



VIRTUAL COUNCIL MEETING AGENDA

January 20, 2022

9:00am – 11:00am

Join Zoom Meeting:

<https://us06web.zoom.us/j/91588729954?pwd=OVerTVNQVVpRZjQrY1Jab1dpMDBPUT09>

Mission Statement:

To work together across neighboring communities to consistently protect and improve the unique and relatively unspoiled character of the physical, economic and social worlds we share...for the benefit of our future generations.

1	INVOCATION	
2	PLEDGE OF ALLEGIANCE	
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8	INLAND PORT DISCUSSION	
	a) Ms. Tracy Whirls, SWFRPC Mr. Keith Robbins, FDOT District 1 Ms. Heather Anckner, Co-Founder/Partner, Rockwood Steel LLC, Jacksonville	Page 34
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	b) Update on Resiliency Strategy for Local Food Systems	
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10	COMMITTEE REPORTS	
	a) Executive Committee – Chair Don McCormick	
	b) Quality of Life & Safety Committee – Chair Don McCormick	
11	NEW BUSINESS	
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13	COUNCIL MEMBERS' COMMENTS	
14	ADJOURN	

Two or more members of the Peace River Basin Management Advisory Committee and Charlotte Harbor National Estuary Program may be in attendance and may discuss matters that could come before the Peace River Basin Management Advisory Committee and Charlotte Harbor National Estuary Program, respectively, for consideration.

In accordance with the Americans with Disabilities Act (ADA), any person requiring special accommodations to participate in this meeting should contact the Southwest Florida Regional Planning Council 48 hours prior to the meeting by calling (239) 338-2550; if you are hearing or speech impaired call (800) 955-8770 Voice/(800) 955-8771 TDD.

P.O. Box 60933
Fort Myers, FL 33906



P: 844.988.8244
www.swfrpc.org

UPCOMING SWFRPC MEETING DATES:

March 17, 2022

June 16, 2022

September 15, 2022

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SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL MEMBERSHIP

OFFICERS

Mr. Donald McCormick, Chair
(Vacancy), Secretary

Councilman Fred Burson, Vice-Chair
Councilman Jaha Cummings, Treasurer

CHARLOTTE COUNTY

Commissioner Joe Tiseo, Charlotte BCC
Commissioner Ken Doherty, Charlotte BCC
Councilman Jaha Cummings, City of Punta Gorda
Mr. Donald McCormick, Governor Appointee
Ms. Suzanne Graham, Governor Appointee

COLLIER COUNTY

Commissioner Bill McDaniel, Collier BCC
Commissioner Rick LoCastro, Collier BCC
(City of Naples Vacancy)
(City of Marco Island Vacancy)
(Governor Appointee Vacancy)
(Governor Appointee Vacancy)

GLADES COUNTY

Commissioner Donna Storter-Long, Glades BCC
(Glades BCC Vacancy)
(City of Moore Haven Vacancy)
Mr. Thomas Perry, Governor Appointee

HENDRY COUNTY

Commissioner Emma Byrd, Hendry BCC
Commissioner Mitchell Wills, Hendry BCC
Vice-Mayor Greg Thompson, City of Clewiston
(City of LaBelle Vacancy)
Mr. Mel Karau, Governor Appointee

LEE COUNTY

Commissioner Frank Mann, Lee BCC
Commissioner Cecil Pendergrass, Lee BCC
Councilman Fred Burson, City of Fort Myers
Mayor Ray Murphy, Town of Fort Myers Beach
Councilman Jesse Purdon, City of Bonita Springs
(Governor Appointee Vacancy)
(Governor Appointee Vacancy)

SARASOTA COUNTY

Commissioner Ron Cutsinger, Sarasota BCC
(Sarasota BCC Vacancy)
Mayor Erik Arroyo, City of Sarasota
Mayor Ron Feinsod, City of Venice
(Governor Appointee Vacancy)
(Governor Appointee Vacancy)

EX-OFFICIO MEMBERS

Jon Iglehart, FDEP
Phil Flood, SFWMD

Keith Robbins, FDOT
Dennis Ragosta, SFWMD

STAFF

Margaret Wuerstle, Executive Director
Rebekah Harp
Amelia Williams
Jim Burch
Tracy Whirls
Asmaa Odeh



Apalachee • Central Florida
 East Central Florida • North Central Florida
 Northeast Florida • South Florida • Southwest Florida
 Tampa Bay • Treasure Coast • West Florida • Withlacoochee

104 West Jefferson Street, Tallahassee, FL 32301-1713 • 850.224.3427

Regional Planning Council Functions and Programs

March 4, 2011

- **Economic Development Districts:** Regional planning councils are designated as Economic Development Districts by the U. S. Economic Development Administration. From January 2003 to August 2010, the U. S. Economic Development Administration invested \$66 million in 60 projects in the State of Florida to create/retain 13,700 jobs and leverage \$1 billion in private capital investment. Regional planning councils provide technical support to businesses and economic developers to promote regional job creation strategies.
- **Emergency Preparedness and Statewide Regional Evacuation:** Regional planning councils have special expertise in emergency planning and were the first in the nation to prepare a Statewide Regional Evacuation Study using a uniform report format and transportation evacuation modeling program. Regional planning councils have been preparing regional evacuation plans since 1981. Products in addition to evacuation studies include Post Disaster Redevelopment Plans, Hazard Mitigation Plans, Continuity of Operations Plans and Business Disaster Planning Kits.
- **Local Emergency Planning:** Local Emergency Planning Committees are staffed by regional planning councils and provide a direct relationship between the State and local businesses. Regional planning councils provide thousands of hours of training to local first responders annually. Local businesses have developed a trusted working relationship with regional planning council staff.
- **Homeland Security:** Regional planning council staff is a source of low cost, high quality planning and training experts that support counties and State agencies when developing a training course or exercise. Regional planning councils provide cost effective training to first responders, both public and private, in the areas of Hazardous Materials, Hazardous Waste, Incident Command, Disaster Response, Pre- and Post-Disaster Planning, Continuity of Operations and Governance. Several regional planning councils house Regional Domestic Security Task Force planners.
- **Multipurpose Regional Organizations:** Regional planning councils are Florida's only multipurpose regional entities that plan for and coordinate intergovernmental solutions on multi-jurisdictional issues, support regional economic development and provide assistance to local governments.
- **Problem Solving Forum:** Issues of major importance are often the subject of regional planning council-sponsored workshops. Regional planning councils have convened regional summits and workshops on issues such as workforce housing, response to hurricanes, visioning and job creation.
- **Implementation of Community Planning:** Regional planning councils develop and maintain Strategic Regional Policy Plans to guide growth and development focusing on economic development, emergency preparedness, transportation, affordable housing and resources of regional significance. In addition, regional planning councils provide coordination and review of various programs such as Local Government Comprehensive Plans, Developments of Regional Impact and Power Plant Ten-year Siting Plans. Regional planning council reviewers have the local knowledge to conduct reviews efficiently and provide State agencies reliable local insight.

- **Local Government Assistance:** Regional planning councils are also a significant source of cost effective, high quality planning experts for communities, providing technical assistance in areas such as: grant writing, mapping, community planning, plan review, procurement, dispute resolution, economic development, marketing, statistical analysis, and information technology. Several regional planning councils provide staff for transportation planning organizations, natural resource planning and emergency preparedness planning.
- **Return on Investment:** Every dollar invested by the State through annual appropriation in regional planning councils generates 11 dollars in local, federal and private direct investment to meet regional needs.
- **Quality Communities Generate Economic Development:** Businesses and individuals choose locations based on the quality of life they offer. Regional planning councils help regions compete nationally and globally for investment and skilled personnel.
- **Multidisciplinary Viewpoint:** Regional planning councils provide a comprehensive, multidisciplinary view of issues and a forum to address regional issues cooperatively. Potential impacts on the community from development activities are vetted to achieve win-win solutions as council members represent business, government and citizen interests.
- **Coordinators and Conveners:** Regional planning councils provide a forum for regional collaboration to solve problems and reduce costly inter-jurisdictional disputes.
- **Federal Consistency Review:** Regional planning councils provide required Federal Consistency Review, ensuring access to hundreds of millions of federal infrastructure and economic development investment dollars annually.
- **Economies of Scale:** Regional planning councils provide a cost-effective source of technical assistance to local governments, small businesses and non-profits.
- **Regional Approach:** Cost savings are realized in transportation, land use and infrastructure when addressed regionally. A regional approach promotes vibrant economies while reducing unproductive competition among local communities.
- **Sustainable Communities:** Federal funding is targeted to regions that can demonstrate they have a strong framework for regional cooperation.
- **Economic Data and Analysis:** Regional planning councils are equipped with state of the art econometric software and have the ability to provide objective economic analysis on policy and investment decisions.
- **Small Quantity Hazardous Waste Generators:** The Small Quantity Generator program ensures the proper handling and disposal of hazardous waste generated at the county level. Often smaller counties cannot afford to maintain a program without imposing large fees on local businesses. Many counties have lowered or eliminated fees, because regional planning council programs realize economies of scale, provide businesses a local contact regarding compliance questions and assistance and provide training and information regarding management of hazardous waste.
- **Regional Visioning and Strategic Planning:** Regional planning councils are conveners of regional visions that link economic development, infrastructure, environment, land use and transportation into long term investment plans. Strategic planning for communities and organizations defines actions critical to successful change and resource investments.
- **Geographic Information Systems and Data Clearinghouse:** Regional planning councils are leaders in geographic information systems mapping and data support systems. Many local governments rely on regional planning councils for these services.

SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL (SWFRPC) ACRONYMS

ABM - Agency for Bay Management - Estero Bay Agency on Bay Management

ADA - Application for Development Approval

ADA - Americans with Disabilities Act

AMDA -Application for Master Development Approval

BEBR - Bureau of Economic Business and Research at the University of Florida

BLID - Binding Letter of DRI Status

BLIM - Binding Letter of Modification to a DRI with Vested Rights

BLIVR -Binding Letter of Vested Rights Status

BPCC -Bicycle/Pedestrian Coordinating Committee

CAC - Citizens Advisory Committee

CAO - City/County Administrator Officers

CDBG - Community Development Block Grant

CDC - Certified Development Corporation (a.k.a. RDC)

CEDS - Comprehensive Economic Development Strategy (a.k.a. OEDP)

CHNEP - Charlotte Harbor National Estuary Program

CTC - Community Transportation Coordinator

CTD - Commission for the Transportation Disadvantaged

CUTR - Center for Urban Transportation Research

DEO - Department of Economic Opportunity

DEP - Department of Environmental Protection

DO - Development Order

DOPA - Designated Official Planning Agency (i.e. MPO, RPC, County, etc.)

EDA - Economic Development Administration

EDC - Economic Development Coalition

EDD - Economic Development District

EPA – Environmental Protection Agency

FAC - Florida Association of Counties

FACTS - Florida Association of CTCs

FAR - Florida Administrative Register (formerly Florida Administrative Weekly)

FCTS - Florida Coordinated Transportation System

FDC&F -Florida Department of Children and Families (a.k.a. HRS)

FDEA - Florida Department of Elder Affairs

FDLES - Florida Department of Labor and Employment Security

FDOT - Florida Department of Transportation

FHREDI - Florida Heartland Rural Economic Development Initiative

FIAM – Fiscal Impact Analysis Model

FLC - Florida League of Cities

FQD - Florida Quality Development

FRCA -Florida Regional Planning Councils Association

FTA - Florida Transit Association

IC&R - Intergovernmental Coordination and Review

IFAS - Institute of Food and Agricultural Sciences at the University of Florida

JLCB - Joint Local Coordinating Boards of Glades & Hendry Counties

JPA - Joint Participation Agreement

JSA - Joint Service Area of Glades & Hendry Counties

LCB - Local Coordinating Board for the Transportation Disadvantaged

LEPC - Local Emergency Planning Committee

MOA - Memorandum of Agreement

MPO - Metropolitan Planning Organization

MPOAC - Metropolitan Planning Organization Advisory Council

MPOCAC - Metropolitan Planning Organization Citizens Advisory Committee

MPOTAC - Metropolitan Planning Organization Technical Advisory Committee

NADO – National Association of Development Organizations

NARC -National Association of Regional Councils

NOPC -Notice of Proposed Change

OEDP - Overall Economic Development Program

PDA - Preliminary Development Agreement

REMI – Regional Economic Modeling Incorporated

RFB - Request for Bids

RFI – Request for Invitation

RFP - Request for Proposals

RPC - Regional Planning Council

SHIP -State Housing Initiatives Partnership

SRPP – Strategic Regional Policy Plan

TAC - Technical Advisory Committee

TDC - Transportation Disadvantaged Commission (a.k.a. CTD)

TDPN - Transportation Disadvantaged Planners Network

TDSP - Transportation Disadvantaged Service Plan

USDA - US Department of Agriculture

WMD - Water Management District (SFWMD and SWFWMD)

Agenda Item

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Minutes

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Agenda Item

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Minutes of the November 18,
2021 Council/Executive
Meeting

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**MINUTES OF THE
SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL
EXECUTIVE BOARD
NOVEMBER 18, 2021, MEETING**

The meeting of the Southwest Florida Regional Planning Council Executive Board was held on November 18, 2021, in-person at the Estero Recreation Center. Governor Appointee and Council Chair, Mr. Don McCormick called the meeting to order at 9:13AM. There was a quorum of the Executive Committee present.

EXECUTIVE BOARD MEMBERS PRESENT

Councilman Jaha Cummings- Treasurer
Mr. Don McCormick- Chair
Mr. Tommy Perry- Governor Appointee

OTHERS BOARD MEMBERS PRESENT

Commissioner Rick LoCastro- Collier BCC
Commissioner Frank Mann- Lee BCC
Commissioner Cecil Pendergrass- Lee BCC

EX-OFFICIO MEMBER PRESENT

Phil Flood, SFWMD
Jon Iglehart, FDEP

OTHERS PRESENT

Ms. Susan Buchans- Glades County Community Development Director
Ms. Cheryl Cook
Ms. Rebekah Harp- SWFRPC
Ms. Katelyn Kubasik- SWFRPC
Ms. Tracy Whirls- SWFRPC
Ms. Margaret Wuerstle- Executive Director, SWFRPC

**AGENDA ITEM #6(b)
MINUTES OF THE SEPTEMBER 24, 2021, EXECUTIVE COMMITTEE MEETING**

Councilman Cummings offered a motion to accept the minutes of the September 24, 2021, Executive Committee meeting as presented. Mr. Tommy Perry seconded the motion to accept the minutes. The action was approved unanimously.

**AGENDA ITEM #7
FINANCIALS**

**AGENDA ITEM #7(a)
AUGUST- SEPTEMBER 2021 FINANCIALS**

Ms. Wuerstle explained that the financials show that the RPC was down \$84,000 in August and then back up in September and ended the Fiscal Year with a \$25,000 surplus. Since the new budget was approved additional revenues have come in and there is still over \$200,000 in the RPC's reserves.

Councilman Cummings offered a motion to approve the August- September 2021 financials. Mr. Tommy Perry seconded the motion for approval of the August- September 2021 financials. The action was approved unanimously.

**AGENDA ITEM #7(b)
FY 20-21 FISCAL YEAR END BUDGET AMENDMENT**

Ms. Wuerstle shared that Glades County is the only county that still pays their assessment fees to the RPC. All other funding and expenses are paid by grants that have been written by the RPC and awarded. The 20-21 Fiscal Year ended with a \$25,000 net profit.

Councilman Cummings offered a motion to approve the FY 20-21 Year End Budget Amendment. Mr. Tommy Perry seconded the motion for approval of the FY 20-21 Year End Budget Amendment. The action was approved unanimously.

