



## 2019-2020 Florida Job Growth Grant Fund Public Infrastructure Grant Proposal

Proposal Instructions: The Florida Job Growth Grant Fund Proposal (this document) must be completed by the governmental entity applying for the grant and signed by either the chief elected official, the administrator for the governmental entity or their designee. Please read the proposal carefully as some questions may require a separate narrative to be completed. If additional space is needed, attach a word document with your entire answer.

### Governmental Entity Information

Name of Governmental Entity: City of LaBelle  
Government Federal Employer Identification Number: [REDACTED]

Primary Contact Name: David A. Lyons  
Title: Mayor  
Mailing Address: PO Box 468  
LaBelle, FL 33975  
Phone Number: 863-675-2872  
Email: rzimmerly@citylabelle.com

Secondary Contact Name: Ron Zimmerly  
Title: Finance Director  
Phone Number: 863-675-2872

### Public Infrastructure Grant Eligibility

Pursuant to section 288.101, F.S., the Florida Job Growth Grant Fund was created to promote economic opportunity by improving public infrastructure and enhancing workforce training. Eligible entities that wish to access this grant fund must submit public infrastructure proposals that:

- Promote economic recovery in specific regions of the state, economic diversification or economic enhancement in a targeted industry ([View Florida's Targeted Industries here](#)).
- Are not for the exclusive benefit of any single company, corporation or business entity.
- Are for infrastructure that is owned by the public and is for public use or predominately benefits the public.

## 1. Program Requirements:

(If additional space is needed, attach a word document with your entire answer.)

Each proposal must include the following information describing how the project satisfies eligibility requirements listed on page 1.

**A.** Provide a detailed description of the public infrastructure improvements.

This project consists of extending 8" potable water distribution lines for approximately 3,000 feet and extending an 8" sewer force main for approximately 3,000 feet and a lift station. In addition, there is over 3,000 feet of drainage improvements and road construction and asphalt pavement.

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**B.** Provide location of public infrastructure, including physical address and county of project.

The project is located within the City of LaBelle, the infrastructure is owned by the City of LaBelle. The public infrastructure will be located within public right of way.

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**C.** Is this infrastructure currently owned by the public?  Yes  No

If no, is there a current option to purchase or right of way provided to the County?

The current infrastructure is owned by the City of LaBelle, however, the City provides service outside the City limits.

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**D.** Provide current property owner.

All property that will be utilized for this project will be located within public right of way.

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**E.** Is this infrastructure for public use or does it predominately benefit the public?

Yes  No

This project benefits the public, as the City serves the public.

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**F.** Will the public infrastructure improvements be for the exclusive benefit of any single company, corporation or business entity?

Yes  No

The improvements will not be for the exclusive benefit of any single company. The infrastructure improvements will benefit the current businesses that will be included in the service area. There are also businesses that are either recently approved or going through the approval process that will be in the service area. The properties adjacent to the utility extensions are zoned for business and the City sees this area as a high growth area.

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**G.** Provide a detailed description of, and quantitative evidence demonstrating, how the proposed public infrastructure project will promote:

- Economic recovery in specific regions of the state;
- Economic diversification; or
- Economic enhancement of a Targeted Industry ([View Florida's Targeted Industries here](#)).
  - Describe how the project will promote specific job growth. Include the number of jobs that will be retained or created, and in which industry(ies) the new net jobs will be created using the North American Industry Classification System ([NAICS](#)) codes. Where applicable, you may list specific businesses that will retain or create jobs or make capital investment.
  - Provide a detailed explanation of how the public infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current or future businesses.

See attached response 1. G.

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## **2. Additional Information:**

(If additional space is needed, attach a word document with your entire answer.)

**A.** Provide the proposed commencement date and number of days required to complete construction of the public infrastructure project.

Commencement would start as soon as the grant is accepted and agreement has been negotiated. Project is slated to be completed by July 2020.

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**B.** What permits are necessary for the public infrastructure project?

FDEP permits for water/waste water extensions. FDOT permits to construct utilities in the DOT right of way.

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- C. Detail whether required permits have been secured, and if not, detail the timeline for securing these permits. Additionally, if any required permits are local permits, will these permits be prioritized?

Permits have not been secured, but can be secured timely within the slated July 2020 completion goal. Local permits will be prioritized.

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- D. What is the future land use and zoning designation on the proposed site of the infrastructure improvements, and will the improvements conform to those uses?

Majority of parcels adjacent to proposed utility extension are zoned Commercial, Business and PUD. Additional parcels can pursue zoning and future land use changes if/as needed.

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- E. Will an amendment to the local comprehensive plan or a development order be required on the site of the proposed project or on adjacent property to accommodate the infrastructure and potential current or future job creation opportunities? If yes, please detail the timeline.

Yes       No

No amendments are needed.

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- F. Is the project ready to commence upon grant fund approval and contract execution? If no, please explain.

Yes       No

Ready to commence upon fund approval and contract execution.

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- G. Does this project have a local match amount?  Yes       No

If yes, please describe the entity providing the match and the amount.

Private businesses are providing a match in the amount of \$4,498,932.

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- H. Provide any additional information or attachments to be considered for this proposal. Maps and other supporting documents are encouraged.

A pdf jurisdiction map is attached. A pdf file labeled LaBelle Data 7-17-19 is attached. Other files will be emailed separately due to size constraints.

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### 3. Program Budget

(If additional space is needed, attach a word document with your entire answer.)

**Estimated Costs and Sources of Funding:** Include all applicable public infrastructure costs and other funding sources available to support the proposal.

1.) **Total Amount Requested**      \$ 1,838,423.15  
 Florida Job Growth Grant Fund

**A. Other Workforce Training Project Funding Sources:**

City/County                      \$ \_\_\_\_\_

Private Sources                 \$ \_\_\_\_\_

Other (grants, etc.)            \$ \_\_\_\_\_

Please Specify: \_\_\_\_\_

**Total Other Funding**        \$ \_\_\_\_\_

**B. Public Infrastructure Project Funding Sources:**

Construction                    \$ 1,567,075.91

Reconstruction                \$ \_\_\_\_\_

Design & Engineering        \$ 159,200.00

Land Acquisition                \$ \_\_\_\_\_

Land Improvement              \$ 112,147.24

Other                                \$ 4,498,932.00

Please Specify: Private

**Total Project Costs**         \$ 6,337,355.15

**Note:** The total amount requested must equal the difference between the workforce training project costs in 3. and the other Public infrastructure project funding sources in 2.

- C. Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding and any other pertinent budget-related information.

See attached 3 C.

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#### 4. Approvals and Authority

(If additional space is needed, attach a word document with your entire answer.)

- A. If the governmental entity is awarded grant funds based on this proposal, what approvals must be obtained before it can execute a grant agreement with the Florida Department of Economic Opportunity (e.g., approval of a board, commission or council)?

Approval by City Commission.

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If board authorization is not required, who is authorized to sign?

Approval by City Commission. Signature by Mayor or designee.

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- B. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the governmental entity and the Florida Department of Economic Opportunity:

- i. Provide the schedule of upcoming meetings for the group for a period of at least six months.
- ii. State whether entity is willing and able to hold special meetings, and if so, upon how many days' notice.

The City Commission meets at 6 pm on Aug 8, Sept 12, Oct 10, Nov 14, Dec 12, Jan 9, 2020, and Feb 13, 2020. The city is willing to hold special meetings upon 10 days legal notice.

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- C. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the governmental entity. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc.

The Mayor or designee has the authority to execute this proposal on behalf of the City of LaBelle.

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I, the undersigned, do hereby certify that I have express authority to sign this proposal on behalf of the above-described entity and to the best of my knowledge, that all data and information submitted in proposal is truthful and accurate and no material fact has been omitted.

Name of Governmental Entity: City of LaBelle

Name and Title of Authorized Representative: David A. Lyons, Mayor

Representative Signature: 

Signature Date: July 18, 2019

**Response to Item 1 G of the Florida Jobs Growth Grant Application for the LaBelle Infrastructure project**

The City of LaBelle, Florida in Hendry County has historically suffered with the highest unemployment rate in the State. The LaBelle infrastructure project is in the South Central Rural Area of Opportunity. Rural Areas of Opportunity (RAO) are defined as rural communities, or a region composed of rural communities, that have been adversely affected by extraordinary economic events or natural disasters. The RAO establishes the region as a priority for State economic development support in the way of grants, tax credits and other partnerships and incentives. LaBelle is a Main Street city. Very recently the city was notified of a successful Competitive Florida Partnership grant for fiscal year 2019-2020. This project will be the first of its kind for the small, economically challenged community providing for 56 permanent new jobs, over \$4.5 millions of dollars of private investment and revitalization of the local economy through new demands for services and resources, and new positive growth that will provide improved tax revenues and commerce for the future. Over 56 FTE jobs will be created in the short term (within one year) and it's projected within five years over 100 FTE jobs will be created.

Here are the 56 FTE job NAICS codes as projected:

| No. of FTE's    | NAICS code    |
|-----------------|---------------|
| 20 FTE's        | 312120        |
| 06 FTE's        | 561110        |
| 10 FTE's        | 561730        |
| 10 FTE's        | 236115        |
| <u>10 FTE's</u> | <u>721110</u> |

Totaling 56 FTE's with the various businesses





# 2 Florida ZIPs

FPL Resource Center

Florida 33408

# Contents

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## Economy Overview

**18,362**

**Population (2018)**

Population **grew by 1,792** over the last 5 years and is projected to **grow by 761** over the next 5 years.

**10,269**

**Jobs (2018)**

Jobs **grew by 592** over the last 5 years and are projected to **grow by 980** over the next 5 years.

**\$45.9K**

**Avg. Earnings Per Job (2018)**

Regional average earnings per job are **\$19.3K below** the national average earnings of \$65.1K per job.

## Takeaways

- As of 2018 the region's population **increased by 10.8%** since 2013, growing by 1,792. Population is expected to **increase by 4.1%** between 2018 and 2023, adding 761.
- From 2013 to 2018, jobs **increased by 6.1%** in 2 Florida ZIPs from 9,677 to **10,269**. This change **fell short of the national growth rate of 7.8% by 1.7%**. Labor force data is not available for 2 Florida ZIPs.
- There is no education attainment data for 2 Florida ZIPs.
- The top three industries in 2018 are Crop Production, Support Activities for Crop Production, and Education and Hospitals (Local Government).

|        | Population (2018) | Labor Force (2018) | Jobs (2018) | Cost of Living | GRP       | Imports   | Exports   |
|--------|-------------------|--------------------|-------------|----------------|-----------|-----------|-----------|
| Region | 18,362            | N/A                | 10,269      | 90.4           | \$780.09M | \$1.12B   | \$1.23B   |
| State  | 21,296,813        | 10,261,849         | 9,564,760   | 101.5          | \$1.00T   | \$678.66B | \$657.96B |
| Nation | 328,038,851       | 162,722,799        | 162,139,168 | 100.0          | \$19.94T  | \$0       | \$8.59T   |

## Economy Overview - Cont.

### 2018 Labor Force Breakdown

Population breakdown data is not available at the ZIP level. Please choose a different region to see this data.

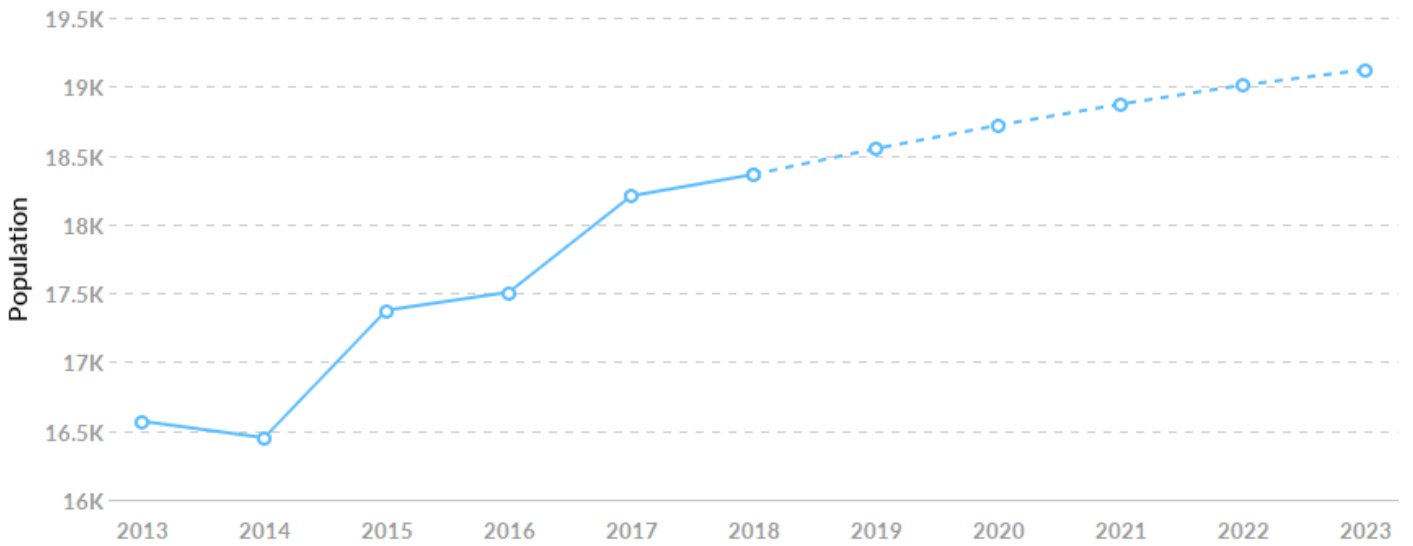
### Educational Attainment

Educational attainment data is not available at the ZIP level. Please choose a different region to see this data.

# Historic & Projected Trends

## Population Trends

As of 2018 the region's population **increased by 10.8%** since 2013, growing by 1,792. Population is expected to **increase by 4.1%** between 2018 and 2023, adding 761.

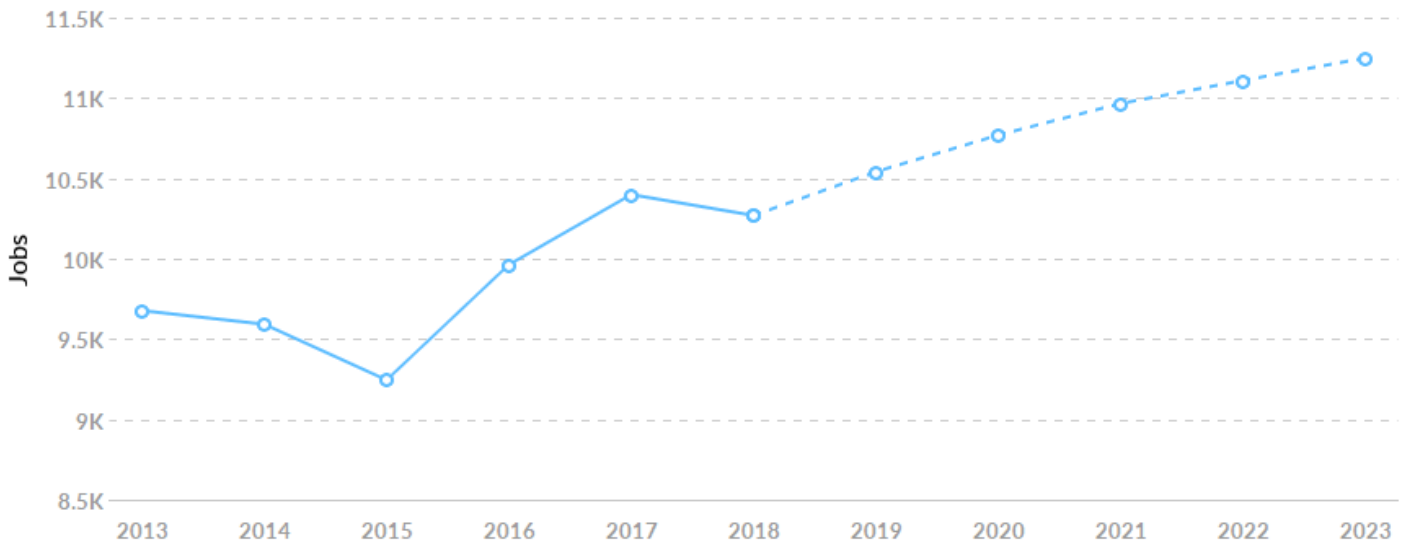


| Timeframe | Population |
|-----------|------------|
| 2013      | 16,570     |
| 2014      | 16,450     |
| 2015      | 17,376     |
| 2016      | 17,507     |
| 2017      | 18,206     |
| 2018      | 18,362     |
| 2019      | 18,549     |
| 2020      | 18,719     |
| 2021      | 18,872     |
| 2022      | 19,011     |
| 2023      | 19,122     |

# Historic & Projected Trends - Cont.

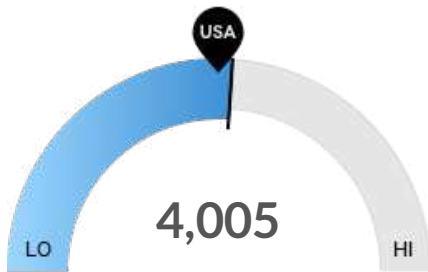
## Job Trends

From 2013 to 2018, jobs increased by 6.1% in 2 Florida ZIPs from 9,677 to 10,269. This change fell short of the national growth rate of 7.8% by 1.7%.



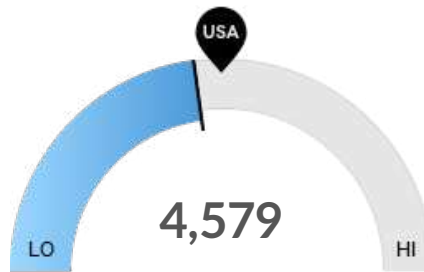
| Timeframe | Jobs   |
|-----------|--------|
| 2013      | 9,677  |
| 2014      | 9,592  |
| 2015      | 9,245  |
| 2016      | 9,963  |
| 2017      | 10,399 |
| 2018      | 10,269 |
| 2019      | 10,541 |
| 2020      | 10,769 |
| 2021      | 10,966 |
| 2022      | 11,109 |
| 2023      | 11,249 |

## Population Characteristics



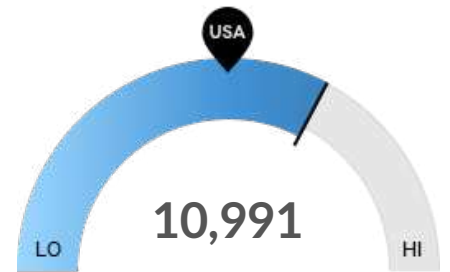
**Millennials**

Your area has 4,005 millennials (ages 20-34). The national average for an area this size is 3,771.



**Retiring Soon**

Retirement risk is low in your area. The national average for an area this size is 5,190 people 55 or older, while there are 4,579 here.



**Racial Diversity**

Racial diversity is high in your area. The national average for an area this size is 7,150 racially diverse people, while there are 10,991 here.



**Veterans**

Veterans data is not available at the ZIP level. Please choose a different region level to see this data.



**Violent Crime**

Crime data is not available at the ZIP level. Please choose a different region level to see this data.



**Property Crime**

Crime data is not available at the ZIP level. Please choose a different region level to see this data.

## Population Characteristics - Cont.

### Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions.



#### Where Talent Works

| ZIP   | Name                        | 2018 Employment |
|-------|-----------------------------|-----------------|
| 33935 | Labelle, FL (in Hendry c... | 9,851           |
| 33975 | Labelle, FL (in Hendry c... | 417             |

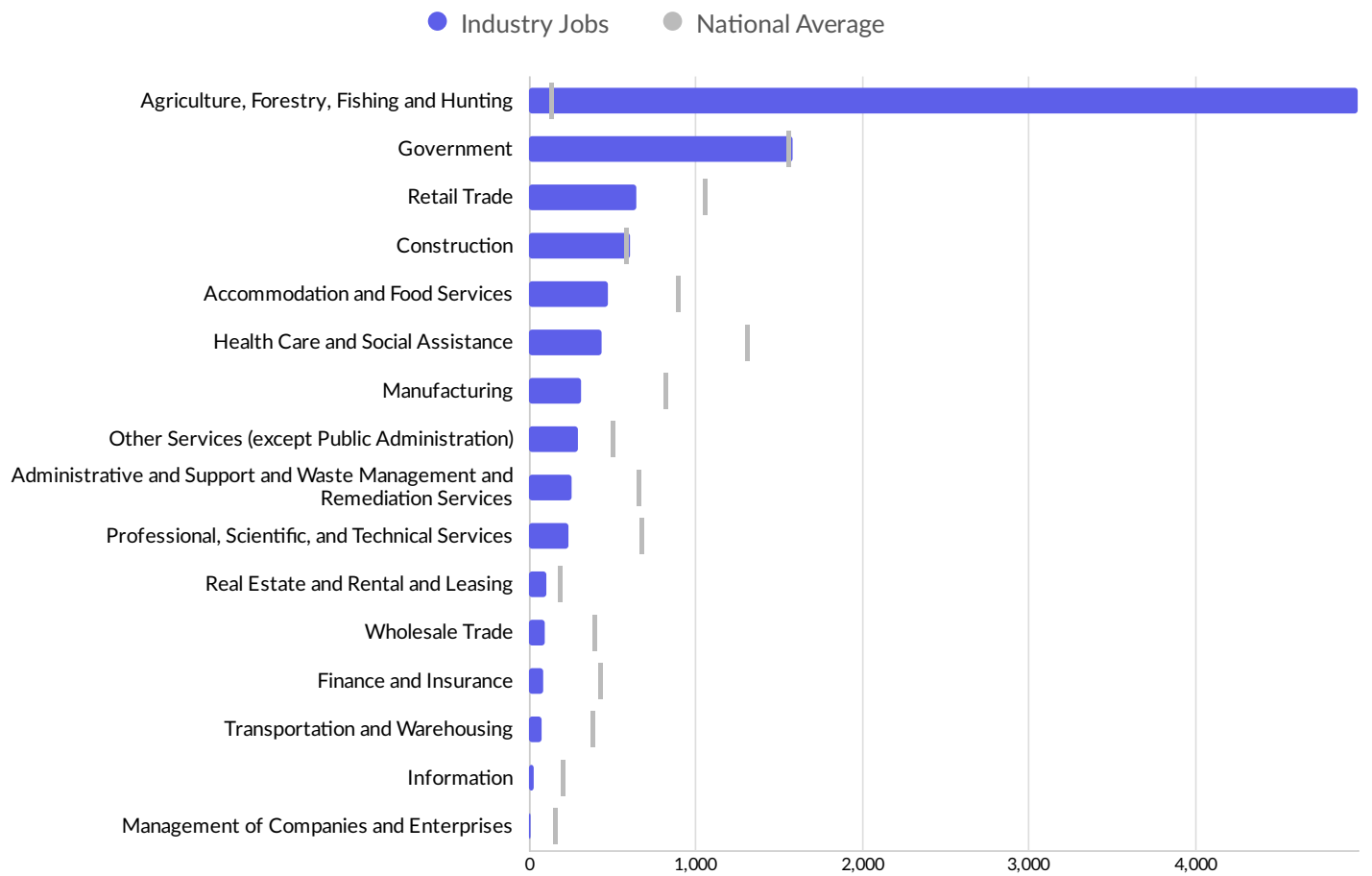
#### Where Talent Lives

| ZIP   | Name                        | 2018 Workers |
|-------|-----------------------------|--------------|
| 33935 | Labelle, FL (in Hendry c... | 8,174        |
| 33975 | Labelle, FL (in Hendry c... | 1,686        |



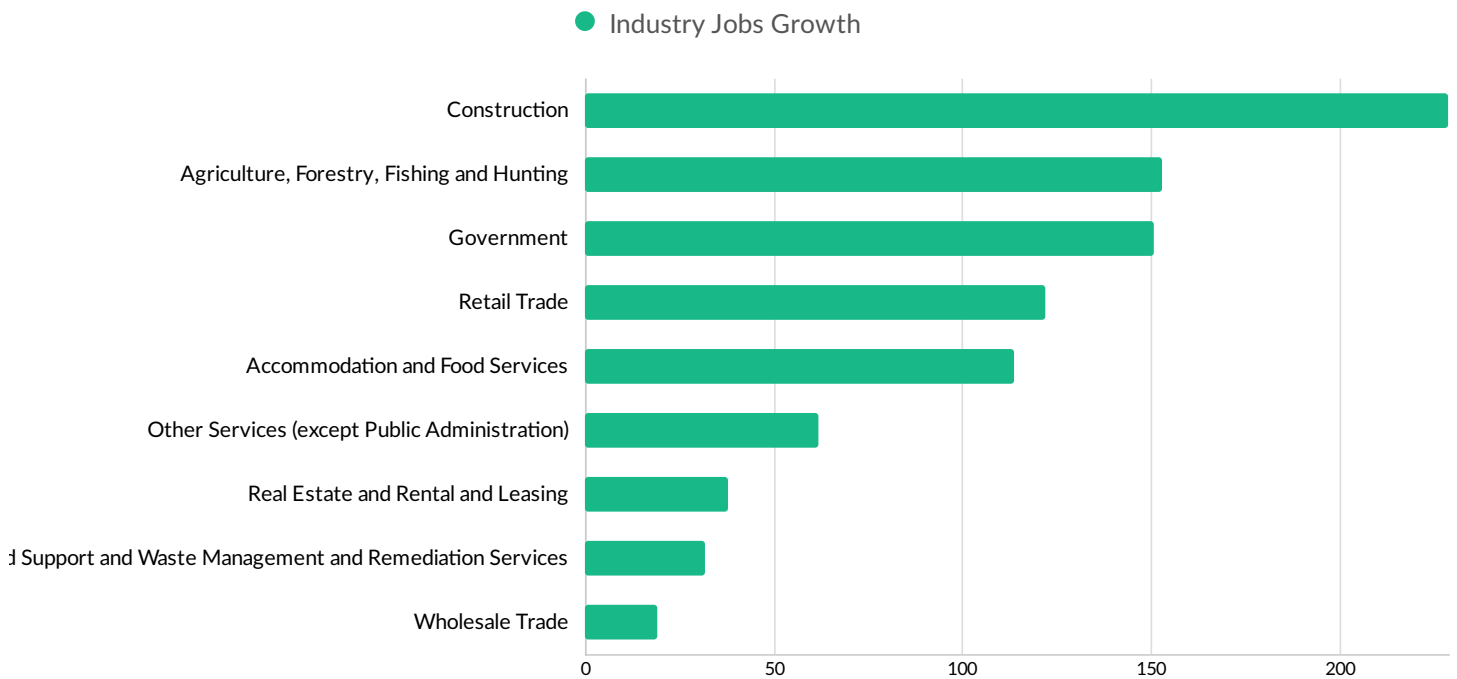
# Industry Characteristics

## Largest Industries



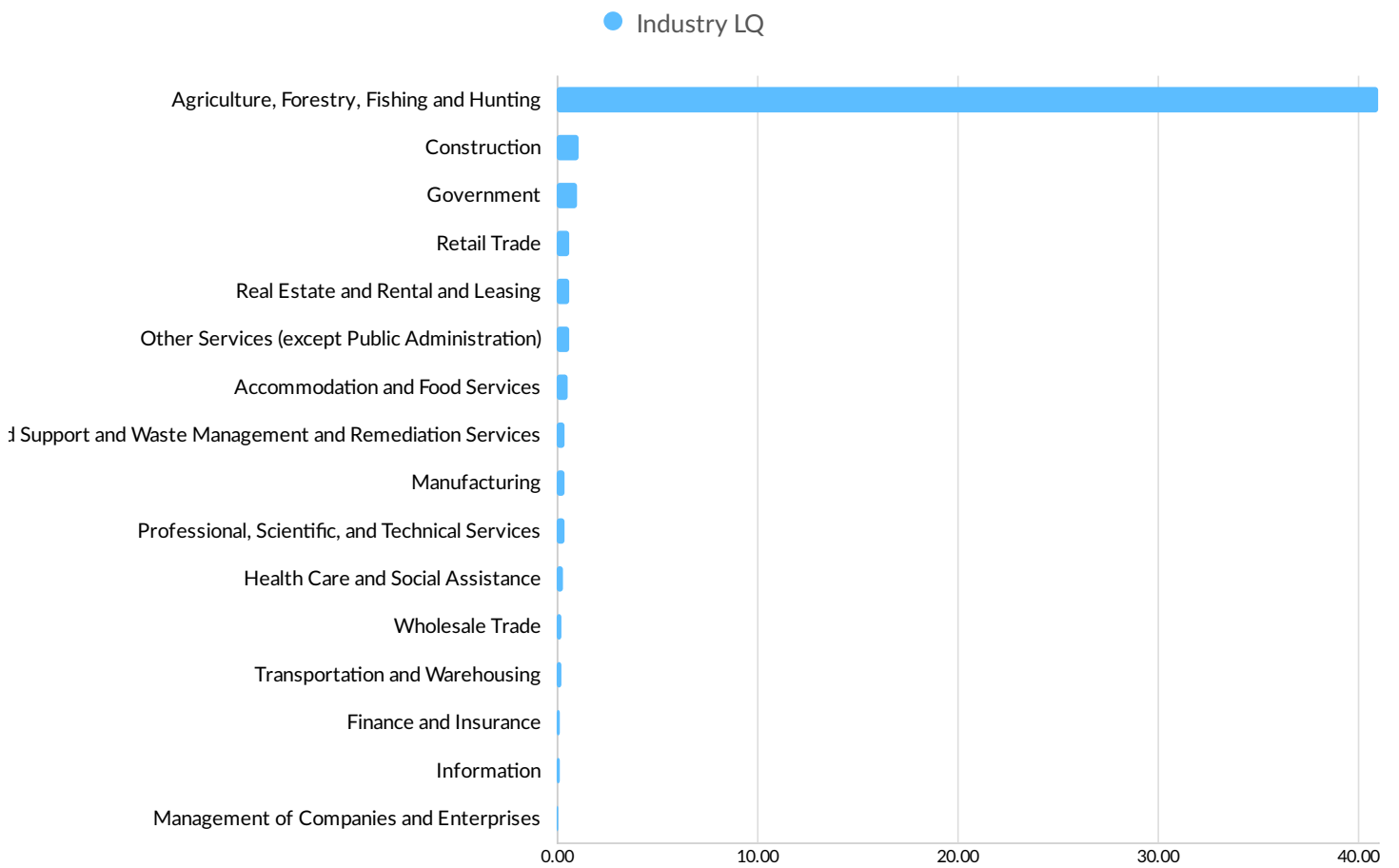
## Industry Characteristics - Cont.

### Top Growing Industries



# Industry Characteristics - Cont.

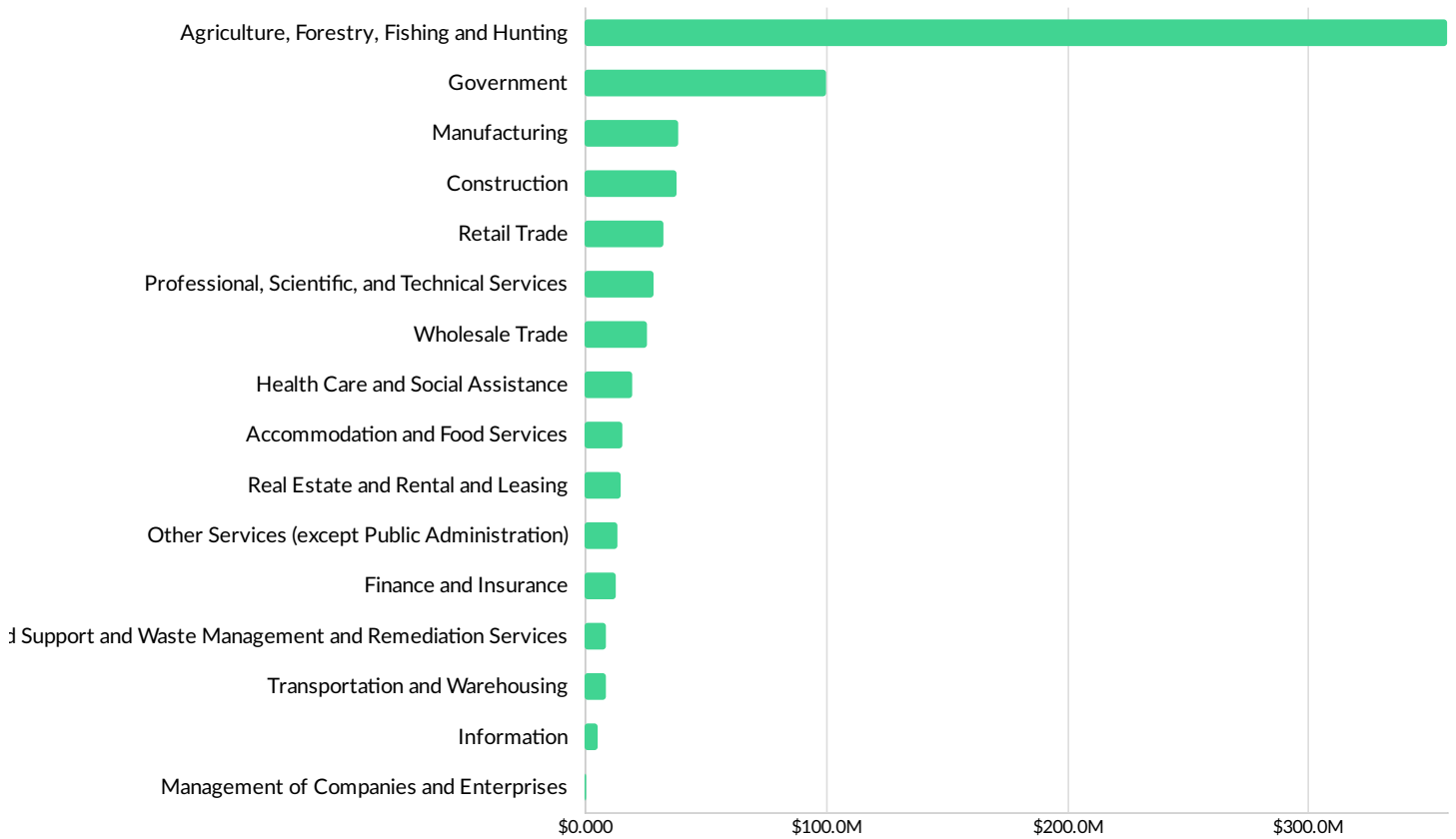
## Top Industry LQ



## Industry Characteristics - Cont.

### Top Industry GRP

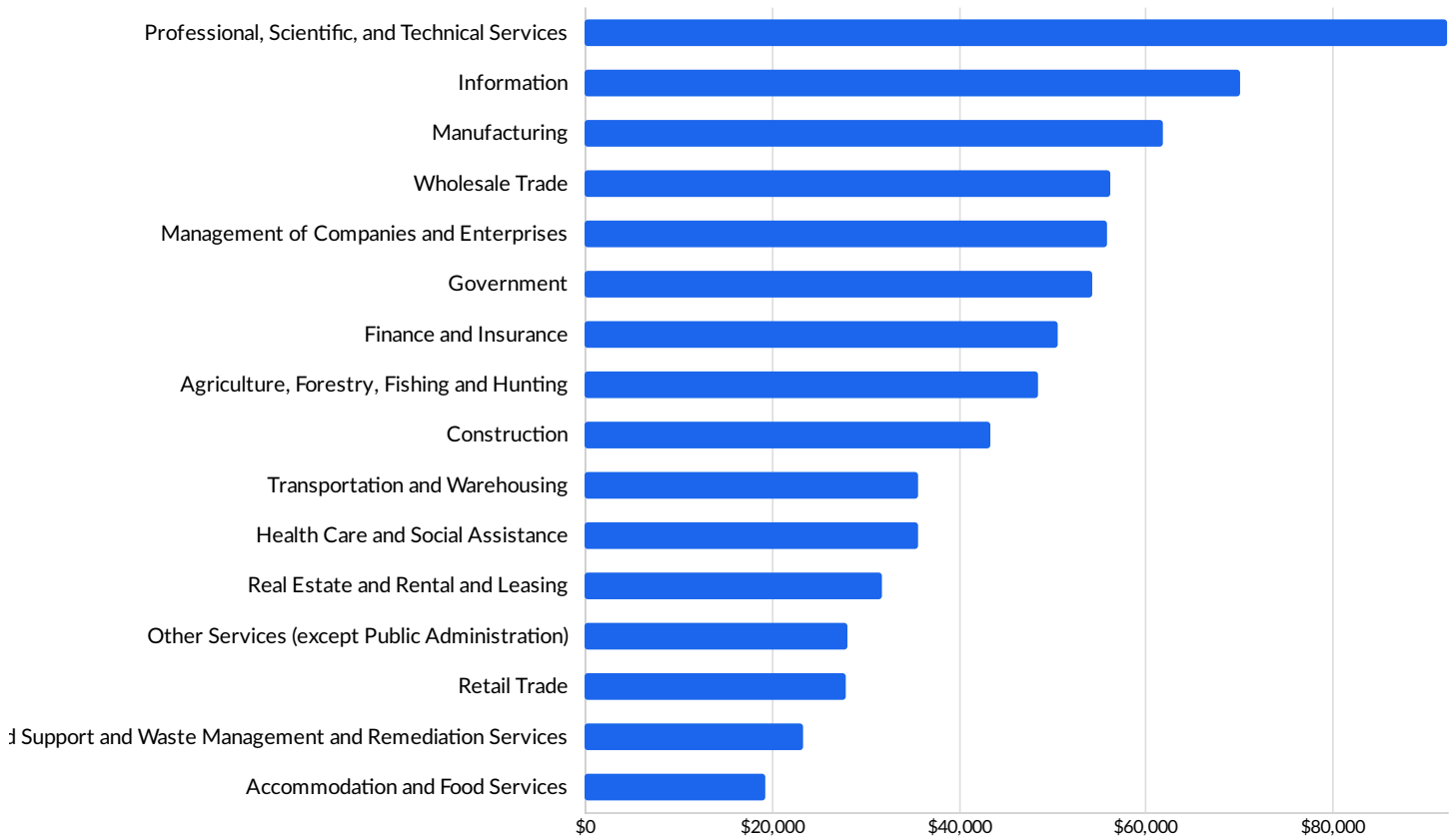
● 2018 Gross Regional Product



## Industry Characteristics - Cont.

### Top Industry Earnings

● 2018 Earnings Per Worker

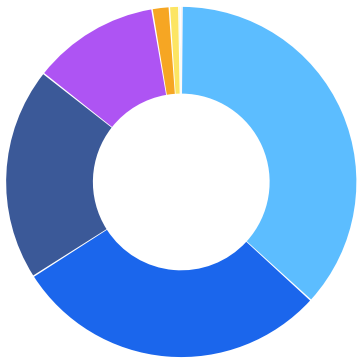


## Industry Characteristics - Cont.

| Industry   | 2013 Jobs | 2018 Jobs | Change in Jobs | % Change in Jobs | 2018 LQ | 2018 Earnings Per Worker | 2018 GRP  |
|--|-----------|-----------|----------------|------------------|---------|--------------------------|-----------|
| Agriculture, Forestry, Fishing and Hunting                               | 4,824     | 4,977     | 153            | +3%              | 41.05   | \$48,556                 | \$357.57M |
| Government   | 1,428     | 1,579     | 151            | +11%             | 1.02    | \$54,304                 | \$99.90M  |
| Retail Trade   | 525       | 647       | 122            | +23%             | 0.62    | \$27,910                 | \$32.70M  |
| Construction   | 381       | 610       | 229            | +60%             | 1.07    | \$43,344                 | \$38.09M  |
| Accommodation and Food Services  | 361       | 475       | 114            | +32%             | 0.54    | \$19,292                 | \$15.84M  |
| Health Care and Social Assistance  | 519       | 438       | -81            | -16%             | 0.34    | \$35,653                 | \$19.80M  |
| Manufacturing  | 333       | 314       | -19            | -6%              | 0.39    | \$61,820                 | \$38.51M  |
| Other Services (except Public Administration)                            | 233       | 295       | 62             | +27%             | 0.60    | \$28,077                 | \$13.91M  |
| Administrative and Support and Waste Management and Remediation Services | 220       | 252       | 32             | +15%             | 0.39    | \$23,335                 | \$8.68M   |
| Professional, Scientific, and Technical Services                         | 301       | 237       | -64            | -21%             | 0.36    | \$92,267                 | \$28.54M  |
| Real Estate and Rental and Leasing                                       | 67        | 105       | 38             | +57%             | 0.61    | \$31,854                 | \$14.66M  |
| Wholesale Trade  | 72        | 91        | 19             | +26%             | 0.24    | \$56,228                 | \$25.73M  |
| Finance and Insurance  | 100       | 81        | -19            | -19%             | 0.20    | \$50,663                 | \$12.79M  |
| Transportation and Warehousing   | 235       | 80        | -155           | -66%             | 0.22    | \$35,734                 | \$8.62M   |
| Information  | 32        | 25        | -7             | -22%             | 0.13    | \$70,211                 | \$5.55M   |
| Management of Companies and Enterprises                                  | 16        | 12        | -4             | -25%             | 0.08    | \$55,939                 | \$864.56K |

