Loan Fund Grants (RLF) Brownfields Redevelopment Bonus Program

SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats



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COMMUNITY TOOL BOX

What is a SWOT analysis and why should you use one?

A SWOT analysis guides you to identify the positives and negatives inside your organization (**S**trength & **W**eakness) and outside of it, in the external environment (**O**pportunity & **T**hreat). Developing a full awareness of your situation can help with both strategic planning and decision -making.



When do you use SWOT?

You might use it to:

- Explore possibilities to problems.
- Make decisions for your initiative.
- Determine where change is possible.
- Adjust and refine plans mid-course.



What are the elements of a SWOT analysis?



COMMUNITY TOOL BOX

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A SWOT analysis focuses on Strengths, Weaknesses, Opportunities, and Threats.

Ask participants to answer these simple questions: what are the strengths and weaknesses of your group, community, or effort, and what are the opportunities and threats facing it?

Internal		External	
Strengths	Weaknesses	Opportunities	Threats



COMMUNITY TOOL BOX

If a looser structure helps you brainstorm, you can group positives and negatives to think broadly about your organization and its external environment.

Positives	Negatives
<ul style="list-style-type: none">• Strengths• Assets• Resources• Opportunities• Prospects	<ul style="list-style-type: none">• Weaknesses• Limitations• Restrictions• Threats• Challenges



Below is a third option for structuring your SWOT analysis, which may be appropriate for a larger initiative that requires detailed planning. This "TOWS Matrix" is adapted from Fred David's *Strategic Management* text.

	STRENGTHS	WEAKNESSES
OPPORTUNITIES	Opportunity-Strength (OS) Strategies Use the strengths to take advantage of opportunities 1. 2. 3. 4.	Opportunity-Weakness (OW) Strategies Overcome weaknesses by taking advantage of opportunities 1. 2.
THREATS	Threat-Strength (TS) Strategies Use strengths to avoid threats 1. 2. 3. 4.	Threat-Weakness (TW) Strategies Minimize weaknesses and avoid threats 1. 2.

David gives an example for Campbell Soup Company that stresses financial goals, but it also illustrates how you can pair the items within a SWOT grid to develop strategies. (This version of the chart is abbreviated.)

	STRENGTHS	WEAKNESSES
OPPORTUNITIES	<ul style="list-style-type: none"> • Current profit ratio increased • Employee morale high • Market share has increased 	<ul style="list-style-type: none"> • Legal suits not resolved • Plant capacity has fallen • Lack of strategic management system
<ul style="list-style-type: none"> • Western European unification • Rising health consciousness in selecting foods • Demand for soups increasing annually 	<p>Opportunity-Strength (OS) Strategies</p> <ul style="list-style-type: none"> • Acquire food company in Europe (S1, S3, O1) • Develop new healthy soups (S2, O2) 	<p>Opportunity-Weakness (OW) Strategies</p> <ul style="list-style-type: none"> • Develop new Pepperridge Farn products (W1, O2, O3)
THREATS	<p>Threat-Strength (TS) Strategies</p> <ul style="list-style-type: none"> • Develop new biodegradable soup containers (S1, T2) 	<p>Threat-Weakness (TW) Strategies</p> <ul style="list-style-type: none"> • Close unprofitable European operations (W3, T1)
<ul style="list-style-type: none"> • Low value of dollar • Tin cans are not biodegradable 		

Listing Your Internal Factors: Strengths and Weaknesses (S, W)

General areas to consider

- Human resources - staff, volunteers, board members, target population
- Physical resources - your location, building, equipment
- Financial - grants, funding agencies, other sources of income
- Activities and processes - programs you run, systems you employ
- Past experiences - building blocks for learning and success, your reputation in the community



Listing External Factors: Opportunities and Threats (O, T)

Forces and facts that your group does not control include

- Future trends in your field or the culture
- The economy - local, national, or international
- Funding sources - foundations, donors, legislatures
- Demographics - changes in the age, race, gender, culture of those you serve or in your area
- The physical environment (Is your building in a growing part of town? Is the bus company cutting routes?)
- Legislation (Do new federal requirements make your job harder...or easier?)
- Local, national or international events



Positives

Negatives

Strengths

Weaknesses

Internal

- Human resources
- Physical resources
- Financial resources
- Activities and processes
- Past experiences

What are your own advantages, in terms of people, physical resources, finances? What do you do well? What activities or processes have met with success?

What could be improved in your organization in terms of staffing, physical resources, funding? What activities and processes lack effectiveness or are poorly done?

External

Opportunities

Threats

- Future trends - in your field or the culture
- The economy
- Funding sources (foundations, donors, legislatures)
- Demographics
- The physical environment
- Legislation
- Local, national, or international events

What possibilities exist to support or help your effort - in the environment, the people you serve, or the people who conduct your work? What local, national, or international trends draw interest to your program? Is a social change or demographic pattern favorable to your goal? Is a new funding source available? Have changes in policies made something easier?

What obstacles do you face that the people you serve, or the people who conduct your work? What local, national, or international trends favor interest in other or competing programs? Is a social change or demographic pattern harmful to your goal? Is the financial situation of a funder changing? Have changes in policies made something more difficult? Is changing technology threatening your effectiveness?

TOOL: PERFORMING A SWOT ANALYSIS

Here are some general questions in each SWOT category to prompt analysis of your organization, community, or effort.

How do you create a SWOT analysis?

- Who develops the SWOT?
- When and where do you develop a SWOT analysis?
- How do you develop a SWOT analysis?



Steps for conducting a SWOT analysis:

- Designate a leader or group facilitator.
- Designate a recorder to back up the leader if your group is large.
- Introduce the SWOT method and its purpose in your organization.
- Let all participants introduce themselves.
- Have each group designate a recorder; direct them to create a SWOT analysis.
- Reconvene the group at the agreed-upon time to share results.
- Discuss and record the results.
- Prepare a written summary of the SWOT analysis to give to participants.



How do you use your SWOT analysis?

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Use it to:

- Identify the issues or problems you intend to change.
- Set or reaffirm goals.
- Create an action plan.



In Summary

A realistic recognition of the weaknesses and threats that exist for your effort is the first step to countering them with a robust set of strategies that build upon strengths and opportunities. A SWOT analysis identifies your strengths, weaknesses, opportunities and threats to assist you in making strategic plans and decisions