**AGENDA ITEM #4
PUBLIC COMMENTS**

Ms. Cheryl Cook gave an update on the City of Sarasota cases that are taking place: Dobrin vs. Deborah McDowell.

**AGENDA ITEM #8
DIRECTOR'S REPORT**

**AGENDA ITEM #8(a)
NEW REVENUES**

Ms. Wuerstle shared that there have been new revenues since the FY 21-22 Budget was adopted. USDA Regional Food System Partnership Program awarded \$643,500. Collier Blue Zone matched the grant with \$108,926.25 for a project total of \$752,426.25 for launching the Southwest Florida Fresh: Choose Local Chose Fresh Brand.

AGENDA ITEM #8(b)
EDA CARES ACT ECONOMIC RECOVERY

Ms. Tracy Whirls discussed The Build Back Better grant application to EDA. She stated that this was different than your typical EDA grant application. It had to be a coalition application. It couldn't just be one or two counties and it had to be for a project that is expected to have a transformative impact on a region. Having spent 16 years as the EDC Director in Glades County, Ms. Whirls was very familiar with the inland port concept, which was worked on for about 10 years. She noted that Glades County's Americas Gateway project is a truck to train or train to truck facility, although it is also zoned for manufacturing, including heavy industrial manufacturing. AirGlades is a plane to truck setup. Because the proposed inland port in the Glades area of Western Palm Beach County already has an existing relationship with the Port of Palm Beach, they supply the ports connectivity.

Ms. Whirls went on to discuss that the Build Back Better (BBB) grant is a technical assistance grant which, if awarded, will give the ability to conduct feasibility studies to determine if some of the proposed projects—like expanding the sewer treatment plant in Clewiston. She understood that Hendry County just got funds to build the wastewater sewer line from Clewiston to AirGlades. The RPC will be able to decide which actual infrastructure projects are to be completed, assuming the RPC is selected to apply for the Phase II funds, which can be from \$35m to \$75m. Because Ms. Whirls also had a working relationship with the other EDOs, she was able to work with them to create a coalition.

Mr. Tommy Perry suggested that Charlotte County was included in this project. There is enough synergy between Glades, Hendry, Lee and Charlotte County, that Charlotte County can be included afterwards as the work goes forward. Tracy went on to mention that since the supply chain snafu has been on everyone's mind, it occurred to her that even if the RPC isn't funded, they should continue the conversation on the state level, as for the first time, supporting Florida's ports is top of mind for Governor DeSantis.

Ms. Whirls added that as an alumnus of two failed regional economic development initiatives, she felt like there needed to be an emphasis on collaboration on a regional level, rather than viewing one another as competitors, to build on initiatives like John Talmadge's work with Florida Trend on the regional marketing piece. When it comes to larger issues, we have to think regionally while we act locally. Ultimately a company's site location decision will be market-driven as there are no walls between counties.

Chair Don McCormick added that actually the RPC is the only entity that can really do that. Ms. Whirls added that if perhaps we start producing tangible results for the counties, they'll be more willing to invest in the RPC.

AGENDA ITEM #8(c)
RESILIENCY STRATEGY FOR LOCAL FOOD SYSTEMS

Ms. Wuerstle mentioned when the New Revenues were discussed, a new grant has been awarded to the SWFRPC. USDA Regional Food System Partnership Program has awarded the RPC \$643,500. Collier Blue Zone matched the grant with \$108,926.25 totaling \$752,426.25 for launching the Southwest Florida Fresh: Choose Local Choose Fresh Brand. There was “swag” made for the marketing of the brand including tote bags, t-shirts, car decals and magnets, posters and banners.

AGENDA ITEM #8(d)
NEW BROWNFIELD GRANT TO BE SUBMITTED

Ms. Tracy Whirls discussed a new \$500,000 grant application to EPA that the RPC is working on, which if approved, will allow the RPC to continue Phase I and Phase II environmental reviews of properties in Glades County and the City of Moore Haven. Unlike the previous \$600,000 EPA coalition grant application, this is a communitywide grant specifically for work in Glades County, focusing on those properties with the most potential to be redeveloped. Unlike the first grant, where the RPC targeted properties owned by the city or the county (the low-lying fruit as it were) this one may be a bit more challenging in terms of getting property owners to agree to participate. The RPC is hoping to encourage property owners to participate because it has been found that by providing the phase I and phase II assessments at no cost to either the property owner or developer it reduces the cost associated with redeveloping the property which encourages redevelopment.

Ms. Whirls went on to say that in some cases, EPA authorized additional activities, like the wetland delineation for Heron Bay, which has moved the project forward. The developer has a conceptual site plan and hopes to have architectural renderings for 84 units this week. So, he’ll be submitting those to his civil engineer and hopefully soon after will be submitting them to the county for permitting. The reason Moore Haven was a perfect candidate for the brownfields program is because the main thoroughfare through the city has been rerouted three times since its founding, causing gas stations and other industrial uses to move with it.

AGENDA ITEM #8(e)
PROMISE ZONE GRANTS

Document in packet for informational purposes.

AGENDA ITEM #8(f)
ISSUES OF FOCUS FOR 2022 SWFRPC QUARTERLY MEETINGS

Ms. Wuerstle asked the Council if they had any input or ideas that they would like to be discussed at future RPC meetings. Councilman Cummings stated that he would like to discuss and look more into the inland ports in the area and bring everyone together. He went on to mention that the logistics in the SWFL region is a strength and there is a need for infrastructure to support this effort.

Mr. Tommy Perry added that he would like there to be a discussion on the newest Census report with the growth data and trends throughout the region and state.

AGENDA ITEM #8(g)
LOCATION OF SWFRPC QUARTERLY MEETINGS

Ms. Wuerstle asked for input on where the in-person RPC meetings can be held moving forward. The Estero Recreation Center is an option as it is cost effective, but she asked if any members had ideas or knew of a location that would donate space for meeting purposes each quarterly to please let her know.

AGENDA ITEM #8(h)
FRCA OCTOBER 2021 REPORT

This item was in the packet for informational purposes only.

AGENDA ITEM #9
COMMITTEE REPORTS

No Committee Reports were given

AGENDA ITEM #9(a)
EXECUTIVE COMMITTEE

There was no update given.

AGENDA ITEM #9(b)
QUALITY OF LIFE & SAFETY COMMITTEE

There was no update given.

AGENDA ITEM #10
NEW BUSINESS

There was no new business.

AGENDA ITEM #11
STATE AGENCIES COMMENTS/REPORTS

Mr. Phil Flood mentioned the Governor's recommendation of \$9.6 million in funding for Everglades Restoration projects and another \$60 million in funding for Water Quality.

Mr. Jon Iglehart discussed the Babcock Ranch project.

Commissioner Pendergrass stated that he was recently appointed to County Commission Chair.

Councilman Cummings requested a copy of the Build Back Better Grant application.

**AGENDA ITEM #12
COUNCIL MEMBERS' COMMENTS**

There were no comments.

**AGENDA ITEM #13
ADJOURN**

The meeting adjourned at 10:10 a.m.

Don McCormick, Chairman

The meeting was duly advertised in the November 5, 2021, issue of the FLORIDA ADMINISTRATIVE REGISTER, Volume 47, Number 216.

Agenda Item

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Financials

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--- Agenda --- Item

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October – November 2021
Financials

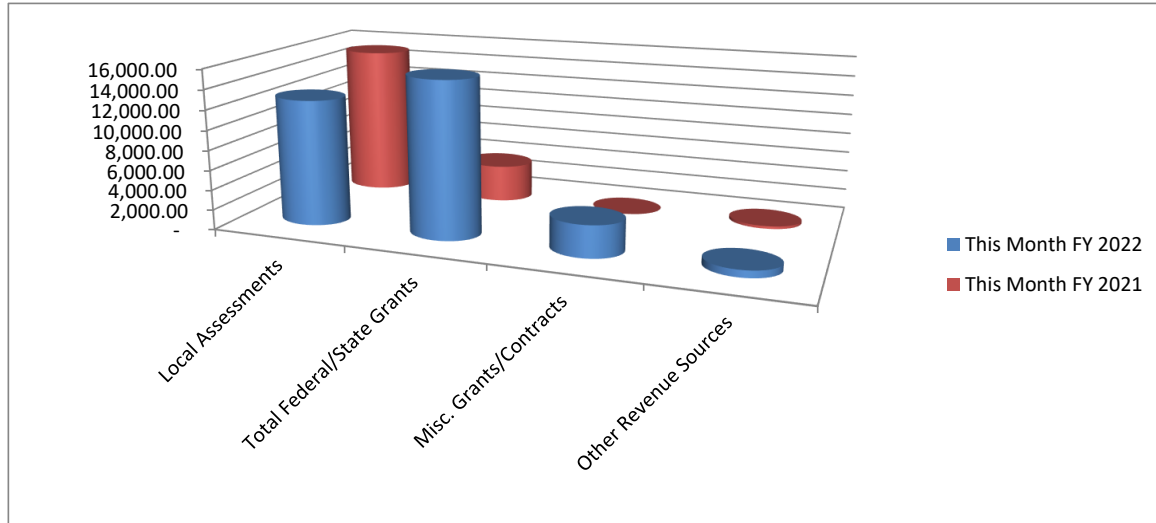
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2021 - 2022 Workplan & Budget Financial Snapshot Oct-21

Revenues

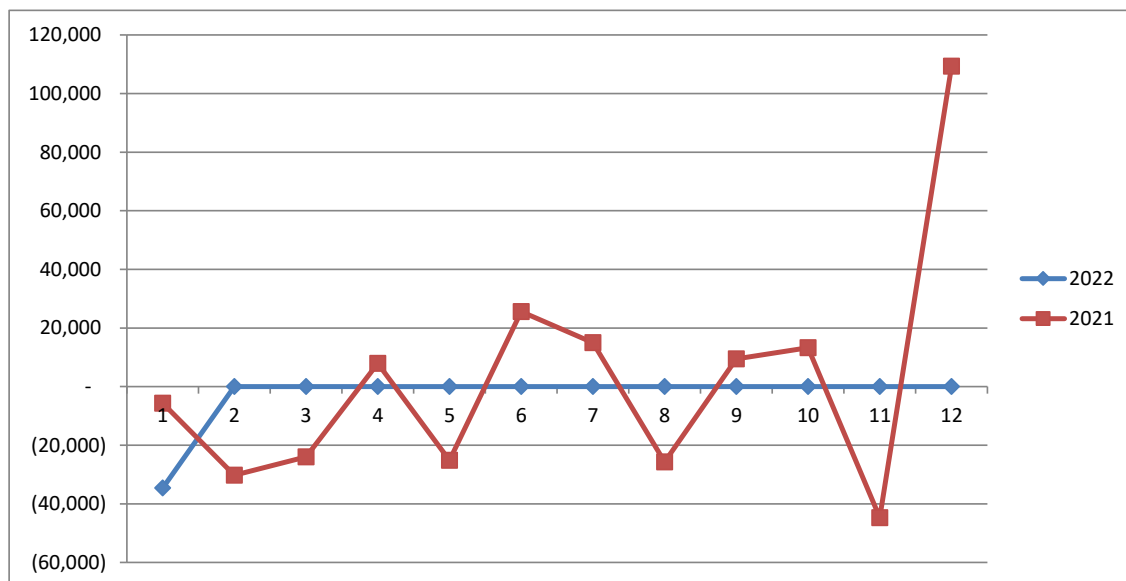
Local Assessments
Total Federal/State Grants
Misc. Grants/Contracts
Other Revenue Sources

Monthly Revenues



Notes: Local Assessments billed at the beginning of each quarter: October, January, April and July
State/Federal Grants billed quarterly: LEPC, HMEP
Federal Grants billed Semi Annually: Economic Development
Misc. Grants/Contracts billed by deliverable: SQG, Interagency PO'S
Other(DRI) billed /recorded monthly as cost reimbursement

Monthly Net Income (Loss)



YTD: Net Income (\$34,587) Unaudited

SWFRPC

Detail of Reserve

As of October 31, 2021

Cash and Cash Equivalents:

Petty Cash	\$ 200
FineMark Operating Funds	129,589
	<hr/>
<i>Total Cash and Cash Equivalents</i>	\$ 129,789

Investments:

FineMark Money Market	\$ 130,886
Local government Surplus Trust Fund Investment Pool (Fund A)	145,955
	<hr/>
<i>Total Investments</i>	\$ 276,841

Total Reserves	<hr/>
	\$ 406,630
	<hr/> <hr/>

**SWFRPC INCOME STATEMENT
COMPARED WITH BUDGET**

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FOR THE ONE MONTH ENDING October 31, 2021

	Current Month	Year to Date A	FY 21-22 Approved Budget B	% Of Budget Year to Date	Budget Remaining
REVENUES					
LOCAL ASSESSMENTS					
GLADES COUNTY	1,021	1,021	4,083	25%	\$ 3,062
CITY OF FORT MYERS	6,945	6,945	27,780	25%	\$ 20,835
TOWN OF FORT MYERS BEACH INC	492	492	1,967	25%	\$ 1,475
BONITA SPRINGS	4,174	4,174	16,694	25%	\$ 12,521
TOTAL LOCAL ASSESSMENTS	\$ 12,631	\$ 12,631	\$ 50,524	25%	\$ 37,893
FEDERAL / STATE GRANTS					
DEM - LEPC 20/21	-	-		0%	\$ -
DEM - LEPC 21/22	-	-	80,000	0%	\$ 80,000
DEM - HMEP 21/22	-	-	61,006	0%	\$ 61,006
DEM - Collier Hazard Analysis 21/22	-	-	19,251	0%	\$ 19,251
Economic Development Planning 20/22	-	-	70,000	0%	\$ 70,000
EDA CARES Act COVID	-	-	200,000	0%	\$ 200,000
DEO - CDBG-MIT Food Insecurity	-	-	175,000	0%	\$ 175,000
Clewiston Lakefront MasterPlan	-	-	175,000	0%	\$ 175,000
Brownfields - EPA	15,590	15,590	85,000	18%	\$ 69,410
Vista Supervisor	-	-	20,000	0%	\$ 20,000
Promise Zone					
TOTAL FEDERAL / STATE GRANTS	\$ 15,590	\$ 15,590	\$ 885,257	2%	\$ 869,667
MISC. GRANTS / CONTRACTS/CONTRACTUAL					
FHERO	-	-	7,000	0%	\$ 7,000
Glades SQG	-	-	4,500	0%	\$ 4,500
Food Policy Coordinator	3,201	3,201	50,000	6%	\$ 46,799
TOTAL MISC. GRANTS/CONTRACTS	\$ 3,201	\$ 3,201	\$ 61,500	5%	\$ 58,299
DRIS/NOPCS/MONITORING					
DRI MONITORING FEES	- \$	- \$	-	N/A	\$ -
DRIS/NOPCS INCOME	675	675	-	N/A	-
TOTAL	\$ 675	\$ 675	\$ -		\$ -
Program Development (Unsecured Grants/Contract)					
*Program Development (Unsecured)	-	-	-	100%	\$ -
TOTAL PROGRAM DEVELOPMENT	\$ -	\$ -	\$ -	-	\$ -
OTHER REVENUE SOURCES					
Misc. Income	-	-	400	0%	\$ 400
INTEREST INCOME - Money Market	22	22	800	3%	\$ 778
Fund A Investment Income	12	12	800	1%	\$ 788

	Current Month	Year to Date A	FY 21-22 Approved Budget B	% Of Budget Year to Date	Budget Remaining
TOTAL OTHER REVENUE SOURCES	\$ 34	\$ 34	\$ 2,000	2%	\$ 1,966
<i>Fund Balance</i>	\$ -	\$ -			
TOTAL REVENUES	\$ 32,130	\$ 32,130	\$ 999,281	3%	\$ 967,825