## Business Characteristics

### Business Size

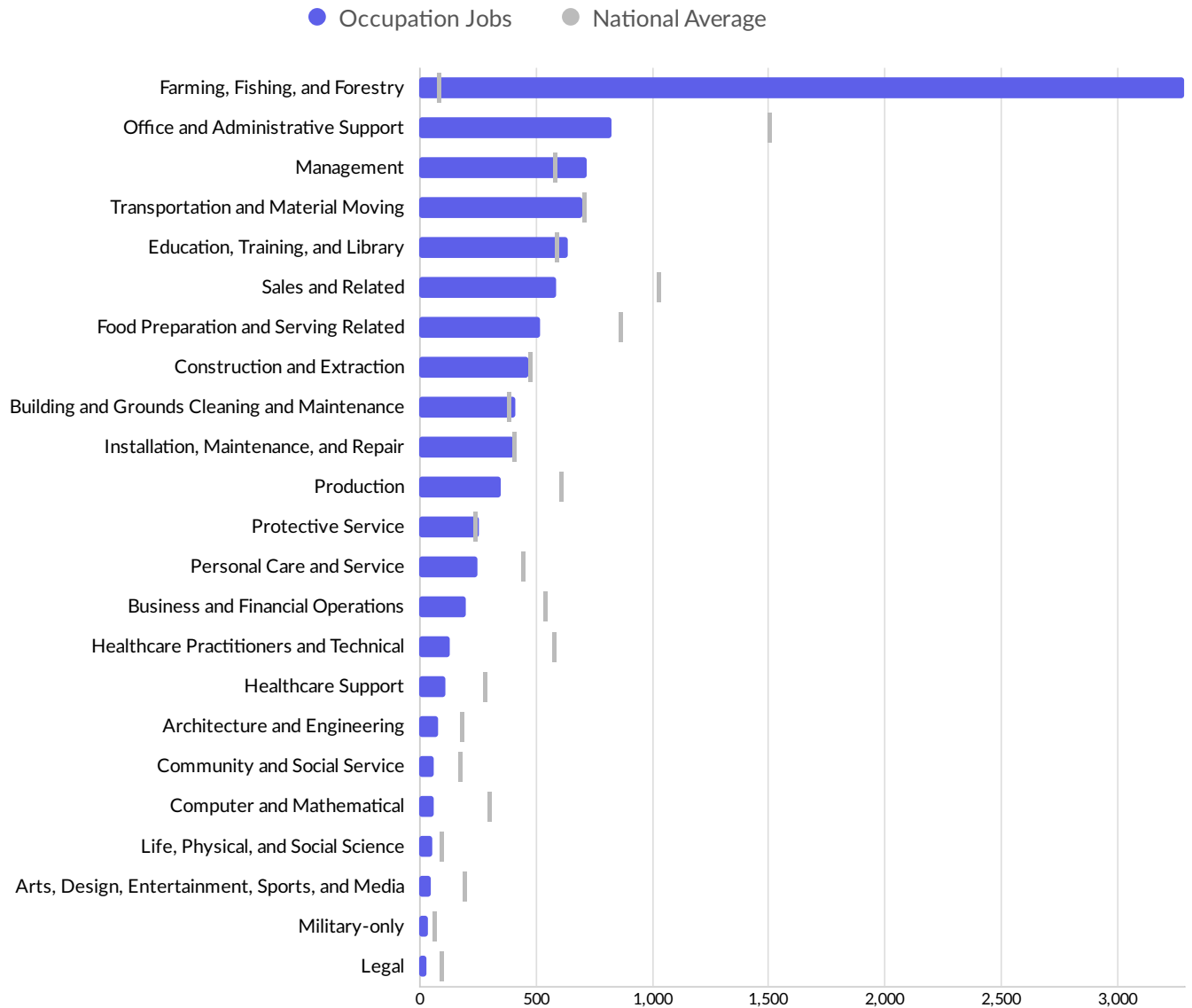


|                        | Percentage | Business Count |
|------------------------|------------|----------------|
| ● 1 to 4 employees     | 36.7%      | 254            |
| ● 5 to 9 employees     | 29.2%      | 202            |
| ● 10 to 19 employees   | 19.7%      | 136            |
| ● 20 to 49 employees   | 11.7%      | 81             |
| ● 50 to 99 employees   | 1.6%       | 11             |
| ● 100 to 249 employees | 0.9%       | 6              |
| ● 250 to 499 employees | 0.1%       | 1              |
| ● 500+ employees       | 0.1%       | 1              |

*\*Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

# Workforce Characteristics

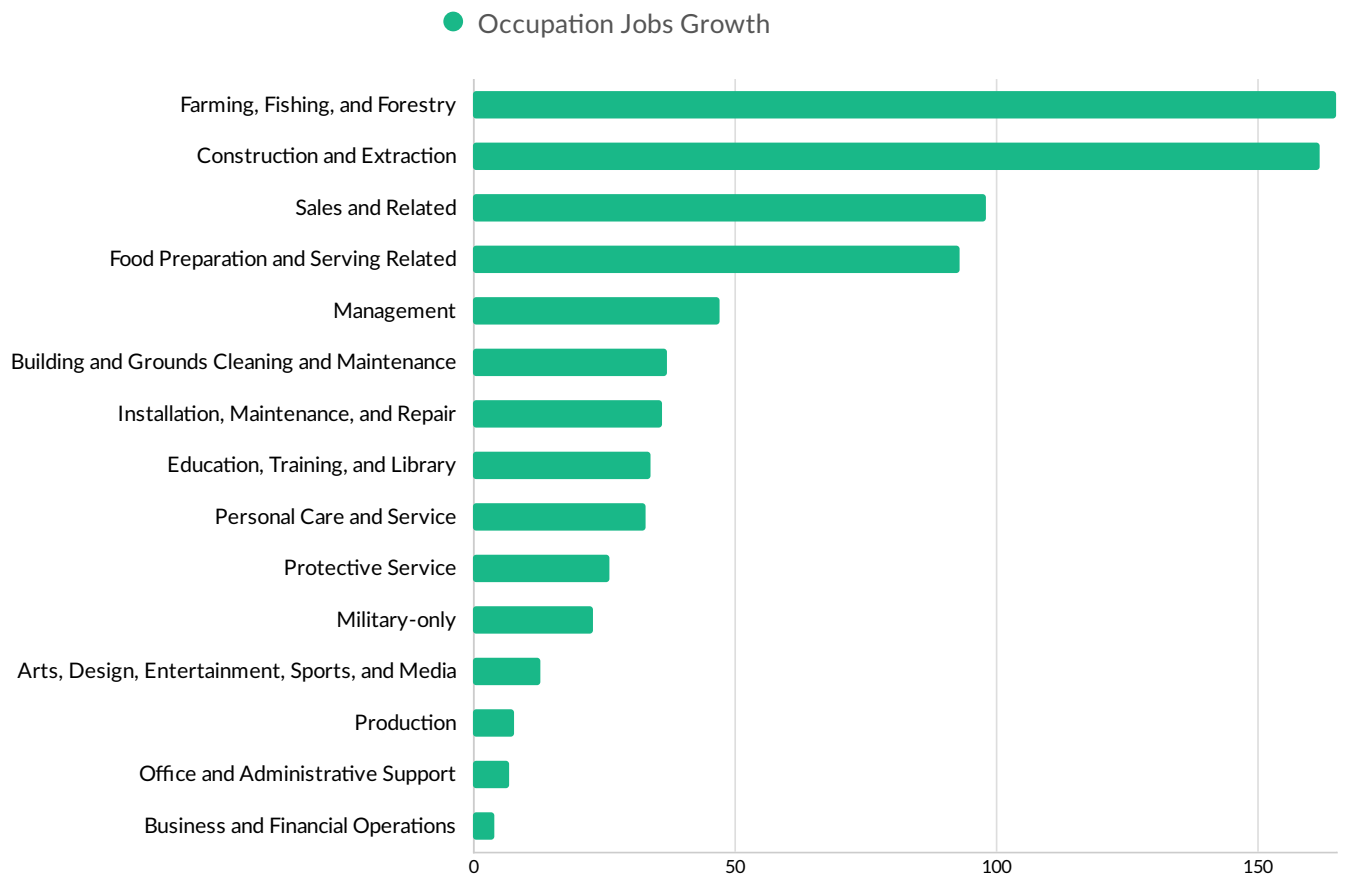
## Largest Occupations





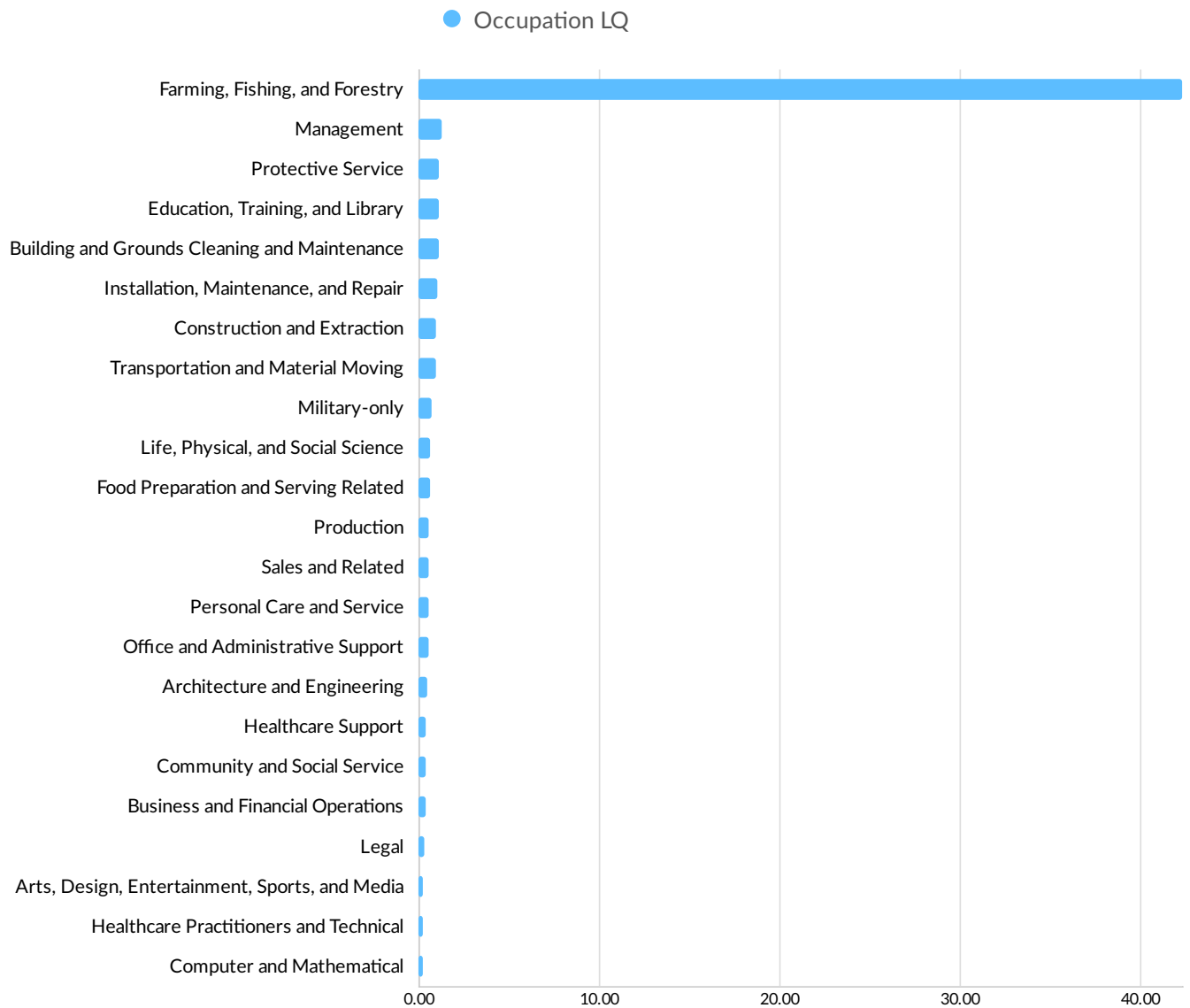
## Workforce Characteristics - Cont.

### Top Growing Occupations



## Workforce Characteristics - Cont.

### Top Occupation LQ



## Workforce Characteristics - Cont.

### Top Occupation Earnings



Postings data is not available for the currently selected region.

## Workforce Characteristics - Cont.

| Occupation                                    | 2013 Jobs | 2018 Jobs | Change in Jobs | % Change in Jobs | 2018 LQ | 2017 Avg. Hourly Earnings | Mar 2018 - Feb 2019 Unique Average Monthly Postings |
|---|-----------|-----------|----------------|------------------|---------|---------------------------|---|
| Farming, Fishing, and Forestry                | 3,125     | 3,290     | 165            | +5%              | 42.31   | \$13.14                   | 0   |
| Office and Administrative Support             | 822       | 829       | 7              | +1%              | 0.55    | \$15.46                   | 0   |
| Management                                    | 673       | 720       | 47             | +7%              | 1.25    | \$31.26                   | 0   |
| Transportation and Material Moving            | 810       | 700       | -110           | -14%             | 1.00    | \$15.18                   | 0   |
| Education, Training, and Library              | 608       | 642       | 34             | +6%              | 1.10    | \$20.86                   | 0   |
| Sales and Related                             | 492       | 590       | 98             | +20%             | 0.58    | \$16.49                   | 0   |
| Food Preparation and Serving Related          | 429       | 522       | 93             | +22%             | 0.61    | \$11.28                   | 0   |
| Construction and Extraction                   | 309       | 471       | 162            | +52%             | 1.01    | \$16.85                   | 0   |
| Building and Grounds Cleaning and Maintenance | 374       | 411       | 37             | +10%             | 1.09    | \$13.00                   | 0   |
| Installation, Maintenance, and Repair         | 374       | 410       | 36             | +10%             | 1.02    | \$19.63                   | 0   |
| Production                                    | 340       | 348       | 8              | +2%              | 0.58    | \$16.70                   | 0   |
| Protective Service                            | 232       | 258       | 26             | +11%             | 1.12    | \$18.20                   | 0   |
| Personal Care and Service                     | 218       | 251       | 33             | +15%             | 0.57    | \$10.93                   | 0   |
| Business and Financial Operations             | 197       | 201       | 4              | +2%              | 0.38    | \$27.80                   | 0   |
| Healthcare Practitioners and Technical        | 141       | 133       | -8             | -6%              | 0.23    | \$29.22                   | 0   |
| Healthcare Support                            | 149       | 116       | -33            | -22%             | 0.42    | \$13.57                   | 0   |
| Architecture and Engineering                  | 98        | 81        | -17            | -17%             | 0.47    | \$35.43                   | 0   |

## Workforce Characteristics - Cont.

| Occupation                                     | 2013 Jobs | 2018 Jobs | Change in Jobs | % Change in Jobs | 2018 LQ | 2017 Avg. Hourly Earnings | Mar 2018 - Feb 2019 Unique Average Monthly Postings |
|--|-----------|-----------|----------------|------------------|---------|---------------------------|---|
| Community and Social Service                   | 71        | 66        | -5             | -7%              | 0.39    | \$19.08                   | 0   |
| Computer and Mathematical                      | 73        | 60        | -13            | -18%             | 0.20    | \$29.64                   | 0   |
| Life, Physical, and Social Science             | 58        | 55        | -3             | -5%              | 0.65    | \$24.85                   | 0   |
| Arts, Design, Entertainment, Sports, and Media | 36        | 49        | 13             | +36%             | 0.26    | \$18.91                   | 0   |
| Military-only                                  | 15        | 38        | 23             | +153%            | 0.72    | \$17.44                   | 0   |
| Legal  | 30        | 29        | -1             | -3%              | 0.34    | \$26.88                   | 0   |

## Educational Pipeline

Over the last 5 years, no schools in 2 Florida ZIPs produced graduates.

**RESPONSE 3 C MATERIALS AND ESTIMATED COST OF CONSTRUCTION CITY OF LABELLE INFRASTRUCTURE PROJECT**

| ITEM NO.         | DESCRIPTION                    | UNIT | QTY    | UNIT PRICE | UNIT PRICE       | AMOUNT               |
|------------------|--------------------------------|------|--------|------------|------------------|----------------------|
| <b>Earthwork</b> |                                |      |        |            |                  |                      |
| 1.01             | Clearing and Grubbing          | LS   | 1      | \$         | 72,525.31        | \$ 72,525.31         |
| 1.02             | Excavation/Haul/Spread/Compact | CY   | 11,473 | \$         | 2.65             | \$ 30,403.45         |
| 1.03             | Sodding - Bahia                | SY   | 3,316  | \$         | 2.78             | \$ 9,218.48          |
|                  |                                |      |        |            | <b>Subtotal:</b> | <b>\$ 112,147.24</b> |

|               |   |    |        |    |                  |                      |
|---------------|---|----|--------|----|------------------|----------------------|
| <b>Paving</b> |   |    |        |    |                  |                      |
| 2.01          | 12" Stabilized Subgrade                     | SY | 16,159 | \$ | 7.05             | \$ 113,920.95        |
| 2.02          | 6" Limerock Base (Compact and Prime)        | SY | 15,218 | \$ | 9.62             | \$ 146,397.16        |
| 2.03          | 3/4" Asphalt Concrete (Type S-III) 1st Lift | SY | 12,896 | \$ | 5.03             | \$ 64,866.88         |
| 2.04          | 3/4" Asphalt Concrete (Type S-III) 2nd Lift | SY | 12,896 | \$ | 5.48             | \$ 70,670.08         |
| 2.05          | 4" Crushed Shell Walkway (5' Wide)          | SY | 1,365  | \$ | 22.98            | \$ 31,367.70         |
| 2.06          | Paver Brick Parking Area                    | SF | 1,628  | \$ | 25.13            | \$ 40,911.64         |
| 2.07          | Signage and Pavement Markings               | LS | 1      | \$ | 16,240.00        | \$ 16,240.00         |
| 2.08          | Sod 4" Behind Edge of Pavement              | SY | 5,080  | \$ | 2.78             | \$ 14,122.40         |
|               |   |    |        |    | <b>Subtotal:</b> | <b>\$ 498,496.81</b> |

|                 |                                |    |       |    |                  |                      |
|-----------------|--------------------------------|----|-------|----|------------------|----------------------|
| <b>Drainage</b> |                                |    |       |    |                  |                      |
| 3.01            | 15" RCP                        | LF | 289   | \$ | 39.00            | \$ 11,271.00         |
| 3.02            | 18" RCP                        | LF | 1,095 | \$ | 46.00            | \$ 50,370.00         |
| 3.03            | 24" RCP                        | LF | 1,935 | \$ | 63.00            | \$ 121,905.00        |
| 3.04            | 36" RCP                        | LF | 605   | \$ | 115.00           | \$ 69,575.00         |
| 3.05            | 42" RCP                        | LF | 380   | \$ | 152.00           | \$ 57,760.00         |
| 3.06            | Type "C" Inlet                 | EA | 8     | \$ | 1,570.00         | \$ 12,560.00         |
| 3.07            | FOOT Type "V" Inlet (Top Only) | EA | 1     | \$ | 2,000.00         | \$ 2,000.00          |
| 3.08            | Modified Type "E" Inlet        | EA | 1     | \$ | 4,800.00         | \$ 4,800.00          |
| 3.09            | 36" x 48" Grate Inlet          | EA | 2     | \$ | 3,950.00         | \$ 7,900.00          |
| 3.10            | 42" x 48" Grate Inlet          | EA | 1     | \$ | 4,150.00         | \$ 4,150.00          |
| 3.11            | 48" x 48" Grate Inlet          | EA | 1     | \$ | 4,970.00         | \$ 4,970.00          |
| 3.12            | 48" x 54" Grate Inlet          | EA | 2     | \$ | 5,580.00         | \$ 11,160.00         |
| 3.13            | 15" Mitered End                | EA | 1     | \$ | 1,136.00         | \$ 1,136.00          |
| 3.14            | 18" Mitered End                | EA | 1     | \$ | 1,358.00         | \$ 1,358.00          |
| 3.15            | 24" Mitered End                | EA | 1     | \$ | 1,686.00         | \$ 1,686.00          |
| 3.16            | 36" Mitered End                | EA | 2     | \$ | 4,370.00         | \$ 8,740.00          |
| 3.17            | 42" Mitered End                | EA | 1     | \$ | 6,000.00         | \$ 6,000.00          |
| 3.18            | Junction Box                   | EA | 4     | \$ | 1,750.00         | \$ 7,000.00          |
|                 |                                |    |       |    | <b>Subtotal:</b> | <b>\$ 384,341.00</b> |

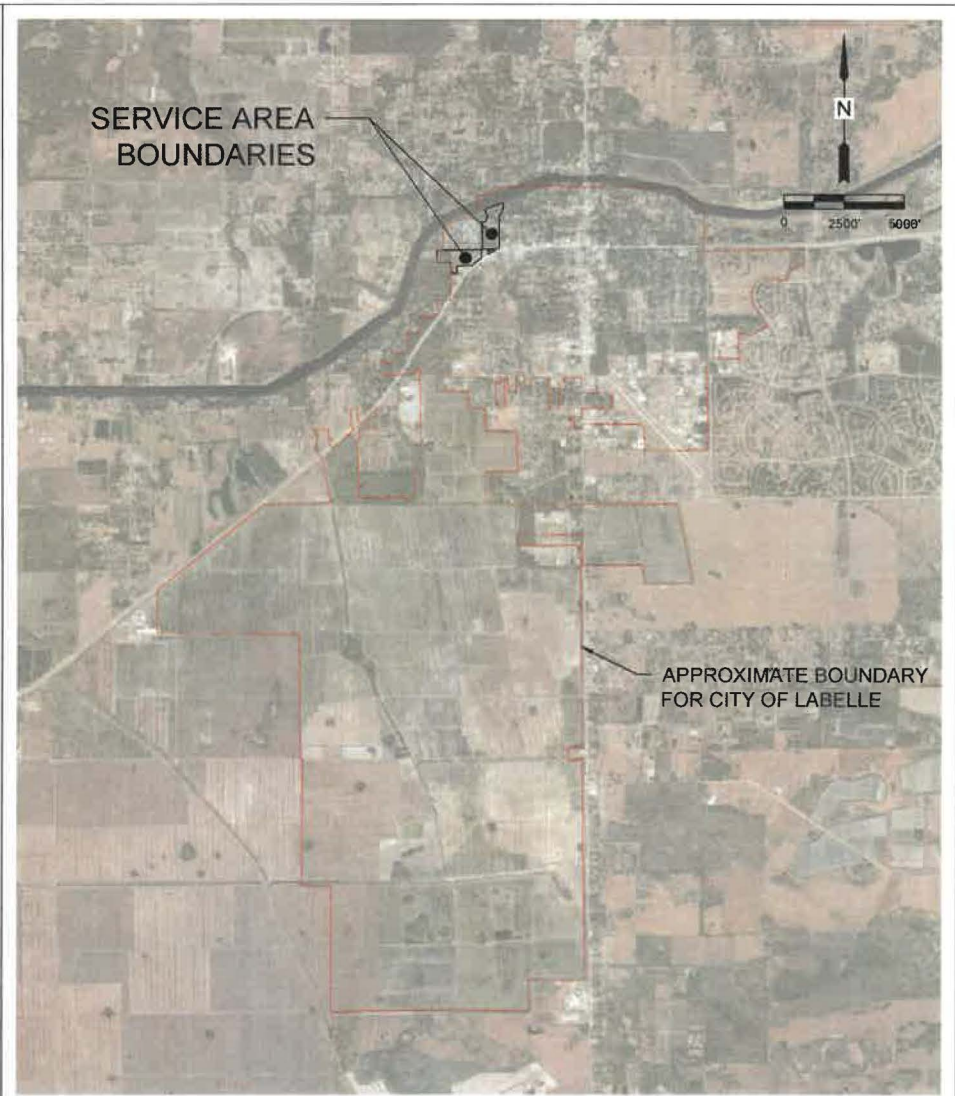
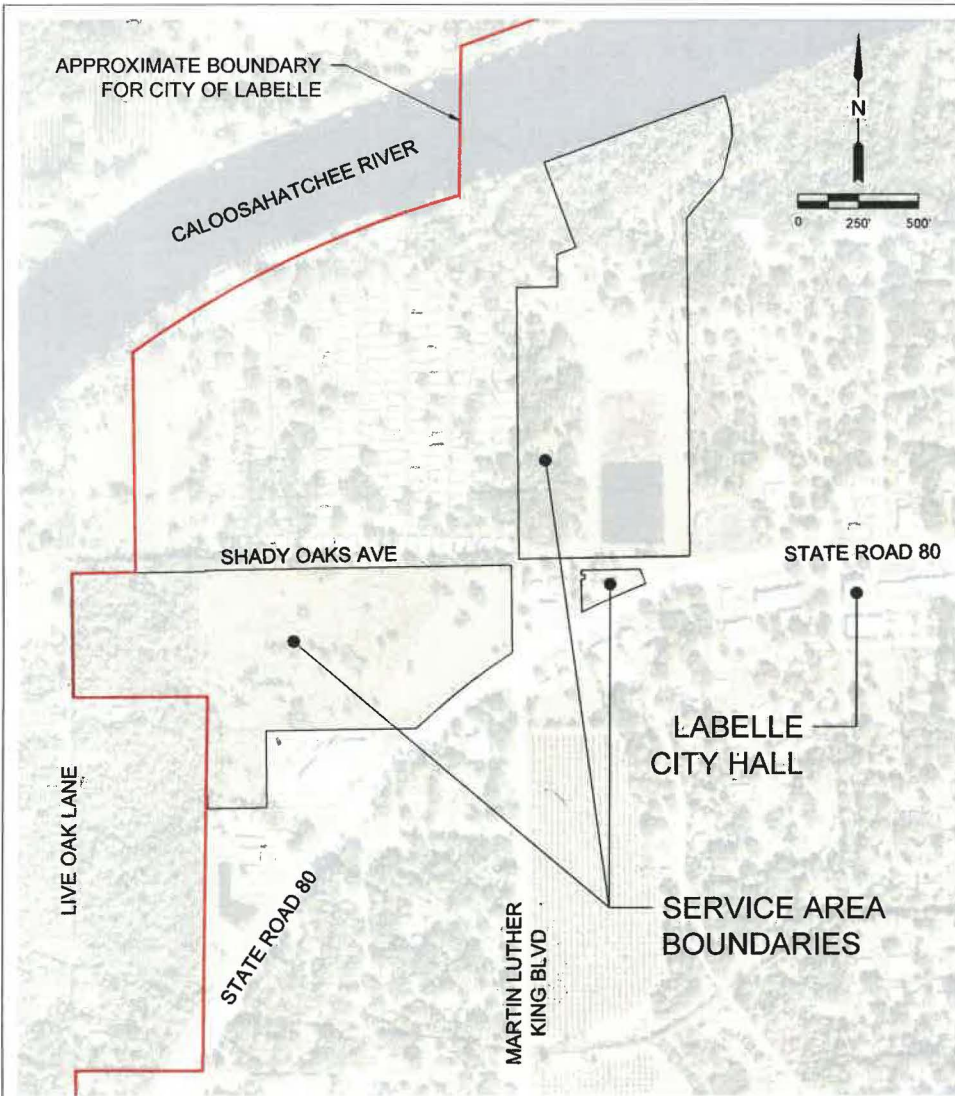
|                      |                         |    |       |    |          |              |
|----------------------|-------------------------|----|-------|----|----------|--------------|
| <b>Potable Water</b> |                         |    |       |    |          |              |
| 4.01                 | 8" PVC Water Main       | LF | 3,081 | \$ | 22.00    | \$ 67,782.00 |
| 4.02                 | 6" PVC Water Main       | LF | 38.00 | \$ | 18.00    | \$ 684.00    |
| 4.03                 | 8" Gate Valve           | EA | 11.00 | \$ | 1,850.00 | \$ 20,350.00 |
| 4.04                 | 6" Tapping Sleeve       | EA | 1.00  | \$ | 4,200.00 | \$ 4,200.00  |
| 4.05                 | 8" Tapping Sleeve       | EA | 1.00  | \$ | 4,900.00 | \$ 4,900.00  |
| 4.06                 | 12" x 8" Tapping Sleeve | EA | 1.00  | \$ | 5,500.00 | \$ 5,500.00  |
| 4.07                 | 8" Tee                  | EA | 7.00  | \$ | 685.00   | \$ 4,795.00  |
| 4.08                 | 8" x 6" Tee             | EA | 3.00  | \$ | 635.00   | \$ 1,905.00  |
| 4.09                 | 8" - 22.5 Bend          | EA | 6.00  | \$ | 530.00   | \$ 3,180.00  |
| 4.1                  | 8" - 11.25 Bend         | EA | 7.00  | \$ | 523.00   | \$ 3,661.00  |
| 4.11                 | 8" - 90 Bend            | EA | 3.00  | \$ | 554.00   | \$ 1,662.00  |
| 4.12                 | 8" Temporary Blow-Off   | EA | 6.00  | \$ | 4,200.00 | \$ 25,200.00 |
| 4.13                 | 8" Cross                | EA | 1.00  | \$ | 950.00   | \$ 950.00    |
| 4.14                 | Single Water Service    | EA | 14.00 | \$ | 980.00   | \$ 13,720.00 |

|      |                      |    |       |    |          |                  |                      |
|------|----------------------|----|-------|----|----------|------------------|----------------------|
| 4.15 | Double Water Service | EA | 16.00 | \$ | 1,600.00 | \$               | 25,600.00            |
| 4.16 | Fire Hydrant         | EA | 5.00  | \$ | 4,800.00 | \$               | 24,000.00            |
|      |                      |    |       |    |          | <b>Subtotal:</b> | <b>\$ 208,089.00</b> |

| <b>Wastewater</b> |                                 |    |       |    |            |                  |                      |
|-------------------|---------------------------------|----|-------|----|------------|------------------|----------------------|
| 5.01              | Manhole (4")                    | EA | 16    | \$ | 6,844.38   | \$               | 109,510.08           |
| 5.02              | Master Manhole (6")             | EA | 1     | \$ | 10,770.00  | \$               | 10,770.00            |
| 5.03              | Lift Station                    | EA | 1     | \$ | 119,000.00 | \$               | 119,000.00           |
| 5.04              | 8" PVC Sanitary Sewer Main      | LF | 3,023 | \$ | 49.25      | \$               | 148,882.75           |
| 5.05              | 10" PVC Sanitary Sewer Main     | LF | 31    | \$ | 115.00     | \$               | 3,565.00             |
| 5.06              | 6" Single Services w/ Cleanouts | EA | 9     | \$ | 1,625.00   | \$               | 14,625.00            |
| 5.07              | 6" Double Services w/ Cleanouts | EA | 19    | \$ | 1,800.00   | \$               | 34,200.00            |
| 5.08              | 8" Plugs/Caps                   | EA | 3     | \$ | 400.00     | \$               | 1,200.00             |
|                   |                                 |    |       |    |            | <b>Subtotal:</b> | <b>\$ 441,752.83</b> |

| <b>Miscellaneous</b> |                                      |    |       |    |           |                  |                       |
|----------------------|--------------------------------------|----|-------|----|-----------|------------------|-----------------------|
| 6.01                 | Testing, Staking, As-Builts, Survey  | LS | 1     | \$ | 79,200.00 | \$               | 79,200.00             |
| 6.02                 | Erosion Control, BMP's               | LS | 1     | \$ | 7,835.52  | \$               | 7,835.52              |
| 6.03                 | Silt Fence Erosion Control as Needed | LF | 8,345 | \$ | 2.35      | \$               | 19,610.75             |
| 6.04                 | Engineering/CEI misc services        | LS | 1     |    | 80,000.00 |                  | 80,000.00             |
| 6.05                 | 2" Conduit Road Crossing             | LF | 640   | \$ | 7.50      | \$               | 4,800.00              |
| 6.06                 | 4" Conduit Road Crossing             | LF | 100   | \$ | 9.50      | \$               | 950.00                |
| 6.07                 | 6" Conduit Road Crossing             | LF | 100   | \$ | 12.00     | \$               | 1,200.00              |
|                      |                                      |    |       |    |           | <b>Subtotal:</b> | <b>\$ 193,596.27</b>  |
| <b>TOTAL:</b>        |                                      |    |       |    |           |                  | <b>\$1,838,423.15</b> |



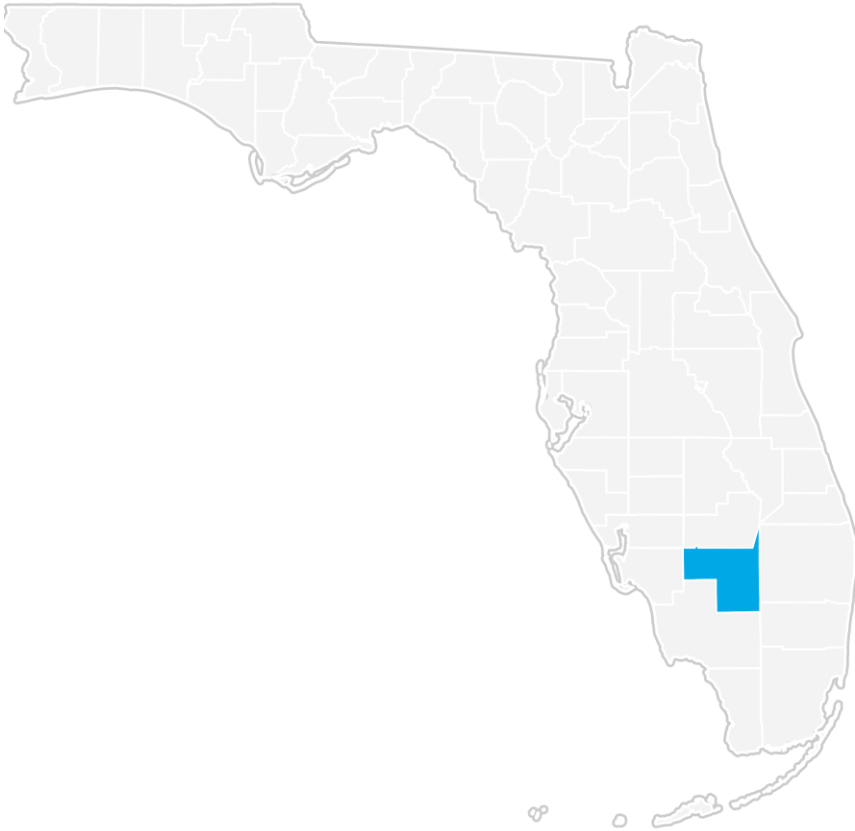


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JURISDICTION MAP

# Economic Overview

## Hendry County, Florida



JOBS **eQ**

June 6, 2019

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# Demographic Profile

The population in Hendry County, Florida was 39,064 per American Community Survey data for 2013-2017.