EXPENSES

PERSONNEL EXPENSES					
SALARIES EXPENSE	\$ 12,807	\$ 12,807	\$ 256,131	5%	\$ 243,324
FICA EXPENSE	974	974	19,594	5%	\$ 18,620
RETIREMENT EXPENSE	(798)	(798)	61,112	-1%	\$ 61,910
HEALTH INSURANCE EXPENSE	3,360	3,360	40,848	8%	\$ 37,488
WORKERS COMP. EXPENSE	-	-	1,344	0%	\$ 1,344
UNEMPLOYMENT COMP. EXPENSE	-	-	-	N/A	-
TOTAL PERSONNEL EXPENSES	\$ 16,343	\$ 16,343	\$ 379,029	4%	\$ 362,686

OPERATIONAL EXPENSES					
CONSULTANTS	\$ 835	\$ 835	\$ 94,724	1%	\$ 93,889
GRANT/CONSULTING EXPENSE	41,693	41,693	412,313	10%	\$ 370,620
AUDIT SERVICES EXPENSE	-	-	25,000	0%	\$ 25,000
TRAVEL EXPENSE	-	-	1,000	0%	\$ 1,000
TELEPHONE EXPENSE	145	145	1,488	10%	\$ 1,343
POSTAGE / SHIPPING EXPENSE	-	-	-	N/A	\$ -
EQUIPMENT RENTAL EXPENSE	625	625	3,151	20%	\$ 2,526
INSURANCE EXPENSE	82	82	6,220	1%	\$ 6,138
PRINTING/REPRODUCTION EXPENSE	35	35	1,000	4%	\$ 965
ADVERTISING/LEGAL NOTICES EXP	90	90	1,600	6%	\$ 1,510
OTHER MISC. EXPENSE	68	68	500	14%	\$ 432
BANK SERVICE CHARGES	22	22	-	N/A	\$ (22)
OFFICE SUPPLIES EXPENSE	-	-	600	0%	\$ 600
COMPUTER RELATED EXPENSE	4,280	4,280	21,668	20%	\$ 17,388
DUES AND MEMBERSHIP	2,500	2,500	3,059	82%	\$ 559
MEETINGS/EVENTS EXPENSE	-	-	2,000	0%	\$ 2,000
CAPITAL OUTLAY - OPERATIONS	-	-	-	N/A	\$ -
UNCOLLECTABLE RECEIVABLES	-	-	-	N/A	\$ -
FUND BALANCE			\$ 428,877		
OPERATIONAL EXP.	\$ 50,375	\$ 50,375	\$ 1,003,200	5%	\$ 523,948

	Current Month	Year to Date A	FY 21-22 Approved Budget B	% Of Budget Year to Date	Budget Remaining
TOTAL OPERATIONAL EXP.			\$ 1,003,200		
TOTAL CASH OUTLAY	\$ 66,718	\$ 66,718	\$ 1,382,229		\$ 886,634
NET INCOME (LOSS)	<u>\$ (34,587)</u>	<u>\$ (34,587)</u>			

SWFRPC
Balance Sheet
October 31, 2021

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ASSETS

Current Assets		
Cash - Florida Prime	\$	145,955.43
Cash - FineMark Oper.		129,588.92
Cash - FineMark MM		130,886.06
Petty Cash		200.00
Accounts Receivable		68,574.83
Accounts Receivable-RC&D		(61.25)
		<hr/>
Total Current Assets		475,143.99
Property and Equipment		
Property, Furniture & Equip		43,026.31
Accumulated Depreciation		(42,331.57)
		<hr/>
Total Property and Equipment		694.74
Other Assets		
Amount t.b.p. for L.T.L.-Leave		34,713.44
FSA Deposit		0.29
Amt t.b.p. for L.T.Debt-OPEB		65,074.00
		<hr/>
Total Other Assets		99,787.73
		<hr/>
Total Assets	\$	<u><u>575,626.46</u></u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$	10,614.46
Deferred Food Policy_3340		42,281.85
Deferred PalmerR XIV NOPC_5359		1,408.77
FICA Taxes Payable		1,125.41
Federal W/H Tax Payable		204.30
United way Payable		322.00
Deferred Compensation Payable		75.00
FSA Payable		(1,232.62)
LEPC Contingency Fund		305.25
		<hr/>
Total Current Liabilities		55,104.42
Long-Term Liabilities		
Accrued Annual Leave		34,713.44
Long Term Debt - OPEB		65,074.00
		<hr/>
Total Long-Term Liabilities		99,787.44
		<hr/>
Total Liabilities		154,891.86
Capital		
Fund Balance-Unassigned		(59,371.79)
Fund Balance-Assigned		514,000.00
FB-Non-Spendable/Fixed Assets		693.74
Net Income		(34,587.35)
		<hr/>
Total Capital		420,734.60
		<hr/>
Total Liabilities & Capital	\$	<u><u>575,626.46</u></u>

Unaudited - For Management Purposes Only

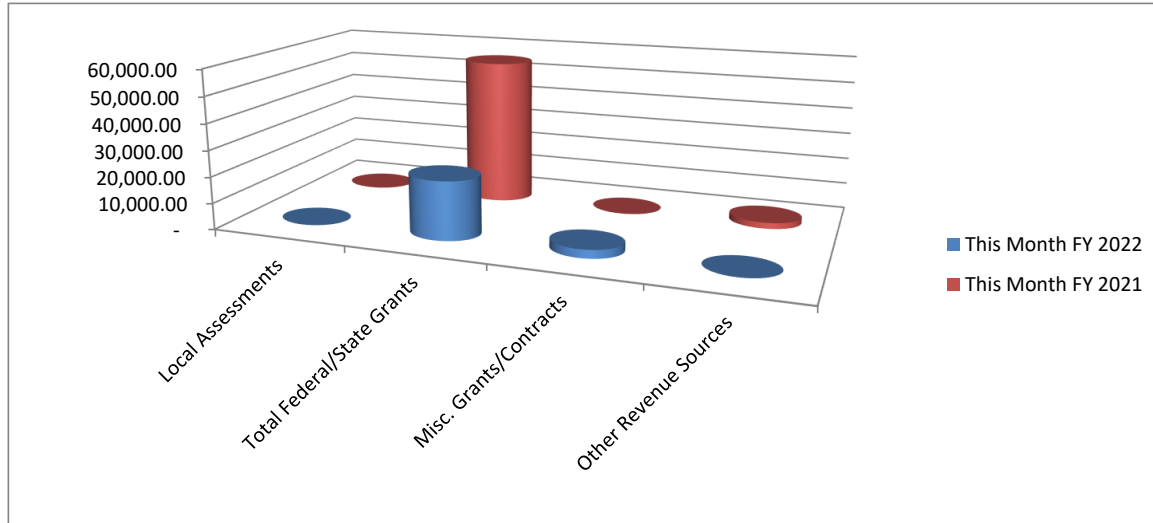
2021 - 2022 Workplan & Budget Financial Snapshot

Nov-21

Revenues

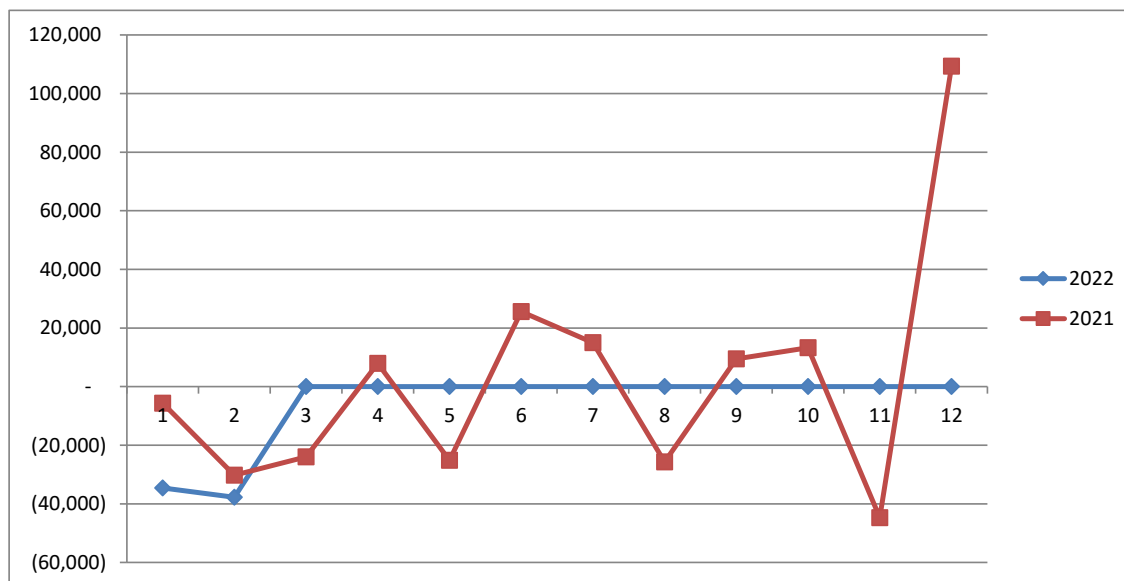
Local Assessments
Total Federal/State Grants
Misc. Grants/Contracts
Other Revenue Sources

Monthly Revenues



Notes: Local Assessments billed at the beginning of each quarter: October, January, April and July
State/Federal Grants billed quarterly: LEPC, HMEP
Federal Grants billed Semi Annually: Economic Development
Misc. Grants/Contracts billed by deliverable: SQG, Interagency PO'S
Other(DRI) billed /recorded monthly as cost reimbursement

Monthly Net Income (Loss)



YTD: Net Income (\$72,345) Unaudited

SWFRPC

Detail of Reserve

As of November 30, 2021

Cash and Cash Equivalents:

Petty Cash	\$ 200
FineMark Operating Funds	100,323
	<hr/>
<i>Total Cash and Cash Equivalents</i>	\$ 100,523

Investments:

FineMark Money Market	\$ 130,908
Local government Surplus Trust Fund Investment Pool (Fund A)	145,968
	<hr/>
<i>Total Investments</i>	\$ 276,875

Total Reserves	<hr/>
	\$ 377,398
	<hr/> <hr/>

**SWFRPC INCOME STATEMENT
COMPARED WITH BUDGET**

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FOR THE ONE MONTH ENDING NOVEMBER 30, 2021

	Current Month	Year to Date A	FY 21-22 Approved Budget B	% Of Budget Year to Date	Budget Remaining
REVENUES					
LOCAL ASSESSMENTS					
GLADES COUNTY	-	1,021	4,083	25%	\$ 3,062
CITY OF FORT MYERS	-	6,945	27,780	25%	\$ 20,835
TOWN OF FORT MYERS BEACH INC	-	492	1,967	25%	\$ 1,475
BONITA SPRINGS	-	4,174	16,694	25%	\$ 12,521
TOTAL LOCAL ASSESSMENTS	\$ -	\$ 12,631	\$ 50,524	25%	\$ 37,893
FEDERAL / STATE GRANTS					
DEM - LEPC 20/21	-	-		0%	\$ -
DEM - LEPC 21/22	-	-	80,000	0%	\$ 80,000
DEM - HMEP 21/22	-	-	61,006	0%	\$ 61,006
DEM - Collier Hazard Analysis 21/22	-	-	19,251	0%	\$ 19,251
Economic Development Planning 20/22	-	-	70,000	0%	\$ 70,000
EDA CARES Act COVID	-	-	200,000	0%	\$ 200,000
DEO - CDBG-MIT Food Insecurity	-	-	175,000	0%	\$ 175,000
Clewiston Lakefront MasterPlan	-	-	175,000	0%	\$ 175,000
Brownfields - EPA	22,216	37,805	85,000	44%	\$ 47,195
Vista Supervisor	-	-	20,000	0%	\$ 20,000
Promise Zone					
TOTAL FEDERAL / STATE GRANTS	\$ 22,216	\$ 37,805	\$ 885,257	4%	\$ 847,452
MISC. GRANTS / CONTRACTS/CONTRACTUAL					
FHERO	-	-	7,000	0%	\$ 7,000
Glades SQG	-	-	4,500	0%	\$ 4,500
Food Policy Coordinator	3,203	6,404	50,000	13%	\$ 43,596
TOTAL MISC. GRANTS/CONTRACTS	\$ 3,203	\$ 6,404	\$ 61,500	10%	\$ 55,096
DRIS/NOPCS/MONITORING					
DRI MONITORING FEES	- \$	- \$	-	N/A	\$ -
DRIS/NOPCS INCOME	-	675	-	N/A	-
TOTAL	\$ -	\$ 675	\$ -		\$ -
Program Development (Unsecured Grants/Contract)					
*Program Development (Unsecured)	-	-	-	100%	\$ -
TOTAL PROGRAM DEVELOPMENT	\$ -	\$ -	\$ -	-	\$ -
OTHER REVENUE SOURCES					
Misc. Income	-	-	400	0%	\$ 400
INTEREST INCOME - Money Market	22	44	800	5%	\$ 756
Fund A Investment Income	12	24	800	3%	\$ 776

	Current Month	Year to Date A	FY 21-22 Approved Budget B	% Of Budget Year to Date	Budget Remaining
TOTAL OTHER REVENUE SOURCES	\$ 34	\$ 68	\$ 2,000	3%	\$ 1,932
<i>Fund Balance</i>	\$ -	\$ -			
TOTAL REVENUES	\$ 25,453	\$ 57,583	\$ 999,281	6%	\$ 942,373

EXPENSES

PERSONNEL EXPENSES					
SALARIES EXPENSE	\$ 19,702	\$ 32,509	\$ 256,131	13%	\$ 223,622
FICA EXPENSE	1,497	2,471	19,594	13%	\$ 17,123
RETIREMENT EXPENSE	5,207	4,409	61,112	7%	\$ 56,703
HEALTH INSURANCE EXPENSE	3,360	6,720	40,848	16%	\$ 34,128
WORKERS COMP. EXPENSE	107	107	1,344	8%	\$ 1,237
UNEMPLOYMENT COMP. EXPENSE	-	-	-	N/A	-
TOTAL PERSONNEL EXPENSES	\$ 29,874	\$ 46,217	\$ 379,029	12%	\$ 332,812
OPERATIONAL EXPENSES					
CONSULTANTS	\$ 1,070	\$ 1,905	\$ 94,724	2%	\$ 92,819
GRANT/CONSULTING EXPENSE	28,370	70,063	412,313	17%	\$ 342,250
AUDIT SERVICES EXPENSE	1,000	1,000	25,000	4%	\$ 24,000
TRAVEL EXPENSE	-	-	1,000	0%	\$ 1,000
TELEPHONE EXPENSE	144	290	1,488	19%	\$ 1,198
POSTAGE / SHIPPING EXPENSE	-	-	-	N/A	\$ -
EQUIPMENT RENTAL EXPENSE	528	1,153	3,151	37%	\$ 1,999
INSURANCE EXPENSE	82	164	6,220	3%	\$ 6,056
PRINTING/REPRODUCTION EXPENSE	35	70	1,000	7%	\$ 930
ADVERTISING/LEGAL NOTICES EXP	-	90	1,600	6%	\$ 1,510
OTHER MISC. EXPENSE	68	136	500	27%	\$ 364
BANK SERVICE CHARGES	6	28	-	N/A	\$ (28)
OFFICE SUPPLIES EXPENSE	-	-	600	0%	\$ 600
COMPUTER RELATED EXPENSE	2,034	6,314	21,668	29%	\$ 15,354
DUES AND MEMBERSHIP	-	2,500	3,059	82%	\$ 559
MEETINGS/EVENTS EXPENSE	-	-	2,000	0%	\$ 2,000
CAPITAL OUTLAY - OPERATIONS	-	-	-	N/A	\$ -
UNCOLLECTABLE RECEIVABLES	-	-	-	N/A	\$ -
FUND BALANCE			\$ 428,877		
OPERATIONAL EXP.	\$ 33,337	\$ 83,712	\$ 1,003,200	8%	\$ 490,611

	Current Month	Year to Date A	FY 21-22 Approved Budget B	% Of Budget Year to Date	Budget Remaining
TOTAL OPERATIONAL EXP.			\$ 1,003,200		
TOTAL CASH OUTLAY	\$ 63,210	\$ 129,928	\$ 1,382,229		\$ 823,424
NET INCOME (LOSS)	<u>\$ (37,758)</u>	<u>\$ (72,345)</u>			

SWFRPC
Balance Sheet
November 30, 2021

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ASSETS

Current Assets		
Cash - Florida Prime	\$	145,967.72
Cash - FineMark Oper.		100,322.55
Cash - FineMark MM		130,907.58
Petty Cash		200.00
Accounts Receivable		45,352.42
Accounts Receivable-RC&D		(61.25)
		<hr/>
Total Current Assets		422,689.02
Property and Equipment		
Property, Furniture & Equip		43,026.31
Accumulated Depreciation		(42,331.57)
		<hr/>
Total Property and Equipment		694.74
Other Assets		
Amount t.b.p. for L.T.L.-Leave		34,713.44
FSA Deposit		0.29
Amt t.b.p. for L.T.Debt-OPEB		65,074.00
		<hr/>
Total Other Assets		99,787.73
		<hr/>
Total Assets	\$	<u><u>523,171.49</u></u>

LIABILITIES AND CAPITAL

Current Liabilities		
Accounts Payable	\$	614.46
Deferred Food Policy_3340		39,078.77
Deferred PalmerR XIV NOPC_5359		1,408.77
FICA Taxes Payable		1,125.41
Federal W/H Tax Payable		(1,183.41)
United way Payable		322.00
Deferred Compensation Payable		(50.00)
FSA Payable		(1,213.92)
LEPC Contingency Fund		305.25
		<hr/>
Total Current Liabilities		40,407.33
Long-Term Liabilities		
Accrued Annual Leave		34,713.44
Long Term Debt - OPEB		65,074.00
		<hr/>
Total Long-Term Liabilities		99,787.44
		<hr/>
Total Liabilities		140,194.77
Capital		
Fund Balance-Unassigned		(59,371.79)
Fund Balance-Assigned		514,000.00
FB-Non-Spendable/Fixed Assets		693.74
Net Income		(72,345.23)
		<hr/>
Total Capital		382,976.72
		<hr/>
Total Liabilities & Capital	\$	<u><u>523,171.49</u></u>

Unaudited - For Management Purposes Only

<u>Agenda</u>	
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Inland Port Discussion

8

--- Agenda --- Item

8a

8a

Inland Port Discussion – Ms.
Tracy Whirls, Mr. Keith
Robbins, Ms. Heather Anckner

8a



Inland Ports Overview

TranSystems

Inland Port Characteristics

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► Characteristics:

- **Inland Port** – typically an extension of marine terminal facilities or activities
- **Distance** – generally located within a range of 150 to 300 miles away
- **Connectivity** – direct access to rail and highway systems
- **Ownership** – a port authority, a railroad, a county, or a 3rd party; however, existing inland ports are owned by Ports Authorities
- **Operated by** – a port authority, a railroad, or an experienced company contracted with the owner for all or a portion of facility operations
- **Provides added value** – through Ro-Ro processing facilities, transloading operations, removal of containers from congested marine facilities (reducing dwell and increasing the containers per acre), etc.
- **Applicability** – when marine terminal congestion and surrounding highway congestion have become an issue for the port



ROAD



RAIL



PORT

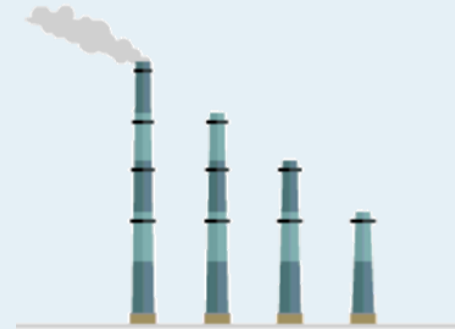
Inland Port Benefits

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► Benefits:

- **Removal of trucks from the highway system** – reducing wear and congestion
- **Supports economic growth** – for both existing and projected industries
- **Job creation** – both for the facility and increase in industrial development in the surrounding area
- **Reduced environmental impacts** – moving freight by rail is 3x more efficient than moving by road and can reduce CO₂ emissions by approximately 70-85%
- **Increased safety** – fewer road miles decreases potential accidents
- **Cost savings** – financial analysis is required to determine if operational costs may exceed shipping costs – generally regional delivery costs in areas with inland ports are lower than their counterparts due to their centralized locations, chassis per diem, fewer detention charges, and costs associated with land and labor
- **Reduced trucking distance** – truck drivers are able to haul more loads over a shorter distance
- **Supply chain resiliency** – compared to trucks, rail provides less daily variability and increased assurance on capacity availability



Conversion to Rail

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- ▶ **Highway-to-rail conversations are historically cyclical in occurrence** – industry experts believe this switch may be more long term
 - ▶ **BNSF** – reported a 6% rise in domestic and international intermodal volumes attributed to economic growth and tight truck capacity
 - ▶ **Kansas City Southern** – reported 8% increase in carloads in Q1 2018 YOY
- ▶ **Railroads have focused on improving efficiency and service performance** – primarily focusing as little as 500 miles
 - ▶ **CSX** – implemented Precision Railroading initiative, CSX is building 13% longer trains to move in point-to-point service for fewer delays and is adding 600,000 units of capacity in intermodal terminals
 - ▶ **UP** – preparing to implement their “Unified Plan 2020” beginning Oct. 1st with a focus on Precision Railroading
 - ▶ **NS** – preparing for the for the surge by stepping up train crew hiring and locomotive leasing

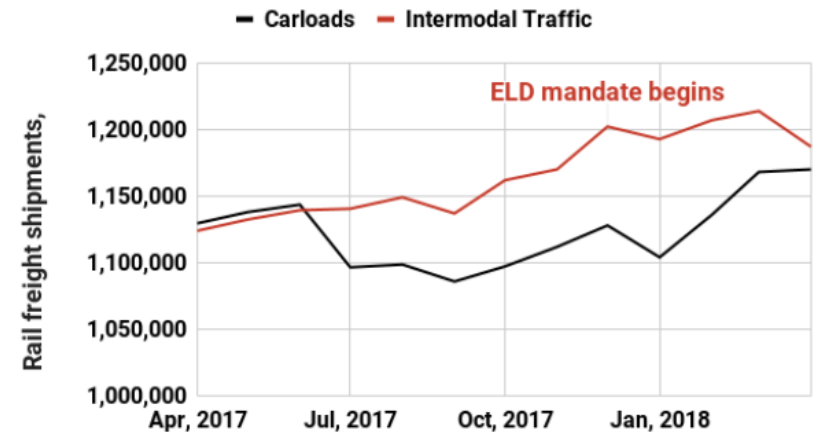
Supply Chain Resiliency cont.


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- ▶ **Electronic Logging Devices (ELDs) have permanently evaporated some value of trucking capacity** – Schneider (6th largest US for-hire carrier) reported a drop in productivity in 2010 when they implemented ELDs in 2010
- ▶ **Shippers have begun transitioning towards intermodal shipment opportunities to move their freight** – Intermodal traffic grew 7.2% YOY in Q1 2018
 - ▶ IANA reported: domestic freight increased 6.2%, international increased 7.0%, and international grew 14.5%
- ▶ **According to the American Trucking Association there is an existing shortage of approximately 51,000 drivers** – the driver shortage is leading to delayed deliveries and higher prices for goods that Americans buy. The ATA predicts that the shortage is likely to get worse in upcoming years

Intermodal shipments have spiked since the ELD mandate entered force



 Railroads are reporting higher monthly averages in 2018 than they recorded in all of 2016. Credit: Bureau of Transportation Statistics

Inland Port Challenges

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▶ Challenges:

▶ **Determination of ownership and funding**

- ▶ Funding can come from one or multiple sources
- ▶ There may be opportunities for federal and state funding

▶ **Property acquisition**

- ▶ Real estate research would be required to locate one or multiple sellers of property OR
- ▶ Dedication of property from a municipality

▶ **Cooperation between major stakeholder**

- ▶ Train scheduling/guaranteed service
- ▶ Terminal design, specifically rail access

▶ **Determination of operating company**

- ▶ Determined by the owner(s)
- ▶ There could be multiple entities operating on the facility

▶ **Reconciling Cargo Flows**

- ▶ Repositioning empty containers efficiently for imbalances in container flows

▶ **Increased operating costs**

- ▶ Additional operating costs associated to extra “touches” between origin and destination that are typically passed to the consumer

▶ **Cargo security**

- ▶ Avoid pilferage and vandalism
- ▶ Adapt to Federal security requirements for imports and exports

▶ **Technology Implementation**

- ▶ Compatibility with the originating port and the railroads



Inland Port Locations in Georgia, South Carolina, and Virginia

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South Carolina Ports Authority

- ▶ Inland Port Greer
- ▶ Inland Port Dillon

Georgia Ports Authority

- ▶ Cordele Inland Port
- ▶ Appalachian Regional Port – Opening 2018

Virginia Port Authority

- ▶ Virginia Inland Port



Application of an Inland Port in Florida

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► Importance:

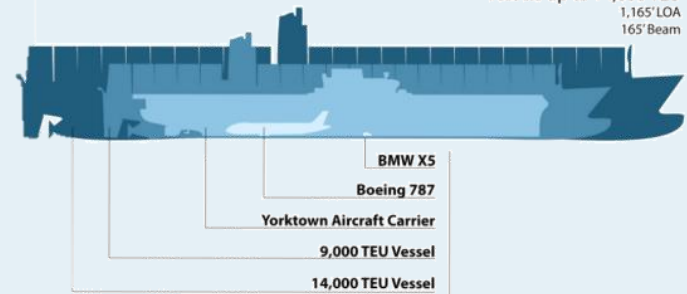
- **Larger vessel sizes calling East coast ports** – Post-Panamax vessels (14,000 TEU)
- **Significant increase in truck drays** – caused by the larger vessels which will congest the highway system further
- **Increased monitoring of truck drivers** – causing increased delivery time to the consumer

► Opportunity:

- **Limited ability for port growth within the state** – an inland port would increase flexibility with storage off port property in congested areas, like PortMiami
- **Potential to consolidate freight** – if the inland port supports multiple seaports, it may require determination of land use (ex. storage capacity allocated to each port) dependent on negotiated agreements between the inland port owner and each user

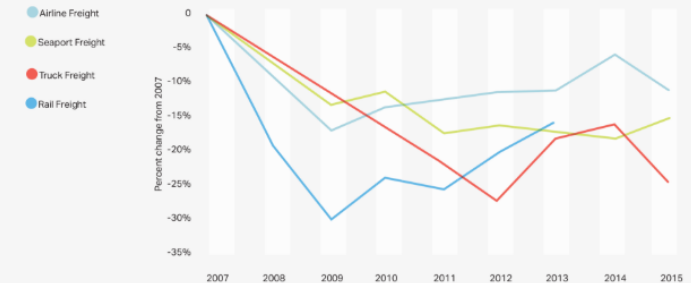
Soon To Be Calling USEC Ports

Vessels up to 14,000 TEU
1,165' LOA
165' Beam

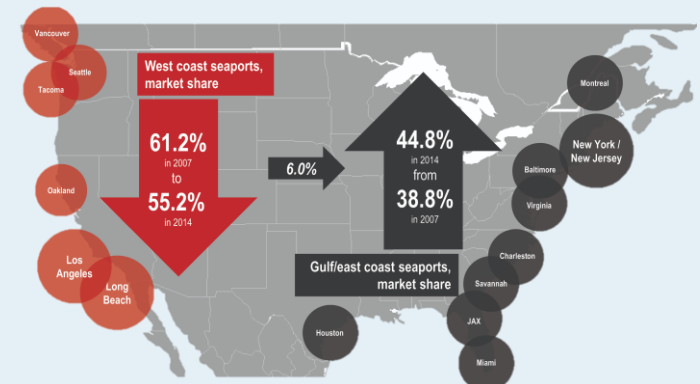


Post-Recession Freight Volumes in Florida Stabilize

Economic activity levels have kept freight volumes below peak levels of 2007



Florida Department of Transportation / Office of Policy Planning / TRENDS / January 2017



Challenges of an Inland Port in Florida

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► Challenges:

- **Determining ownership** – the owner would incur high upfront costs with a low margin for profit
- **Land division amongst ports** – If the inland port is used by multiple ports, a determination of land use may be required (ex. determination of storage capacity allocated to each port), this will be dependent on the owner and negotiated agreements with each port
- **Florida is a consumer state** – majority of traffic stays within the state, resulting in a confined driving distance for the for the first and last miles reducing the driving radius because of the peninsular shaped state
- **Viable connections to multiple railroads** – only JaxPort and Fernandina currently have viable connections to CSX, NS, and FEC
- **Limited Consumer Radius** – Consumer accessibility is regionally based for discretionary cargo



Characteristics of Good Inland Port Locations in Florida

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- ▶ **Centrally located** – with potential to serve more than one port
- ▶ **Dense consumer location** – to reduce drayage requirements
- ▶ **Workforce proximity** – within commuting distance of qualified employees
- ▶ Connectivity – immediate access to highway and rail, potentially dual served
- ▶ **Cargo security** – to reduce pilferage and vandalism
- ▶ **Opportunity for economic development** – including stakeholder support and potential to facilitate future growth for warehousing or manufacturing facilities in the immediate area



Potential Inland Port Funding

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- ▶ **Port Terminal Revenues** – generated from charges for handling containerized cargo, handling and storage charges for non-containerized cargo, and fees associated with chassis and empty container management
- ▶ **State and Regional Funds** – may be available for specific transportation related projects
- ▶ **Federal Funds** – are authorized to fund up 80% of approved projects



Potential Locations within Florida

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<u>Agenda</u>	
<u>Item</u>	
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Director's Report	9
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EXECUTIVE DIRECTOR'S REPORT: January 20, 2022

Mission Statement:

To work together across neighboring communities to consistently protect and improve the unique and relatively unspoiled character of the physical, economic and social worlds we share...for the benefit of our future generations.