The region has a civilian labor force of 17,761 with a participation rate of 60.0%. Of individuals 25 to 64 in Hendry County, Florida, 7.7% have a bachelor's degree or higher which compares with 32.3% in the nation.

The median household income in Hendry County, Florida is \$37,966 and the median house value is \$79,700.

## Summary<sup>1</sup>

|   | Percent                   |       |       | Value                     |             |             |
|---|---------------------------|-------|-------|---------------------------|-------------|-------------|
|   | Hendry County,<br>Florida | USA   | USA   | Hendry County,<br>Florida | USA         | USA         |
| <b>Demographics</b>   |                           |       |       |                           |             |             |
| Population (ACS)  | —                         | —     | —     | 39,064                    | 321,004,407 | 321,004,407 |
| Male  | 53.0%                     | 49.2% | 49.2% | 20,716                    | 158,018,753 | 158,018,753 |
| Female  | 47.0%                     | 50.8% | 50.8% | 18,348                    | 162,985,654 | 162,985,654 |
| Median Age <sup>2</sup>   | —                         | —     | —     | 33.7                      | 37.8        | 37.8        |
| Under 18 Years  | 27.5%                     | 22.9% | 22.9% | 10,724                    | 73,601,279  | 73,601,279  |
| 18 to 24 Years  | 10.1%                     | 9.7%  | 9.7%  | 3,943                     | 31,131,484  | 31,131,484  |
| 25 to 34 Years  | 13.7%                     | 13.7% | 13.7% | 5,338                     | 44,044,173  | 44,044,173  |
| 35 to 44 Years  | 12.6%                     | 12.7% | 12.7% | 4,918                     | 40,656,419  | 40,656,419  |
| 45 to 54 Years  | 12.6%                     | 13.4% | 13.4% | 4,921                     | 43,091,143  | 43,091,143  |
| 55 to 64 Years  | 10.5%                     | 12.7% | 12.7% | 4,101                     | 40,747,520  | 40,747,520  |
| 65 to 74 Years  | 7.6%                      | 8.6%  | 8.6%  | 2,976                     | 27,503,389  | 27,503,389  |
| 75 Years, and Over  | 5.5%                      | 6.3%  | 6.3%  | 2,143                     | 20,229,000  | 20,229,000  |
| Race: White   | 77.7%                     | 73.0% | 73.0% | 30,341                    | 234,370,202 | 234,370,202 |
| Race: Black or African American   | 11.4%                     | 12.7% | 12.7% | 4,444                     | 40,610,815  | 40,610,815  |
| Race: American Indian and Alaska Native   | 2.0%                      | 0.8%  | 0.8%  | 791                       | 2,632,102   | 2,632,102   |
| Race: Asian   | 0.9%                      | 5.4%  | 5.4%  | 342                       | 17,186,320  | 17,186,320  |
| Race: Native Hawaiian and Other Pacific Islander                                | 0.1%                      | 0.2%  | 0.2%  | 47                        | 570,116     | 570,116     |
| Race: Some Other Race   | 5.0%                      | 4.8%  | 4.8%  | 1,967                     | 15,553,808  | 15,553,808  |
| Race: Two or More Races   | 2.9%                      | 3.1%  | 3.1%  | 1,132                     | 10,081,044  | 10,081,044  |
| Hispanic or Latino (of any race)  | 51.9%                     | 17.6% | 17.6% | 20,258                    | 56,510,571  | 56,510,571  |
| <b>Population Growth</b>  |                           |       |       |                           |             |             |
| Population (Pop Estimates) <sup>5</sup>   | —                         | —     | —     | 40,347                    | 325,719,178 | 325,719,178 |
| Population Annual Average Growth <sup>5</sup>                                   | 0.3%                      | 0.8%  | 0.8%  | 134                       | 2,448,797   | 2,448,797   |
| <b>Economic</b>   |                           |       |       |                           |             |             |
| Labor Force Participation Rate and Size (civilian population 16 years and over) | 60.0%                     | 63.3% | 63.3% | 17,761                    | 161,159,470 | 161,159,470 |
| Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)   | 77.5%                     | 81.6% | 81.6% | 11,755                    | 103,761,701 | 103,761,701 |
| Armed Forces Labor Force  | 0.0%                      | 0.4%  | 0.4%  | 0                         | 1,024,855   | 1,024,855   |
| Veterans, Age 18-64   | 3.6%                      | 4.9%  | 4.9%  | 843                       | 9,667,749   | 9,667,749   |
| Veterans Labor Force Participation Rate and Size, Age 18-64                     | 54.4%                     | 75.8% | 75.8% | 459                       | 7,326,514   | 7,326,514   |
| Median Household Income <sup>2</sup>  | —                         | —     | —     | \$37,966                  | \$57,652    | \$57,652    |
| Per Capita Income   | —                         | —     | —     | \$18,426                  | \$31,177    | \$31,177    |
| Poverty Level (of all people)   | 25.5%                     | 14.6% | 14.6% | 9,739                     | 45,650,345  | 45,650,345  |
| Households Receiving Food Stamps  | 26.3%                     | 12.6% | 12.6% | 3,186                     | 15,029,498  | 15,029,498  |
| Mean Commute Time (minutes)   | —                         | —     | —     | 29.4                      | 26.4        | 26.4        |

## Summary<sup>1</sup>

|  | Percent                   |       |       | Value                     |             |             |
|--|---------------------------|-------|-------|---------------------------|-------------|-------------|
|  | Hendry County,<br>Florida | USA   | USA   | Hendry County,<br>Florida | USA         | USA         |
| Commute via Public Transportation                                      | 8.8%                      | 5.1%  | 5.1%  | 1,412                     | 7,607,907   | 7,607,907   |
| <b>Educational Attainment, Age 25-64</b>                               |                           |       |       |                           |             |             |
| No High School Diploma   | 35.0%                     | 11.4% | 11.4% | 6,743                     | 19,230,541  | 19,230,541  |
| High School Graduate   | 32.1%                     | 26.0% | 26.0% | 6,185                     | 43,784,920  | 43,784,920  |
| Some College, No Degree  | 18.6%                     | 21.2% | 21.2% | 3,590                     | 35,803,629  | 35,803,629  |
| Associate's Degree   | 6.6%                      | 9.0%  | 9.0%  | 1,275                     | 15,199,517  | 15,199,517  |
| Bachelor's Degree  | 5.5%                      | 20.5% | 20.5% | 1,053                     | 34,602,913  | 34,602,913  |
| Postgraduate Degree  | 2.2%                      | 11.8% | 11.8% | 432                       | 19,917,735  | 19,917,735  |
| <b>Housing</b>   |                           |       |       |                           |             |             |
| Total Housing Units  | —                         | —     | —     | 14,670                    | 135,393,564 | 135,393,564 |
| Median House Value (of owner-occupied units) <sup>2</sup>              | —                         | —     | —     | \$79,700                  | \$193,500   | \$193,500   |
| Homeowner Vacancy  | 1.2%                      | 1.7%  | 1.7%  | 101                       | 1,346,331   | 1,346,331   |
| Rental Vacancy   | 3.2%                      | 6.1%  | 6.1%  | 139                       | 2,838,344   | 2,838,344   |
| Renter-Occupied Housing Units (% of Occupied Units)                    | 34.6%                     | 36.2% | 36.2% | 4,183                     | 42,992,786  | 42,992,786  |
| Occupied Housing Units with No Vehicle Available (% of Occupied Units) | 9.5%                      | 8.8%  | 8.8%  | 1,147                     | 10,468,418  | 10,468,418  |
| <b>Social</b>  |                           |       |       |                           |             |             |
| Enrolled in Grade 12 (% of total population)                           | 1.4%                      | 1.4%  | 1.4%  | 542                       | 4,437,324   | 4,437,324   |
| Disconnected Youth <sup>4</sup>  | 7.5%                      | 2.7%  | 2.7%  | 179                       | 456,548     | 456,548     |
| Children in Single Parent Families (% of all children)                 | 49.5%                     | 34.5% | 34.5% | 5,070                     | 24,106,567  | 24,106,567  |
| With a Disability, Age 18-64   | 11.8%                     | 10.3% | 10.3% | 2,665                     | 20,276,199  | 20,276,199  |
| With a Disability, Age 18-64, Labor Force Participation Rate and Size  | 36.8%                     | 41.4% | 41.4% | 981                       | 8,395,884   | 8,395,884   |
| Foreign Born   | 27.6%                     | 13.4% | 13.4% | 10,771                    | 43,028,127  | 43,028,127  |
| Speak English Less Than Very Well (population 5 yrs and over)          | 22.4%                     | 8.5%  | 8.5%  | 8,104                     | 25,654,421  | 25,654,421  |
| <b>Union Membership</b>  |                           |       |       |                           |             |             |
| Total <sup>3</sup>   | 7.6%                      | 10.7% | 10.7% | —                         | —           | —           |
| Private Sector <sup>3</sup>  | 2.3%                      | 6.4%  | 6.4%  | —                         | —           | —           |
| Manufacturing <sup>3</sup>   | 4.2%                      | 8.7%  | 8.7%  | —                         | —           | —           |
| Public Sector <sup>3</sup>   | 33.1%                     | 35.1% | 35.1% | —                         | —           | —           |

Source: [JobsEQ®](#)

1. American Community Survey 2013-2017, unless noted otherwise

2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

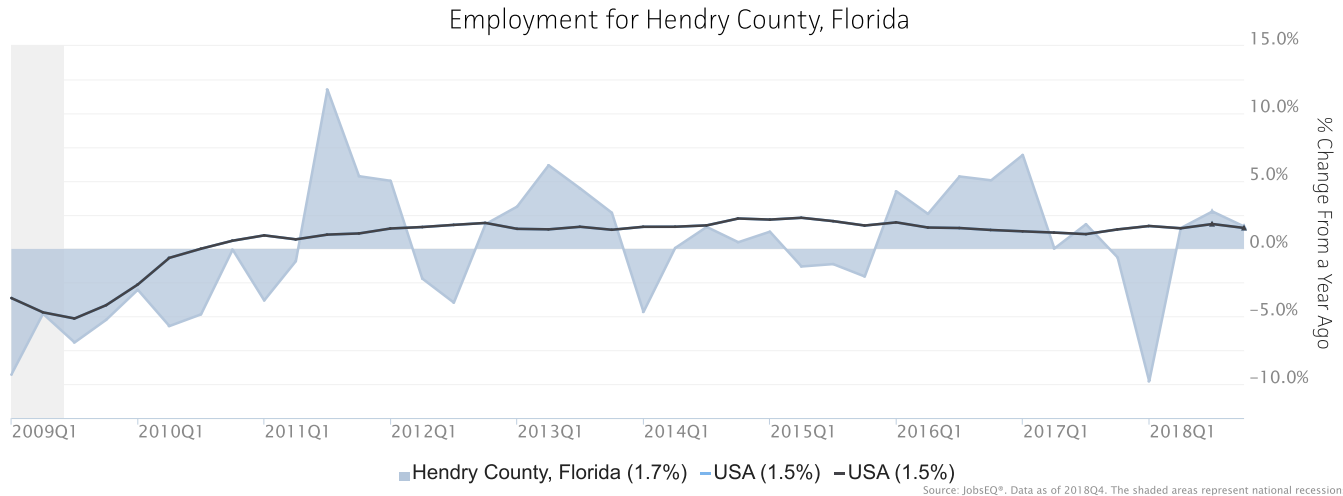
3. 2017; Current Population Survey, unionstats.com, and Chmura; county- and zip-level data are best estimates based upon industry-, MSA-, and state-level data

4. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

5. Census 2017, annual average growth rate since 2007

# Employment Trends

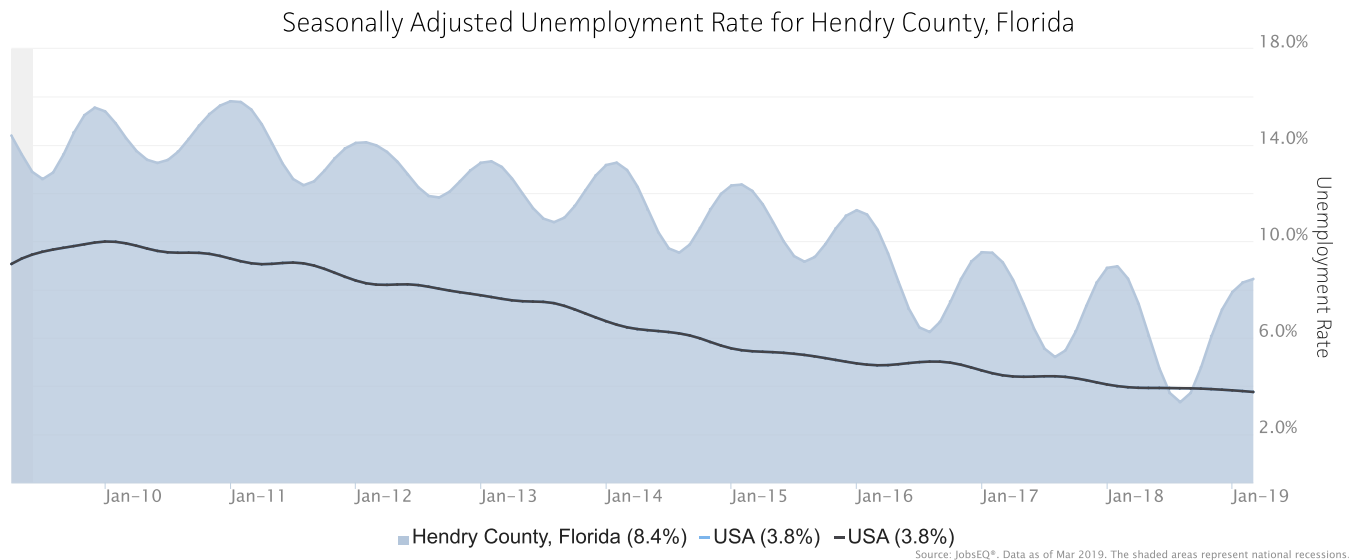
As of 2018Q4, total employment for Hendry County, Florida was 13,275 (based on a four-quarter moving average). Over the year ending 2018Q4, employment increased 1.7% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q2 with preliminary estimates updated to 2018Q4.

# Unemployment Rate

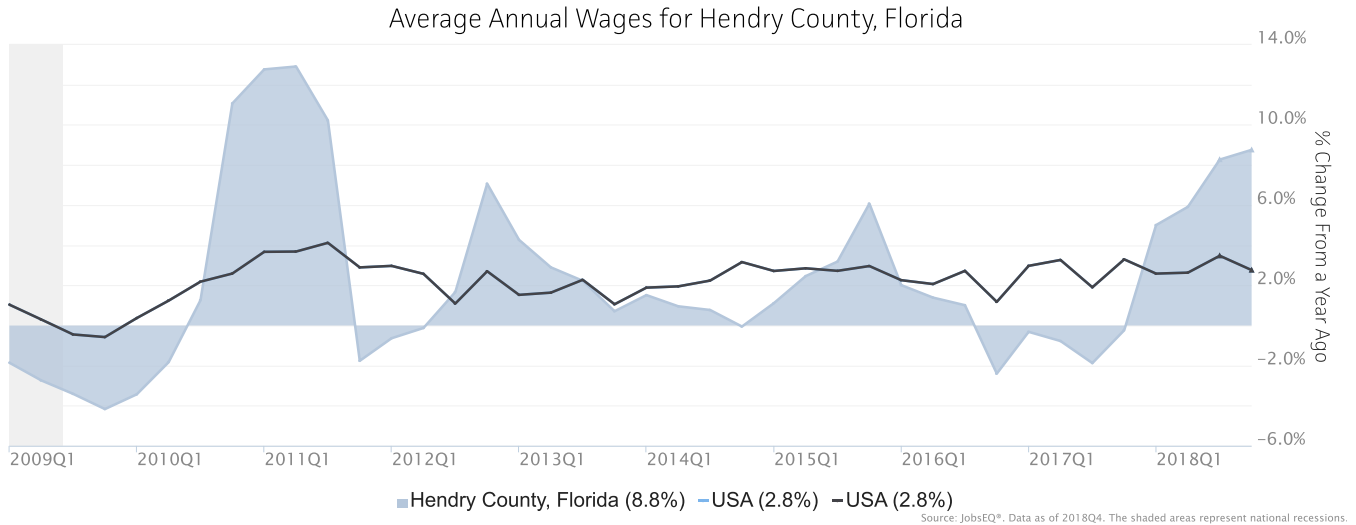
The seasonally adjusted unemployment rate for Hendry County, Florida was 8.4% as of March 2019. The regional unemployment rate was higher than the national rate of 3.8%. One year earlier, in March 2018, the unemployment rate in Hendry County, Florida was 8.5%.



Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through March 2019.

# Wage Trends

The average worker in Hendry County, Florida earned annual wages of \$42,280 as of 2018Q4. Average annual wages per worker increased 8.8% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$55,713 in the nation as of 2018Q4.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q2 with preliminary estimates updated to 2018Q4.

# Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 15.7% lower in Hendry County, Florida than the U.S. average.

## Cost of Living Information

|                        | Annual Average Salary | Cost of Living Index |                     |
|------------------------|-----------------------|----------------------|---------------------|
|                        |                       | (Base US)            | US Purchasing Power |
| Hendry County, Florida | \$42,280              | 84.3                 | \$50,165            |
| USA                    | \$55,713              | 100.0                | \$55,713            |
| USA                    | \$55,713              | 100.0                | \$55,713            |

Source: [JobsEQ®](#)

Data as of 2018Q4

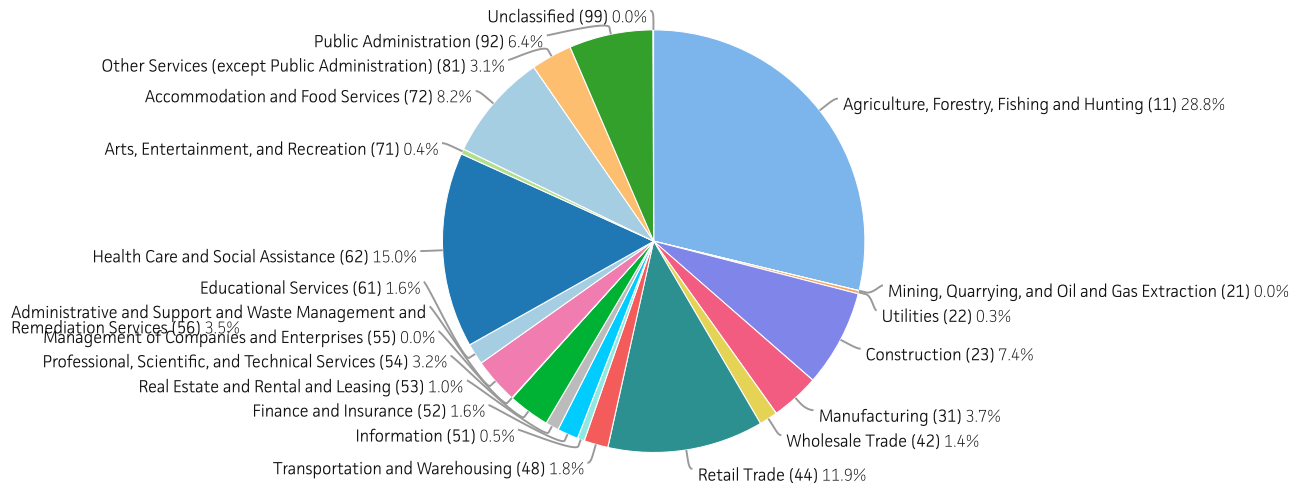
Cost of Living per C2ER, data as of 2018q4, imputed by Chmura where necessary.



# Industry Snapshot

The largest sector in Hendry County, Florida is Agriculture, Forestry, Fishing and Hunting, employing 3,819 workers. The next-largest sectors in the region are Health Care and Social Assistance (1,985 workers) and Retail Trade (1,582). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 21.03), Public Administration (1.37), and Construction (1.31).

Total Workers for Hendry County, Florida by Industry



Source: JobsEQ®, Data as of 2018Q4

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q2 with preliminary estimates updated to 2018Q4.

Sectors in Hendry County, Florida with the highest average wages per worker are Management of Companies and Enterprises (\$76,683), Professional, Scientific, and Technical Services (\$76,171), and Agriculture, Forestry, Fishing and Hunting (\$58,033). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Retail Trade (+417 jobs), Construction (+317), and Health Care and Social Assistance (+306).

Over the next 1 year, employment in Hendry County, Florida is projected to expand by 78 jobs. The fastest growing sector in the region is expected to be Construction with a +1.4% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Agriculture, Forestry, Fishing and Hunting (+15 jobs), Construction (+14), and Retail Trade (+13).

| NAICS | Industry   | Current                          |                 |             | 5-Year History |                       | 1-Year Forecast           |            |            |              |              |
|-------|--|----------------------------------|-----------------|-------------|----------------|-----------------------|---------------------------|------------|------------|--------------|--------------|
|       |  | Four Quarters Ending with 2018q4 |                 |             | Total Change   | Avg Ann % Chg in Empl | Separations (Approximate) |            |            | ---Growth--- |              |
|       |  | Empl                             | Avg Ann Wages   | LQ          | Empl           | Region                | Total New Demand          | Exits      | Transfers  | Empl         | Avg Ann Rate |
| 11    | Agriculture, Forestry, Fishing and Hunting                               | 3,819                            | \$58,033        | 21.03       | -589           | -2.8%                 | 428                       | 178        | 235        | 15           | 0.4%         |
| 21    | Mining, Quarrying, and Oil and Gas Extraction                            | 0                                | n/a             | 0.00        | 0              | n/a                   | 0                         | 0          | 0          | 0            | 0.7%         |
| 22    | Utilities  | 33                               | \$33,079        | 0.48        | 19             | 18.2%                 | 3                         | 1          | 2          | 0            | 0.8%         |
| 23    | Construction   | 984                              | \$38,742        | 1.31        | 317            | 8.1%                  | 111                       | 35         | 62         | 14           | 1.4%         |
| 31    | Manufacturing  | 494                              | \$46,778        | 0.45        | 58             | 2.5%                  | 50                        | 19         | 33         | -1           | -0.3%        |
| 42    | Wholesale Trade  | 188                              | \$48,259        | 0.37        | 6              | 0.6%                  | 19                        | 7          | 12         | 0            | -0.2%        |
| 44    | Retail Trade   | 1,582                            | \$24,926        | 1.13        | 417            | 6.3%                  | 224                       | 94         | 118        | 13           | 0.8%         |
| 48    | Transportation and Warehousing   | 245                              | \$53,648        | 0.42        | -146           | -8.9%                 | 27                        | 11         | 15         | 1            | 0.4%         |
| 51    | Information  | 72                               | \$40,581        | 0.27        | -14            | -3.5%                 | 6                         | 3          | 4          | -1           | -1.7%        |
| 52    | Finance and Insurance  | 214                              | \$46,083        | 0.41        | -14            | -1.3%                 | 21                        | 8          | 12         | 0            | 0.2%         |
| 53    | Real Estate and Rental and Leasing                                       | 136                              | \$30,525        | 0.59        | 49             | 9.4%                  | 15                        | 6          | 8          | 1            | 0.6%         |
| 54    | Professional, Scientific, and Technical Services                         | 422                              | \$76,171        | 0.48        | -90            | -3.8%                 | 41                        | 14         | 23         | 4            | 1.0%         |
| 55    | Management of Companies and Enterprises                                  | 5                                | \$76,683        | 0.02        | -8             | -17.5%                | 0                         | 0          | 0          | 0            | 0.6%         |
| 56    | Administrative and Support and Waste Management and Remediation Services | 464                              | \$31,042        | 0.54        | 18             | 0.8%                  | 58                        | 23         | 31         | 5            | 1.0%         |
| 61    | Educational Services   | 216                              | \$31,144        | 0.20        | 11             | 1.1%                  | 22                        | 10         | 10         | 2            | 1.0%         |
| 62    | Health Care and Social Assistance  | 1,985                            | \$43,631        | 1.04        | 306            | 3.4%                  | 198                       | 92         | 95         | 11           | 0.6%         |
| 71    | Arts, Entertainment, and Recreation                                      | 53                               | \$18,791        | 0.20        | -138           | -22.6%                | 8                         | 3          | 4          | 0            | 0.8%         |
| 72    | Accommodation and Food Services  | 1,089                            | \$16,303        | 0.91        | 207            | 4.3%                  | 185                       | 78         | 98         | 8            | 0.7%         |
| 81    | Other Services (except Public Administration)                            | 417                              | \$27,125        | 0.72        | 44             | 2.3%                  | 49                        | 22         | 26         | 2            | 0.5%         |
| 92    | Public Administration  | 853                              | \$40,819        | 1.37        | -9             | -0.2%                 | 81                        | 33         | 45         | 3            | 0.3%         |
| 99    | Unclassified   | 5                                | \$18,264        | 0.24        | -7             | -15.6%                | 1                         | 0          | 0          | 0            | 0.6%         |
|       | <b>Total - All Industries</b>  | <b>13,275</b>                    | <b>\$42,280</b> | <b>1.00</b> | <b>437</b>     | <b>0.7%</b>           | <b>1,530</b>              | <b>622</b> | <b>830</b> | <b>78</b>    | <b>0.6%</b>  |

Source: [JobsEQ®](#)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q2 with preliminary estimates updated to 2018Q4. Forecast employment growth uses national projections adapted for regional growth patterns.

# Occupation Snapshot

The largest major occupation group in Hendry County, Florida is Farming, Fishing, and Forestry Occupations, employing 2,247 workers. The next-largest occupation groups in the region are Office and Administrative Support Occupations (1,402 workers) and Sales and Related Occupations (1,199). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Farming, Fishing, and Forestry Occupations (LQ = 25.98), Management Occupations (1.48), and Construction and Extraction Occupations (1.22).

Occupation groups in Hendry County, Florida with the highest average wages per worker are Management Occupations (\$80,700), Computer and Mathematical Occupations (\$68,300), and Healthcare Practitioners and Technical Occupations (\$67,300). The unemployment rate in the region varied among the major groups from 1.0% among Management Occupations to 9.2% among Farming, Fishing, and Forestry Occupations.

Over the next 1 year, the fastest growing occupation group in Hendry County, Florida is expected to be Construction and Extraction Occupations with a +1.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Construction and Extraction Occupations (+9 jobs) and Management Occupations (+8). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Farming, Fishing, and Forestry Occupations (339 jobs) and Sales and Related Occupations (175).

Occupation Snapshot in Hendry County, Florida, 2018q4

| SOC     | Occupation                                     | Current                          |                            |      |                |             |                             | 5-Year History |                       | 1-Year Forecast  |                 |        |              |          |
|---------|--|----------------------------------|----------------------------|------|----------------|-------------|-----------------------------|----------------|-----------------------|------------------|-----------------|--------|--------------|----------|
|         |  | Four Quarters Ending with 2018q4 |                            |      | ----2018q4---- |             |                             | Total Change   | Avg Ann % Chg in Empl | Total New Demand | --Separations-- |        | ---Growth--- |          |
|         |  | Empl                             | Avg Ann Wages <sup>1</sup> | LQ   | Unempl         | Unempl Rate | Online Job Ads <sup>2</sup> |                |                       |                  | Empl            | Region | Exits        | Transfer |
| 11-0000 | Management                                     | 1,191                            | \$80,700                   | 1.48 | 11             | 1.0%        | 16                          | 30             | 0.5%                  | 99               | 54              | 37     | 8            | 0.7%     |
| 13-0000 | Business and Financial Operations              | 342                              | \$59,700                   | 0.49 | 6              | 3.0%        | 9                           | 3              | 0.1%                  | 33               | 11              | 20     | 2            | 0.7%     |
| 15-0000 | Computer and Mathematical                      | 106                              | \$68,300                   | 0.27 | 1              | 3.7%        | 5                           | -28            | -4.6%                 | 8                | 2               | 5      | 1            | 0.7%     |
| 17-0000 | Architecture and Engineering                   | 172                              | \$62,900                   | 0.76 | 3              | 3.6%        | 10                          | -28            | -2.9%                 | 15               | 5               | 9      | 2            | 1.2%     |
| 19-0000 | Life, Physical, and Social Science             | 90                               | \$56,900                   | 0.83 | 1              | 1.8%        | 8                           | -11            | -2.2%                 | 9                | 2               | 6      | 1            | 0.7%     |
| 21-0000 | Community and Social Service                   | 123                              | \$42,300                   | 0.57 | 1              | 2.3%        | 9                           | 4              | 0.6%                  | 14               | 5               | 8      | 1            | 0.6%     |
| 23-0000 | Legal  | 48                               | \$57,100                   | 0.44 | 1              | 1.4%        | 1                           | 0              | 0.1%                  | 3                | 1               | 2      | 0            | 0.8%     |
| 25-0000 | Education, Training, and Library               | 356                              | \$40,700                   | 0.48 | 7              | 2.4%        | 12                          | -18            | -1.0%                 | 35               | 16              | 16     | 3            | 0.9%     |
| 27-0000 | Arts, Design, Entertainment, Sports, and Media | 88                               | \$36,900                   | 0.37 | 1              | 2.6%        | 2                           | 19             | 5.0%                  | 8                | 4               | 5      | 0            | 0.2%     |
| 29-0000 | Healthcare Practitioners and Technical         | 837                              | \$67,300                   | 1.11 | 14             | 1.8%        | 14                          | 174            | 4.8%                  | 50               | 23              | 22     | 4            | 0.5%     |
| 31-0000 | Healthcare Support                             | 350                              | \$27,100                   | 0.95 | 18             | 4.6%        | 7                           | 42             | 2.6%                  | 43               | 21              | 19     | 3            | 0.8%     |
| 33-0000 | Protective Service                             | 332                              | \$40,800                   | 1.17 | 12             | 3.7%        | 2                           | -14            | -0.8%                 | 32               | 14              | 17     | 1            | 0.4%     |
| 35-0000 | Food Preparation and Serving Related           | 987                              | \$24,200                   | 0.87 | 106            | 6.8%        | 20                          | 177            | 4.0%                  | 180              | 77              | 95     | 8            | 0.8%     |
| 37-0000 | Building and Grounds Cleaning and Maintenance  | 536                              | \$28,100                   | 1.16 | 59             | 5.9%        | 11                          | -5             | -0.2%                 | 70               | 31              | 35     | 4            | 0.7%     |
| 39-0000 | Personal Care and Service                      | 361                              | \$25,400                   | 0.64 | 11             | 3.1%        | 8                           | -19            | -1.0%                 | 56               | 28              | 25     | 4            | 1.0%     |

### Occupation Snapshot in Hendry County, Florida, 2018q4

| SOC                            | Occupation                            | Current                          |                            |             |                |            |                             | 5-Year History |                       | 1-Year Forecast  |                 |            |              |             |
|--------------------------------|---------------------------------------|----------------------------------|----------------------------|-------------|----------------|------------|-----------------------------|----------------|-----------------------|------------------|-----------------|------------|--------------|-------------|
|                                |                                       | Four Quarters Ending with 2018q4 |                            |             | ----2018q4---- |            |                             | Total Change   | Avg Ann % Chg in Empl | Total New Demand | --Separations-- |            | ---Growth--- |             |
|                                |                                       | Empl                             | Avg Ann Wages <sup>1</sup> | LQ          | Unempl         | Rate       | Online Job Ads <sup>2</sup> |                |                       |                  | Empl            | Region     | Exits        | Transfer    |
| 41-0000                        | Sales and Related                     | 1,199                            | \$31,700                   | 0.90        | 60             | 4.4%       | 55                          | 256            | 4.9%                  | 183              | 79              | 96         | 8            | 0.7%        |
| 43-0000                        | Office and Administrative Support     | 1,402                            | \$32,700                   | 0.73        | 57             | 4.0%       | 31                          | 110            | 1.6%                  | 157              | 74              | 83         | 0            | 0.0%        |
| 45-0000                        | Farming, Fishing, and Forestry        | 2,247                            | \$25,000                   | 25.98       | 242            | 9.2%       | 2                           | -395           | -3.2%                 | 345              | 84              | 255        | 6            | 0.3%        |
| 47-0000                        | Construction and Extraction           | 745                              | \$40,100                   | 1.22        | 82             | 5.9%       | 34                          | 198            | 6.4%                  | 88               | 27              | 51         | 9            | 1.3%        |
| 49-0000                        | Installation, Maintenance, and Repair | 531                              | \$40,000                   | 1.04        | 17             | 3.1%       | 20                          | 51             | 2.0%                  | 56               | 19              | 33         | 5            | 0.9%        |
| 51-0000                        | Production                            | 473                              | \$34,800                   | 0.59        | 36             | 5.0%       | 9                           | 23             | 1.0%                  | 55               | 21              | 34         | 0            | 0.1%        |
| 53-0000                        | Transportation and Material Moving    | 759                              | \$31,500                   | 0.83        | 57             | 5.8%       | 21                          | -132           | -3.2%                 | 97               | 37              | 55         | 5            | 0.6%        |
| <b>Total - All Occupations</b> |                                       | <b>13,275</b>                    | <b>\$38,800</b>            | <b>1.00</b> | <b>n/a</b>     | <b>n/a</b> | <b>306</b>                  | <b>437</b>     | <b>0.7%</b>           | <b>1,640</b>     | <b>633</b>      | <b>929</b> | <b>78</b>    | <b>0.6%</b> |

Source: [JobsEQ®](http://www.chmuraecon.com/jobseq)

Data as of 2018Q4 unless noted otherwise

Note: Figures may not sum due to rounding.

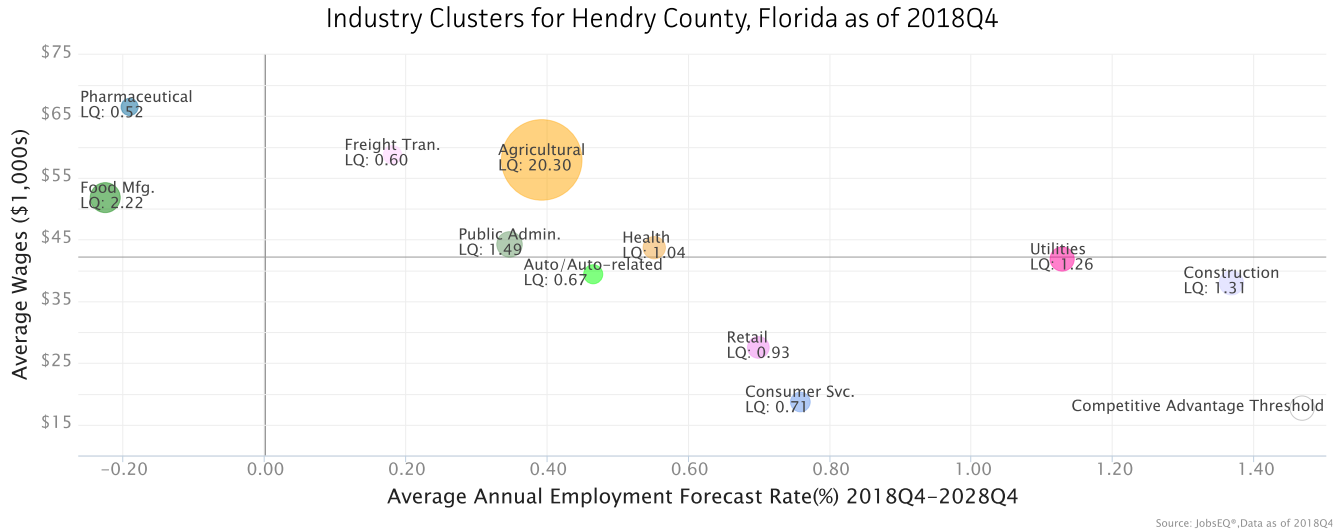
1. Occupation wages are as of 2017 and should be taken as the average for all Covered Employment

2. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list).

Occupation employment data are estimated via industry employment data and the estimated industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2018Q2, imputed where necessary with preliminary estimates updated to 2018Q4. Wages by occupation are as of 2017 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

# Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in Hendry County, Florida with the highest relative concentration is Agricultural with a location quotient of 20.30. This cluster employs 3,827 workers in the region with an average wage of \$57,931. Employment in the Agricultural cluster is projected to expand in the region about 0.4% per year over the next ten years.

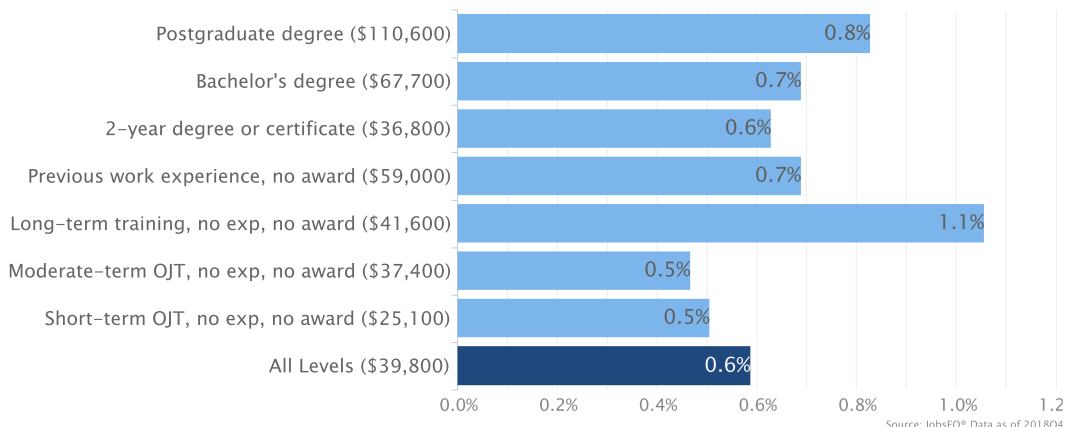


Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2018Q2 with preliminary estimates updated to 2018Q4. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

# Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in Hendry County, Florida is projected to grow 0.6% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 0.8% per year, those requiring a bachelor's degree are forecast to grow 0.7% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.6% per year.

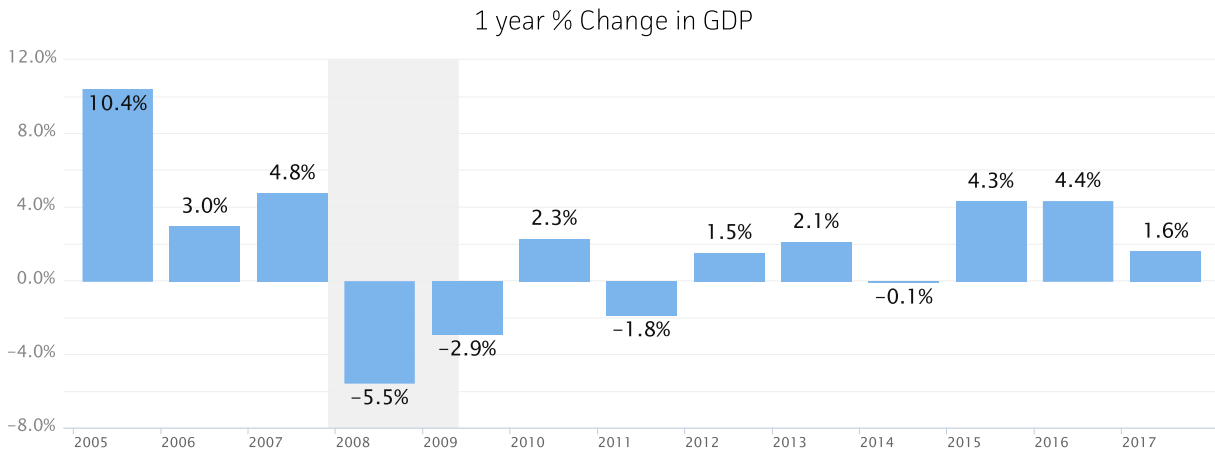
Annual Average Projected Job Growth by Training Required for Hendry County, Florida



Employment by occupation data are estimates as of 2018Q4. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

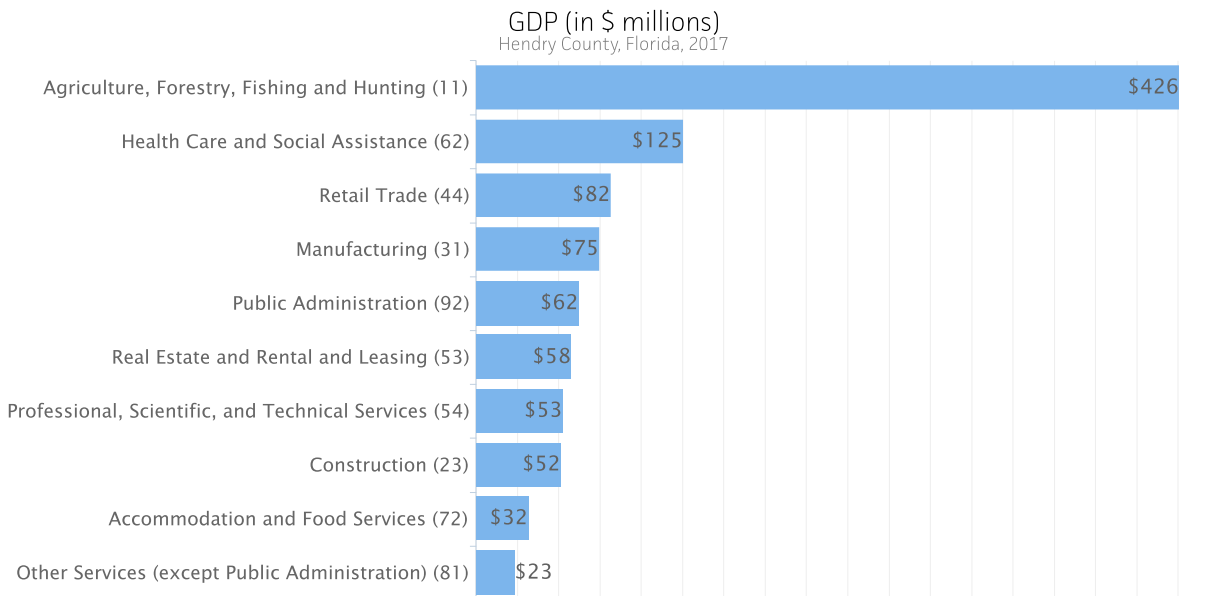
# Gross Domestic Product

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. In 2017, nominal GDP in Hendry County, Florida expanded 1.6%. This follows growth of 4.4% in 2016. As of 2017, total GDP in Hendry County, Florida was \$1,102,490,000.



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2017.

Of the sectors in Hendry County, Florida, Agriculture, Forestry, Fishing and Hunting contributed the largest portion of GDP in 2017, \$425,676,000. The next-largest contributions came from Health Care and Social Assistance (\$125,376,000); Retail Trade (\$81,625,000); and Manufacturing (\$74,602,000).



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2017.

# FAQ

## What is a location quotient?

A location quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

## What is separation demand?

Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. The total projected demand for an occupation is the sum of the separation demand and the growth demand (which is the increase or decrease of jobs in an occupation expected due to expansion or contraction of the overall number of jobs in that occupation).

## What is a cluster?

A cluster is a geographic concentration of interrelated industries or occupations. If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a *competitive advantage* in that cluster.

## What is the difference between industry wages and occupation wages?

Industry wages and occupation wages are estimated via separate data sets, often the time periods being reported do not align, and wages are defined slightly differently in the two systems (for example, certain bonuses are included in the industry wages but not the occupation wages). It is therefore common that estimates of the average industry wages and average occupation wages in a region do not match exactly.

## What is NAICS?

The North American Industry Classification System (NAICS) is used to classify business establishments according to the type of economic activity. The NAICS Code comprises six levels, from the “all industry” level to the 6-digit level. The first two digits define the top level category, known as the “sector,” which is the level examined in this report.

## What is SOC?

The Standard Occupational Classification system (SOC) is used to classify workers into occupational categories. All workers are classified into one of over 820 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 23 major groups, 96 minor groups, and 449 occupation groups. Each occupation group includes detailed occupations requiring similar job duties, skills, education, or experience.

## About This Report

This report and all data herein were produced by JobsEQ®, a product of Chmura Economics & Analytics. The information contained herein was obtained from sources we believe to be reliable. However, we cannot guarantee its accuracy and completeness.



# **Hendry County Community-Driven Economic Development Strategic Action Plan**

July 2017



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## **Acknowledgements**

Hendry County would first and foremost like to thank the hundreds of community stakeholders who participated in this process. Your willingness to engage in this process has truly made this plan community-driven.

We also want to show our gratitude for the funding and technical assistance that was received to produce this Community-Driven Economic Development Action Plan from the Florida Department of Economic Opportunity. We were very fortunate to be one of the only counties to have received this type of support and we are surely grateful for this opportunity to forge a path forward for our community.

The Hendry County Administrator, Charles Chapman, and his staff, Janet Papinaw and Margaret Emblidge, were integral in coordinating the development of this plan, along with Hendry Economic Development Director, Brent Kettler.

We also would like to acknowledge that Dr. Cindy Banyai was the lead on the community engagement sessions and of the writing of this plan.



## 1. Hendry County Vision

Hendry County is truly a place of valued assets according to its residents. Community members identify natural resources and the “small town feeling” as assets to leverage for future development.

The county’s vision statement, as adopted by the Board of County Commissioners is:

*To be an outstanding rural community in which to live, work, raise a family and enjoy life by creating an economic environment where people can prosper.*

Taking this a bit further, based on community discussions, a vision emerges with economic development as its engine. The vision is:

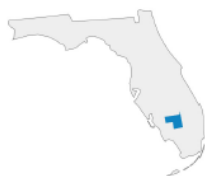
*To make Hendry County a place where development and the physical infrastructure supports business, eco-tourism, and community, where the hometown feeling and connection between people is preserved.*

This plan is presented to support and achieve this vision for the future of Hendry County. Before delving into the plan, let’s look at the current conditions in Hendry County overall.

### 1.1. County Scan

The median family income in 2015 was \$43,810 (US Census Bureau). This puts Hendry County in a good position for growth to meet or exceed the incomes around the Southwest Florida region and the state.

**Figure 1 - Hendry County Economic Overview**



|                                      |          |
|--------------------------------------|----------|
| Population (2016)                    | 39,035   |
| Jobs (2016)                          | 14,334   |
| Average Earnings (2016)              | \$43.1K  |
| COL Adjusted Average Earnings (2016) | \$45.8K  |
| Unemployed (1/2017)                  | 1,290    |
| Completions (2015)                   | 0        |
| GRP (2016)                           | \$942.7M |
| Exports (2016)                       | \$1.6B   |
| Imports (2016)                       | \$1.9B   |

Source: EMSI



Hendry County has a total population of 39,035 (EMSI, 2017)<sup>1</sup>. Overall, Hendry County has a young population, with the largest proportion of the population at their prime working age and a strong cohort of young people to continue to support economic growth.

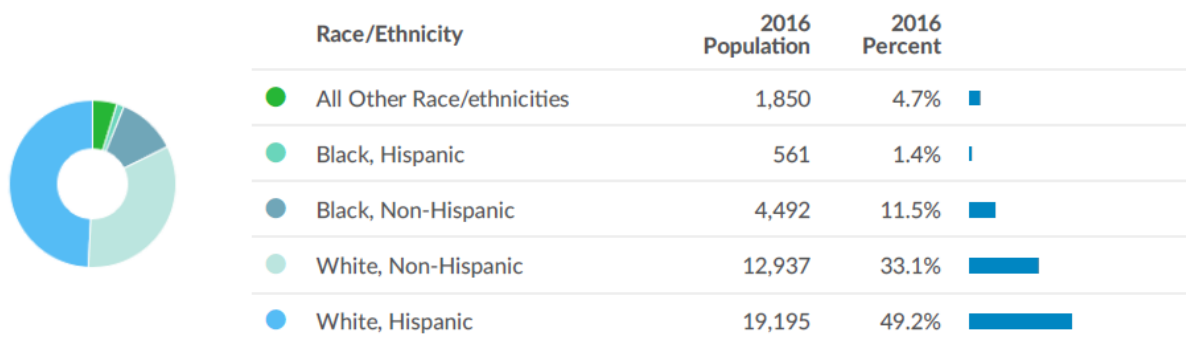
**Figure 2 - Hendry County Age Demographics (2016)**



Source: EMSI

Hendry County has a sizeable Hispanic/Latino population of 19,756, comprising 50.6% of the county's population.

**Figure 3 - Hendry County Race/Ethnicity Demographics (2106)**

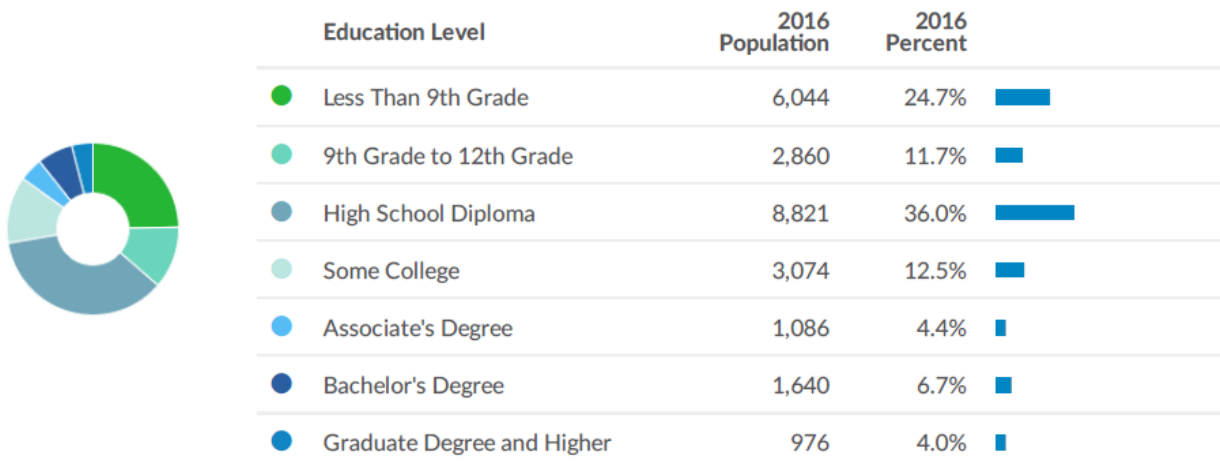


Source: EMSI

According to the Florida College Access Network, 16.6% of working adults in Hendry have at least a two-year degree (Florida College Access Network ). This attainment rates are far behind the SWFL regional average post-secondary attainment rate of 32.8% (US Census Bureau) and even further behind the national average of 45.3% (OECD, 2015).

<sup>1</sup> EMSI is national research firm that provides data analysis and economic modeling in the areas higher education, economic development, workforce development and enterprise. Access to EMSI tools are provided to Florida county Economic Development Offices on behalf of Florida Power and Light (FPL).



**Figure 4 - Hendry County Educational Attainment (2016)**

Source: EMSI

The following charts and graphics provide a further glimpse into the current economic state of Hendry County, covering areas such as regional product and import. These figures set the baseline for gross economic development progress in the county.

**Figure 5 - Hendry County Gross Regional Product (GRP)**

|                             |                                    |                                       |                              |
|-----------------------------|------------------------------------|---------------------------------------|------------------------------|
| \$675.5M<br>Earnings (2016) | \$218.6M<br>Property Income (2016) | \$48.5M<br>Taxes on Production (2016) | \$942.7M<br>Total GRP (2016) |
|-----------------------------|------------------------------------|---------------------------------------|------------------------------|

Source: EMSI

**Figure 6 - Hendry County Imports**

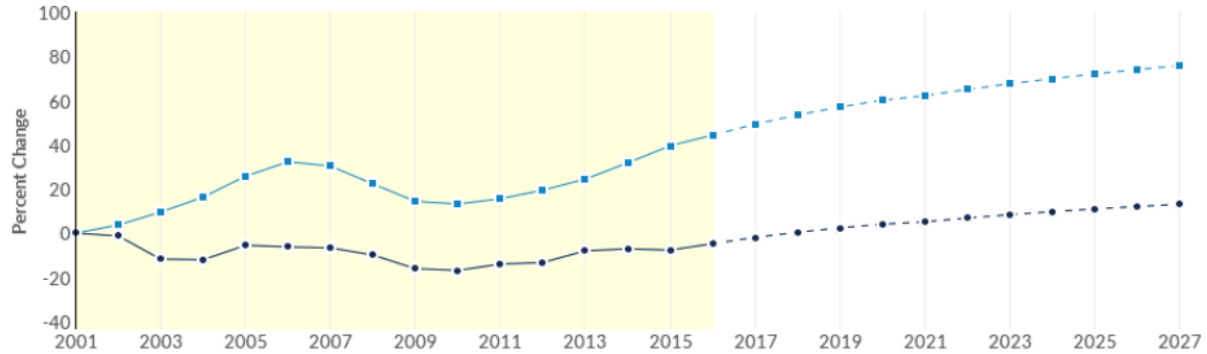
|   |   |
|---|---|
| \$1.9B<br>Imports (2016)<br>81% of Demand | \$430.2M<br>Locally Produced & Consumed (2016)<br>19% of Demand |
|---|---|

Source: EMSI





**Figure 7 - Hendry County Job Trends and Predictions**



| Region              | 2001 Jobs | 2016 Jobs | Change | % Change |
|---------------------|-----------|-----------|--------|----------|
| ● Region            | 15,049    | 14,334    | -715   | -4.8%    |
| ■ Lee County, FL    | 189,341   | 273,334   | 83,993 | 44.4%    |
| ▲ Hendry County, FL | 15,049    | 14,334    | -715   | -4.8%    |

Source: EMSI

Additionally, Hendry County's housing vacancy rate is 17.4% (US Census Bureau). Nationally, the vacancy rate is 12.5%, meaning Hendry County has significantly higher vacancy rates (US Census Bureau). In addition, the quality and location of these housing stock is not necessarily consistent with the development of robust communities and a vibrant economy.

## 2. Community-Driven Economic Development

Community-driven economic development focuses on leveraging local assets to fulfill a vision through engagement with community stakeholders (Banyai, 2017). The components outlined in this Strategic Action Plan were distilled through such a community engagement process. Through the activities in the kickoff of this project, to the community asset-mapping activity, to the stakeholder survey, this plan outlines the expressed vision of the community. Where applicable, strategies and activities suggested by the community were incorporated into this plan. Otherwise, this plan was written from the perspective of the Hendry County administration, including only things that are within their scope of work and influence.

The community engagement to support the development of this plan began in the fall of 2016 with the community kickoff, which included 30 stakeholders across Hendry County. During the kickoff, the concept of a community-driven economic development strategic action plan was introduced by county administrator Charles Chapman and Dr. Cindy Banyai led the stakeholders through an engagement process to better understand the community perspective on challenges and desired changes.

The community-based research as part of the kickoff was undertaken as an investment in understanding the perspective of community stakeholders around Hendry County to assist county leaders in developing



programs, projects, and initiatives linked to economic development. It provided information to lay the context of the community, helping to “take stock” consistent with the Getting to Outcomes (GTO) design model (Wiseman, et al., 2007).

Economic development strategies are a form of collective impact (Kania & Kramer, 2011). Collective impact is a way for communities to organize around and make progress toward shared goals. In fact, “the success of collective impact depends on genuine ownership by the larger community that starts with placing a value, not only on expert knowledge, but also on public knowledge that comes only from authentically engaging the community (Harwood, 2014).”

To assist Hendry County in gaining this knowledge, particularly to inform the development of the asset-based economic development strategy), facilitated community discussions on December 6<sup>th</sup> and 7<sup>th</sup>, 2016. These facilitated discussions are consistent with principles of participatory action research (Heron & Reason, 2006; Small, 1995). Each discussion followed a question guide that was developed based on suggestions for community engagement for collective impact from Richard Hardwood’s 2014 work for the Collective Impact Forum “Putting Community in Collective Impact.” The question guide can be found in Table 1

**Table 1 - CRT Question Guide**

| <b>Code</b> | <b>Question</b>  | <b>Rationale</b>  |
|-------------|--|---|
| <b>A</b>    | What story do you tell about our community?  | To identify positive/negative community narratives  |
| <b>B</b>    | What’s going on in your community?   | To gauge program’s “fit” with community; identify community context - issues/situations/conditions/assets that are not obvious to outsiders     |
| <b>C</b>    | What challenges do you face in your daily life?  | To better understand the challenges people face in moving toward their aspirations; how people experience those challenges in their daily lives |
| <b>D</b>    | What needs to change to make these challenges less difficult? (also referenced “ideal community) | To articulate community’s aspirations; identify community level outcomes  |
| <b>E</b>    | Who do you trust to make these changes?  | To gauge enabling environment for program development/effectiveness   |
| <b>F</b>    | What role would you want to play in this change?   | To engage group to become active; develop belief in collective impact potential   |

The resulting report from this process can be found in Appendix 2 and helped guide the development of outcomes and the community vision.

Further community engagement on the plan occurred in early 2017, where community meetings to develop promotional economic development videos were convened, in addition to a community survey on economic development goals. The discussions of the community meetings included 10 from Labelle and 12 Clewiston and helped formulate the community vision. The community survey garnered a



whopping 311 responses and provided a wealth of information on community priorities related to economic development. The survey report can be found in Appendix 3.

The community asset mapping provided by the Florida Department of Economic Opportunity was conducted in the spring of 2017. The asset mapping sessions included 25 stakeholders across Hendry County. This process helped to identify the valued assets within the community and craft potential strategies and activities to leverage those assets in this plan. The asset mapping report can be found in Appendix 1.

Once the draft community-driven economic development plan was crafted, county administrators went back to the community to confirm the overall structure of the plan and community vision. This was accomplished through a survey process to gather feedback on the vision statement and to encourage continued engagement in the process. 76 people participated in this survey, deriving 43 individual comments to improve the vision described here.

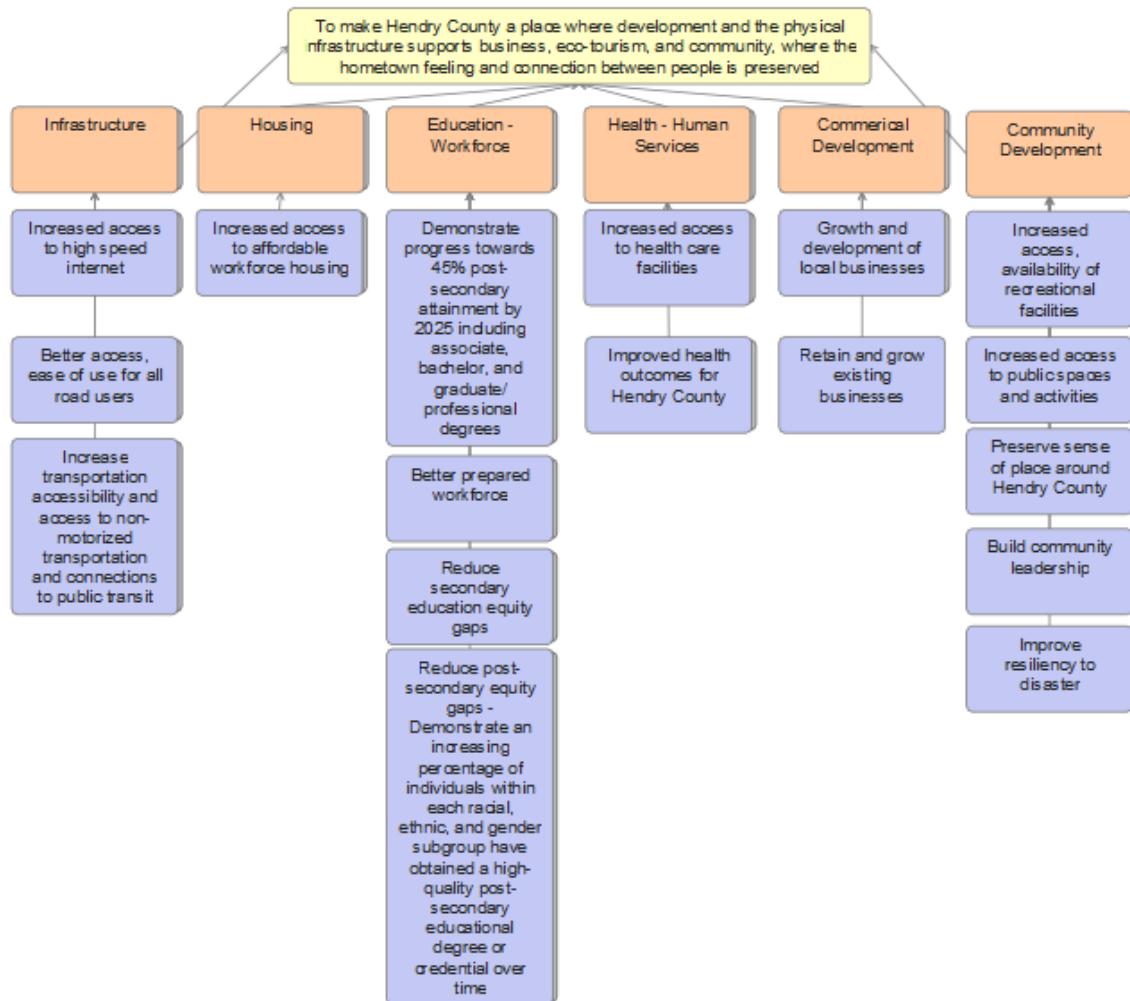
The draft final economic development plan was also shared with community stakeholders and feedback on the plan was gathered to further improve the plan for its final rendition. Sixteen community stakeholders participated in the plan feedback meeting and the results of that meeting are reflected in this plan.

### **3. Economic Development Outcomes and Strategies**

In support of the community vision for economic development, six strategic areas emerge – infrastructure, housing, education-workforce, health-human services, commercial development, and community development. Within each of these strategic areas, county level outcomes were determined through the participatory process outlined here. The connectivity between the strategic areas and the county level outcomes can be seen in Figure 8. These connected outcomes represent the most desired changes of community and lead the development of county administrative programs and policies, as well as providing strategic guidance for county partners wishing to develop activities to further pursue the community vision.



**Figure 8 - Economic Development Impact Areas**



The following sections go into more detail on each of the strategic areas and the county level outcomes. Each section includes connected outcomes maps that link county level outcomes (collective impact areas) with more specific outcomes (program impacts) related to plan strategies and activities in the outcomes description section. Further discussion on the strategies and planned activities, and their localized program outcomes, connected to the focus areas outcomes follow the outcomes section under strategies.

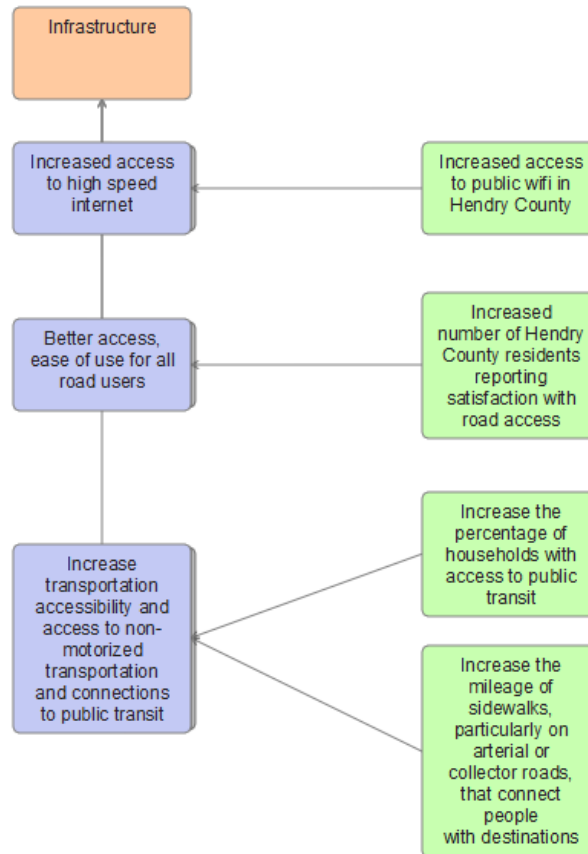
### **3.1. Infrastructure**

Infrastructure development of Hendry County rose to the top as a focus area based on the demand from the community, as seen in the community engagement reports. It is well understood that a robust economy is built upon a well-functioning infrastructure that meets the needs of businesses and residents. Here are the prioritized changes in this focus area and the subsequent strategies and activities to achieve those desired changes.



### 3.1.1. Infrastructure Outcomes

**Figure 9 - Infrastructure Outcomes**



Prioritized outcomes in infrastructure have fallen into two main areas – internet and transportation. Figure 9 display the connectivity of the infrastructure outcomes, with the collective impact areas in blue and the programmatic outcomes in green.

The first impact area seeks to accomplish increased access to high speed internet. Although there are many roads to achieve this, from the scope of work of the Hendry County Administration, the connected area of focus related to this outcome is to increase access to public wifi in Hendry County.

The first transportation focused outcome is better access, ease of use for all road users. Progress toward this outcome will be understood through focusing on and tracking the increased number of Hendry County residents reporting satisfaction with road access.

The second focus in transportation is to increase transportation accessibility and access to non-motorized transportation and connections to public transit. To meet this end, programmatic focus from the county will look to increase the percentage of households with access to public transit, as well as increase the mileage of sidewalks, particularly on arterial or collector roads, that connect people with destinations.



### 3.1.2. Infrastructure Strategies

**Figure 10 - Strategies - Wifi**

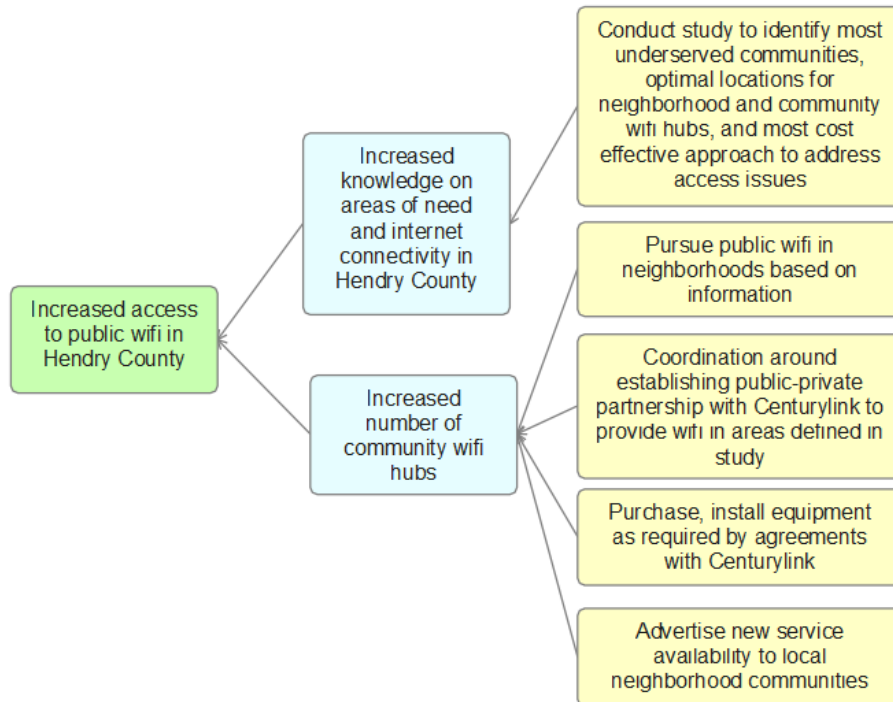


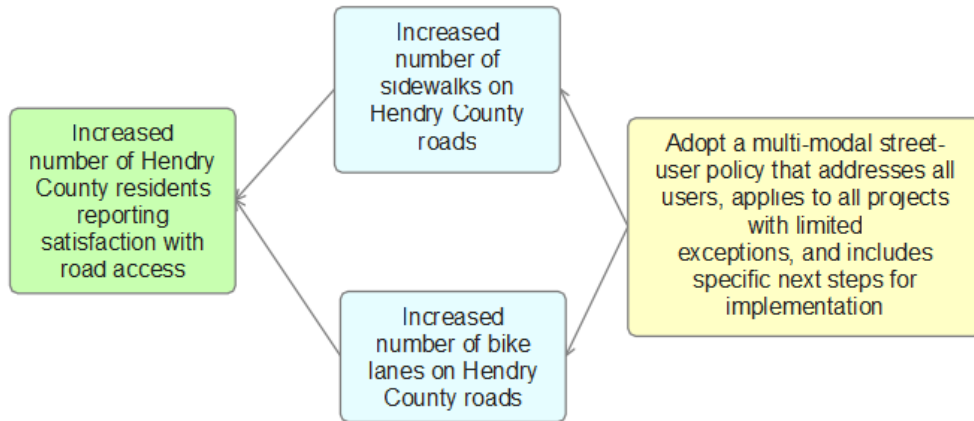
Figure 10 shows the theory of change for the wifi strategies. In order to broadly increase access to public wifi in Hendry County, work will be pursued to meet the goals of increasing knowledge on areas of need and internet connectivity in Hendry County and increasing the number of community wifi hubs in Hendry County neighborhoods. This will be accomplished through conducting a study to identify the most underserved communities and the optimal locations for neighborhood and community wifi hubs throughout the count. This study will also consider the most cost-effective approach to address access issues.

Once the study has been conducted the Hendry County administration, through a public-private partnership, will pursue public wifi in neighborhoods. This will be accomplished through coordination around establishing public-private partnership with an internet provider, to provide wifi in areas defined in study. Equipment and advertising of services will follow accordingly.

The Hendry County Administration is the champion of this strategy and work will commence in 2018. Projected need items for this strategy include funds for assessment design and implementation, staff coordination, equipment and installation, advertisements. This strategy leverages the existing assets of the Hendry Economic Development Tech & Hendry Board of County Commissioners IT - Business case for public wifi, the Innovation Task Force, the county and school district IT Staff, and existing Local ISPs.



**Figure 11 - Strategies - Roads**



When considering how to increase the number of Hendry County residents reporting satisfaction with road access, it will be necessary to focus on physical infrastructure of the roads. The two main goals of this strategy are to increase the number of sidewalks on Hendry County roads and to increase the number of bike lanes on Hendry County roads. These will be achieved through adoption of a multi-modal street-user policy that addresses all users and applies to all projects with limited exceptions, and includes specific next steps for implementation. Figure 11 demonstrates the strategy and outcomes connection related to roads.

Work on this strategy is slotted to begin in 2018 with the Hendry County Administration. Anticipated needed inputs include funding for a planning consultant to draft the policy.

**Figure 12 - Strategies - Transportation**

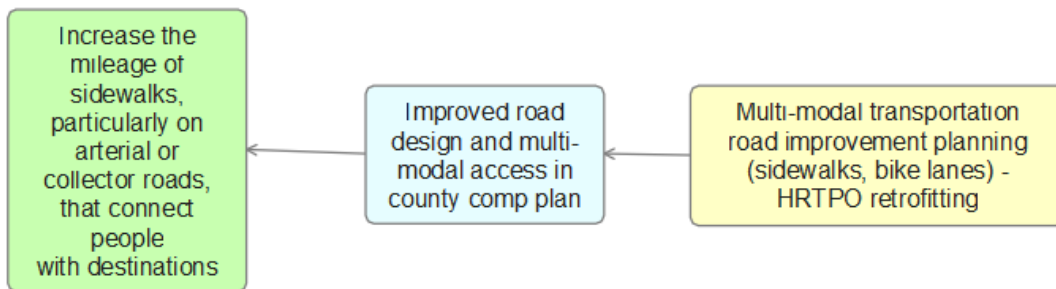


Figure 12 illustrates the strategy and outcomes related to transportation. Considering the outcome of increasing the mileage of sidewalks, particularly on arterial or collector roads that connect people with destinations, the goal of improved road design and multi-modal access in the county comp plan is established. This will be accomplished through multi-modal transportation road improvement planning (sidewalks, bike lanes) and Heartland Regional Transportation Planning Organization (HRTPO)



retrofitting. Work on this strategy will begin in 2017, as part of the comp plan work planned as part of the Airglades International project. This work is headed by the Hendry County Administration and is anticipated to need further resources related to funding for a planning consultant and leverages the assets of the FDOT bridge plan - LDRC planning and the Labelle connectivity planning.