1. Management / Operations

- a. Audit for FY 20-21
- b. Meeting Location for March 17, 2022

2. Resource Development and Capacity Building

- New Brownfield Grant has been submitted
- Update on EDA Cares Act, Economic Recovery
 - Working on identifying funding to implement the Inland Port Project
- Update on Resiliency Strategy for Local Food Systems
- SWFRPC New Information
 - New Address: P.O. Box 60933, Ft. Myers FL, 33906
 - Phone: 844-988-8244
- Promise Zone Grants (as of January 2022) See Attached Document
 - Awarded: \$4,206,324.25
 - Pending: \$16,917,565
 - Denied: \$9,998,163.46
 - Underdevelopment: NA

3. First Quarter: October 2021 – December 2021

- 2020 - 2021 RPC Meeting schedule

Grants in Promise Zone

January 6, 2022

1. **Awarded** (8/17/17): \$30,000- DEO 2018 Agriculture Sustainability for small to mid-sized growers in Promise Zone. Awarded to the SWFRPC
2. **Awarded** (2019) \$24,000 to Lee County Housing Development Corp. for Comprehensive Housing Counseling to residents including Immokalee residents from HUD.
3. **Awarded** (5/7/2018): \$30,000 DEO for food safety plans for small to mid-sized growers. Awarded to the SWFRPC
4. **Awarded** (8/08/18): \$206,545 - EDA Disaster Supplemental - for Development of new markets for small to mid-sized growers, branding and marketing campaign. Awarded to the SWFRPC
5. **Awarded** (4/25/18): \$600,000 - EPA Brownfield assessment grant in Promise Zone. Awarded to the SWFRPC
6. **Awarded** \$24,921 - HUD Comprehensive Housing Counseling Grant to the Home Ownership Resource Center of Lee County
7. **Awarded** \$1.4 Million to the National association of Latino Community Asset Builders from HUD Rural Capacity Building Community Development and Affordable Housing Program. Nonprofits and local governments can apply for technical assistance and loan funding for community and economic development projects as well as assistance with affordable housing development projects
8. **Awarded** \$100,000 over 2 years for a Food Policy Council Coordinator from NAcO
9. **Awarded** (submitted 2/3/2020; awarded 7/2/2020) \$125,000 - Legal Aid Society The **Education & Outreach Initiative (EOI) Project – General Component** will explain to the general public and local housing providers what “equal opportunity in housing” means and what housing providers need to do to comply with the Fair Housing Act. All services will be provided and available to residents of the FHIP service area which includes Hendry, Martin, Okeechobee, Palm Beach, and St. Lucie Counties. Grant period June 1, 2021 to May 31, 2022.
10. **Awarded**: (7/21/2020) \$400,000 EDA CARES ACT Invited for Regional Disaster Economic Recovery Coordinator to evaluate the Impacts of COVID 19 on the region and develop a recovery and resilience plan for the region.

11. **Awarded:** (4/7/2020) \$175,000 requested but \$160,432 was awarded Clewiston Water from Master Plan from Florida Fish and Wildlife Conservation Commission – Boating Improvement Program.
12. **Awarded:** \$350,000 An application was submitted in partnership with the University of Florida IFAS to the Department of Economic Opportunity CDBG-Mitigation Planning program requesting \$390,000 to develop a Resiliency Strategy for Local Food Systems in Southwest Florida. (Deadline 7/30/2020)
13. **Awarded:** \$3000 grant from CHNEP for Rebekah Harp to do the design work for their calendar
14. **Awarded:** SWFRPC, IFAS, Blue Zones, TREC submitted a \$752,426.25 USDA – Regional Food System Partnerships Program grant to implement the trademarked SWFL Fresh Choose Local Choose Fresh regional brand to showcase SWFL food producers and their products through multiple marketing platforms. The brand will support the development of new markets for farmers, increase public knowledge of healthy, local food sources, and connect food producers to consumers. The Collier County Blue Zones provided a 16.9% match of \$108,926.25.
15. Pending: \$500,000 EPA Grants for Brownfield Assessment in Glades County
16. Pending: 10/14/201 The Affordable Homeownership Foundation, Inc. submitted a grant for housing counseling to HUD
17. Pending (10/14/2021) Lee County Housing Development Corp. submitted a grant to HUD for Comprehensive Housing Counseling to residents including Immokalee residents.
18. Pending: DRI-RR, Inc., a non-profit dedicated to providing rural communities with the skills and knowledge needed to revitalize submitted a grand to USDA Rural Business Development Grant Program in cooperation with Florida Main Street to offer services to four Florida communities, one of which is LaBelle, in order to provide each community with a Development Readiness Initiative (DRI) training and a Revitalization Roadmap at no cost to them.
19. Pending: (3/2021) \$11,000 The DRI training is a day-long on-site training created to help communities understand how COVID-19 has impacted their community and identify the available resources that each community can leverage. Through this training, the community will be able to identify a strategy for the creation of a locally-based economy that will support the quality of life necessary to retain families and professionals. Our end goal is to provide each community with the training and tools necessary to become

proactive with private development, encouraging the right types of development and attracting necessary services. Additionally, the training will help identify what is necessary to master the Duration, Intensity, Rate, and Timing (DIRT) of development, utilizing private development to fulfill necessary and desired community amenities or services. Furthermore, the Revitalization Roadmap is a hybrid downtown and strategic plan, offering a set of implementable recommendations that will catalyze downtown revitalization. The final product is graphically rich and broken down into similar groups like the National Main Street Center's four-step approach to revitalization. The overall roadmap process will encourage the unification of residents' voices and rally support for improvements by all residents.

20. Pending (9/13/2021) \$13,874,000 Prepared and submitted an application for the City of Clewiston for the DEO CDBG- MIT- GIP Round II to make upgrades to the City's wastewater treatment facility and expand the WWTP capacity. Facility upgrades will include the installation of a new 300kw generator, the installation of bypass pumps, and the planning and installation of a new pump station. The Southwest Florida Regional Planning Council will provide administrative services that will include reporting, grant management, closeout, contract and deliverable monitoring, and distribution of funds.
21. Pending: Submitted:(9/14/2021) \$2,067,935 Prepared and submitted and an application to the Florida Department of Economic Opportunity Rebuild Florida CDBG-Mit- GIP Round II for the City of Clewiston to replace transmission line insulators and overhead ground wires to increase the City's energy resiliency in the event of a major storm. The Southwest Florida Regional Planning Council will provide administrative services that will include reporting, grant management, closeout, contract and deliverable monitoring, and distribution of funds.
22. Pending (6/4/2020) \$125,000 request by Legal Aid Society of Palm Beach County, Inc for Hendry County from the Fair Housing Initiatives Program Education and Outreach initiative through HUD. (["The Fair Housing Project at Legal Aid is applying for an Education & Outreach Grant from HUD for the fiscal year 2022-23 in the amount of \\$125,000."](#))
23. Pending: 9/25/2020 to the National association of Latino Community Asset Builders from HUD Rural Capacity Building Community Development and Affordable Housing Program. Nonprofits and local governments can apply for technical assistance and loan funding for community and economic development projects as well as assistance with affordable housing development projects.
24. Denied (6/17/19) \$1,000,000: Perkins Innovation and Modernization Grant program for Collier County Schools. The project title is Professional Careers in the New Economy (PCNE). PCNE will focus on two of CCPS's highest-need schools: Immokalee Middle and Immokalee High schools. The goal of the project is to better prepare students for success in the workforce.

25. Denied (6/25/2019) Housing Authority of the City of Ft. Myers. The grant will provide funds for housing counseling advise to tenants and homeowners with respect to property maintenance, financial management and literacy.
26. Denied (6/4/2019) Goodwill Industries for The SWFL MicroEnterprise Institute will (if funding is secured through the SBA Program for Investment in Microentrepreneurs grant) counsel and provide training for approximately 150 – 180 participants in ten – twelve courses delivered to residents of Lee, Charlotte, Hendry, Glades and Collier counties.
27. Denied (5/30/2019) Seminole Tribble of Florida - If awarded this grant through the HUD IHGB program, the Native Learning Center will be providing technical assistance and training to all Native American Housing Authorities including the Mikasuki and any other resident Tribes within your region.
28. Denied (6/26/2019) HUD Comprehensive Housing Counseling Grant to the Affordable Homeownership Foundation Inc.
29. Denied (6/26/2020) \$176,000; FL Dept of Ag & Consumer Services Southwest Florida Fresh-Specialty Crop grant program for funding to market the “SWFL Fresh” brand.
30. Denied (3/2/2020) \$1,455,815 Building Resilient Kid: SAMHSA for Media campaign to address underaged alcohol, marijuana and substance/opioid use.
31. Denied: (6/5/20) \$45,921.46 DEO Community Planning Technical assistance Grant for a septic to sewer conversion study
32. Denied (4/24/2020) \$425,000 request by Legal Aid Society of Palm Beach County, Inc for Hendry County from the Fair Housing Initiatives Program Education and Outreach initiative (\$125,000) and Private Enforcement Initiative - Multi-Year Funding Component(\$300,000) to teach and disseminate information on Fair Housing
33. Denied: 4/1/2021 CDC Addiction and Recovery Grant for Media Campaign to prevent kids from first time use. In partnership with Drug Free Lee and Drug Free Collier: \$50,000
34. Denied: \$45,000 submitted to DEO for Community Planning Technical Assistance Grant (CPTA) for a strategic Plan for upgrades to Ortona Indian Mound Park in Glades County.
35. Denied: Submitted:(6/30/2020) \$143,306 Prepared and submitted and an application to the Florida Department of Economic Opportunity Rebuild Florida CDBG-Mitigation Critical Facility Hardening Program for the City of Clewiston to replace transmission line insulators and overhead ground wires to increase the City’s energy resiliency in the event of a major storm. The Southwest Florida Regional Planning Council will provide administrative services that will include reporting, grant management, closeout, contract and deliverable monitoring, and distribution of funds.

36. Denied: CDBG-MIT GIP Program The SWFRPC prepared an application for the City of Clewiston to apply to the Florida Department of Economic Opportunity Rebuild Florida General Infrastructure Program to storm harden portions of its transmission and distribution lines, therefore increasing energy resiliency in the community. The City will be requesting \$682,000 in funding from the program.
37. Denied: Submitted (6/30/2020) \$3,141,031, Prepared and submitted an application for the City of Clewiston for the DEO CDBG-DR Infrastructure Repair Program Cycle 2 to make upgrades to the City's wastewater treatment facility. Facility upgrades will include the installation of a new 300kw generator, the installation of bypass pumps, and the planning and installation of a new pump station. The Southwest Florida Regional Planning Council will provide administrative services that will include reporting, grant management, closeout, contract and deliverable monitoring, and distribution of funds.
38. Denied: 2/2021 FL Dept. Of Agriculture- Specialty Crop, SWFL Fresh Choose Local Choose Fresh Marketing Project requesting \$207,000.
39. Denied: 01/2022 \$460,000 EDA ARPA BBBRC for Phase I: Developing an Inland Port system in Rural Southern Florida.

Awarded: \$4,206,324.25

Pending: \$16,917,565

Denied: \$9,998,163.46

Underdevelopment: NA

Aw+D1:Z8 Garded	Job ID	Funding Agency	Project Manager	Project Name	App Due Date	Date Submitted	Date Awarded / Denied	Date Contract Signed	Project Total (\$808,505)	RPC Amt (\$396,000)	Start Date	End Date	Status	Total Match Amt-RPC
Pending		DEO-CDBG-MIT-GIP Round II	Margaret Wuerstle	City of Clewiston WWTP Upgrades and Expansion	9/17/2021	9/13/2021			\$13,874,000	\$200,000				NA
Pending		DEO CDBG-MIT-GIP Round II Infrastructure	Margaret Wuerstle	City of Clewiston Harden transmission and distribution line	9/17/2020	9/14/2021			\$2,067,935	\$98,000				NA
Pending		EPA Brownfields assessment	Tracy Whirls	Gades County Brownfield Assessment	12/1/2021	1/30/2021			\$500,000	\$20,000				NA
YES		USDA - US Dept. of Agriculture	Asmaa Odeh	SWFL Fresh Chosse Local Choose Fresh	7/6/2021	7/6/2021	Nov-21		\$752,426	\$58,500				
YES		CHMEP	Rebekah Harp	Calendar Design			6/25/2021		\$3,000	\$3,000				
YES		DEO RRDG	M Wuerstle	FHERO 2021 Regional Rural Development Grant		1/21/2021			\$126,160	\$7,000				NA
YES		DEO CDBG-MIT Planning	Margaret Wuerstle	A Resiliency Strategy for Local Food Systems in SW Florida	7/30/2020	7/27/2020			\$390,000	\$115,000				NA
YES		FL Fish and Wildlife Conservation Commission - Boating Improvement Program (FBIP)	M. Moorhouse & M. Wuerstle	Clewiston Waterfront Master Plan	4/7/2020	4/3/2020			\$175,000	\$25,000				NA
YES		CHNEP	M. Moorhouse & M. Wuerstle	EBABM Website expansion	7/24/2020	7/24/2020			\$5,049	\$3,000				\$2,049
YES		EDA - US Economic Development Administration	M. Wuerstle	SWFL Recovery & Resiliency Plan	7/21/2020	7/21/2020			\$400,000	\$360,000				NA
Yes	3421	EDA - US Economic Development Administration	C.J. Kammerer	FY20-22 EDA CEDS Planning Grant	11/14/2019	11/13/2019			\$300,000.00	\$210,000.00	1/1/2020	12/31/2022	Submitted	\$90,000.00
Yes		DEO - FL Dept. of Economic Opportunity	C.J. Kammerer	FHERO 2019-20 RDG Grant		11/13/2019			\$97,500.00	\$6,000.00			Submitted	\$0.00
Yes	3724	DEM - FL Div. of Emergency Management	C.J. Kammerer	FY19-20 Collier_Lee Hazard Analysis			8/1/2019	8/1/2019	\$19,251.00	\$19,251.00	7/1/2019	6/30/2020	In Progress	\$0.00
Yes	3181	DEM - FL Div. of Emergency Management	C.J. Kammerer	FY19-20 LEPC Agreement			7/29/2019		\$80,000.00	\$80,000.00	7/1/2019	6/30/2020	In Progress	\$0.00
Yes		USDA - US Dept. of Agriculture	Margaret Wueratle	Promise Zone Economic Development Plan Technical Assistance	4/5/2019	4/4/2019			\$0.00	\$0.00			In Progress	\$0.00
Yes	3305	DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	Food Safety Plans for SWFL Small-Mid-sized Growers	5/7/2018	5/4/2018	9/7/2018		\$30,000.00	\$30,000.00			In Progress	
Yes	3424	EDA - US Economic Development Administration	Margaret Wuerstle	Regional Sustainability Implementation Study for SWFL Small to Mid-Sized		5/8/2018	8/9/2018	8/13/2018	\$258,182.00	\$61,545.00			In Progress	\$51,637.00
Yes	3680	EPA - US Environmental Protection Agency	C.J. Kammerer	Brownfields Assessment	11/16/2017	11/16/2017	4/25/2018		\$600,000.00	\$40,000.00	10/1/2018	9/30/2021	In Progress	
Yes	4101	Glades County	Margaret Wuerstle	Glades County SQG 2017-2022				6/6/2017	\$22,500.00	\$22,500.00	6/6/2017	6/6/2022	In Progress	
Yes	3900	USDA - US Dept. of Agriculture	Margaret Wuerstle	Rural Promise Zone Designation			5/1/2016		\$0.00	\$0.00			In Progress	
Yes	3420	EDA - US Economic Development Administration	C.J. Kammerer	FY17-19 EDA Planning Grant			1/1/2017		\$300,000.00	\$210,000.00	1/1/2017	12/31/2019	Completed	\$90,000.00