**Figure 13 - Strategies - Public Transit**

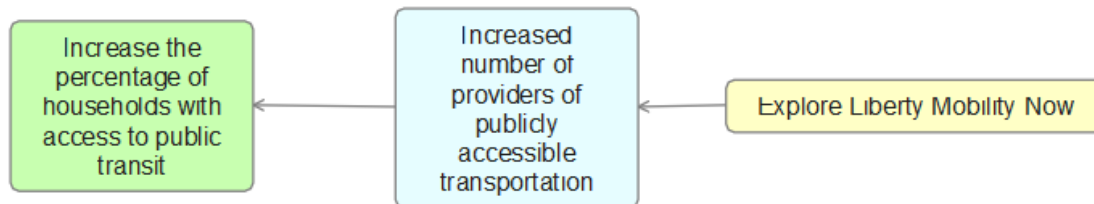


Figure 13 shows the connectivity between the desired outcome and strategy for public transit. To address the desire to increase the percentage of households with access to public transit that has been repeated expressed throughout the community engagement process, the Hendry County Administration has a strategy to explore Liberty Mobility Now in the hopes of increasing the number of providers of publicly accessible transportation in the county.

### **3.2. Housing**

Housing is another priority area that resonates with the community in Hendry County. A strong desire for attainable, workforce housing was evident in the discussions during the participatory planning process. Many community stakeholders, including businesses, believe that a lack of affordable housing for mid-level employees and professionals, contributes to a hallowing of their economy overall and challenges in talent attraction and retention. Here the impact areas and county level outcomes are presented, followed by strategies to make progress toward those outcomes their connected goals.





### 3.2.1. Housing Outcomes

**Figure 14 - Housing Outcomes**

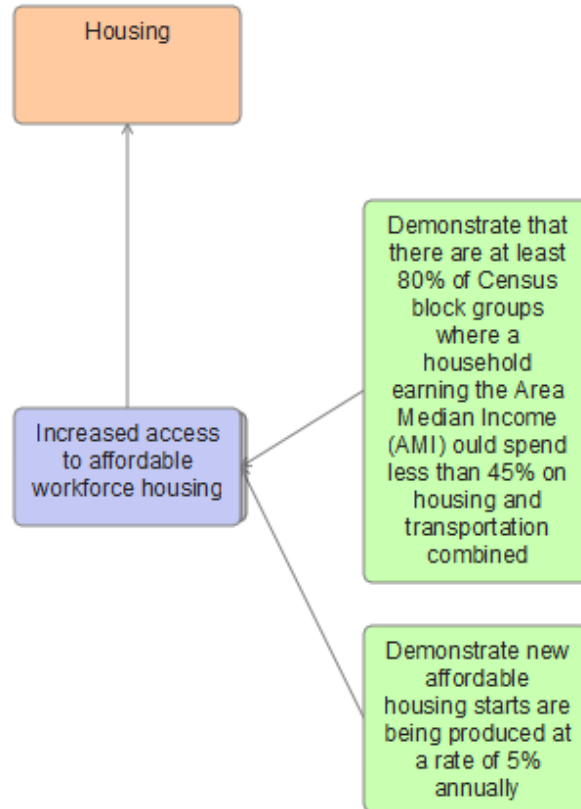
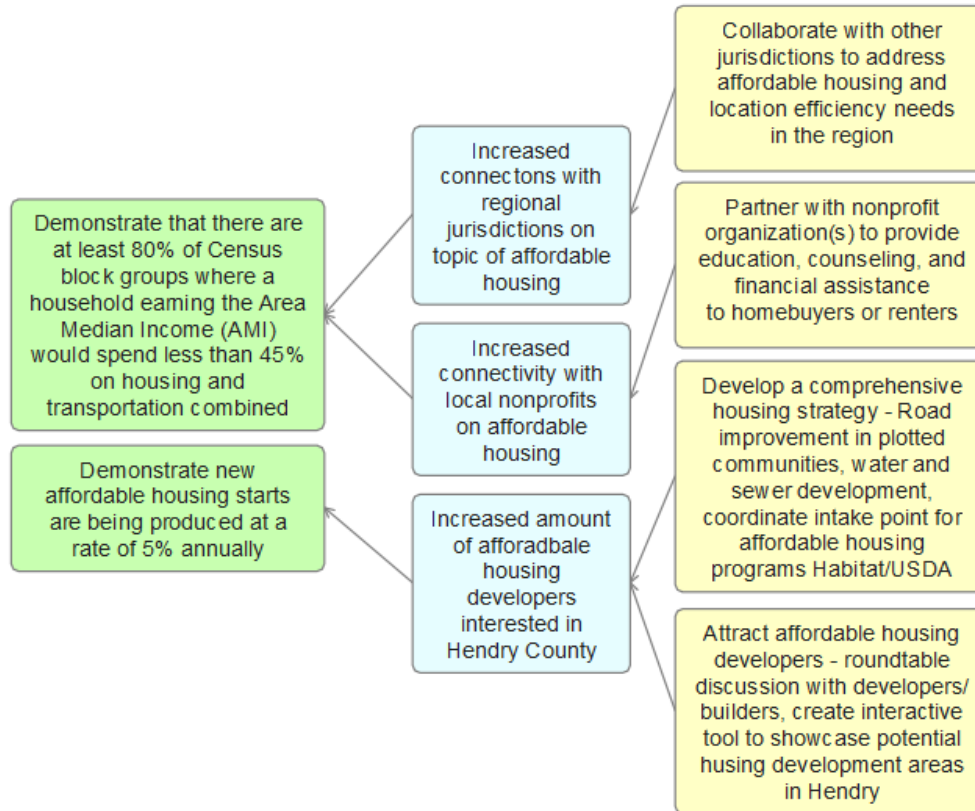


Figure 14 follows the same structure as Figure 9 to demonstrate the housing outcomes and their connectivity to community collective impact areas. Housing for employees was a consistent discussion of conversation throughout the community engagement pieces. This led to the focus of the housing impact to be on increasing access to affordable workforce housing. Further targeting progress toward this outcome, programmatic targets are to demonstrate that there are at least 80% of Census block groups where a household earning the Area Median Income (AMI) would spend less than 45% on housing and transportation combined and demonstrate new affordable housing starts are being produced at a rate of 5% annually.

### 3.2.2. Housing Strategies

**Figure 15 - Strategies - Housing**



The outcomes map connecting the housing strategies to their related outcomes is found in Figure 15. Connected to the impact area demonstrating that there are at least 80% of Census block groups where a household earning the AMI would spend less than 45% on housing and transportation combined are the county outcomes of increased connections with regional jurisdictions on topic of affordable housing and increased connectivity with local nonprofits on affordable housing. To make progress toward the goal of increased regional connectivity on the topic, the county will collaborate with other regional jurisdictions to address affordable housing and location efficiency needs. To address connectivity with nonprofits on the topic, the county will partner with local nonprofit organizations to provide education, counseling, and financial assistance to homebuyers or renters.

To meet the impact area of demonstrating new affordable housing starts are being produced at a rate of 5% annually, county administration will focus on increasing the amount of affordable housing developers interested in Hendry County. There are two strategies associated with these outcomes. The first strategy is to develop a comprehensive housing strategy, including road improvement in plotted communities, water and sewer development, coordination of an intake point for affordable housing programs such as those through Habitat for Humanity or the United States Department of Agriculture (USDA). The second strategy is to attract affordable housing developers through conducting roundtable discussions with developers and builders and creating an interactive tool to showcase potential housing development areas in Hendry.



Work related to these strategies will begin in 2017, championed by the Hendry County Administration. Inputs necessary to engage in this work funding to engage a housing and development consultant to create a plan to attract affordable housing developers. These strategies will also leverage existing housing assets such as the SHIP and SAIL programs (from the United States Department of Housing and Development (HUD)) currently being implemented by the county.

### 3.3. Education-Workforce

Much of the discussion in the community engagement sessions focused on better connecting education and workforce to align the supply and demand across the system to spur business and improve the quality of lives of individuals in Hendry County. Education may not always seem a natural fit when designing economic development plans; however, the connectivity of a well-trained individuals in fields and skills required by local businesses seemed like an obvious equation to Hendry County community stakeholders. This section outlines the impact areas and prioritized outcomes for Hendry County, then delves further into the connected strategies to achieve those outcomes.

#### 3.3.1. Education-Workforce Outcomes

**Figure 16 - Education - Workforce Outcomes**

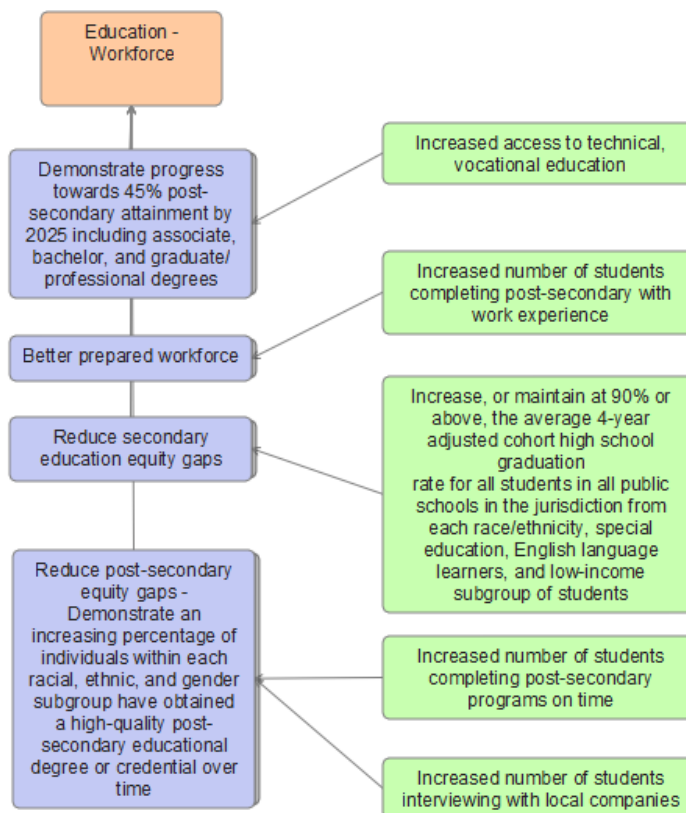


Figure 16 focuses on the high-level outcomes related to education and workforce. The first collective impact area is to demonstrate progress towards 45% post-secondary attainment by 2025, including high quality certificates and certifications, associate, bachelor, and graduate/professional degrees. Progress toward this outcome will be made through prioritizing first the increased access to technical, vocational education in Hendry County.

The next high-level outcome for this strategic economic development action plan is a better prepared workforce. To feed into this impact areas, Hendry County will prioritize increasing the number of students completing post-secondary with work experience.

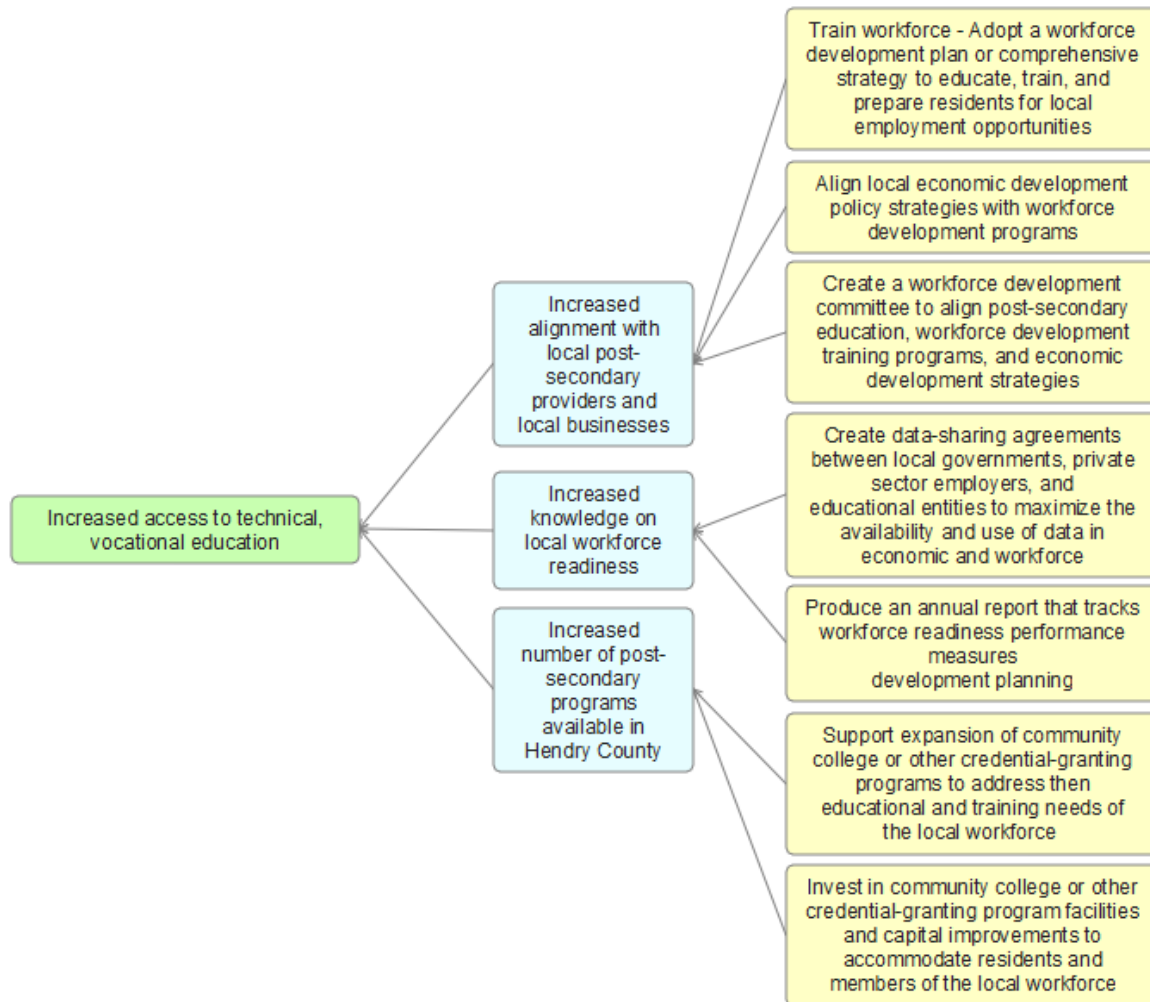
Reducing secondary education equity gaps will have a profound effect on the achievement and potential of Hendry County and is growing focus area for state and national education funders. Working toward impact in this area, Hendry County will look to increase, or maintain at 90% or above, the average 4-year adjusted cohort high school graduation rate for all students in all public schools in the jurisdiction from each race/ethnicity, special education, English language learners, and low-income subgroup of students.

To complement an equity focus on secondary education, the impact area of reducing post-secondary equity gaps is proposed. This impact area also includes demonstrating an increasing percentage of individuals within each racial, ethnic, and gender subgroup have obtained a high-quality post-secondary educational degree or credential over time. Breaking this further, Hendry County will prioritize increasing the number of students completing post-secondary programs on time and increasing the number of students interviewing with local companies.



### 3.3.2. Education-Workforce Strategies

**Figure 17 - Strategies - Technical Education**



Technical and vocational education was a common chorus from the participatory community sessions. This focused into the high-level outcome of increased access to technical and vocational education. Contributing to that outcome are three intermediate outcomes: 1) increased alignment with local post-secondary providers and local businesses, 2) increased knowledge on local workforce readiness, and 3) increased number of post-secondary programs available in Hendry County. The theoretical connections linking the outcomes to strategies related to technical and vocational education can be found in Figure 17.

Three strategies are proposed to align post-secondary providers and businesses: 1) adopting a workforce development plan or comprehensive strategy to educate, train, and prepare residents for local employment opportunities, 2) aligning local economic development policy strategies with workforce development programs, and 3) creating a workforce development committee to align post-secondary education, workforce development training programs, and economic development strategies.



Focusing on increasing the knowledge of the local workforce, there are two strategies – 1) creation of a data-sharing agreements between local governments, private sector employers, and educational entities to maximize the availability and use of data in economic and workforce, and 2) the production of an annual report that tracks workforce readiness performance measures development planning.

Finally, in the impact area of technical and vocational education, there are another two strategies planned to support the development of additional technical programs in Hendry County. These strategies are: 1) supporting the expansion of community college or other credential-granting programs to address then educational and training needs of the local workforce, and 2) investing in community college or other credential-granting program facilities and capital improvements to accommodate residents and members of the local workforce.

Work in these strategy areas can begin in 2017, led by the Hendry County Administration in conjunction with the Hendry County School District. Projected needed inputs includes funding for new programs and for alignment facilitation. Local assets to build on include the Hendry County School District machining program and local businesses.

**Figure 18 - Strategies - Work Experience**

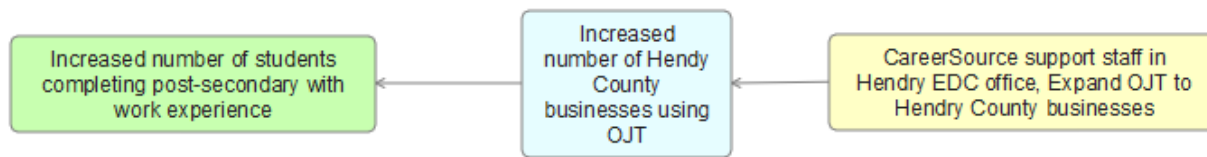


Figure 18 highlights the outcomes and strategies related to work experience. To increase the number of students completing post-secondary education with work experience, focus will be on increasing the number of Hendry County businesses using On-the-Job Training (OJT). CareerSource, the Southwest Florida Workforce Development Board, implements OJT and it is widely available across the region, although vastly under-used. To better utilize this resource, a CareerSource support staff will be placed in the Hendry County Economic Development Council (EDC) office to expand OJT to Hendry County businesses.

This strategy can begin in 2017 through Hendry EDC and CareerSource. Anticipated need items for this strategy include funds for OJT and the CareerSource staff. Inputs at the disposal of the county for this work area include the high school academies and Hendry County businesses.



**Figure 19 - Strategies - Graduation**

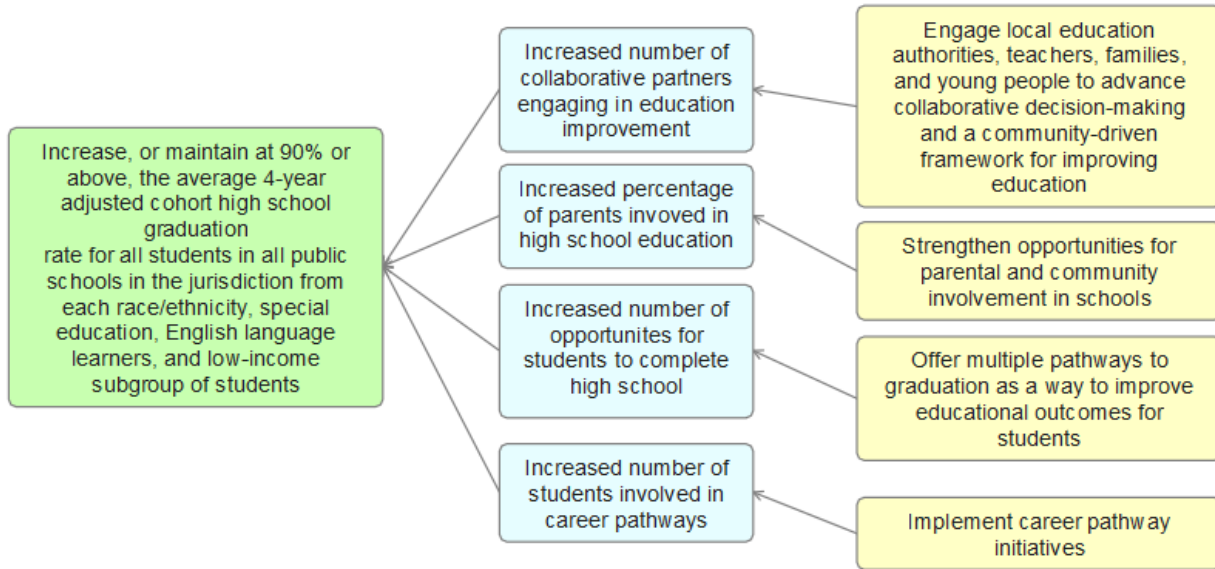


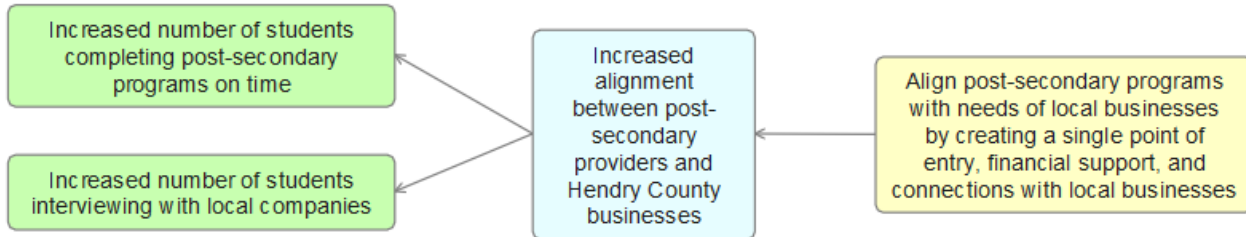
Figure 19 focuses on the outcomes and strategies and goals related to improving graduation rates in the county particularly focusing on equity. The impact area of increasing, or maintain at 90% or above, the average 4-year adjusted cohort high school graduation rate for all students in all public schools in the jurisdiction from each race/ethnicity, special education, English language learners, and low-income subgroup of students. Progress toward this outcome will be made by increasing the number of collaborative partners engaging in education improvement, increasing the percentage of parents involved in high school education, increasing the number of opportunities for students to complete high school, and increasing the number of students involved in career pathways.

Working to engage local education authorities, teachers, families, and young people to advance collaborative decision-making and a community-driven framework for improving education is connected to increasing the number of collaborative partners. Strengthening opportunities for parental and community involvement in schools will lead to increasing the percentage of parents involved in high school education. In order to increase the opportunities to complete high school an effort to offer multiple pathways to graduation as a way to improve educational outcomes for students. Implementing career pathway initiatives will increase the number of student involved in career pathways.

Work in this area is set to commence in 2018 with the Hendry County School District as its champion. Necessary items to implement the strategies outlined here include funds for an education consultant to help develop an education plan and parental involvement programs. These strategies build off the assets of the EDA grant on vocational training facility development.



**Figure 20 - Strategies - Post-Secondary Completion**



Post-secondary completion is the final focus in the education-workforce area. Impacts contributing to post-secondary completion are increasing the number of students completing programs on time and increasing the number of students interviewing with local companies. Contributing to these outcomes is the program-level outcome of increasing alignment between post-secondary providers and Hendry County businesses. The strategy supporting these outcomes is to align post-secondary programs with needs of local businesses by creating a single point of entry, financial support, and connections with local businesses. Figure 20 shows the connections between the outcomes and strategy.

Work in this area will commence in 2017 with the Hendry County School District and CareerSource as champions. Inputs needed to implement this strategy include funds for alignment facilitation. Assets supporting this work include Hendry County School District programs and local businesses.

### ***3.4. Health-Human Service***

Health-Human Service fills the space where people are supported and thrive. Based on community input, the focus is keenly on improving health care services in Hendry County. The following sections detail the desired changes needed to accomplish this and some strategies to make progress.





### 3.4.1. Health-Human Service Outcomes

**Figure 21 - Health - Human Service Outcomes**

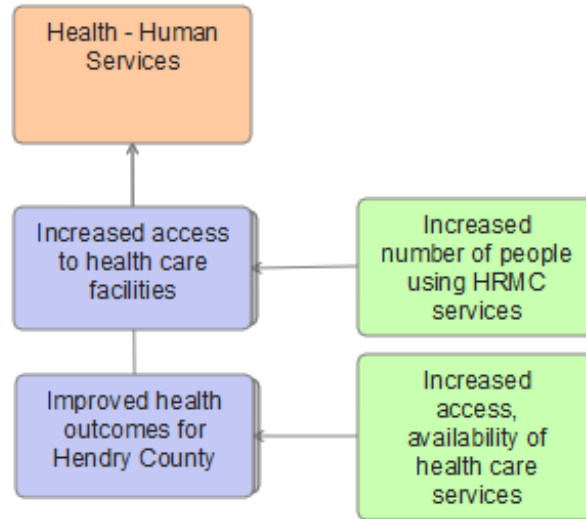
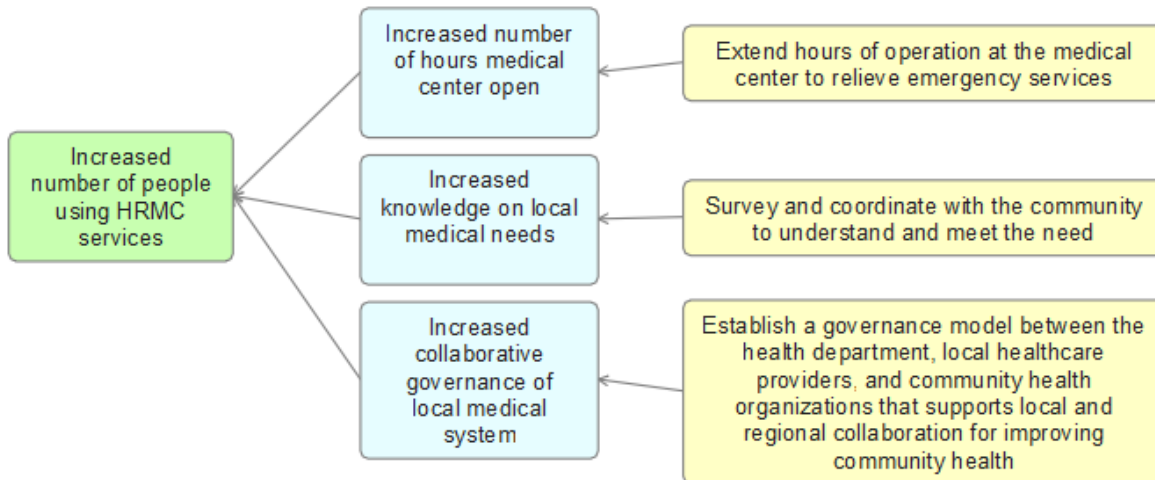


Figure 21 connects the impact areas with the county-level outcomes related to health. For the focus area of health and human services, the community in Hendry County is highly focused on health. The first collective impact areas here is to increase access to health care facilities, primarily through increasing the number of people using Clewiston Hospital services. The next impact area seeks to improve health outcomes for Hendry County through the increased access and availability of health care services in the county.

### 3.4.2. Health-Human Service Strategies

**Figure 22 - Strategies - Hospital**

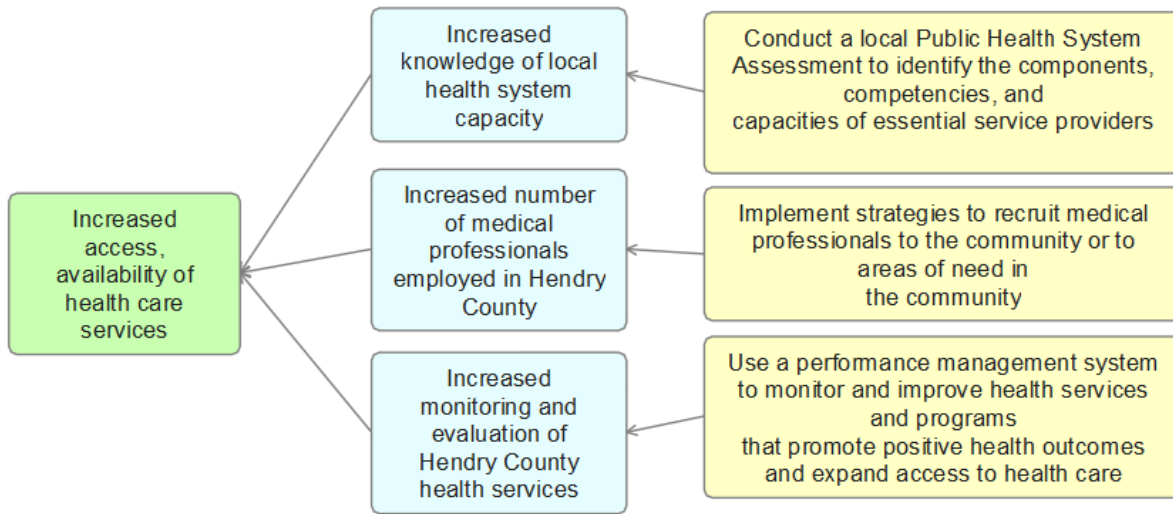


The first county-level outcome in Health-Human Service is to increase the number of people using Hendry Regional Medical Center (HRMC) and HRMC Convenient Care Center. This will be achieved by increasing the number of hours the medical center is open, increasing the knowledge available on local medical needs, and increasing the collaborative governance of the local medical system. These outcomes will be met through extending the hours of operation at the medical center to relieve emergency services, conducting a survey and coordinating with the community to understand and meet the need of the community, and establishing a governance model between the health department, local healthcare providers, and community health organizations that supports local and regional collaboration for improving community health. The connections between these outcomes and strategies is highlighted in Figure 22.

Work in this area will start in 2018. The Hendry County Administration is the champion for this strategy set. Items necessary to support these strategies include funding for collaboration facilitation and extending hospital operation hours. Assets available to support these strategies include the HRMC.



**Figure 23 - Strategies - Health Care**



When considering how to increase the access and availability of health care services in Hendry County, three outcomes are proposed: 1) increasing the knowledge of the local health system capacity, 2) increasing the number of medical professionals employed in Hendry County, and 3) increasing the monitoring and evaluation of Hendry County health services. Progress toward these outcomes will come through. The companion strategies to these outcomes are 1) conducting a local Public Health System Assessment to identify the components, competencies, and capacities of essential service providers, 2) implementing strategies to recruit medical professionals to the community or to areas of need in the community, and 3) using a performance management system to monitor and improve health services and programs that promote positive health outcomes and expand access to health care. Figure 23 is of the outcomes map for connecting these goals and strategies.

Work in this area will begin in 2018 and will be led by the Hendry County Administration. Needed inputs for these strategies include funding for assessment and development of the performance measurement system, and for medical professional recruitment. Assets to leverage toward these outcomes in the Clewiston Hospital and other Hendry County medical providers.

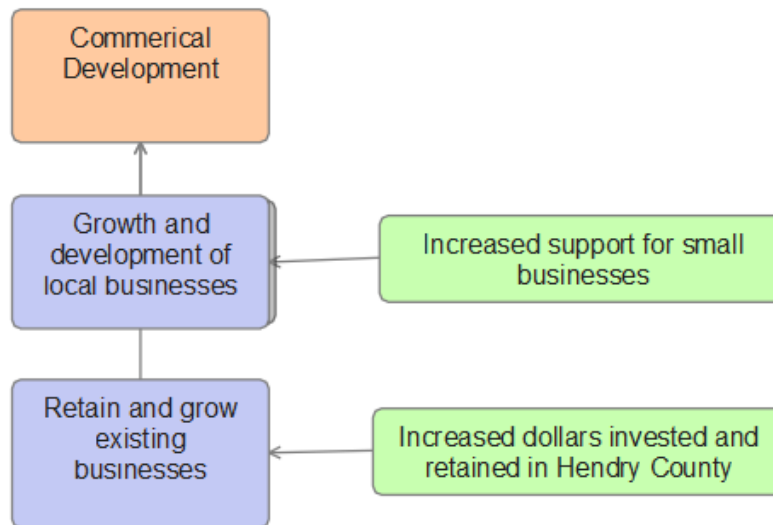
### **3.5. Commercial Development**

Originally Commercial Development was paired with Community Development. However, after analyzing the community conversations, many outcomes in these areas rose to the top. During the final community check in ahead of producing the final plan, some stakeholders suggested separating the two to focus the discussion. With that in mind, this section focuses only on the outcomes and strategies related to Commercial Development in Hendry County, to better respond to the community voice related to business development and growth.



### 3.5.1. Commercial Development Outcomes

**Figure 24 - Commercial Development Outcomes**



There are two impact areas in Commercial Development, the growth and development of local businesses and the retention and growth of existing businesses. Progress toward these impacts will be made through efforts to increase support for small businesses and increase the dollars invested and retained in Hendry County. Figure 24 shows the high-level outcomes for Commercial Development.

### 3.5.2. Commercial Development Strategies

**Figure 25 - Strategies - Small Business**

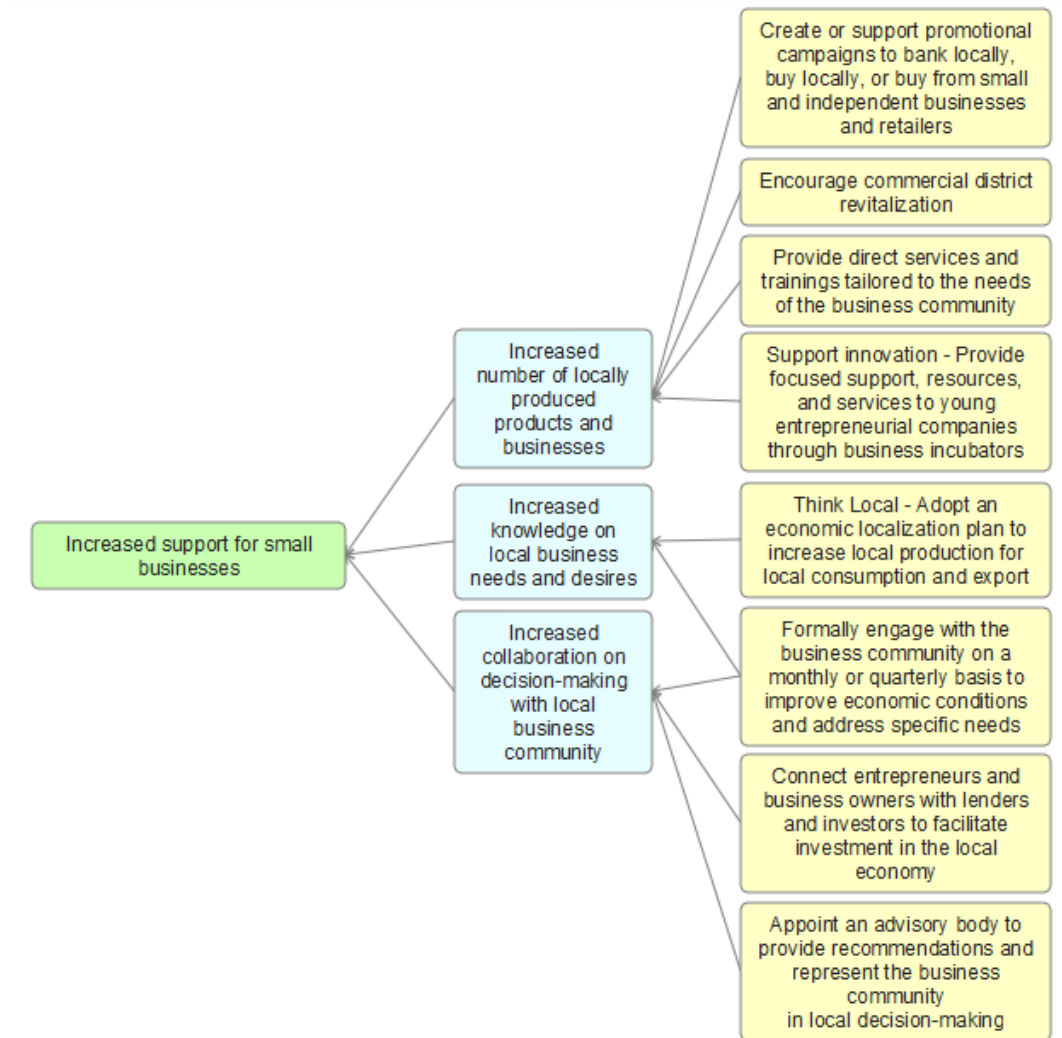


Figure 25 outlines the strategies and outcomes related to small business development. To better support small businesses, there are three outcomes foci 1) increase the number of locally produced products and businesses, 2) increase knowledge on local business needs and desires, and 3) increase collaboration on decision-making with local business community.

A robust set of strategies is proposed to make progress toward these intermediate outcomes. Focusing on local products, four strategies will be explored: 1) create or support promotional campaigns to bank locally, buy locally, or buy from small and independent businesses and retailers, 2) encourage commercial district revitalization, 3) provide direct services and trainings tailored to the needs of the business community, and 4) support innovation - provide focused support, resources, and services to young entrepreneurial companies through business incubators.

There are two strategies that work toward increasing knowledge on local business needs. One is to think local - adopting an economic localization plan to increase local production for local consumption and export. The second is to formally engage with the business community on a monthly or quarterly basis to improve economic conditions and address specific needs. This strategy also connects to the outcomes on collaborative decision-making.

Other strategies to bring small businesses into decision-making include connecting entrepreneurs and business owners with lenders and investors to facilitate investment in the local economy appointing an advisory body to provide recommendations and represent the business community in local decision-making.

Work in these strategy areas will begin in 2018 stewarded by the Hendry County Administration and the Hendry Economic Development Council. Needed inputs for these strategies include funds for local business incentives and business engagement. These strategies build off local assets including existing Hendry County businesses, the Labelle downtown revitalization, and the Regional Planning Council (RPC) Clewiston downtown study.

**Figure 26 - Strategies - Business Retention and Growth**

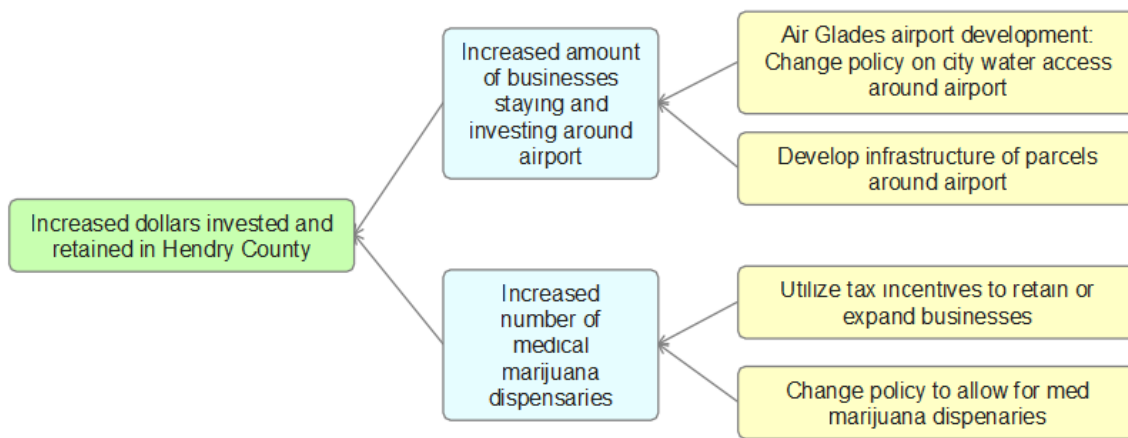


Figure 26 shows the plan for business retention and growth. There are two intermediate outcomes that will lead to increased dollars invest and retained in Hendry County. They are 1) increasing the number of businesses staying and investing around the airport and 2) increasing the number of medical marijuana dispensaries. Two strategies focus on the airport area 1) Air Glades airport development - change policy on city water access around airport, and 2) develop the infrastructure of parcels around airport. There are strategies connected to the dispensaries, 1) to utilize tax incentives to retain or expand businesses, and 2) change local policy to allow for medical marijuana dispensaries.

Work toward these outcomes will begin in 2017 with the Air Glades development project championed by Hendry County Administration. Inputs necessary for these strategies include funding for project planning and comp plan development (\$40,000) and the airport overlay (\$175,000). Existing assets that contribute to this work includes the SR80 corridor planning.

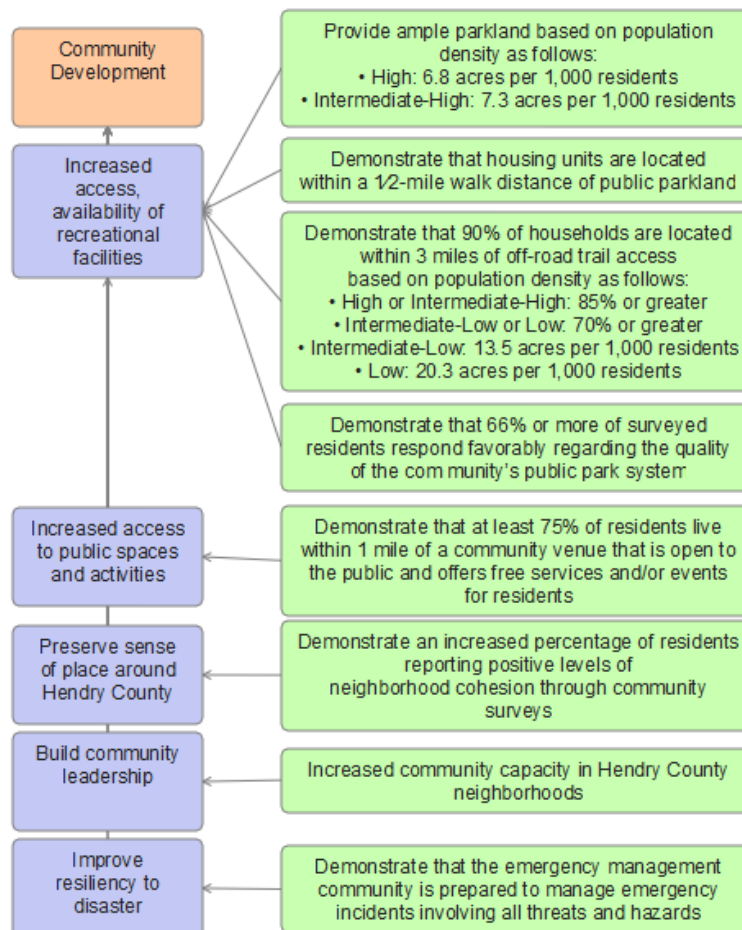


### 3.6. Community Development

Community Development has been separated from Commercial Development to better respond to the community's demand for better public spaces and sense of community. The following sections outline impacts and outcomes related to Community Development, as well as the strategies to reach them.

#### 3.6.1. Community Development Outcomes

**Figure 27 - Community Development Outcomes**



This community-driven economic development strategic action plan has prioritized five impact areas related to community development. The first is to increase access and availability of recreational facilities. There are four community-level outcomes connected to this impact area. The first is to provide ample parkland based on population density as follows: High: 6.8 acres per 1,000 residents or Intermediate-High: 7.3 acres per 1,000 residents. The next outcome in this impact area is to demonstrate that housing units are located within a 1/2-mile walk distance of public parkland. Another outcome in this area is to

demonstrate that 90% of households are located within 3 miles of off-road trail access based on population density as follows:

- High or Intermediate-High: 85% or greater
- Intermediate-Low or Low: 70% or greater
- Intermediate-Low: 13.5 acres per 1,000 residents
- Low: 20.3 acres per 1,000 residents.

The final high-level outcome related to recreation areas is to demonstrate that 66% or more of surveyed residents respond favorably regarding the quality of the community's public park system.

The second impact area related to community development is to increase access to public spaces and activities. Contributing to this impact is the community outcome to demonstrate that at least 75% of residents live within 1 mile of a community venue that is open to the public and offers free services and/or events for residents.

The next impact area in community development is to preserve a sense of place around Hendry County. Related to this is the high-level outcome of demonstrating an increased percentage of residents reporting positive levels of neighborhood cohesion through community surveys.

Another important impact area in community development is to build community leadership. Focus in this area will be on increasing community capacity in Hendry County neighborhoods.

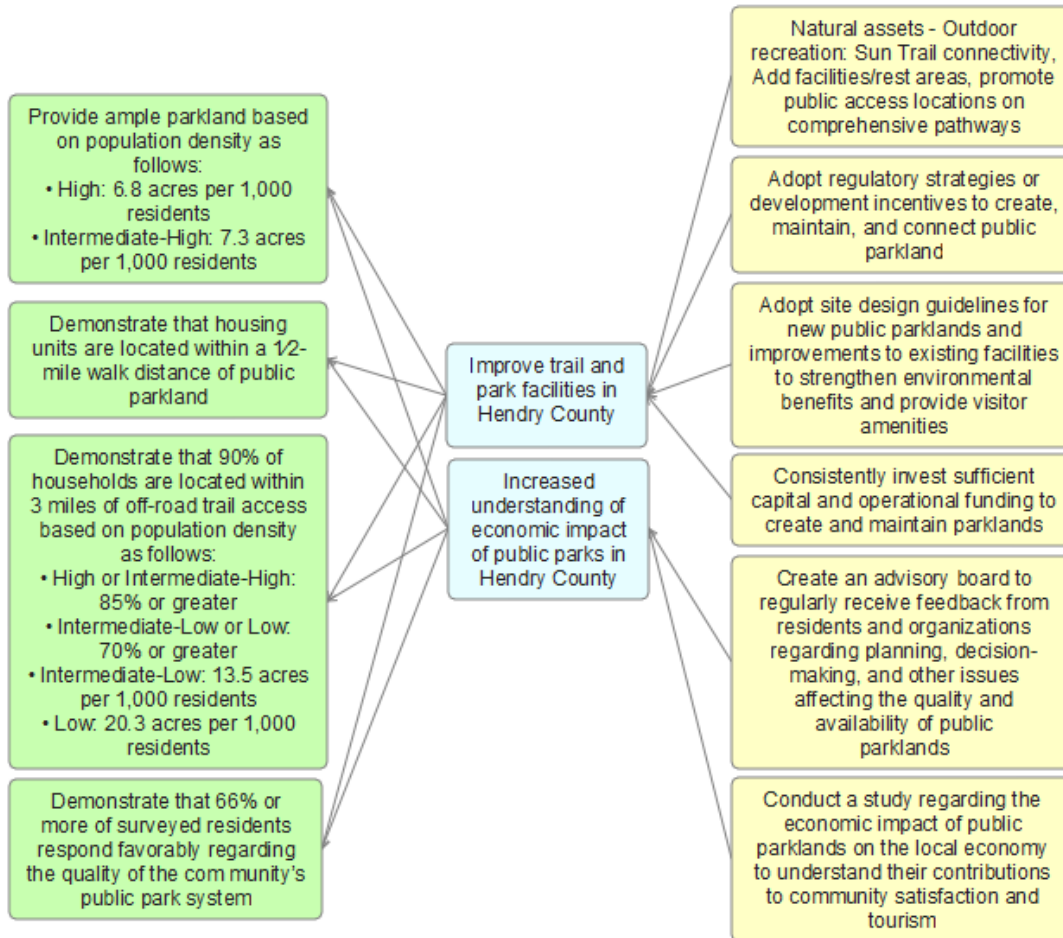
The final collective impact area for community development in Hendry County is to improve resiliency to disaster. Progress in this area will be made through demonstrating that the emergency management community is prepared to manage emergency incidents involving all threats and hazards.





### 3.6.2. Community Development Strategies

**Figure 28 - Strategies - Recreational Facilities**



Two intermediate outcomes are connected to all the related community outcomes to address access and improvement to recreational facilities in Hendry County. These intermediate outcomes are to improve trail and park facilities in Hendry County and to increase the understanding of economic impact of public parks in Hendry County. Four strategies are offered to support the improvement of trail and park facilities: 1) focusing on natural assets - Outdoor recreation: Sun Trail connectivity, Add facilities/rest areas, promote public access locations on comprehensive pathways, 2) adopt regulatory strategies or development incentives to create, maintain, and connect public parkland, 3) adopt site design guidelines for new public parklands and improvements to existing facilities to strengthen environmental benefits and provide visitor amenities, and 4) consistently invest sufficient capital and operational funding to create and maintain parklands. Figure 28 shows the connectivity between the strategies and the outcomes.

To better understand the economic impact of public parks an advisory board to regularly receive feedback from residents and organizations regarding planning, decision-making, and other issues affecting the quality and availability of public parklands will be created, and a study regarding the economic impact of



public parklands on the local economy to understand their contributions to community satisfaction and tourism will be conducted.

These activities and strategies will begin in 2018 through the coordination of the Hendry County Administration. Anticipated needed inputs include funding for trail expansions and improvements, and for the study. These strategies leverage existing assets such as the Army Corps Trails around Lake Okeechobee and the comprehensive pathways plan.

**Figure 29 - Strategies - Community Activities**

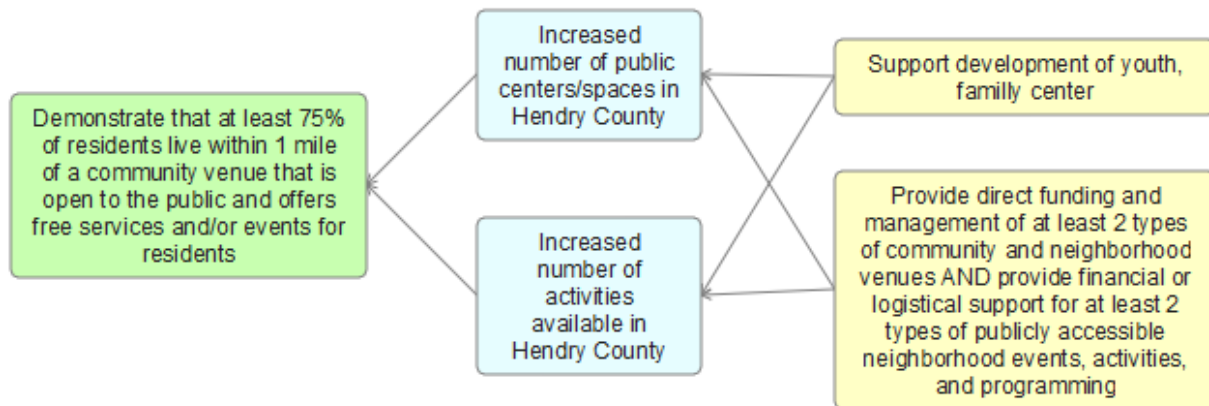
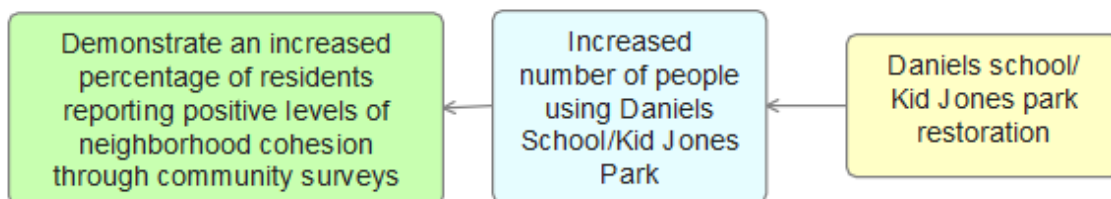


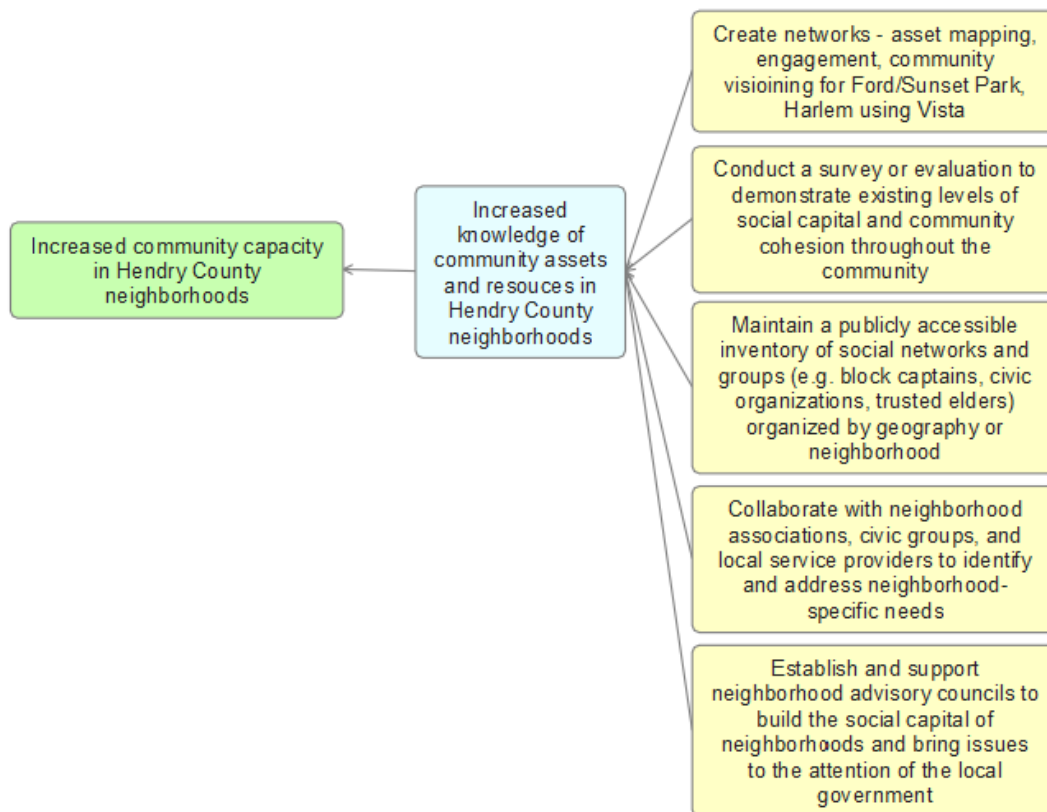
Figure 29 shows the connected strategies and outcomes related to community activities. The demand for community activities resonated across the community engagement sessions. To increase that access to public spaces and activities two intermediate outcomes are identified 1) increase the number of public centers/spaces in Hendry County, and 2) increase number of activities available in Hendry County. Contributing to these outcomes are two main strategies 1) support development of youth, family center, and 2) provide direct funding and management of at least 2 types of community and neighborhood venues and provide financial or logistical support for at least 2 types of publicly accessible neighborhood events, activities, and programming. These strategies will begin work in 2018 headed by the Hendry County Administration. Needed items for these strategies include funding for public centers/spaces and for public events. Assets that contribute to these outcomes include current Hendry County public parks and natural resources, as well as current undeveloped spaces.

**Figure 30 - Strategies - Neighborhood Cohesion**



The hometown feeling was a common asset highlighted by the community engagement sessions. To further develop that feeling increasing neighborhood cohesion was identified as a community-level outcome. Focusing in further on that the intermediate outcome of increasing the number of people using Daniels School/Kid Jones Park through specifically Daniels school/Kid Jones park restoration. Work in this area will start in 2018 led by the Hendry County Administration. Needed inputs for this include funds for park improvement, leveraging current assets such as the current public spaces. Figure 30 shows the program logic for this work.

**Figure 31 - Strategies - Community Capacity**



Like neighborhood cohesion, community capacity and that closeness between people has been continuously identified as an asset of Hendry County and an area of desired growth. Community capacity is the ability of a community to recognize and access resources, set and achieve objectives, through sense of community, commitment, and critical dialogue (Banyai, 2017).

Figure 31 outlines the connectivity between the strategies and outcomes related to community capacity building. Contributing to community capacity in Hendry County neighborhoods is the intermediate outcomes of increasing knowledge of community assets and resources in Hendry County neighborhoods. Several strategies are suggested to contribute to this outcome. These strategies are:

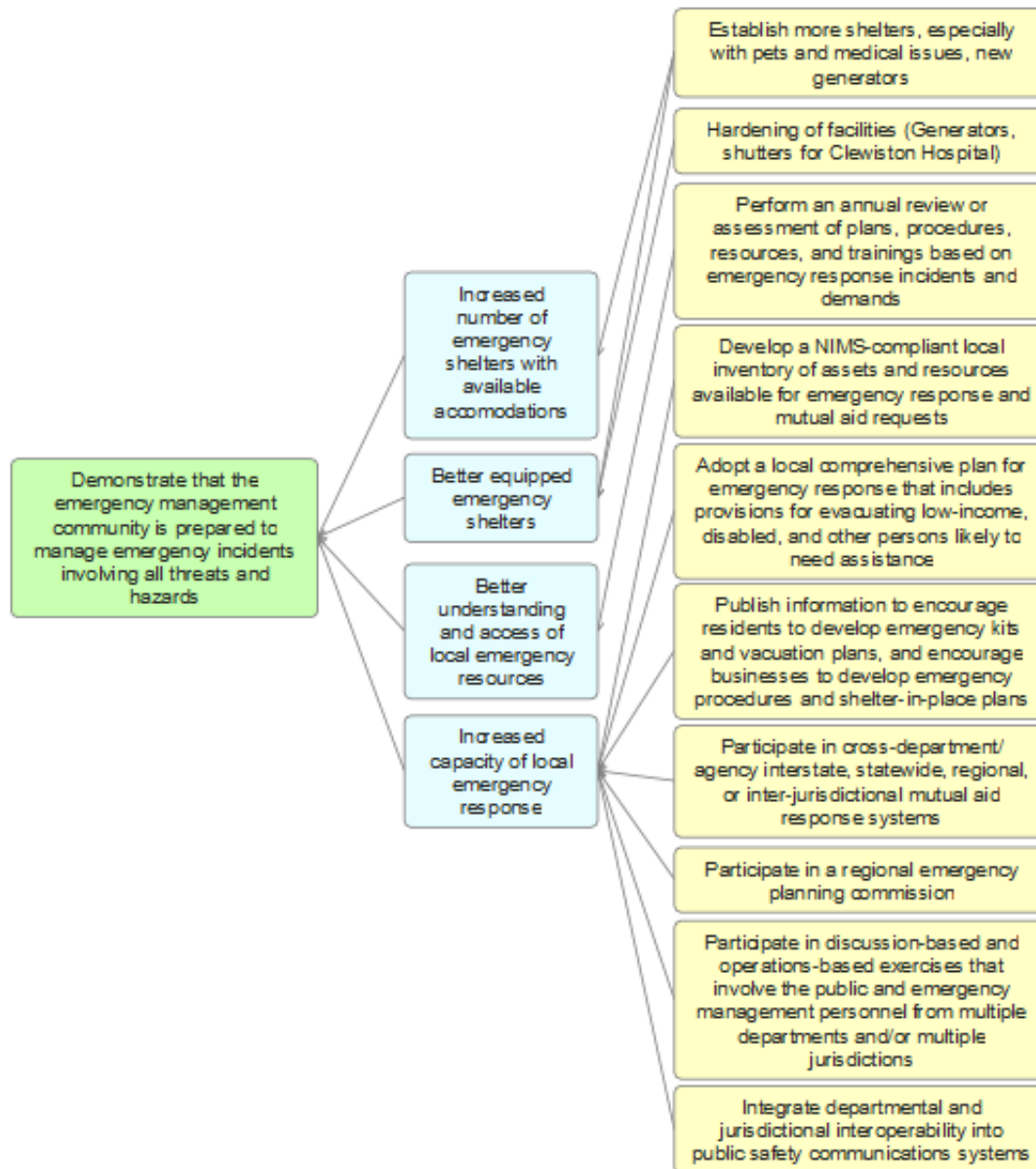


- Creating networks - asset mapping, engagement, community visioning for Ford/Sunset Park, Harlem using Vista,
- Conducting a survey or evaluation to demonstrate existing levels of social capital and community cohesion throughout the community,
- Maintaining a publicly accessible inventory of social networks and groups (e.g. block captains, civic organizations, trusted elders) organized by geography or neighborhood,
- Collaborating with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs, and
- Establishing and supporting neighborhood advisory councils to build the social capital of neighborhoods and bring issues to the attention of the local government.

Work on these strategies will begin in 2018 under the leadership of the Hendry County Administration. Inputs needed for these strategies include funds for the community assessment and for the digital consultant to operationalize asset inventories and share on public website. Potential assets that can contribute to these strategies and outcomes include the Vista volunteer.



**Figure 32 - Strategies - Emergency Management**



Hendry County's emergency management and preparedness play not only an important role for the people in the county, but for the surrounding areas as well. This is because of its geography as a centrally located county. When a hurricane threatens either coast, evacuees pour in to the safe confines of the county. Figure 32 shows the outcomes and strategies planned to ensure that Hendry County is safe place for all during emergencies.

Four intermediate outcomes contribute to the preparedness of the emergency management community in Hendry County: 1) increasing the number of emergency shelters with available accommodations, 2) having better equipped emergency shelters, 3) having a better understanding and access of local emergency resources, and 4) increasing the capacity of the local emergency response.



To increase the number of shelters it is proposed to establish more shelters, especially those that can accommodate people with pets and medical issues, and have new generators. For better equipped shelters one strategy is to harden the facilities with items such as generators and shutters for Clewiston Hospital. Performing an annual review or assessment of plans, procedures, resources, and trainings based on emergency response incidents and demands will lead to a better understanding of the access to the shelters.

The remaining strategies contribute to increasing the capacity of the local emergency management. These strategies include:

- Developing an NIMS-compliant local inventory of assets and resources available for emergency response and mutual aid requests,
- Adopting a local comprehensive plan for emergency response that includes provisions for evacuating low-income, disabled, and other persons likely to need assistance, Integrate departmental and jurisdictional interoperability into public safety communications systems,
- Publishing information to encourage residents to develop emergency kits and evacuation plans, and encourage businesses to develop emergency procedures and shelter-in-place plans,
- Participating in cross-department/agency interstate, statewide, regional, or inter-jurisdictional mutual aid response systems,
- Participating in a regional emergency planning commission,
- Participating in discussion-based and operations-based exercises that involve the public and emergency management personnel from multiple departments and/or multiple jurisdictions, and
- Integrating departmental and jurisdictional interoperability into public safety communications systems.

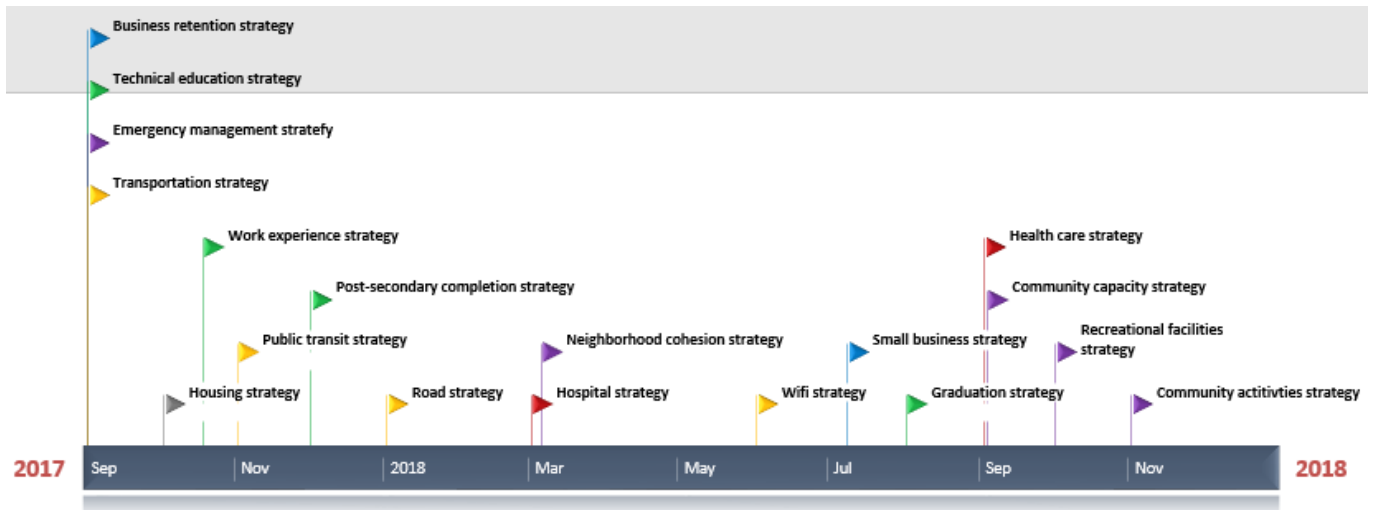
Work on these strategies will commence in 2017 through the efforts of the Hendry County Administration. Inputs to implement these strategies include identifying state funding because Hendry County is a priority area for coastal evacuations and assets such as the existing emergency operations center.

#### **4. Timeline for Strategic Actions**

Embedded within the logical frameworks of this plan and within narrative descriptions above, are the rough start time for each of the outcomes areas. Here is a graphic that helps to illustrate these timelines further.



**Figure 33 - Action Plan Timeline**



## 5. Regional Partnerships and Collaborations

The strategies outlined in this community-driven strategic action plan are Hendry County's contribution toward collective impact areas. Since Hendry County is part of the five-county (Charlotte, Collier, Glades, Hendry, Lee) region known as Southwest Florida there are opportunities to learn, connect, and contribute to the efforts of regional actors, networks, and initiatives. For the purpose of putting Hendry County's work into a regional context, three main areas of regional partnership and collaboration have been identified – the STAR Community Rating System, the FutureMakers Coalition, and the SW Florida Promise Zone. Each of these partnerships and collaborations include efforts to establish shared goals and activities at the Southwest Florida regional level, much of which Hendry County has already been active in contributing to. This section discusses each of these collaboration areas and shows how the Hendry County Community-Driven Economic Development Strategic Action Plan connects to this regional work.

### 5.1. The STAR Community Rating System

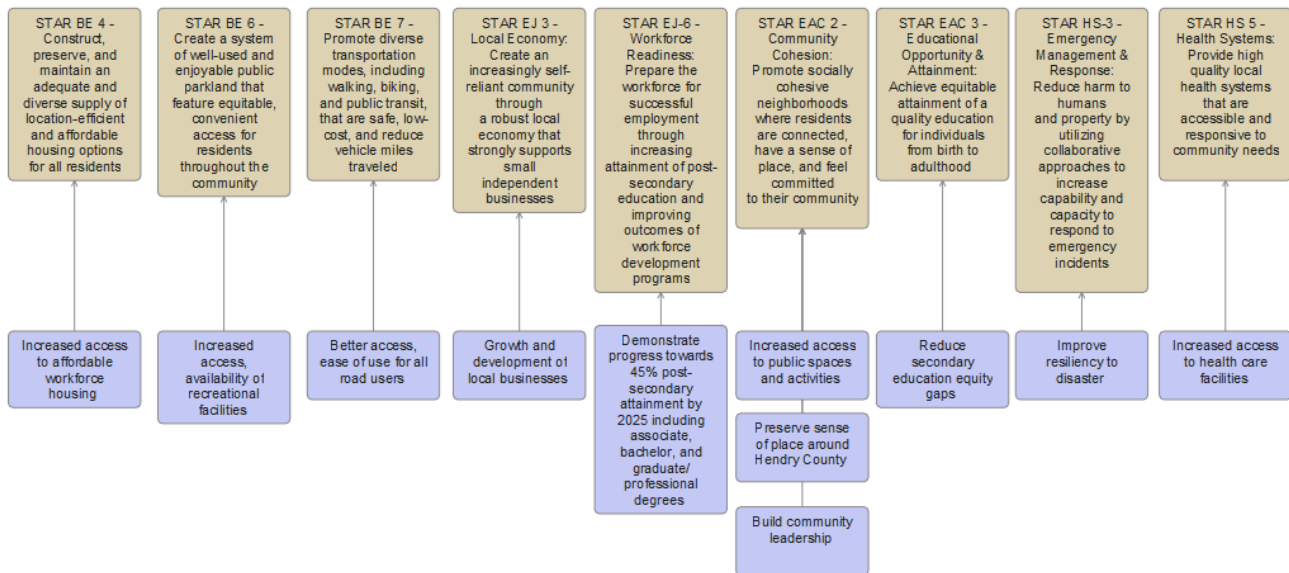
The STAR Community Rating System (STAR) is the nation's leading comprehensive framework and certification program for evaluating local sustainability, encompassing economic, environmental, and social performance measures. Local leaders use the rating system's evaluation measures to assess their current level of sustainability, set targets for moving ahead, and measure progress along the way.

STAR was developed for local governments by local governments. Released in October 2012, STAR represents a milestone in the national movement to create more livable communities for all. The rating system's evaluation measures collectively define community-scale sustainability, and present a vision of how communities can become more healthy, inclusive, and prosperous across seven goal areas. The system's goals and objectives provide a much-needed vocabulary that local governments and their communities can use to more effectively strategize and define their sustainability planning efforts.



The intent of the rating system is to help communities identify, validate, and support implementation of best practices to improve sustainable community conditions. STAR's indicators span many areas in community development including built environment (BE), climate and energy (CE), economy and jobs (EJ), education, arts and community (EAC), equity and empowerment (EE), health and safety (HS), natural systems (NS), and innovation and process (IP). These codes can be found as part of Figure 34 showing the connectivity to the impact areas identified as part of this plan.

**Figure 34 - STAR-Hendry County Outcomes**



Neighboring Lee County developed a community development plan based on STAR, which is now stewarded collaboratively by the Southwest Florida Community Foundation. By focusing on areas identified by STAR not only is Hendry County building off their research of measurable outcomes and best practices, but aligning with regional working developing community development plans. This helps position Hendry County as a regional area of focus and attract the attention and potential of funding related to the impact areas.

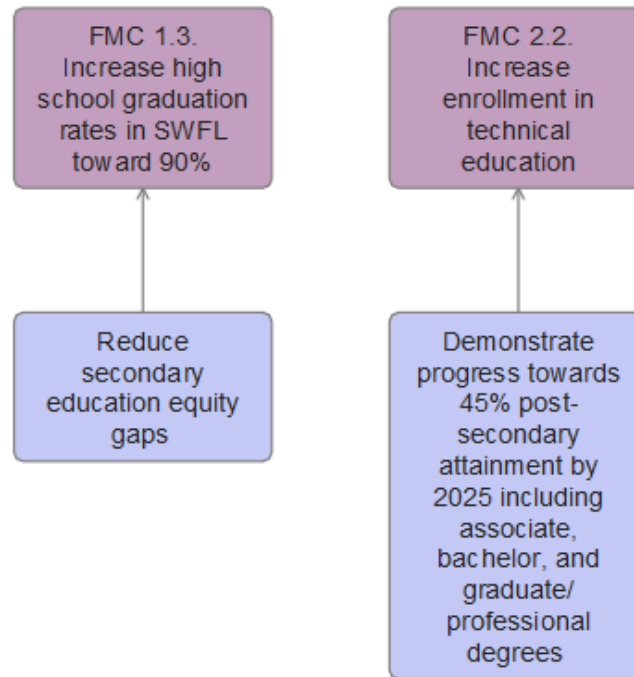
## **5.2. The FutureMakers Coalition**

The FutureMakers Coalition was formed in March 2015 as part of the Southwest Florida region's inclusion in Lumina Foundation's Community Partners for Attainment, a program of 75 community cohorts throughout the country dedicated to significantly increasing the percent of residents with college degrees and post-secondary certifications and credentials. Figure 35 demonstrates the connections between the Hendry County collective impact areas and those that have been prioritized by the FutureMakers Coalition.





**Figure 35 - FutureMakers - Hendry County Outcomes**



The regional initiative in Lee, Collier, Charlotte, Hendry and Glades counties is comprised of a growing number of educators, workforce developers, business leaders, economic development professionals, government officials, residents and students dedicated to finding solutions together. The FutureMakers Coalition is committed to transform the workforce by increasing the number of degrees, certifications, and other high-quality credentials to 55% by 2025. Many Hendry County stakeholders, including public and private entities have been a part of the FutureMakers Coalition since its inception making the alignment of this strategic action plan items natural.

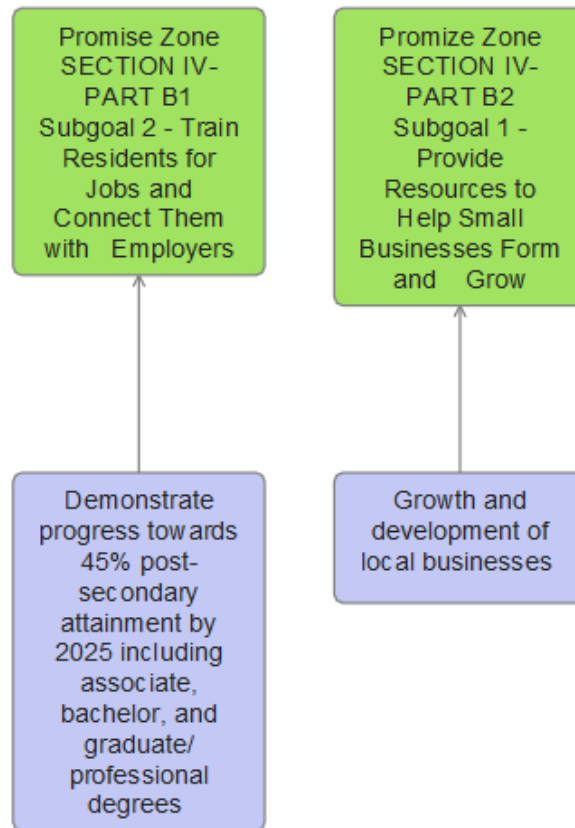
### **5.3. The SW Florida Promise Zone**

The Southwest Florida Promise Zone (SFPZ) was one of two rural areas designated by President Obama on May 6, 2016 during the third and final round of Promise Zone designations. The SFPZ, which is the only Promise Zone in Florida, covers all of Glades and Hendry Counties as well as the Immokalee portion of Collier County. The Promise Zone is a partnership led by the Southwest Florida Regional Planning Council with goals of creating jobs, enhancing economic activity, improving educational opportunities, reducing crime and improving community infrastructure.

Promise Zones receive priority access to federal grant programs, federal staff on the ground to help implement their goals and full-time AmeriCorps VISTA members to the capacity of the Promise Zone initiatives. Promise Zone designations have a term of ten years and may be extended as necessary to capture the full term of availability of the Promise Zone tax incentives if enacted by Congress.



**Figure 36 - SW Florida Promise Zone - Hendry County Outcomes**



Hendry County stakeholders have been heavily involved in the strategic development of the SFPZ impact areas and alignment with those relevant areas is highlighted here.