Aw+D1:Z8 Garded	Job ID	Funding Agency	Project Manager	Project Name	App Due Date	Date Submitted	Date Awarded / Denied	Date Contract Signed	Project Total (\$808,505)	RPC Amt (\$396,000)	Start Date	End Date	Status	Total Match Amt-RPC
Yes	3422	EDA - US Economic Development Administration	Jim Beever	SWFL Disaster Recovery Coordinator		10/31/2017			\$250,000.00	\$200,000.00	1/1/2018	12/31/2019	Completed	\$50,000.00
Yes	3205	DEM - FL Div. of Emergency Management	C.J. Kammerer	FY18-19 HMEP Agreement					\$62,164.00	\$2,889.20	10/1/2018	9/30/2019	Completed	
Yes	4007	DEO - FL Dept. of Economic Opportunity	C.J. Kammerer	FHERO 2018 RDG Grant		9/11/2018	9/17/2018		\$82,300.00	\$6,000.00	9/17/2018	9/17/2019	Completed	
Yes	3180	DEM - FL Div. of Emergency Management	C.J. Kammerer	FY18-19 LEPC Agreement			8/14/2018		\$80,000.00	\$80,000.00	7/1/2018	6/30/2019	Completed	
Yes	3723	DEM - FL Div. of Emergency Management	Margaret Wuerstle	FY18-19 Collier_Lee Hazard Analysis			7/31/2018	8/27/2018	\$19,615.00	\$19,615.00	9/1/2018	5/15/2019	Completed	
Yes	3676	EPA - US Environmental Protection Agency	Jim Beever	Master Wetland Mitigation Strategy			11/3/2016	11/3/2016	\$220,000.00	\$220,000.00	10/1/2016	12/31/2018	Completed	\$10,000.00
Yes	3204	DEM - FL Div. of Emergency Management	C.J. Kammerer	FY17-18 HMEP Agreement			10/1/2017		\$65,161.00	\$65,161.00	10/1/2017	9/30/2018	Completed	
Yes	3178	DEM - FL Div. of Emergency Management	Sean McCabe	FY17-18 LEPC Agreement	7/1/2017	7/18/2017			\$80,000.00	\$80,000.00	7/1/2017	6/30/2018	Completed	
Yes	3722	DEM - FL Div. of Emergency Management	Tim Walker	FY17-18 Collier_Lee Hazard Analysis			7/19/2017	9/13/2017	\$20,844.00	\$20,844.00	7/1/2017	6/30/2018	Completed	
Yes	4005	DEO - FL Dept. of Economic Opportunity	C.J. Kammerer	2017 FHERO RDG Grant		2/16/2017			\$79,744.00	\$6,000.00		4/30/2018	Completed	
Yes		DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	Regional Strategy for Agriculture Sustainability	6/30/2017		8/17/2017		\$30,000.00	\$30,000.00			Completed	
Yes	4212	City of Bonita Springs	Jim Beever	City of Bonita Springs Flood Reduction Project			10/4/2017		\$50,000.00	\$50,000.00	10/4/2017	12/31/2017	Completed	
Yes	3730	SFRPC	C.J. Kammerer	Train the Trainers					\$10,000.00	\$10,000.00	1/1/2016	3/31/2017	Completed	
Yes	4211	Sarasota County	Jim Beever	Sarasota Climate Change Adaptation Plan					\$20,000.00	\$20,000.00	10/1/2016	5/30/2017	Completed	
Yes	4210	City of Cape Coral	Jim Beever	Cape Coral Climate Change Resiliency Strategy					\$15,000.00	\$15,000.00		6/30/2017	Completed	
Yes	3304	DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	DEO - Labelle Tourism Marketing					\$20,000.00	\$20,000.00	1/1/2017	5/30/2017	Completed	
Yes	3203	DEM - FL Div. of Emergency Management	Nichole Gwinnett	FY16-17 HMEP Grant	10/1/2016	10/1/2016	10/1/2016	10/1/2016	\$60,349.00	\$60,349.00	10/1/2016	12/31/2017	Completed	
Yes	4004	Hendry County	Margaret Wuerstle	Clewiston RGBD Grant TA					\$3,000.00	\$3,000.00			Completed	
Yes	4006	USDA - US Dept. of Agriculture	Margaret Wuerstle	City of Clewiston - Utilities Relocation -- Grant Writing Services	9/8/2017	9/13/2017	8/10/2017	8/10/2017	\$3,000.00	\$3,000.00	8/10/2017	9/13/2017	Completed	
Yes	3525-12	Glades County	Tim Walker	Glades County Small Quantity Generators (SQG)				5/17/2012	\$3,900.00	\$3,900.00	5/17/2012	5/16/2017	Completed	\$0.00
Yes	3414	EDA - US Economic Development Administration	Margaret Wuerstle	EDA Planning Grant	1/22/2013	12/18/2013	4/18/2014	4/21/14	\$270,000.00	\$189,000.00	1/1/2014	12/31/2016	Completed	\$81,000.00
Yes	3177	DEM - FL Div. of Emergency Management	Nichole Gwinnett	FY16-17 LEPC Agreement	6/30/2016	4/6/2016	7/1/2016		\$59,000.00	\$59,000.00	7/1/2016	6/30/2017	Completed	\$0.00
Yes	3399	CTD - FL Commission for the Transportation Disadvantaged	Nichole Gwinnett	FY16-17 TD Planning Agreement		5/19/2016	7/1/2016		\$38,575.00	\$38,575.00	7/1/2016	6/30/2017	Completed	\$0.00
Yes	3721	DEM - FL Div. of Emergency Management	Tim Walker	Collier County Hazard Analysis - FY16-17					\$8,054.00	\$8,054.00	7/1/2016	6/30/2017	Completed	\$0.00
Yes	3302	DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	DEO - City of Fort Myers - MLK Corridor	5/31/2015	5/1/2015		11/17/2015	\$30,000.00	\$30,000.00	1/1/2016	7/30/2016	Completed	

Aw+D1:Z8 Garded	Job ID	Funding Agency	Project Manager	Project Name	App Due Date	Date Submitted	Date Awarded / Denied	Date Contract Signed	Project Total (\$808,505)	RPC Amt (\$396,000)	Start Date	End Date	Status	Total Match Amt-RPC
Yes	3534	City of Bonita Springs	Jim Beever	City of Bonita Springs - Spring Creek Restoration Plan	7/1/2014	7/1/2014	8/11/2014	8/11/2014	\$50,000.00	\$50,000.00	8/11/2014		Completed	
Yes	3201	DEM - FL Div. of Emergency Management	Nichole Gwinnett	FY15-16 HMEP Planning	9/28/2015	9/28/2015	9/28/2015	9/28/2015	\$15,500.00	\$15,500.00	10/1/2015	9/30/2016	Completed	
Yes	3419	Charlotte County	Margaret Wuerstle	DEO - Charlotte County			3/30/2016	3/30/2016	\$500.00	\$500.00			Completed	
Yes	3170	DOE - US Dept. of Energy	Rebekah Harp	Solar Ready II		3/22/2013	7/18/2013		\$140,000.00	\$90,000.00	7/1/2013	1/1/2016	Completed	\$50,000.00
Yes	3673	EPA - US Environmental Protection Agency	Jim Beever	A Unified Conservation Easement Mapping and Database for the State of Florida	4/15/2013	4/8/2013	6/3/2013		\$294,496.00	\$148,996.00	10/1/2013	9/30/2015	Completed	\$145,500.00
Yes	3674	EPA/CHNEP - Charlotte Harbor National Estuary	Jim Beever	Mangrove Loss Project	4/4/2014	4/4/2014	12/19/2014		\$243,324.00	\$60,000.00	12/1/2014	9/30/2016	Completed	
Yes	3397	CTD - FL Commission for the Transportation	Nichole Gwinnett	Glades-Hendry TD Planning Agreement FY2014-15			5/16/2014		\$38,573.00	\$38,573.00	7/1/2014	6/30/2015	Completed	\$0.00
Yes	3725	Visit Florida	Tim Walker	OUR CREATIVE ECONOMY Marketing	2/9/2015	2/9/2015	6/25/2015	6/26/2015	\$5,000.00	\$2,500.00	7/1/2015	6/15/2016	Completed	\$2,500.00
Yes	3164	DEM - FL Div. of Emergency Management	Nichole Gwinnett	FY14-15 HMEP Planning				2/4/2015	\$22,000.00	\$22,000.00	10/1/2014	9/30/2015	Completed	\$0.00
Yes	3675	EPA - US Environmental Protection Agency	Jim Beever	Developing a Method to Use Ecosystem Services to	5/15/2015	5/5/2015	9/29/2015	9/29/2015	\$234,071.00	\$174,071.00	10/1/2015	9/30/2016	Completed	\$60,000.00
Yes	3171	DEM - FL Div. of Emergency Management	Nichole Gwinnett	FY15-16 LEPC Agreement	6/30/2015	5/15/2015	6/11/2015	6/11/2015	\$48,000.00	\$48,000.00	7/1/2015	6/30/2016	Completed	\$0.00
Yes	3398	CTD - FL Commission for the Transportation	Nichole Gwinnett	FY15-16 Glades-Hendry TD Agreement	6/30/2015	6/1/2015	7/1/2015	7/1/2015	\$38,573.00	\$38,753.00	7/1/2015	6/30/2016	Completed	\$0.00

Aw+D1:Z8 Garded	Job ID	Funding Agency	Project Manager	Project Name	App Due Date	Date Submitted	Date Awarded / Denied	Date Contract Signed	Project Total (\$808,505)	RPC Amt (\$396,000)	Start Date	End Date	Status	Total Match Amt-RPC
Yes	3202	DEM - FL Div. of Emergency Management	Nichole Gwinnett	FY14-15 HMEP Planning Grant Modification			9/11/2015		\$50,000.00	\$50,000.00	10/1/2015	12/15/2015	Completed	\$0.00
Yes	3173	DEM - FL Div. of Emergency Management	Nichole Gwinnett	FY15-16 HMEP Training Contract	10/1/2015	9/30/2015	9/28/2015	9/28/2015	\$58,422.00	\$58,422.00	10/1/2015	9/30/2016	Completed	\$0.00
Yes	3418	Collier County	Rebekah Harp	Marketing & Data Research					\$1,200.00	\$1,200.00	12/4/2015	1/29/2016	Completed	
Yes	3176	DOE - US Dept. of Energy	Rebekah Harp	NARC - SM3 - 2016 Data Surveys			2/11/2016		\$1,000.00	\$1,000.00	2/1/2016	3/31/2016	Completed	
Yes	3005	Collier County	Margaret Wuerstle	Collier County EDC - USDA Grant Application			3/15/2016	3/22/2016	\$3,000.00	\$3,000.00	3/23/2016	3/31/2016	Completed	
Yes	3301	DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	Clewiston Mainstreet Revitalization			12/8/2015		\$30,000.00	\$30,000.00	12/14/2015	6/30/2016	Completed	
Yes	3303	DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	DEO - MPO Rail Study						\$39,000.00	10/7/2015	5/31/2016	Completed	
Yes	4002	NEFRC - Northeast Florida Regional Council	Tim Walker	2016 SRESP Update					\$14,200.00	\$14,200.00	4/28/2016	7/19/2016	Completed	
Yes	4003	Rural Neighborhoods	Tim Walker	Rural Neighborhoods Mapping					\$750.00	\$750.00	6/1/2016	6/30/2016	Completed	
Yes	3720	DEM - FL Div. of Emergency Management	Tim Walker	Collier Hazard Analysis FY15-16					\$9,693.00	\$9,693.00	7/1/2015	6/30/2016	Completed	
Yes	3520	TBRPC - Tampa Bay Regional Planning Council	Rebekah Harp	2016 Disaster Planning Guide					\$4,000.00	\$4,000.00	2/1/2016	4/30/2016	Completed	
Yes	3006	SWFEC - Southwest Florida Enterprise Center	Margaret Wuerstle	SWFEC PRIME - Grant Application/Technical Assistance					\$5,000.00	\$5,000.00	5/1/2016	5/30/2016	Completed	
Yes	3004	NARC - National Association of Regional Councils	Rebekah Harp	MARC Travel SRII					\$379.58	\$379.58	10/1/2015	5/31/2016	Completed	
Yes	4001	Collier County	Margaret Wuerstle	Collier County EDA TA					\$5,000.00	\$5,000.00	4/18/2016	5/30/2016	Completed	
Yes	6200	FDEP - FL Dept. of Environmental Protection	Margaret Wuerstle	2016 Brownfields Event					\$6,887.61	\$6,887.61	4/1/2016	10/30/2016	Completed	
No		EDA - US Economic Development Administration	Margaret Wuerstle/Tracy Whirls	ARPA- BBB Regional Challenge- Developing an Inland Port System in rural southern Florida	10/19/2021	10/19/2021			\$460,000	\$133,000				NA
NO		FL Dept. Of Agriculture-Specialty Crops	M Wuerstle	SWFL Fresh Coose Local Choose Fresh	2/5/2021	2/2/2021	Denied 10/7/2021		\$207,000	\$99,000				NA
No		DEO CDBG-MIT Critical Facility Harding	McKensie Moorehouse	City of Clewiston transmission lines insulators replacement	6/30/2020	6/29/2020			\$143,306	\$15,000				NA
no		SAMHSA - Substance Abuse and Mental Health Services Administration	Margaret Wuerstle	Building Resilient Kids	3/6/2020	3/2/2020			\$1,455,815	\$200,000				NA
No		Bill & Melinda Gates Foundation	Katelyn Kubasik	Opioid Epidemic Think Tank Summit		11/12/2019			\$75,000.00	\$75,000.00			Submitted	\$0.00
No		Norman Foundation	Margaret Wuerstle	Food Policy Council		11/22/2019			\$100,000	\$60,000				NA
No		Bureau of Justice Assistance	Katelyn Kubasik	Data-Driven Responses to Emerging Drug Threats			10/1/2019		\$543,772.00	\$293,772.00			Denied	\$0.00
NO		Charles M. and Mary D. Grant Foundation	Katelyn Kubasik	SWFL Harm Reduction: Take-Home Naloxone Project		4/30/2019	9/1/2019		\$38,000.00	\$10,000.00			Denied	\$0.00
No		City of Naples	Jim Beever	City of Naples Climate Resiliency Project			9/26/2019		\$25,000.00	\$25,000.00			Denied	\$0.00

Aw+D1:Z8 Garded	Job ID	Funding Agency	Project Manager	Project Name	App Due Date	Date Submitted	Date Awarded / Denied	Date Contract Signed	Project Total (\$808,505)	RPC Amt (\$396,000)	Start Date	End Date	Status	Total Match Amt-RPC
No		SAMHSA - Substance Abuse and Mental Health Services Administration	Katelyn Kubasik	Building Resilient Kids	3/29/2019	3/27/2019	8/29/2019		\$1,453,315.00	\$197,815.00	9/30/2019	9/29/2024	Denied	\$0.00
No		DEO - FL Dept. of Economic Opportunity	Jim Beaver	Updating the 2009 Comprehensive SWFL / Charlotte Harbor Climate Change Vulnerability Assessment		5/7/2019			\$40,075.00	\$40,075.00	1/1/2020	5/29/2020	Denied	\$0.00
No		DEO - FL Dept. of Economic Opportunity	Katelyn Kubasik	SWFL Opioid Resource Guide		5/7/2019			\$40,007.00	\$40,007.00	12/1/2019	5/31/2020	Denied	\$0.00
No		FDEP - FL Dept. of Environmental Protection	Jim Beaver	Ecosystem Services- Aquatic Preserves Valuation		5/1/2018			\$90,000.00	\$90,000.00			Denied	
No		EPA - US Environmental Protection Agency	Jim Beaver	WPDG- CHNEP Wetland Connectivity		5/8/2018			\$204,120.00	\$145,246.00			Denied	
No		DEO - FL Dept. of Economic Opportunity	Tim Walker	Storm Surge Evac Routes & Shelters Interactive GIS Web Map	5/7/2018	5/4/2018	9/7/2018		\$35,000.00	\$35,000.00			Denied	
No		DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	Affordable Housing Directory of Resources	5/7/2018	5/1/2018	9/7/2018		\$40,000.00	\$40,000.00			Denied	
No		DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	SWFL Opioid Resource Guide	5/7/2018	5/1/2018	9/7/2018		\$40,000.00	\$40,000.00			Denied	
No		Bloomberg Philanthropies	Margaret Wuerstle	Bloomberg - City of Bonita Springs Mitigation	10/20/2017	10/19/2017			\$1,000,000.00	\$60,000.00			Denied	
No		SWFL Community Foundation	Margaret Wuerstle	Community Impact Grants - MLK Corridor	11/3/2017	11/2/2017			\$50,000.00				Denied	
No		DEO - FL Dept. of Economic Opportunity	Jennifer Pellechio	Economic Opportunity Map		4/27/2016	6/28/2016		\$40,000.00				Denied	
		DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	Florida Ocean Alliance		5/2/2016	6/28/2016		\$28,000.00				Denied	
No		DEO - FL Dept. of Economic Opportunity	Margaret Wuerstle	Clewiston Downtown District Facade Program		5/2/2016	6/28/2016		\$30,000.00				Denied	
No		AETNA	Jason Stoltzfus	Cultivating Healthy Communities	4/15/2016	4/13/2016			\$100,000.00	\$100,000.00			Denied	
No		EPA - US Environmental Protection Agency	Jason Stoltzfus	2016 Brownfield Assessment		12/18/2015			\$280,000.00	\$46,900.00			Denied	
No		USDA - US Dept. of Agriculture	Margaret Wuerstle	Mobile Market: A Nutritional Oasis for Food Markets of SWFL	3/31/2014	3/31/2014	10/1/2014		\$599,549.00	\$298,605.00	10/1/2014	9/30/2017	Denied	
No		EDA - US Economic Development Administration	Rebekah Harp	Mote Marine Programming	8/31/2012	8/31/2012	8/31/2012		\$270,000.00	\$189,000.00	1/1/2014	12/31/2016	Denied	\$81,000.00
No		USDA - US Dept. of Agriculture	Nichole Gwinnett	Opportunity Buy Program Coordinator	4/23/2013	4/23/2013	11/20/2013		\$99,667.00	\$15,000.00	11/1/2013	10/31/2015	Denied	\$53,621.00

--- Agenda --- Item

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Update on Cares Act

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Disaster Recovery & Continuity/Resiliency Guide

for SW Florida Businesses

SWFLORIDA



Brief Overview of The Pandemic

I wanted to speak about the most recent disaster that has gripped the entire globe and appears to resurface in variations of form. In the following pages, you will see how to approach most disasters by utilizing knowledge, asking questions of yourself and others and understanding the facts. You will follow and prepare for all the steps that it will take to mitigate any disaster but there are additional considerations when preparing for a viral threat such as the Covid pandemic. First, remember that the swfrpc.org website has a page exclusively devoted to information regarding Covid. It will tell you that there are certain preparedness steps to take some of which follow as provided by the U.S. Chamber of Commerce:

- **Prioritize Critical Operations** by revising or changing business routines, notifying suppliers, customers, and clients.
- **Prepare for closures** - schools, businesses, and many other places that you may rely upon are likely to close. Have a plan for supplies that may be diminished, children that may be home due to closures and staff that will be absent due to these same conditions.
- **Create a plan for communication** and ensure that all staff are aware and listening to the latest updates and changes in status of any health information.
- Establish remote **learning and working procedures**- Review all plans and policies at home and work to arrange the most successful working and communication arrangements. Flexibility and telecommunications will be essential to success. Work related meetings or gatherings could potentially be canceled depending on the latest updates from the Federal, state, and local health officials. Make sure that all staff and family members understand the importance of updating health information and adhering to the advice and requirements of the experts. I will speak of insurance a little later, but it should be said that a business should review and monitor all coverage and liability to ensure proper coverage for specific events. That requires close communication with your local insurance agent.
- And finally **coordinate with state external and local external health officials**- All outbreaks affect many people, but the intensity may vary from area to area. That may, also, modify the guidance instructions from your local community leadership. The experts in your community should be relaying current information from the top down and business leaders should listen for the instructions and then implement those into their plans for the safety of their staff and families. Leadership is critical and that may take the form of local groups that will be tasked to form a line of communication and transfer that information and guidance to the business community.

Pandemics are a form of infectious disease and in the case of the Covid pandemic please follow these simple guidelines as set forth by the Florida Department of Health:

- Avoid hand shaking and maintain 6 feet of separation between you and others.
- Avoid large gatherings and limit large gatherings within the workplace.
- Wash your hands often with soap and water for a period of no less than 20 seconds after eating, sneezing, coughing, blowing your nose and most any exercise that may transmit germs to others.
- As with any type of flu or infectious disease, if you are sick, stay home from work or school and avoid contact with those that are.
- Avoid crowds and public gatherings and places. Avoid public travel such as buses, planes, and trains.

This is a brief overview of the steps to stay safe during a pandemic. Please refer to the SW Florida Regional Planning Council website, www.swfrpc.org for more detailed and updated information. There is also a resource guide that details many links to assistance and other pertinent information. The recovery and resilience to follow will compliment this and help to build that business plan into the pandemic precautions. Everything that we have discussed and will be discussing will rely on communication, cooperation and collaboration. Leadership is the key to the implementation and collaboration and cooperation will be the key to success. You are now ready to begin the workbook on the recovery and resiliency planning for your business. Please incorporate this section into your plan and I hope that this will help you to maintain your economic and personal health when disaster arises.

Disaster Recovery and Resiliency Guide

for SW Florida Businesses

Welcome to the Disaster Recovery and Resiliency Guide for SW Florida Businesses. This guide has been produced by the Colorado Small Business Development Center, (CSBDC), Network under the Disaster Relief Program. The SW Florida Planning Agency, (SWFRPC), has modified the original document to reflect conditions that may exist in the SW region of the state of Florida. Our thanks and gratitude are extended to those that developed this guide and continue to provide leadership and public service.

We modified this guide to mitigate the circumstances and conditions facing the businesses within this region. We have also found that disaster and emergency situations have a great deal in common and therefore much of this guide is interchangeable within the global community. It is designed as a working guide that will direct you through the steps as you consider how to proceed post-disaster, as well as how to prepare for a possible future threat and/or natural disaster. This guide has also been edited and re-produced as a result of the COVID Virus that has had devastating mental health and economic effects in all regions of the World. While this guide has been modified for mitigation of the impacts of the virus, it can also be utilized for many other catastrophic events. We have inserted specific information pertinent to the pandemic or refer you to the www.swfrpc.org website for additional information and hope that it will provide some guidance in understanding recovery and resiliency with the viral challenges in mind.

For a business to be able to recover from any emergency, economic and/or natural disaster, planning is the first step. We have found that many types of disaster affect the economic health of most businesses. The sections that make up this business recovery and resiliency planning are:

- Prepare: Prepare a risk assessment of potential threats to business recovery and resiliency. Develop a recovery plan.
- Response: A step-by-step execution of your plan
- Recovery (and resiliency): Continue your business by using your recovery plan and further reevaluate and assess your plan for potential resilient outcomes.

This guide offers simple steps to help you through your recovery and planning process. We also recommend you use this guide to prepare for future events that may impact your business. From natural to economic and health related disasters, preparation to avoid damaging impacts is imperative. And finally, preparation for the future is a good start towards resiliency of the present.



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Introduction And Usage of This Guide

This guide is designed to help you gather necessary information, make assessments, answer questions, and make the best business decisions for you and your company. Each section has a “Notes” section added, where you can write items that were not covered or may be unique to your business. If a section has a star (★), that means there are additional worksheets in the back of the guide that will make it easier to gather and organize the information needed. We welcome you to our website at www.swfrpc.org for specific information as to the Covid Virus and other local disaster assistance information.

If you want to create your disaster recovery plan on paper, you can use the worksheets throughout this guide and keep them as your emergency response and recovery plan. The guide is designed to be your workbook; it has checklists and places to record actions that need to be taken. Organize and collect all data and keep that information in one safe and secure place. You will be referring to this information often and need it to be mobile, particularly if your business facility is unusable or inaccessible after a disaster. Even if you can physically get into your office, you will want to be able to access the following information in one easily accessible place. It is desirable to prepare this plan in a digital format as well as paper in order to provide flexibility to access, ease of duplication and preservation.

After creating your plan, make sure to save your document(s) in the cloud, not only on a desktop computer, in case it is lost or damaged in the event of a disaster. Because you may have several types of documents, don't forget to cross-reference each when editing or changing these documents to avoid conflicting and/or outdated information.

Remember to partner with your state and local Small Business Development Agencies, (SBA) and Councils, (SBDC). Your local SBDC will help you maneuver through the assessments and action steps. They will support you by staying in touch with you through the process – either in person, via phone, through email or sometimes on-site visits. As hard as it will feel to complete this workbook, it is our goal that businesses who work through these steps with the SBDC will feel that it was well worth it and that their overall recovery will be more successful. That has been the experience of businesses in Colorado according to the CSBDC. We encourage all feedback as to the benefit of this workbook. Please review the following notes and comments that may help you with the preparation of your plans. The implementation of these plans comes during times of stress and anxiety so the tips and insights provided may help as you progress.

NOTE:

- Take the time to answer the questions carefully and give yourself plenty of time and space to make your decisions.
- After a disaster, the most typical reaction is to get back to normal as quickly as you can. Studies and data show us that the “old” normal is gone and a “new” normal needs to be put into place. Give yourself time to get acclimated. Often, just acknowledgment of the existence and type of disaster will provide some clarity toward the task at hand. A plan then becomes more effective.
- Business owners can feel pressure from the well-meaning people around them who want to help and feel that they have the perfect solution for recovery. However, keep in mind that this is your business, your life and that of your staff. You need to make the best possible decisions for yourself, your staff and for your family—and that takes time.

Prepare: Emergency vs. Disaster



Lineman killed while working to restore power after Hurricane Irma. 2017 (Source: clickorlando.com)

We often proclaim, “failure is not an option”. How do we insure that is true? Planning is, of course, the key. A key part of that planning is to know what we are planning for. That’s why a discussion of emergency vs. disaster is important.

Typically, we distinguish emergencies from disasters by their scope and immediacy. Disasters may include a state of emergency requiring immediate action, such as evacuation and shelter. Hurricane damage would be considered disaster and must be mitigated accordingly. However, not all emergencies are disasters. Emergencies include smaller scale individual situations, such as a worker that is hurt during the mitigation of that hurricane.

Both emergencies and disasters require preparation.

Emergency: An emergency is a situation that poses an *immediate risk* to health, life, property or environment. Emergencies include smaller scale individual situations, such as an employee or client having a heart attack.

Disaster: Any man-made or natural hazard, such as a hurricane or flooding event having caused widespread destruction of property and human lives is considered a disaster.

For planning purposes, we can define emergencies and disasters and their impact into several categories:

- » Natural: drought, earthquakes, extreme heat, floods, hurricanes, landslides and debris flow, severe weather, thunderstorms and lightning, tornadoes, tsunamis, volcano eruptions, wildfires, winter storms, extreme cold
- » Human-caused: accidents, acts of violence by people, acts of terrorism, war
- » Technological: blackouts, hazardous material incidents nuclear events, acts of technological terrorism, hacking
- » Pandemic: widespread illness (such as the H1N1 flu Virus, Corona Virus or COVID)



Ruins from the 1906 San Francisco earthquake, remembered as one of the worst natural disasters in United States history. (Source: Wikipedia)

Disaster Assistance: Local to Federal to Local

In disaster situations, local governments such as cities, towns, villages and/or counties and other business organizations, Chambers of Commerce, economic development agencies, are the first line of response. They use their own resources to protect people and property and to implement recovery measures. Many times, disasters occur which are beyond the capability of local government. In that situation, it will call upon the resources of neighboring jurisdictions to assist in the response and recovery effort. One of the most important "lessons learned" from disaster responses at all levels is that one must maintain an open line of communication and maintain clear and concise documentation of expenditures. **KEEP ALL RECEIPTS!** Ensure that the reimbursement process is allowed to proceed from the top levels down by documenting with verification, clearly what was spent and how it was spent.

If the scope and impact of the disaster goes beyond the county's resources, it will call upon its state. Make sure that you have a good understanding and clear communication and connection to the State level to ensure that the lines of communication and assistance are open and available.

If the scope and impact of the disaster goes beyond the state's resources, it may call upon federal assistance, which we will discuss below. Again, having that line of communication available is very important and frequently begins at the state level.

Ultimately, long-term recovery will come back to local resources. Once the federal agencies have done their job, you will be back with your local government and agencies to work with them on the long road to recovery. It is very important to always have a working relationship with all levels of government so that the drills and communications that occur during safe and prosperous times can become a key to recovery in times of difficulty. The key to resiliency is solid recovery and preparation for disaster and emergency.

In times when pandemic illnesses surface, practice safe distancing protocols, follow sanitary instructions and ensure that local, state and federal guidelines are adhered to for that specific situation. In a pandemic situation, the silence of the disaster is the first difficulty faced. Stay in close contact with your local health agencies and follow all precautions that are listed. It is important to have a plan for this as well. Although that plan may change as facts become known, development of that plan is imperative to maintain safety within your organization.

Federal Disaster Declaration Process

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) is a United States federal law designed to bring an orderly and systemic means of federal natural disaster recovery. The act gives the Federal Emergency Management Agency (FEMA) the responsibility of coordinating government-wide relief efforts. The Federal Response Plan implementation includes the contributions of 28 federal agencies and non- governmental organizations, such as the American Red Cross. It is named after Senator Stafford, 1971-1989, also Governor of Vermont, 1959-1961.

The Act (§401) requires that: "All requests for a declaration by the President that a major disaster exists shall be made by the Governor of the affected State." The governor's request is made through the regional FEMA/Emergency Preparedness and Response (EPR) office. State and federal officials conduct a Preliminary Damage Assessment (PDA) to estimate the extent of the disaster and its impact on individuals and public facilities. Normally, the PDA is completed prior to the submission of the governor's request. However, when an obviously severe or catastrophic event occurs, the governor's request may be submitted prior to the PDA. Nonetheless, the governor must still make the request. Based on the governor's request, the president may declare that a major disaster or emergency exists, thus activating federal programs to assist in the response and recovery effort. Not all programs, however, are activated for every disaster. The determination of which programs are activated is based upon the needs found during damage assessment and any subsequent information that may be discovered. FEMA/EPR disaster assistance falls into three general categories:



Sen. Robert T. Stafford

1. Individual Assistance: Aid to individuals and households
2. Public Assistance: Aid to public (and certain private nonprofit) entities for certain emergency services and the repair or replacement of disaster-damaged public facilities
3. Hazard Mitigation Assistance: Funding for measures designed to reduce future losses to public and private property

FEMA and SBA

If a federal disaster has been declared, you – as a person and business – should register with both FEMA and the Small Business Administration (SBA). FEMA wants to know how many people have been impacted and what their insurance situation is. FEMA, however, does not deal with businesses. For any business-related support, you will need to register with the SBA, even if you don't know whether you may require a loan. Your SBDC consultant can help you figure out whether applying for a physical damage or economic impact disaster loan makes sense for your business. Even if you don't know whether you need any help, you should register with FEMA and SBA.



Disaster Assistance Center in Manitou Springs, September 2013 (Source: Ingrid Wood)

The programs are described in further detail in FEMA's "Guide to the Disaster Declaration Process and Federal Disaster Assistance" at www.fema.gov. Many of the current Covid loan and assistance programs are also available through sba.gov, The American Rescue Act Program and EDA.gov.

Disaster Assistance Centers (DAC) and Shelters

During and immediately after a disaster, your community will likely open a disaster assistance location where local agencies and resources will be in one place to provide help as well as provide information, goods and resources. Always refer to local governments for assistance first as they may be more familiar

with your situation. Contact them prior to an emergency and become familiar with all avenues of assistance and communication with those agencies. In addition to local government agencies, the American Red Cross, Goodwill, Salvation Army, and similar agencies will be present. If FEMA and/or SBA are there, it may also be called a Disaster Recovery Center (DRC). Become familiar with the planned shelters that are provided. They are often schools, churches and other large venues that can accommodate people safely and securely. Keep up with community efforts prior to storms that may make changes to accommodations based upon need. In the case of pandemic, watch and listen closely for the local governments opening of test centers for positivity of viral symptoms. Instructions may be provided at the time of results as to treatment areas and procedures. It is very important, that testing, and treatment be available, to limit contagious spread.