## 6. Process for Plan Updating

**Figure 37 - Plan Updating Process**



This community-driven economic development plan is truly viewed as a living document to guide activities toward the shared visions. There must be a process in place for reporting and updating the plan in accordance with the local contextual reality and the will of the community to maintain that path. Under the direction of the Hendry County administration, an annual report will be produced in conjunction with the annual report presented to the County Commissioners. This report will update the progress on planning strategies and activities and their outputs, as well as data on related programmatic and community-level outcomes. This report will be presented to the County Commission, as well as published on the county website.

Additionally, an annual meeting of community stakeholders will be convened to review the report and suggest related changes to the community-driven economic strategic action plan. County staff will be responsible for taking the community feedback and incorporating any changes into the plan via its logical framework.



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## **8. Appendix 1 – Asset Mapping Report**

### About the report

The recommendations in this report are meant to provide a snapshot of the community from individuals with an outside perspective. Those who know Hendry County best may find some recommendations more feasible or appropriate for the community than others. The hope is to provide thoughts to help guide those closest to the community in the creation of a local economic development action plan.

Economic development planning can generally be defined as policymakers' actions that promote the economic and social well-being of a specific area. These are the plans and actions that a community can adopt to improve the well-being of its current and future residents and businesses. This report was prepared by The Florida Department of Economic Opportunity in collaboration with numerous partners involved with the economic development opportunities of the community.



## Introduction

Hendry County is a partner community in DEO's Competitive Florida Partnership Program. Competitive Florida helps communities map their strengths and identify what makes them unique. Communities then target economic development opportunities and community improvements that fit within their character. The recommendations included in this report were developed through an asset mapping exercise, an integral part of the Competitive Florida Partnership. On April 26, 2017, a team of experts from state and regional agencies partnered with community leaders to visit the unique assets



Figure 1: LaBelle City Wharf

in Hendry County. In addition, the teams brainstormed potential opportunities to expand upon the assets in ways that may further economic and community development.

## From ideas to action

This asset mapping report documents and builds off of ideas generated during the asset mapping exercise. Communities are encouraged to review the proposed ideas and decide whether they can become strategies in their economic development plan.

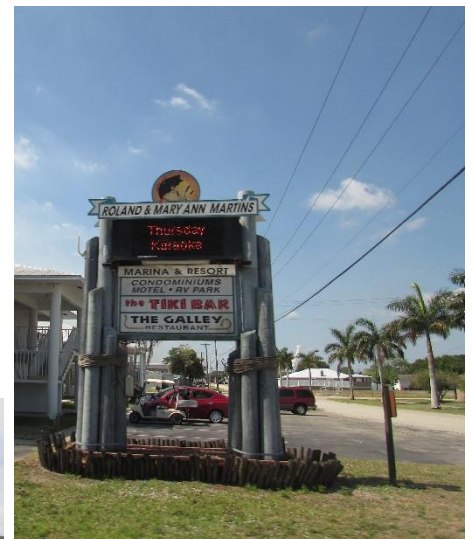


Figure 2: Various scenes of Asset Mapping, Hendry County

## Hendry County - Assets and Ideas

Hendry County and its stakeholders identified 14 assets to highlight during the exercise. These assets were divided by two cities: LaBelle and Clewiston. The assets explored are as follows:

### LaBelle

- Grandeur Oaks
- West LaBelle Development
- Industrial Park
- Downtown LaBelle Historic District | Old Hendry County Courthouse
- LaBelle Municipal Airport | Commerce Park | Helms Road
- Florida South Western State College
- Hendry County Public Schools – Administration (LaBelle)
- Dallas Townsend Agricultural Center

### Clewiston

- Airglades International Airport
- Hendry County Public Schools – Votech Program (Clewiston)
- Harlem Neighborhood
- Clewiston Commerce Park
- Roland and Mary Ann Martin’s Marina
- Hendry Regional Medical Center

### Ideas

The following section presents ideas that arose during the staff-facilitated brainstorming activities. The left column provides the asset(s) in question, the middle provides ideas generated by participants, and the right column provides other information that could assist in the idea’s implementation.

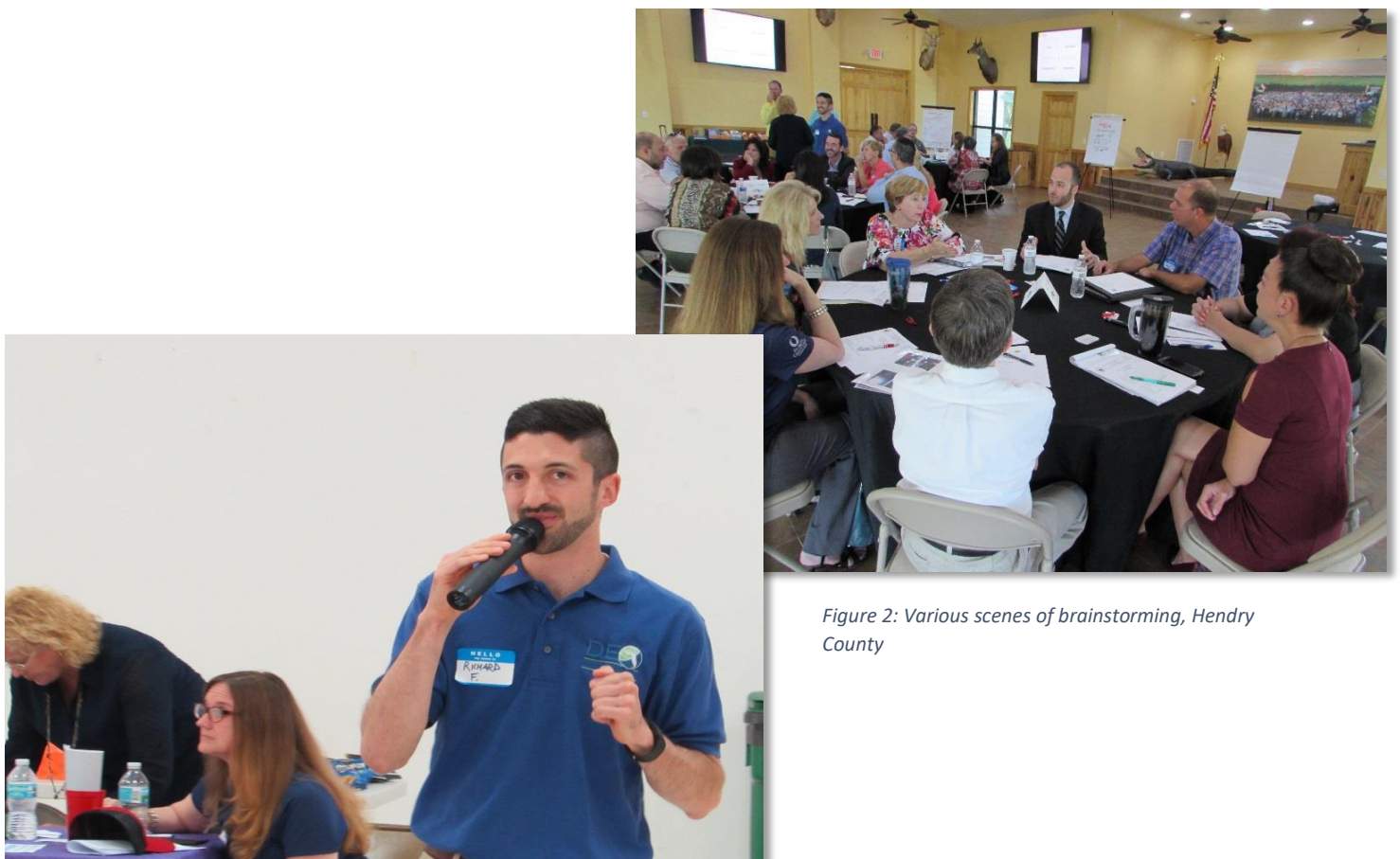


Figure 2: Various scenes of brainstorming, Hendry County

| Asset or group of assets        | Idea  | Learn more / pursue  |
|---------------------------------|---|--|
| Higher education                | <p><b>Establish a vocational college</b> and offer programs in diesel technology, mechanics, welding and fabrication. Consider offering online courses to diversify available programs at Florida Southwestern State College. Consider establishing an internship program for training opportunities with local businesses.</p>   | <p><b>Amanda Lehrian</b><br/>Florida Southwestern State College<br/>863.674.0408<br/><a href="mailto:alehrian@fsw.edu">alehrian@fsw.edu</a></p>  |
| Tourism                         | <p><b>Develop a craft brewery and host an annual food truck event in Hendry County</b> to attract communities throughout the state. Host a cycling marathon around Lake Okeechobee. Promote ecotourism, lake fishing and other recreational activities such as boat tours, and kayak/canoe rental services. Attract a cruise service from Clewiston to Fort Myers, partner with Hendry-Glades Audubon Society to possibly conduct tours. Promote agritourism with organized tours of local farms and ranches and U-pick fruit and vegetable operations.</p> | <p><b>Margaret England</b><br/>Hendry-Glades Audubon Society<br/>863.517.0202<br/><a href="mailto:Mleighthouse863@gmail.com">Mleighthouse863@gmail.com</a></p> <p>Reach out to the <a href="#">City of Lakeland</a> for more information on its outdoor, water activity options for residents and tourists.</p> <p>Pursue through a <a href="#">Florida Recreation Development Assistance Program</a> Grant.</p> <p>DEP Office of Greenways and Trails <a href="#">contacts page</a></p> <p>Contact <a href="#">Florida Agritourism Association</a> to receive a Florida Agritourism Toolkit:</p> <p><b>Lena Juarez</b><br/>Executive Director<br/>850.254.5355</p> <p>Reach out to <a href="#">Visit Florida</a> for tourism marketing.</p> |
| Lake Okeechobee                 | <p><b>Create more hiking and biking trails.</b> Provide more signage to attract tourists to the lakes and waterfront areas. Construct an amphitheater, and an observation tower and host art and music festivals near the lake, to attract visitors.</p>  | <p><b>Christine Small</b><br/>Coordinator, Greenways &amp; Trails<br/><a href="mailto:Christine.Small@dep.state.fl.us">Christine.Small@dep.state.fl.us</a><br/>850.245.2939</p> <p><a href="#">DEP Greenways and Trails Page</a></p> <p>List festivals on <a href="#">Visit Florida website</a></p>  |
| Airglades International Airport | <p><b>Attract more businesses in vicinity of the airport;</b> restaurants/cafes and hotels. Ensure completion of airport improvement project. Coordinate the planning and operation of aviation facilities with truck transportation</p>  | <p>Coordinate with FDOT regarding aviation, freight and logistics:</p> <p><b>Aaron Smith</b></p>   |



|   |   |   |
|---|---|---|
|   | <p>facilities, including the coordination of land use, transportation and capital improvements planning and implementation.</p>   | <p>State Aviation Manager<br/>Aviation and Spaceports Office<br/>850.414.4514</p> <p><b>Keith Robbins</b><br/>District Freight Coordinator<br/>FDOT District 1<br/>863.519.2913</p> <p>Collaborate with the Heartland Regional Transportation Planning Organization (TPO) regarding short-term and long-term planning of aviation facilities:</p> <p><b>Benjamin Dunn</b><br/>Executive Director<br/>Heartland Regional TPO<br/>863.402.6500<br/><a href="mailto:bdunn@hcbcc.org">bdunn@hcbcc.org</a><br/><a href="mailto:info@heartlandregionaltpo.org">info@heartlandregionaltpo.org</a></p> <p>Coordinate with Hendry County regarding the Hendry County Comprehensive Plan and Land Development Code:</p> <p><b>Margaret Emblidge</b><br/>Planning and Community Development Director<br/>863.675.5240<br/><a href="mailto:Margaret.Emblidge@hendryfla.net">Margaret.Emblidge@hendryfla.net</a></p> |
| <p>Workforce development / High Schools</p> | <p><b>Provide on-the-job training.</b> Begin teaching related courses at the high school level and offer internships to prepare students for the workforce.</p>   | <p>Reach out to <b>Kathy Suttles</b> of Polk County to connect to Hendry County CareerSource representative:<br/>863.508.1100<br/><a href="mailto:Kathy.Suttles@careersourcepolk.com">Kathy.Suttles@careersourcepolk.com</a></p> <p><a href="#">CareerSource Southwest Florida</a></p>  |
| <p>Affordable housing</p>                   | <p><b>Build affordable for families and young professionals.</b> Extend infrastructure to areas of potential residential development. Construct higher density, but low-scale apartments to increase available housing, yet preserve the sense of place in Downtown LaBelle and Clewiston. Consider constructing in a CRA district to receive funding. Partner with the University of Florida for innovative solutions.</p> | <p>Reach out to <b>Martha Kohen</b> <a href="mailto:mkohen@ufl.edu">mkohen@ufl.edu</a> or <b>Nancy Clark</b> <a href="mailto:nmclark@ufl.edu">nmclark@ufl.edu</a> at the University of Florida.</p> <p><b>Carol Westmoreland</b><br/>Florida Redevelopment Association<br/><a href="mailto:cwestmoreland@flcities.com">cwestmoreland@flcities.com</a><br/>850.701.3608</p> <p><a href="#">Roxanne Manning</a> manages the Tallahassee CRA, which has attracted multi-family developers to the area.</p>   |

|                    |  |   |
|--------------------|--|---|
|                    |  |   |
| Downtown LaBelle   | <p><b>Take advantage of vacant and available properties to establish a learning environment through class instruction and workshops.</b> Beautify Downtown LaBelle, by landscaping and creating a streetscape. Expand the local arts community in LaBelle by inviting them to showcase their art along the streets and at locally organized/hosted art festivals. Host a local farmers' market each week to engage members of the community.</p>   | <p><b>Ronni Wood</b><br/>Florida Main Street Coordinator<br/><a href="mailto:Ronni.Wood@dos.myflorida.com">Ronni.Wood@dos.myflorida.com</a><br/>850.245.6345</p> <p><a href="#">Main Street Florida Communities Page</a></p> <p><a href="#">Florida DOT Complete Streets Implementation website</a></p> <p>Plan for a downtown complete street with a DEO <a href="#">Community Planning Technical Assistance Grant</a>.</p>  |
| Downtown Clewiston | <p><b>Revitalize the main street in Clewiston</b>, extending the royal palm trees south of Hwy. 27 and widening sidewalks to attract small businesses and increase walkability. Develop a more defined downtown area where economic development efforts are focused.</p>   | <p>Bureau of Community Planning and Growth <a href="#">Technical Assistance Grants</a> could potentially support a downtown planning and redesign effort.</p> <p><b>Mary O'Brien</b><br/>Coordinator<br/><a href="mailto:Mary.Obrien@dot.state.fl.us">Mary.Obrien@dot.state.fl.us</a><br/><a href="#">FDOT Statewide Bicycle Pedestrian</a></p>   |
| Transportation     | <p><b>Establish public transportation system to provide commute to and from work/school</b> for those who do not own a vehicle. Consider providing transportation to the coastal regions for access to available amenities. Discuss with the transportation planning staff at the Southwest Florida Regional Planning Council to determine whether current routes can be expanded or new ones can be established to connect communities with destinations such as the Florida Southwestern State College and the Americas Gateway Logistics Center in Moore Haven.</p> <p>Welcome Uber or Lyft to Hendry County and provide a trolley service within central downtown areas.</p> | <p><a href="#">Southwest Florida Regional Planning Council</a></p> <p><a href="#">FDOT State Grants Program</a></p> <p><a href="#">Florida DOT District 1 Contacts Page</a></p> <p>Reach out to City of Stuart to learn more about planning for a downtown tram/trolley service:</p> <p><b>Teresa Lamar-Sarno</b><br/>772.283.2532<br/><a href="mailto:tsarno@ci.stuart.fl.us">tsarno@ci.stuart.fl.us</a></p> <p><a href="#">Downtown Stuart Tram webpage</a></p> <p><a href="#">MySidewalk</a> app can be utilized for data-driven decisions in a variety of topics, including transportation.</p> |

|                                    |   |   |
|------------------------------------|---|---|
|                                    |   | <p>The SWFRPC serves as the Designated Official Planning Agency for Hendry and Glades Counties, providing staff and resources to enable the joint Glades/Hendry Local Coordinating Board to fulfill its responsibilities under the Commission for the Transportation Disadvantaged.</p> <p><a href="#">Good Wheels</a> is the designated Community Transportation Coordinator for Hendry County, providing transportation to Medicaid clients and to individuals unable to provide their own transportation due to age, disability or income.</p> <p>The <a href="#">Heartland Regional Transportation Planning Organization</a> (HRTPO) 2040 Cost Feasible Plan currently indicates capacity/widening improvements along State Road 80 west of Clewiston and sidewalk improvements within Clewiston, though the Plan does not indicate new public transportation or transit projects within Hendry. However, <a href="#">Lee County's LeeTran</a> public transit system currently has routes extending east to points in Fort Myers Shores and Lehigh Acres proximate to SR 80 and 15 miles west of LaBelle and Good Wheels has recently expanded its service to include a new route between Labelle and iTech in Immokalee. Similarly and through coordination with the SWFRPC, there may be potential in establishing new routes between Clewiston, Moore Haven and LaBelle.</p> |
| <p>Large trucks / distribution</p> | <p><b>Establish safe, overnight truck parking</b> to accommodate large truck traffic on US 27. Attract large travel centers such as Pilot Flying J or Love's Travel Stop to improve safety and provide an option for drivers to rest and service their vehicles. Consult with FDOT to determine how Hendry County can increase the region's supply of overnight truck parking, potentially near the interchange of US 27 and SR 80 and the Airglades International Airport. Efforts are already underway by Glades County Economic Development Council and others on the 770-acre Americas Gateway Logistics Center (AGLC) in the City of Moore Haven, approximately nine</p> | <p><a href="#">Pilot Flying J website</a><br/> <a href="#">Love's Travel Stop website</a></p> <p><b>Keith Robbins</b><br/>         Freight Coordinator<br/>         863.519.2913<br/> <a href="mailto:Keith.Robbins@dot.state.fl.us">Keith.Robbins@dot.state.fl.us</a><br/> <a href="#">FDOT District 1</a></p> <p>Coordinate with the Heartland Regional Transportation Planning (TPO) regarding short-term and long-term planning of truck transportation facilities:</p> <p><b>Benjamin Dunn</b><br/>         Executive Director<br/>         Heartland Regional TPO</p>   |

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|                     | <p>miles north, with Love's Travel Stops &amp; Country Stores being AGLC's first tenant. The potential for Hendry County to increase the region's supply of overnight truck parking should also be coordinated with Airglades International Airport, where a plan is in place to import perishables and export items such as auto parts by 2020. With land along the SR 80 corridor owned by U.S. Sugar and Hilliard Brothers, both of which are reported to have expressed interest in the airport's plans for the future, there may be an opportunity to establish a logistics center much like that in Moore Haven with the help of these partners and others.</p> | <p>863.402.6500<br/> <a href="mailto:bdunn@hcbcc.org">bdunn@hcbcc.org</a><br/> <a href="mailto:info@heartlandregionaltpo.org">info@heartlandregionaltpo.org</a></p> |
| Youth               | <p><b>Establish a youth center in LaBelle and offer a mentorship program.</b> Expand afterschool programs and provide curriculum on life skills. Incorporate academic resources and support for students who do not have these available to them at home. Create a local government-sponsored Youth Council. Fund a Boys and Girls Club in Clewiston and LaBelle.</p>   | <p>Contact the <a href="#">Hendry County School District's LaBelle Youth Development Academy</a><br/> <a href="#">Boys and Girls Club of Hendry County</a></p>      |
| Harlem Neighborhood | <p><b>Develop local fellowships and mentoring programs at Clewiston Commerce Park.</b> Increase workforce training in the neighborhood and aim to provide one computer to each child; pursue grants to fund these initiatives. Contact Hendry County Workforce Development and Adult Education and Florida Southwestern State College, School of Business and Technology at the Hendry/Glades Curtis Center in LaBelle to determine what specific workforce needs exist and where curricula should be offered (e.g., at Clewiston Adult School, 475 East Osceola Avenue). Also, the Clewiston City Manager should also be contacted to</p>                            | <p><a href="#">Hendry County Workforce Development and Adult Education</a><br/> <a href="#">Clewiston Commerce Park</a></p>   |

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|                       | <p>determine whether the Clewiston Commerce Park has the facilities or tenants in place to support these initiatives.</p>  |  |
| Communication         | <p><b>Expand and increase Wi-Fi networks/broadband technology and access to these networks.</b><br/> Communication via social media and local advertisements in both English and Spanish. The Florida Rural Broadband Alliance was established as a regional cooperative of local governments, including Hendry County and others in south central Florida, to provide rural and underserved communities access to broadband service. The potential for the Florida Southwestern State College, School of Business and Technology involvement in these or new efforts to increase access to communication networks should be investigated.</p> | <p><b>Caroline Evans, USDA</b><br/> <a href="mailto:Caroline.Evans@fl.usda.gov">Caroline.Evans@fl.usda.gov</a><br/> 352.338.3444</p> <p><a href="#">USDA-Rural facilities Grants</a></p> <p><a href="#">USDA Community Connect Grants</a></p> <p>Consider contacting the <a href="#">USDA telecoms representative</a> for Florida</p> <p>Contact the <a href="#">Information Use Management &amp; Policy Institute of the Florida State University</a>, College of Communication &amp; Information, School of Library &amp; Information Studies to determine the current status of the Florida Rural Broadband Alliance</p>  |
| Local farming / Co-op | <p><b>Encourage local, organic farming and develop a local co-op.</b> Create a community garden with space that is rented out to community members. Provide an opportunity for middle and high school students to get involved.</p>  | <p>University of Florida <a href="#">Starting a Community Garden</a> info page</p> <p><a href="#">New Leaf Market Co-op</a> of Tallahassee, FL</p> <p><a href="#">Ever'man Cooperative</a> of Pensacola, FL</p> <p>DEO provided a technical assistance grant in fiscal year 2014-2015 to Leon County for hosting a community engagement project spotlighting the economic development benefits of enhancing local food systems while at the same time furthering community vitality, health and sustainability. The project included a “meeting kit” that other communities could use as a framework to host their own, similar events, and included in this <a href="#">Food for Us report</a></p> <p>Contact the Leon County Office of Sustainability for more information and to obtain the materials resulting from its <a href="#">Food for Us – We’re All at the Table Together summit</a></p> |

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| <p>Clewiston Inn / hotels</p>                        | <p><b>Rehabilitate and transform the Clewiston Inn into a city center.</b> Establish the hotel as a main attraction and a core aspect of walking tours. Restore the 1938 National Register listing of Historic Clewiston Inn, using state historic preservation grants. Increase number of accommodations by promoting use of Airbnb, especially in the historic district.</p> | <p>Consider viability of a <a href="#">Department of State Historic Preservation Grant</a> to bring the Clewiston Inn to life</p> <p><b>Alissa Slade-Lotane</b><br/>Florida Dept. of State<br/><a href="mailto:Alissa.Lotane@dos.myflorida.com">Alissa.Lotane@dos.myflorida.com</a></p> <p>Contact <b>Ruben Acosta</b>, Florida Dept. of State for more information on historical listings: 850.245.6364<br/><a href="mailto:Ruben.Acosta@dos.myflorida.com">Ruben.Acosta@dos.myflorida.com</a></p> <p>Resident-driven accommodations through a <a href="#">regulated, vacation-rental-by-owner</a> situation in the downtown area</p> <p><a href="#">Airbnb website</a></p>                       |
| <p>Entrepreneurship / Small Business Development</p> | <p><b>Promote small business development through a comprehensive advertising campaign.</b> Host entrepreneurship-focused events such as 1 Million Cups and Startup Weekend. Host a Business Bootcamp for Southwest Florida and partner with Florida Southwestern State College to get it off the ground. Develop a business incubator.</p>                                     | <p><b>Michael Zaharius</b><br/>386.310.8781<br/><a href="mailto:Michael.Zaharius@fivec.com">Michael.Zaharius@fivec.com</a><br/>Florida Virtual Entrepreneur Center</p> <p>Florida Gulf Coast University Small Business Development Council (SBDC) <a href="#">contact page</a></p> <p><a href="#">DEO microfinance programs</a> for entrepreneurs and small businesses</p> <p>Consider contacting <a href="#">SCORE Central Florida</a> for additional resources</p>   |
| <p>Jobs</p>  | <p><b>Provide incentives for developers to invest in Hendry County,</b> creating more jobs. Host a county-wide job fair. Increase jobs by promoting online business development and franchise opportunities.</p>   | <p>Consult <a href="#">DEO Economic Development Incentives Portal</a> for businesses and projects already established in target industries and relying on incentives available through DEO.</p> <p>Hendry County is located within the <a href="#">South Central Rural Area of Opportunity</a>, a priority assignment for Rural and Economic Development Initiative (REDI) agencies and wherein the Governor is allowed to waive criteria of any economic development incentive.</p> <p><a href="#">Florida Heartland Economic Region of Opportunity</a> can help navigate among the various workforce training, target industry, infrastructure and special opportunity incentives available.</p> |

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| <p>Medical marijuana</p>              | <p><b>Develop a campaign to educate the public on the benefits of medical marijuana</b> and integrate a treatment facility to help victims of opioid addiction break free. Prior to developing a campaign, look into the efforts of other local governments that have already begun addressing the passage of Amendment 2 (in November 2016, which inserted language to Florida's Constitution allowing those with cancer, HIV/AIDS, epilepsy and several other conditions to use marijuana if it is recommended by their doctor). Efforts range from North Miami Beach passing zoning laws that limit storefronts where marijuana products can be dispensed and purchased to Liberty County in rural north Florida proposing to amend its land development code with similar provisions based on proximity to a residential district, church, school or public playground.</p> | <p>Research the programs and services of the <a href="#">Florida Department of Health's Office of Compassionate Use</a>, where several frequently asked questions have already been answered.</p> <p>Visit <a href="#">United For Care</a> for more information on public engagement</p> |
| <p>Hendry Regional Medical Center</p> | <p><b>Extend hours of operation at the medical center to relieve emergency services.</b> Survey and coordinate with the community to understand and meet the need. Advocate for a medical marijuana dispensary at the Hendry Regional Medical Center to address opioid epidemic.</p>  | <p>Hendry County Health Department<br/>863.674.4056</p>  |
| <p>Hispanic community</p>             | <p><b>Increase educational opportunities for Hispanic community members</b> by providing English as a Second Language (ESL) classes and reduce or subsidize tuition/fees.</p>   | <p>Contact <a href="#">COPE ESL in New York City</a> for more information on how they have been providing free ESL classes for over 30 years.</p>  |

In addition to the connections provided via this section, Competitive Florida invites the community to explore the event participants section for potential contacts related to the above ideas.

## Participants

This section features contact information for all participants, including reference to the numbered photo.



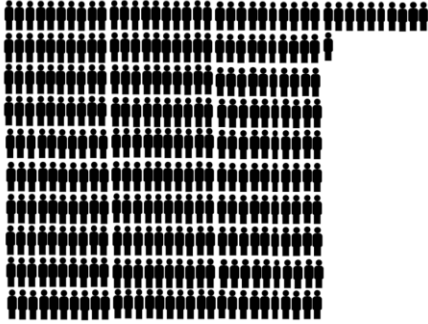
- 1) Margaret England, Hendry-Glades Audubon Society
- 2) Leny Human, Central FL Regional Planning Council (CFRPC)
- 3) Margaret Emblidge, Hendry Co. Director of Community Development
- 4) John Szkolnik, Recypoly Inc.
- 5) Amanda Lehrian, FL South Western State College
- 6) Nichole Gwinnett, SW Florida Regional Planning Council (SWFRPC)
- 7) Scott Rogers, Department of Economic Opportunity
- 8) Carol Westmoreland, FL League of Cities / FL Redevelopment Association
- 9) Nancy Clark, University of Florida, College of Construction, Design & Planning
- 10) Mark Yelland, Department of Economic Opportunity
- 11) Mike Harder, River Bend Motorcoach Resort
- 12) Michael Zaharios, FL Virtual Entrepreneur Center

- 13) Al Perry, City of Clewiston, City Manager
- 14) Martha Kohen, University of Florida, College of Construction, Design & Planning
- 15) Lillie Rodriguez, Airglades International Airport
- 16) Michael Swindle, Hendry County, District 4 Commissioner & BOCC Chairman
- 17) Brent Kettler, Hendry County Economic Development Council
- 18) Janet Papinaw, Hendry County, Director of Grants & Special Projects
- 19) Kenneth Esquilin, USDA, Rural Development
- 20) R.D. Williams, Hendry Regional Medical Center
- 21) Charles Chapman, Hendry County Administrator
- 22) Keith Robbins, Florida Department of Transportation
- 23) Emma Byrd, Hendry County, District 1 Commissioner
- 24) Suzanne Specht, FL Gulf Coast University, Small Business Development Council
- 25) Mike Jordan, FL Gulf Coast University, Small Business Development Council



9. Appendix 2 - Community Feedback Report

# Hendry County Community Survey Summary



# 311

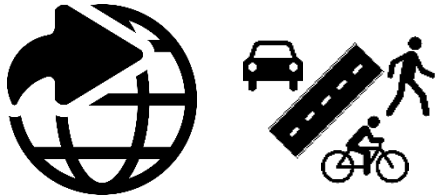
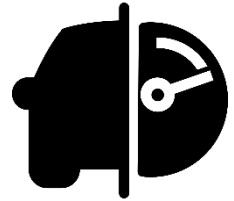
Hendry County stakeholder respondents



Need for more affordable housing for all was a top response

# 54.5%

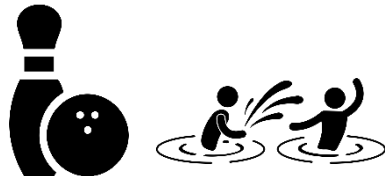
Respondents who cite the commute time as Hendry's top amenity



Internet and improved roads are the top needed infrastructure



Vocational services are needed for youth and jobs

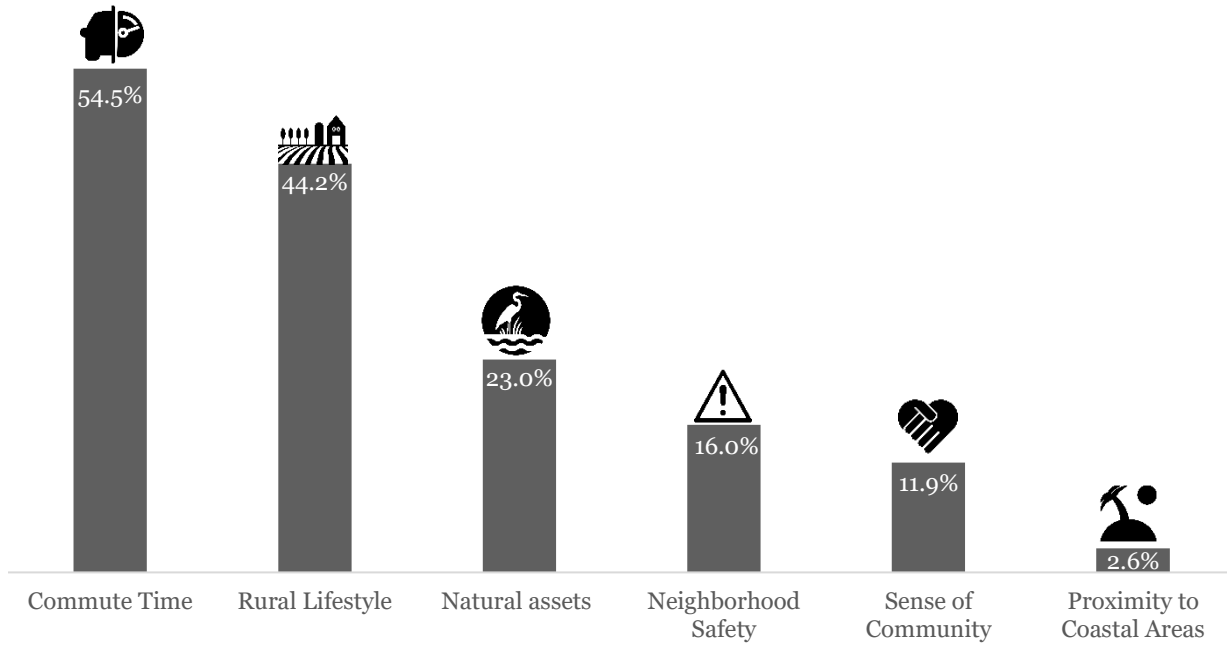


High demand for indoor and outdoor activities

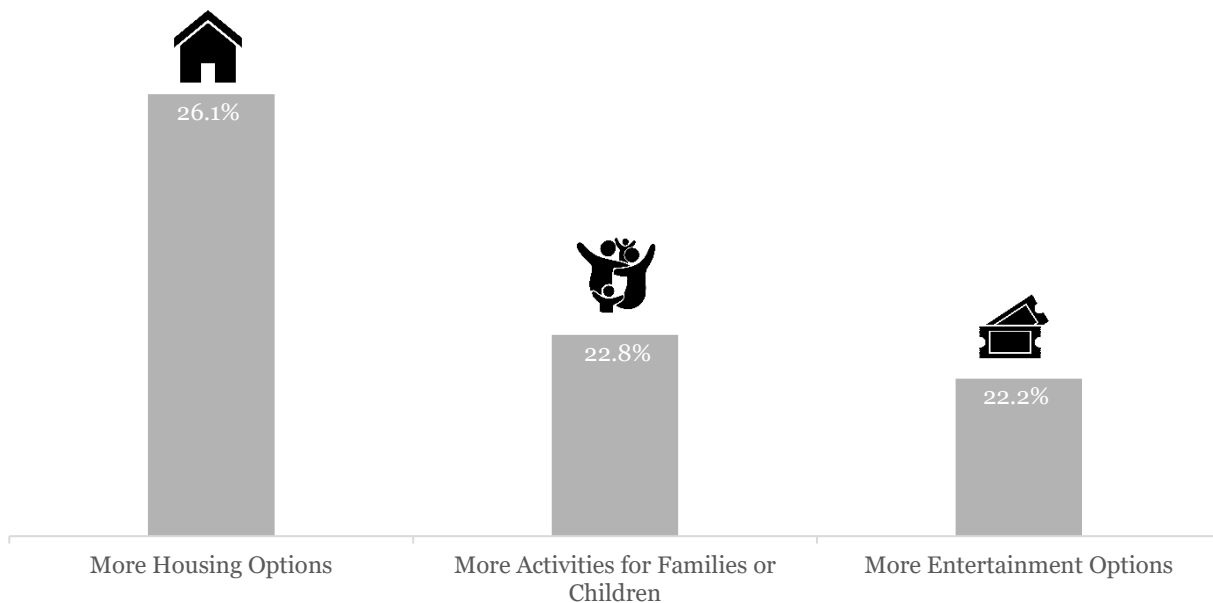


This survey, administered spring 2017, reports the perspective of a broad range of community stakeholders across Hendry County. This information will inform the development of the Hendry County Economic Development Strategic Plan.

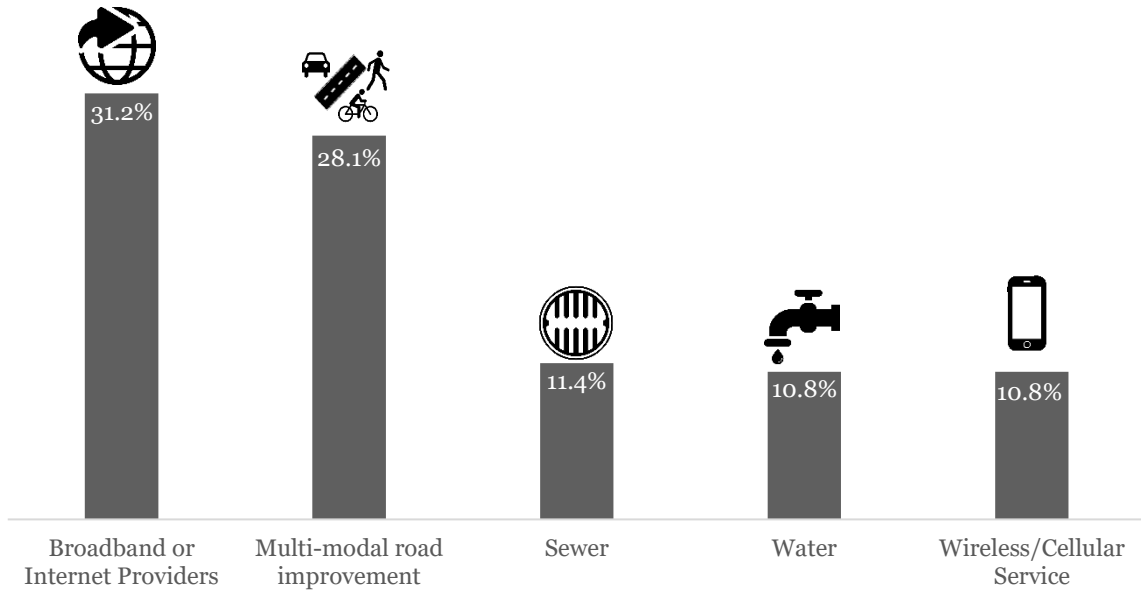
### Best Amenities in Hendry County



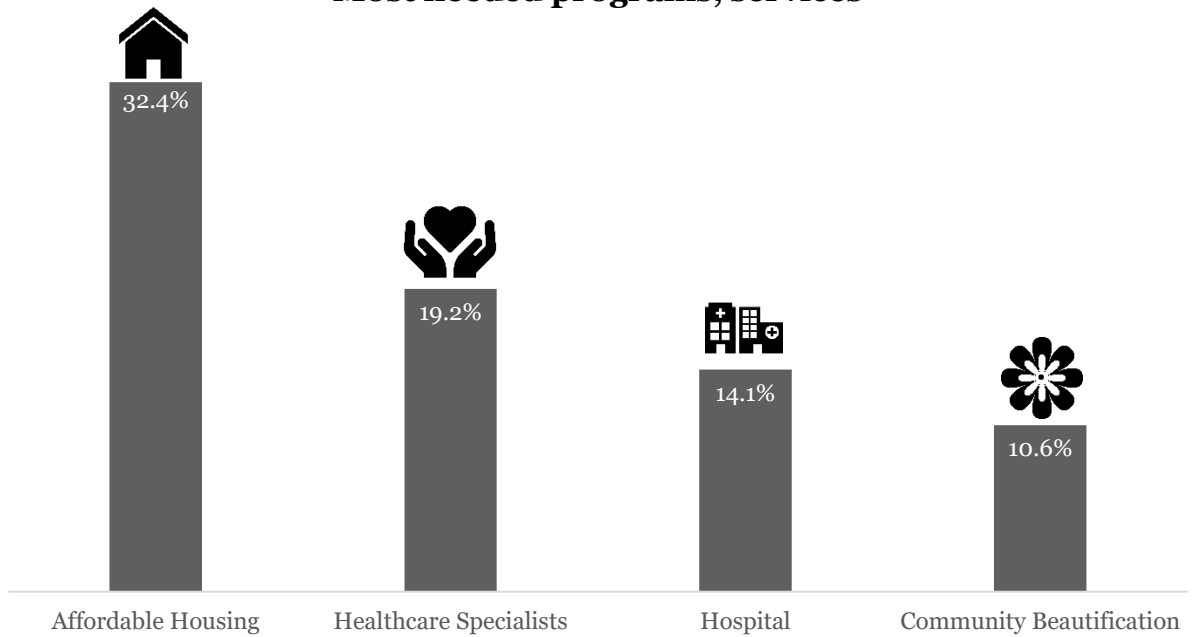
### Amenities missing from Hendry County



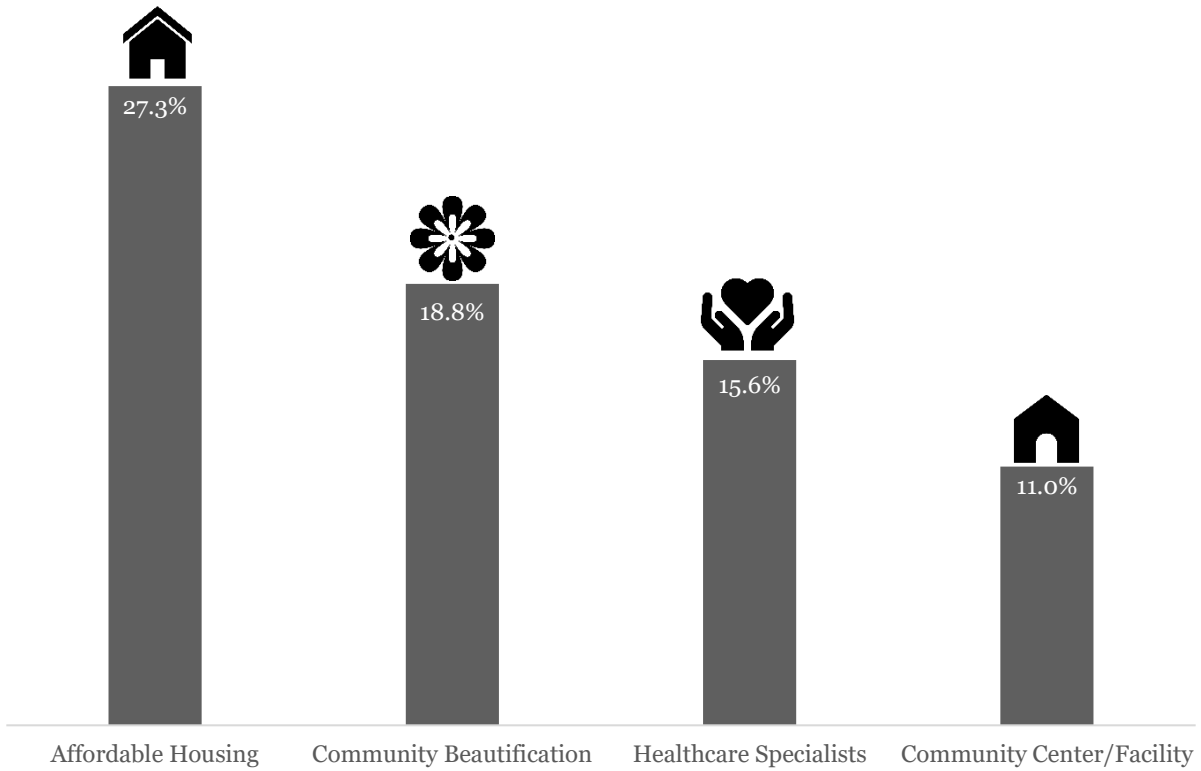
### Needed infrastructure in Hendry County



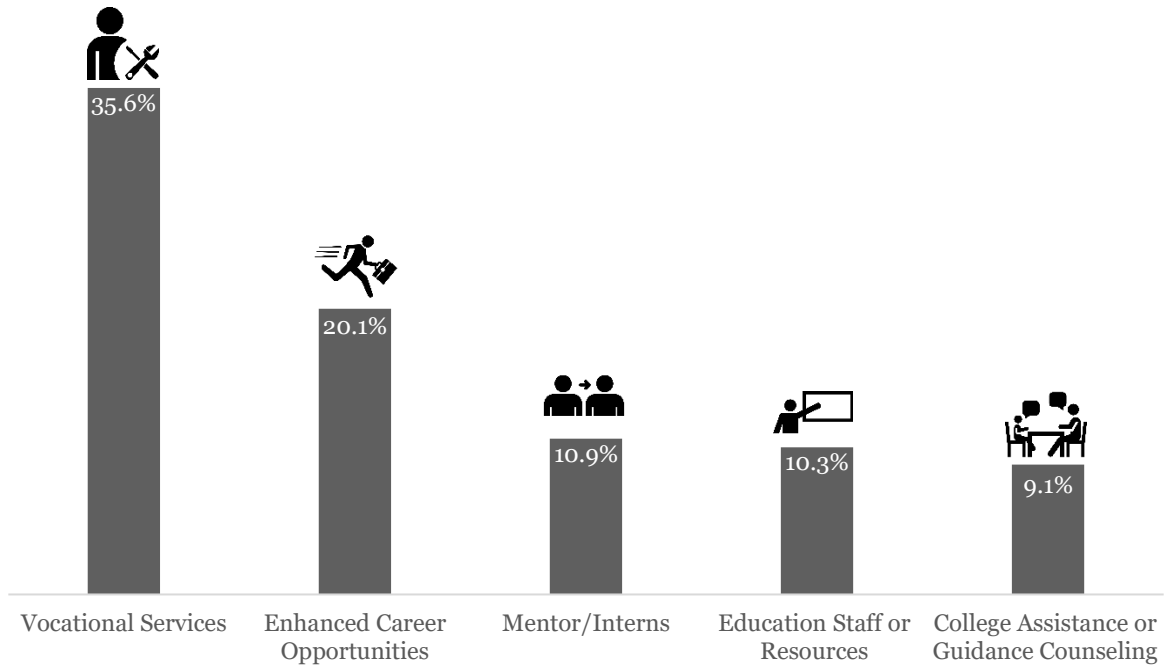
### Most needed programs, services



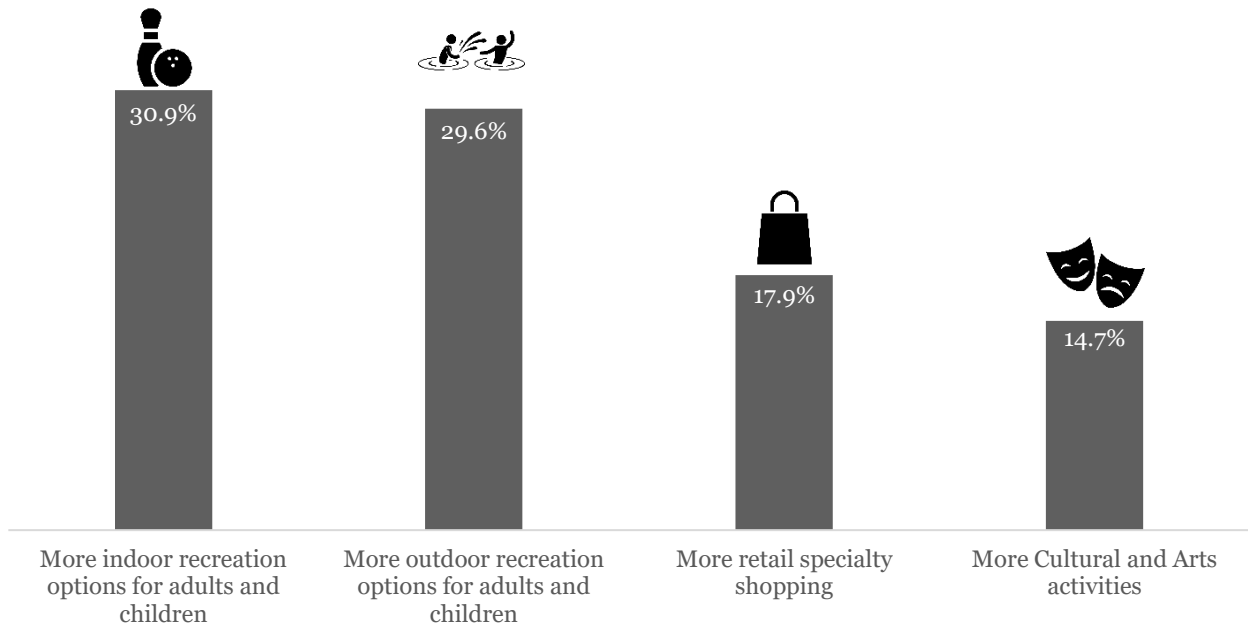
**Best program, service for short term return**



**Most important for youth education**



### Most desired leisure activities



10. Appendix 3 – Kickoff Report

# Hendry County Community Research Summary

## Top Challenges



Access to health care

Affordable and workforce housing



More small business opportunities and support

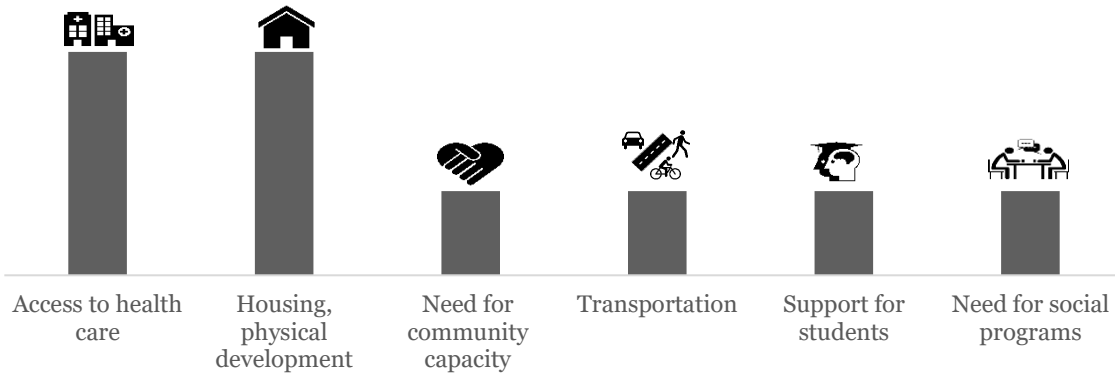


## Top Desired Changes

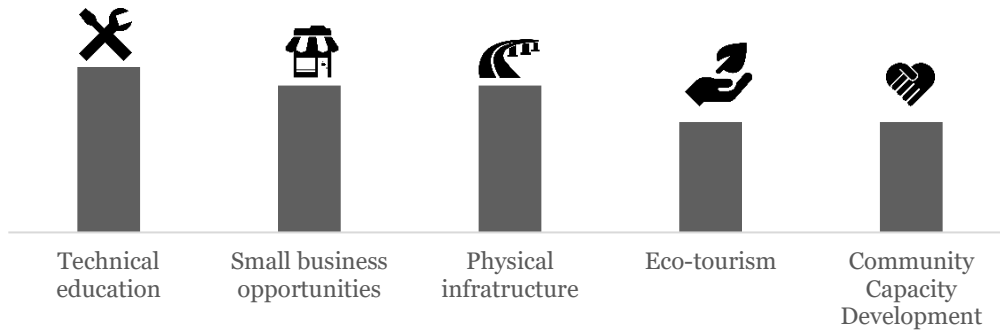


Focus on technical education

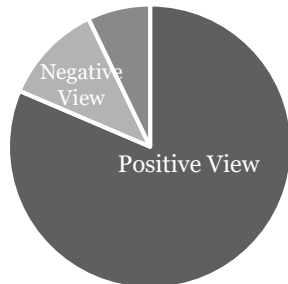
### Most discussed challenges in Hendry County



### Most discussed desired changes in Hendry County



### ***What kind of community narrative exists?***



Most respondents, 81.4%, attending the community engagement session had a generally positive view of their community. However, there were some who held mixed or negative views, focusing on a lack of collaboration and amenities. Most of the positive narratives focused on the small town feeling and environmental resources, indicating that these are widely valued aspects of Hendry County.

### ***What is the current community context?***

When asked “What’s really going on in your community” Hendry County stakeholders spoke most frequently about community events, local organizations, and environmental assets.

### ***What challenges do people in Hendry County face related to economic development?***

The most commonly cited issues Hendry County people discussed are access to health care, access to affordable and workforce housing, a lack of community cohesiveness and collaboration, transportation and complete streets, support for students, and the need for more social welfare programs. One kickoff participant from Clewiston noted particularly “Our ability to bring everyone to the table to get things done will benefit the community our govt and our students. I feel we all have the same goals. We just have to understand that it's not about leadership it's about our citizens.”

### ***What changes do community members want to see?***

The top changes Hendry County community stakeholders want to see include more emphasis and support on technical education, small business support and opportunities, development of the physical infrastructure to support business development, eco-tourism, and continued development of community capacity including better collaboration and stakeholder engagement. One participant from LaBelle stated “Education: enlighten leaders to benefits of change, alternative education for students that aren't going to college.” When it comes to community capacity development, a participant from Clewiston noted “Our leadership has to come together and see the need of our people. Emotions, feelings and this is the way we always did it must be checked at the door. The people must be at the forefront. The people are not looking for handouts...”

### ***Who is trusted to make change?***

Hendry County community stakeholders trust local leaders and the local government to make the changes they want to see in their community. However, it should be noted that there is a significant wave of distrust of local leaders and government, as well. This further indicates a need for broader community stakeholder engagement and focused communication efforts. Local organizations are also well trusted.



***How willing are community members to take a role in the changes they want to see?***

All community stakeholders involved in this process thus far want to take an engaged role to make the changes they want to see in their communities. Advocacy for favored policies and personal leadership were most often cited.





## 11. Appendix 4 - – Banyai Bio

Dr. Cindy Banyai is the founder and Principal Consultant of Banyai Evaluation and Consulting, LLC. She also teaches in the Department of Political Science and Public Administration at Florida Gulf Coast University. Dr. Banyai received her Master's and Ph.D. from Ritsumeikan Asia Pacific University in Japan where her research focused on community development, public administration, evaluation, and governance. Her works have been published in peer-reviewed journals such as Rural Society and Asia Pacific World. She also edited and contributed to the books The Public Administration Handbook of Japan and Global Movements of the Asia Pacific. Dr. Banyai's first solo book, Community Capacity and Development - New Approaches to Governance and Evaluation, was published in 2011. Her latest publication, focusing on her work in Southwest Florida, was published in 2016 in the Journal of Community Development. S

Dr. Banyai has worked in the field of community development since 2000, including 2 years with Michigan State University Community Outreach and 11 years as a consultant (clients such as JICA, IREX, and the Southwest Florida Community Foundation). Through her work she has exercised skills such as facilitation, research and reporting, and participatory engagement practices.

In 2012, she joined the start-up nonprofit, Around the Clock Caring, as its first Executive Director to develop the organization's infrastructure and practice to provide housing and services to homeless families. She gained valuable insights about poverty, housing, and homelessness, while conducting research and evaluation for the organization and participating in local resource networks and advocacy groups.

She received the Donald W. Littrell New Professional Award in 2015 from the Community Development Society for her work on regional initiatives at the Southwest Florida Community Foundation and for her commitment to community-based advocacy organizations such as BikeWalkLee.



## 12. Appendix 5 - Plan Logical Framework



| Regional Aligned Outcomes   | End Outcomes                                  | Intermediate Outcomes   | Program/ project outcomes  | Strategies/ Activities  | Time-frame | Champion                     | Inputs - needed  | Inputs - assets   |
|---|---|---|--|---|------------|------------------------------|--|---|
|   | Increased access to high speed internet       | Increased access to public wifi in Hendry County                                    | Increased knowledge on areas of need and internet connectivity in Hendry County<br><br>Increased number of community wifi hubs | <b>Wifi Strategy</b><br><br>Conduct study to identify most underserved communities, optimal locations for neighborhood and community wifi hubs, and most cost effective approach to address access issues<br><br>Pursue public wifi in neighborhoods based on information | 2018       | Hendry County Administration | Funds for assessment design and implementation<br><br>Funds for staff coordination<br><br>Funds for equipment, install<br><br>Funds for advertisements | Hendry Economic Development Tech & Hendry<br><br>BOCC IT - Business case for public wifi<br><br>Innovation Task Force<br><br>schools IT Staff<br><br>Local ISPs |
| STAR BE 7 - Promote diverse transportation modes, including walking, biking, and public transit, that are safe, low-cost, and | Better access, ease of use for all road users | Increased number of Hendry County residents reporting satisfaction with road access | Increased number of sidewalks on Hendry County roads<br><br>Increased number of bike lanes on Hendry County roads              | <b>Road strategy</b><br><br>Adopt a multi-modal street-user policy that addresses all users, applies to all projects with limited exceptions, and includes specific next steps for implementation   | 2018       | Hendry County Administration | Funding for planning consultant  |   |



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| <p>reduce vehicle miles traveled</p>   | <p>Increase transportation accessibility and access to non-motorized transportation and connections to public transit</p> | <p>Increase the percentage of households with access to public transit<br/><br/>Increase the mileage of sidewalks, particularly on arterial or collector roads, that connect people with destinations</p> | <p>Improved road design and multi-modal access in county comp plan</p>               | <p><b><i>Transit strategy</i></b><br/><br/>Explore Liberty Mobility Now<br/><br/>Multi-modal transportation road improvement planning (sidewalks, bike lanes)</p>   | <p>2017</p> | <p>Hendry County Administration</p> | <p>Funding for planning consultant</p>   | <p>FDOT bridge plan - LDRC planning, Labelle connectivity planning, HRTPO retrofitting</p> |
| <p>STAR BE 4 - Construct, preserve, and maintain an adequate and diverse supply of location-efficient and affordable housing</p> | <p>Increased access to affordable workforce housing</p>   | <p>Demonstrate that there are at least 80% of Census block groups where a household earning the Area Median Income (AMI) would spend less</p>   | <p>Increased number of affordable housing developers interested in Hendry County</p> | <p><b><i>Housing strategy</i></b><br/><br/>Develop a comprehensive housing strategy - Road improvement in plotted communities, water and sewer development, coordinate intake point for affordable housing programs Habitat/USDA,<br/><br/>Attract affordable housing developers - roundtable discussion with</p> | <p>2017</p> | <p>Hendry County Administration</p> | <p>Funds for engage consultant to create plan to attract affordable housing developers</p> | <p>SHIP/SAIL</p>   |



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| <p>options for all residents</p>  |  | <p>than 45% on housing and transportation combined</p> <p>Demonstrate new affordable housing starts are being produced at a rate of 5% annually</p> | <p>Increased connections with regional jurisdictions on topic of affordable housing</p> <p>Increased connectivity with local nonprofits on affordable housing</p> | <p>developers/builders, create interactive tool to showcase potential housing development areas in Hendry,</p> <p>Collaborate with other jurisdictions to address affordable housing and location efficiency needs in the region</p> <p>Partner with nonprofit organization(s) to provide education, counseling, and financial assistance to homebuyers or renters</p> <p><b>Technical education strategy</b></p> |             |  |   |   |
| <p>Promise Zone SECTION IV- PART B1 Subgoal 2 - Train Residents for Jobs and Connect Them with Employers</p> <p>FMC 2.2. Increase</p> | <p>Demonstrate progress towards 45% post-secondary attainment by 2025 including associate, bachelor, and graduate/professional degrees</p> | <p>Increased access to technical, vocational education</p>  | <p>Increased alignment with local post-secondary providers and local businesses</p>   | <p>Train workforce - Adopt a workforce development plan or comprehensive strategy to educate, train, and prepare residents for local employment opportunities</p> <p>Align local economic development policy strategies with workforce development programs</p>   | <p>2017</p> | <p>Hendry County Administration</p> <p>Hendry County School District</p> | <p>Funding for new programs</p> <p>Funding for alignment facilitation</p> | <p>HCSD machining program</p> <p>local businesses</p> |



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| <p>enrollment in technical education</p> <p>STAR EJ-6 - Workforce Readiness: Prepare the workforce for successful employment through increasing attainment of post-secondary education and improving outcomes of workforce development programs</p> |  |  | <p>Increased knowledge on local workforce readiness</p> <p>Increased number of post-secondary programs available in Hendry County</p> | <p>Create a workforce development committee to align post-secondary education, workforce development training programs, and economic development strategies</p> <p>Create data-sharing agreements between local governments, private sector employers, and educational entities to maximize the availability and use of data in economic and workforce</p> <p>Produce an annual report that tracks workforce readiness performance measures development planning</p> <p>Support expansion of community college or other credential-granting programs to address then educational and training needs of the local workforce</p> <p>Invest in community college or other credential-granting program facilities and capital improvements to accommodate residents and members of the local workforce</p> |  |  |  |  |
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| <p>FMC 1.3. Increase high school graduation rates in SWFL toward 90%</p> <p>STAR EAC 3 - Educational Opportunity &amp; Attainment: Achieve equitable attainment of a quality education for individuals from birth to adulthood</p> | <p>Better prepared workforce</p> <p>Reduce secondary education equity gaps</p> | <p>Increased number of students completing post-secondary with work experience</p> <p>Increase, or maintain at 90% or above, the average 4-year adjusted cohort high school graduation rate for all students in all public schools in the jurisdiction from each race/ethnicity, special education, English language learners, and low-income subgroup of students</p> | <p>Increased number of Hendry County businesses using OJT</p> <p>Increased number of collaborative partners engaging in education improvement</p> <p>Increased percentage of parents involved in high school education</p> <p>Increased number of opportunities for students to complete high school</p> | <p><b>Work experience strategy</b></p> <p>CareerSource support staff in Hendry EDC office, Expand OJT to Hendry County businesses</p> <p><b>Graduation strategy</b></p> <p>Engage local education authorities, teachers, families, and young people to advance collaborative decision-making and a community-driven framework for improving education</p> <p>Strengthen opportunities for parental and community involvement in schools</p> <p>Offer multiple pathways to graduation as a way to improve educational outcomes for students</p> <p>Implement career pathway initiatives</p> | <p>2017</p> <p>2018</p> | <p>Hendry County Administration</p> <p>CareerSource</p> <p>Hendry County School District</p> | <p>Funds for OJT</p> <p>Funds for education consultant to help develop education plan</p> <p>Fund for parental involvement programs</p> | <p>Academies</p> <p>Hendry County businesses</p> <p>EDA grant on vocational training facility development</p> |
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|   |  |   | Increased number of students involved in career pathways                          |  |      |   |  |  |
|   | Reduce post-secondary equity gaps - Demonstrate an increasing percentage of individuals within each racial, ethnic, and gender subgroup have obtained a high-quality post-secondary educational degree or credential over time | Increased number of students completing post-secondary programs on time<br><br>Increased number of students interviewing with local companies | Increased alignment between post-secondary providers and Hendry County businesses | <b>Post-secondary strategy</b><br><br>Align post-secondary programs with needs of local businesses by creating a single point of entry, financial support, and connections with local businesses | 2017 | Hendry County School District<br><br>CareerSource | Funds for alignment facilitation       | Hendry County School District programs<br><br>local businesses |
| STAR HS 5 - Health Systems: Provide high quality local health | Increased access to health care facilities   | Increased number of people using HRMC services  | Increased number of hours medical center open, increased                          | <b>Hospital strategy</b><br><br>Extend hours of operation at the medical center to relieve emergency services. Survey and coordinate with the community to                                       | 2018 | Hendry County Administration                      | Funding for collaboration facilitation | Clewiston Hospital<br><br>HRMC Convenient Care                 |





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| <p>systems that are accessible and responsive to community needs</p> | <p>Improved health outcomes for Hendry County</p> | <p>Increased access, availability of health care services</p> | <p>knowledge on local medical needs</p> <p>Increased collaborative governance of local medical system</p> <p>Increased knowledge of local health system capacity</p> <p>Increased number of medical professionals employed in Hendry County</p> <p>Increased monitoring and evaluation of</p> | <p>understand and meet the need</p> <p>Establish a governance model between the health department, local healthcare providers, and community health organizations that supports local and regional collaboration for improving community health</p> <p><b>Public Health Strategy</b></p> <p>Conduct a local Public Health System Assessment to identify the components, competencies, and capacities of essential service providers</p> <p>Implement strategies to recruit medical professionals to the community or to areas of need in the community</p> <p>Use a performance management system to monitor and improve</p> | <p>2018</p> | <p>Hendry County Administration</p> | <p>Funding for assessment</p> <p>Funding for development of performance measurement system</p> <p>Funding for medical professional recruitment</p> | <p>Clewiston Hospital, other Hendry County medical providers</p> |
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| <p>STAR BE 6 - Create a system of well-used and enjoyable public parkland that feature equitable, convenient access for residents throughout the community</p> | <p>Increased access, availability of recreational facilities</p> | <p>Provide ample parkland based on population density as follows:<br/> <ul style="list-style-type: none"> <li>• High: 6.8 acres per 1,000 residents</li> <li>• Intermediate-High: 7.3 acres per 1,000 residents</li> </ul> <p>Demonstrate that housing units are located within a 1/2-mile walk distance of</p> </p> | <p>Hendry County health services</p> <p>Improve trail and park facilities in Hendry County</p> <p>Increased understanding of economic impact of public parks in Hendry County</p> | <p>health services and programs that promote positive health outcomes and expand access to health care</p> <p><b>Outdoor Recreation Strategy</b></p> <p>Sun Trail connectivity, Add facilities/rest areas, promote public access locations on comprehensive pathways</p> <p>Conduct a study regarding the economic impact of public parklands on the local economy to understand their contributions to community satisfaction and tourism</p> <p>Adopt regulatory strategies or development incentives to create, maintain, and connect public parkland</p> <p>Adopt site design guidelines for new public parklands and improvements to existing facilities to strengthen</p> | <p>2018</p> | <p>Hendry County Administration</p> | <p>Funding for trail expansions, improvement</p> <p>Funding for study</p> | <p>Army Corps Trails around Lake O</p> <p>Comprehensive pathways plan</p> |
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|  |  | <p>public parkland</p> <p>Demonstrate that 90% of households are located within 3 miles of off-road trail access based on population density as follows:</p> <ul style="list-style-type: none"> <li>• High or Intermediate</li> <li>-High: 85% or greater</li> <li>• Intermediate</li> <li>-Low or Low: 70% or greater</li> <li>• Intermediate</li> <li>-Low: 13.5 acres per 1,000 residents</li> <li>• Low: 20.3 acres per 1,000 residents</li> </ul> <p>Demonstrate that 66% or more of</p> |  | <p>environmental benefits and provide visitor amenities</p> <p>Create an advisory board to regularly receive feedback from residents and organizations regarding planning, decision-making, and other issues affecting the quality and availability of public parklands</p> <p>Consistently invest sufficient capital and operational funding to create and maintain parklands</p> |  |  |  |  |
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| <p>STAR EAC 2<br/>- Community Cohesion:<br/>Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community</p> | <p>Increased access to public spaces and activities</p> | <p>surveyed residents respond favorably regarding the quality of the community's public park system</p> <p>Demonstrate that at least 75% of residents live within 1 mile of a community venue that is open to the public and offers free services and/or events for residents</p> | <p>Increased number of public centers/spaces in Hendry County</p> <p>Increased number of activities available in Hendry County</p> | <p><b>Community activities strategy</b></p> <p>Support development of youth, family center</p> <p>Provide direct funding and management of at least 2 types of community and neighborhood venues AND provide financial or logistical support for at least 2 types of publicly accessible neighborhood events, activities, and programming</p> | <p>2018</p> | <p>Hendry County Administration</p> | <p>Funding for public centers/spaces</p> <p>Funding for public events</p> | <p>Current Hendry County public parks, natural resources and undeveloped spaces</p> |
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| <p>Promise Zone<br/>SECTION IV-<br/>PART B2<br/>Subgoal 1 -<br/>Provide Resources to Help Small Businesses Form and Grow</p> <p>STAR EJ 3 -<br/>Local Economy:<br/>Create an increasingly self-reliant community through a robust local economy that strongly supports small independent businesses</p> | <p>Growth and development of local businesses</p> | <p>Increased support for small businesses</p> | <p>Increased number of locally produced products and businesses</p> <p>Increased knowledge on local business needs and desires</p> <p>Increased collaboration on decision-making with local business community</p> | <p><b>Think Local Strategy</b></p> <p>Adopt an economic localization plan to increase local production for local consumption and export</p> <p>Formally engage with the business community on a monthly or quarterly basis to improve economic conditions and address specific needs</p> <p>Appoint an advisory body to provide recommendations and represent the business community in local decision-making</p> <p>Provide direct services and trainings tailored to the needs of the business community</p> <p>Support innovation - Provide focused support, resources, and services to young entrepreneurial companies through business incubators</p> <p>Create or support promotional campaigns to bank locally, buy locally, or</p> | <p>2018</p> | <p>Hendry County Administration</p> | <p>Funds for local business incentives</p> <p>Funds for business engagement</p> | <p>Hendry County businesses</p> <p>Labelle downtown revitalization</p> <p>RPC Clewiston downtown study</p> |
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| <p>STAR EAC 2<br/>- Community Cohesion:<br/>Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community</p> | <p>Preserve sense of place around Hendry County</p> | <p>Demonstrate an increased percentage of residents reporting positive levels of neighborhood cohesion through community surveys</p> | <p>Increased number of people using Daniels School/Kid Jones Park</p> | <p>buy from small and independent businesses and retailers</p> <p>Connect entrepreneurs and business owners with lenders and investors to facilitate investment in the local economy</p> <p>Encourage commercial district revitalization</p> <p><b>Park restoration strategy</b></p> <p>Daniels school/Kid Jones park restoration</p> | <p>2018</p> | <p>Hendry County Administration</p> | <p>Funds for park improvement</p> | <p>Current public spaces</p> |
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| <p>STAR EAC 2<br/>- Community Cohesion:<br/>Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community</p> | <p>Build community leadership</p> | <p>Increased community capacity in Hendry County neighborhoods</p> | <p>Increased knowledge of community assets and resources in Hendry County neighborhoods</p> | <p><b>Networks strategy</b></p> <p>Asset mapping, engagement, community visioning for Ford/Sunset Park, Harlem using Vista</p> <p>Conduct a survey or evaluation to demonstrate existing levels of social capital and community cohesion throughout the community</p> <p>Maintain a publicly accessible inventory of social networks and groups (e.g. block captains, civic organizations, trusted elders) organized by geography or neighborhood</p> <p>Collaborate with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs</p> <p>Establish and support neighborhood advisory councils to build the social capital of neighborhoods and bring issues to the</p> | <p>2018</p> | <p>Hendry County Administration</p> | <p>Funds for community assessment, digital consultant to operationalize asset inventories and share on public website</p> | <p>Vista volunteer</p> |
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| <p>STAR HS-3 - Emergency Management &amp; Response: Reduce harm to humans and property by utilizing collaborative</p> | <p>Improve resiliency to disaster</p> | <p>Demonstrate that the emergency management community is prepared to manage emergency incidents</p> | <p>Increased number of emergency shelters with available accommodations</p> | <p>attention of the local government</p> <p>Adopt a local comprehensive plan for emergency response that includes provisions for evacuating low-income, disabled, and other persons likely to need assistance</p> <p>Integrate departmental and jurisdictional interoperability into public safety communications systems</p> <p>Perform an annual review or assessment of plans, procedures, resources, and trainings based on emergency response incidents and demands</p> <p><b><i>Emergency management strategy</i></b></p> <p>Establish more shelters, especially with pets and medical issues, new generators, Hardening of facilities (Generators, shutters for Clewiston Hospital)</p> | <p>2017</p> | <p>Hendry County Administration</p> | <p>Funding for priority area for coastal evacuations</p> | <p>Emergency operations center - expanding emergency communications ability, growing volunteers</p> |
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| <p>approaches to increase capability and capacity to respond to emergency incidents</p> |  | <p>involving all threats and hazards</p> | <p>Better equipped emergency shelters</p> <p>Better understanding and access of local emergency resources</p> <p>Increased capacity of local emergency response</p> | <p>Develop a NIMS-compliant local inventory of assets and resources available for emergency response and mutual aid requests</p> <p>Publish information to encourage residents to develop emergency kits and evacuation plans, and encourage businesses to develop emergency procedures and shelter-in-place plans</p> <p>Participate in cross-department/agency interstate, statewide, regional, or inter-jurisdictional mutual aid response systems</p> <p>Participate in a regional emergency planning commission</p> <p>Participate in discussion-based and operations-based exercises that involve the public and emergency management personnel from multiple departments and/or multiple jurisdictions</p> |  |  |  |  |
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| <p>Promise Zone<br/>SECTION IV-<br/>PART B1<br/>Subgoal 1 -<br/>Attract New<br/>Businesses</p> <p>STAR EJ-1 -<br/>Business<br/>Retention &amp;<br/>Development<br/>: Foster<br/>equitable<br/>economic<br/>prosperity<br/>and stability<br/>by retaining<br/>and<br/>expanding<br/>businesses in<br/>all<br/>neighborhoo<br/>ds with<br/>support from<br/>the business<br/>community</p> | <p>Attract new<br/>business</p>                    | <p>Demonstrate<br/>an increased<br/>number of<br/>business<br/>establishmen<br/>ts in the<br/>jurisdiction<br/>over time</p> |   | <p><b><i>New business strategy</i></b></p> <p>Provide direct financial<br/>assistance to businesses</p> <p>Attract more businesses in<br/>vicinity of the airport:<br/>Coordinate with FDOT<br/>regarding aviation, freight<br/>and logistics, Coordinate<br/>with Hendry County<br/>regarding the Hendry<br/>County Comprehensive<br/>Plan and Land<br/>Development Code</p> <p>Collaborate with the<br/>Heartland Regional<br/>Transportation Planning<br/>Organization (HRTPO)<br/>regarding short-term and<br/>long-term planning of<br/>aviation facilities</p> | <p>2017</p> | <p>Hendry<br/>County<br/>Administra<br/>tion</p>  | <p>Funds for<br/>consultant to<br/>do corridor<br/>plan<br/>(\$150,000)</p> <p>CDBG -<br/>economic<br/>development</p> | <p>No impact<br/>fees</p> <p>Strategic site<br/>assessment</p> |
|  | <p>Retain and<br/>grow existing<br/>businesses</p> | <p>Increased<br/>dollars<br/>invested and<br/>retained in<br/>Hendry<br/>County</p>  | <p>Increased<br/>amount of<br/>businesses<br/>staying and<br/>investing</p> | <p><b><i>AirGlades strategy</i></b></p> <p>Air Glades airport<br/>development: Change<br/>policy on city water access<br/>around airport</p>   | <p>2017</p> | <p>Hendry<br/>County<br/>Adminis-<br/>tration</p> | <p>airport<br/>overlay<br/>(\$175,000) -<br/>EDA</p>   | <p>SR80<br/>corridor<br/>planning</p>                          |



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|  |  |  | <p>around airport</p> <p>Increased number of medical marijuana dispensaries</p> | <p>Develop infrastructure of parcels around airport</p> <p>Utilize tax incentives to retain or expand businesses, change policy to allow for med marijuana dispensary</p> |  |  |  |  |
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