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Prepare, Respond, Recover

We can break down the concept of business recovery into three major steps, which are tied together in order:

1. Prepare (planning and/or review)
2. Respond
3. Recover

This guide is organized using these three steps, and breaks down each step into practical, workable and valuable worksheets.



1. Prepare

This step includes:

- » **Assessing** your business situation and identifying minimum requirements for your success
- » Taking **mitigation** steps to prevent hazards, economic shortfalls and reduce risks
- » Writing a **plan** on how to deal with emergencies and disasters
- » **Testing** your plans and improving them

In the "Prepare" section, you will look at all aspects of your business, which are organized into three parts: people, places and things. All steps will use these same parts. Make it into your mantra: "Our People, Our Places, Our Things."

*Doing something is better than doing nothing at all.
Even taking a little time to plan will make your response and recovery so much more efficient and successful.*

2. Respond

Once you have assessed your risk and mitigated what you could do easily then you should write your plan. In order to make sure your plan works, it works to practice and train, then improve and do it all over again, or "wash, rinse, repeat."

In the "Response" section of this guide, we will provide you with pointers and options on how to write your plan. Your plan can take many forms: it can be a stack of note cards, a poster located in the break room and by your exits, or it can be the worksheets in this guide. Consider your own business culture and what will work best for you and your employees. Collaboration is always the most thorough and efficient way to accomplish success. We encourage you to work with your employees and create this plan together with them.

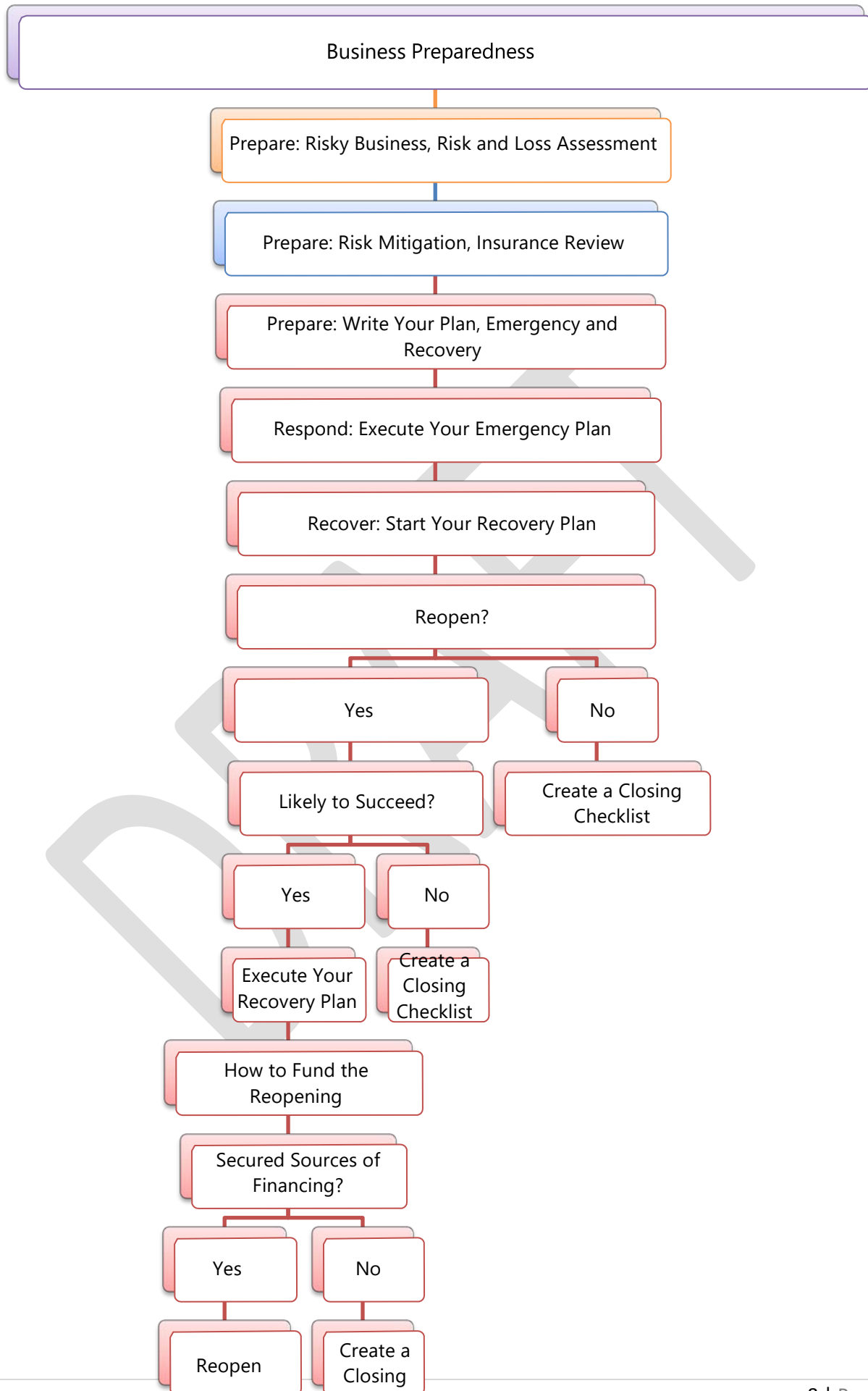
The Response phase is where you can put your plan into action or execute your plan. Keep in mind – your plan will never be 100 percent perfect. However, it is better to have *some* plan in place than nothing at all. The plans we explain, hopefully will be relevant to your situation in such a way that individual modification is the only necessity beyond implementation.

3. Recover

Ultimately, long-term recovery will return to and depend upon local resources. Once the federal agencies have done their job, you will be back with your local governments and agencies to work with them on the long road to recovery. The importance of collaboration and communication cannot be emphasized enough. Rely on assistance among your local community and partnerships with business leaders and local Chambers of Commerce as well as other organizations locally that can help one another. A strong network of local communication can be invaluable to recovery for business and clients. The symbiotic relationship between the two can benefit recovery by resolving the needs of each other.

Recovery is the longest step in the process. However, the more you put into the planning, the faster you will be able to re-establish, re-open or continue with your business. Resiliency occurs when all steps have been successful, and your business has come through a disaster with as little adverse impacts as possible.

In this guide, we have prepared several tables that will help you during this Recovery and resiliency phase. The following page displays the process of Recovery in a flowchart.



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Prepare: Risky Business

Being in business is a risky proposition in and of itself. Every business has some degree of risk. Acknowledging the worst-case scenarios and how you will minimize or mitigate the risks inherent in your business is the first step in avoiding problems.

Consider the following questions:

- » Does your business have enough cash on hand to make it through a week?
- » Can you run your business without electricity, or should you get a generator?
- » Are you in a flood zone? What level?
- » Do you know what interruption insurance covers?
- » Do you know where the nearest shelter is?
- » Do you have a line of credit with your bank?
- » Are you completely reliant on one market or do you have a secondary market?
- » What if you get seriously hurt on (or off) the job? Do you have a plan for someone to take over key management roles?
- » What are the standard risks of your industry? Have you adopted industry standards to protect the health and safety of your workers?
- » How would you be impacted by a government shutdown?
- » What if your major supplier is shut down due to a disaster? Do you have an alternative?
- » Is your business impacted by the public perception of being in a disaster area?
- » How do you communicate an emergency with your employees?
- » Can you operate your business remotely?
- » Does everyone know where your important documents are located? Do you have them backed up?
- » Can you establish a separate or alternate manufacturing location?
- » What if your website gets hacked?
- » What would you need to restart your business from scratch?



Safron of Manitou: Reopening the store and a major sale immediately following the flash flooding in Manitou Springs of August 9, 2013 (Source: Ingrid Wood)

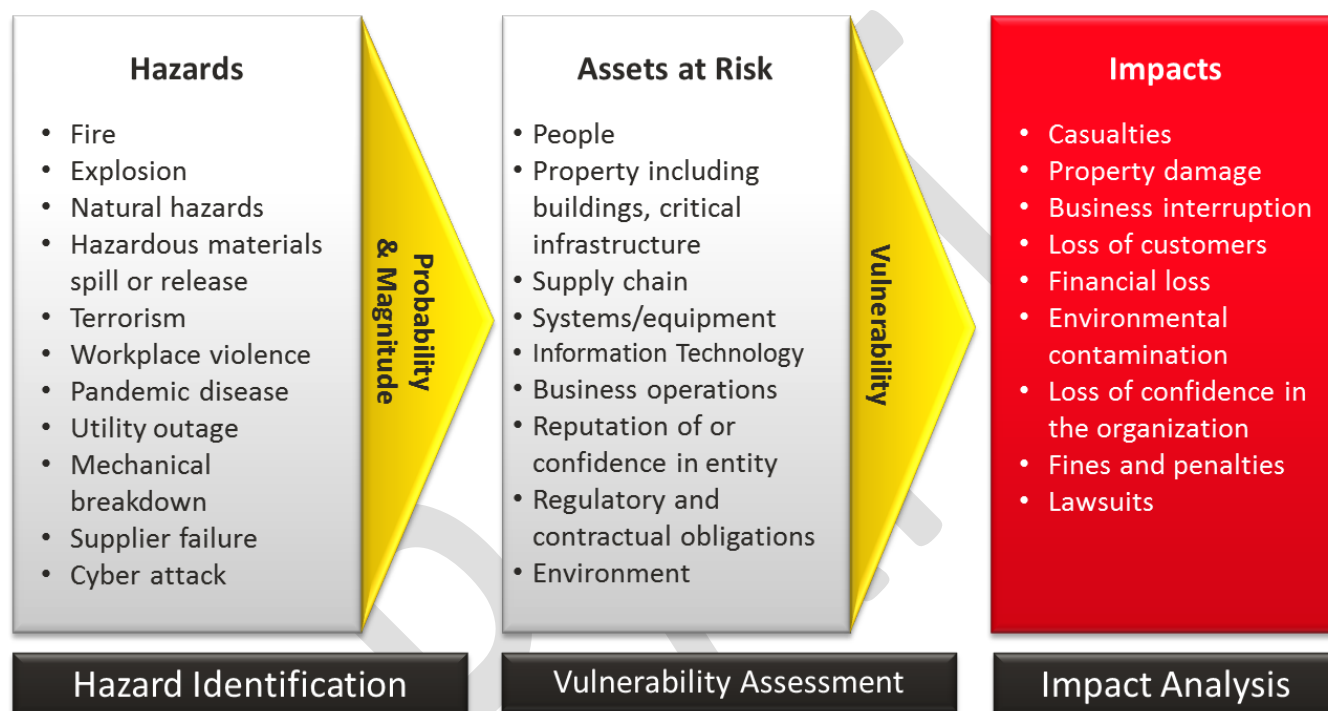
Just as importantly, what if you must repeat? We have seen how health concerns and natural disasters can resurface, i.e. virus based pandemics, hurricanes. These are just some sample questions to get you thinking about potential risks and the impact they may have on your business. Be prepared to re-enact the same principals applied during the first event, (or the second). The next sections in this guide will help you organize your thoughts and put them on paper.

Prepare: Risk and Loss Assessment

Risk assessment is a process:

1. Identify potential hazards
2. Analyze the impact

The diagram below gives you a sample list of hazards, assets that may be at risk, and areas to look at impact. These lists are not exhaustive but provide a good starting point.



Determine Risk Vulnerability and Impact (Source: www.ready.gov)

You should consider *all* hazards in this assessment; even include the risks you never think will happen. This is to help provide a full picture for your business situation. Remember, anything could happen and the more diverse our preparation is, the more prepared for the unlikely we are. Modifications are improvements, creations are experiments.

It may be difficult to determine the likelihood that a specific hazard may happen, or how it will impact your business, so it is important to consider many different threats and hazards and the likelihood that they will occur.

You can use the "Risk Assessment Table" and "Risk Assessment Matrix" to get started. The table uses a standard Low-Medium-High (L-M-H) for this assessment. The impact column can be split out between People-Places-Things, or you can use a single letter. Depending on your business, you may want to consider animals a separate category.

Below is an example provided by the CSBDC using a home-based web development company based in Colorado. These business owners chose not to split the impact. Note that there are question marks because there are unknowns to deal with. Obviously, their technological threats are higher and can use further refinement.

Risk Assessment Table

	Threat (hazard, emergency, crisis, disaster)	Likelihood (L-M-H)	Impact (L-M-H)			Mitigation To-Do	By When	Cost (\$)
			People	Places	Things			
NATURAL-ENVIRONMENTAL								
1	Fire	M	H			Inventory, insurance	Next week	
2	Flood	H	H			Inventory, insurance	Next week	
3	Drought	H	L			n/a		
4	Earthquake	M	H			Check insurance	Next week	
5	Extreme Heat	M	H			Install fan in server closet	Spring 2014	
6	Winter Storms/Extreme Cold	H	M			Upgrade windows	Two years	\$15K
7	Tornadoes	L	H			Check insurance	Next week	
8	Hurricanes	L	H			n/a		
9	Landslides and Debris Flow	L	M			Check insurance	Next week	
10	Thunderstorms and Lightning	M	M			Check lightning rod	Spring 2014	
11	Volcano Eruptions	L	H			Pray		
12	Tsunamis	L	H			n/a		
13	Avalanche	L	M			n/a		
14	Other Severe Weather	?	?			n/a		
15	Other Natural Hazards	?	?			n/a		
HUMAN-RELATED								
16	Explosion	L	?			Check insurance	Next week	
17	Chemical Spills and Pollution	L	?			Check insurance	Next week	
18	Workplace Violence	L	M			Check insurance	Next week	
19	Utility Outage	H	H			Get generator	Soon	
20	Pollution (water, air, soil)	M	L			Get emergency store	Ongoing	
21	Pandemic Disease	L	H			Check insurance	Next week	
22	Supplier Failure	L	H			(Have alt sources)		
23	Government Shutdown	M	L			n/a		
24	Stock Market Crash	M	M			Unknown		
25	Nuclear Threat	H	H			n/a		
26	Terrorism	L	L			n/a		
27	War	L	H			n/a		
TECHNOLOGY								
28	Mechanical Breakdown	H	H			Backup server offsite, backup to	Soon	
29	Cyber Attack	H	H			Firewall upgrade, harden websites, mirror images computers, backup	Soon	
30	All Backups Fail (incl. cloud)	L	H			n/a		
OTHER								
31	Medical Emergencies	L	H			Medical insurance, call 911	When	\$900/mo

Risk Assessment Matrix

After you have completed the Risk Assessment Table, take your L(ow), M(edium) and H(igh) marks for both Risk and Impact and plot them into this Risk Assessment Matrix. You can practice by plotting the example from above.

Impact: L	M	H	
			H
			M
			L
			Risk:

Take a good look at the **High/High** section of this matrix. These are the risks where you should put most of your attention and efforts. This exercise will allow you to determine what the most important and likely action items are to protect your business. Obviously, for the web development company, having additional backup systems, alternate technology providers and energy providers are high on the High/High list.

Your Steps of Action for Risk Assessment

By yourself or with the help of an SBDC consultant:

- » Use the Risk Assessment Table and Risk Assessment Matrix to plot your own items and determine mitigation actions
- » Request a loss and risk assessment evaluation from your insurance company

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Prepare: Mitigating Risks

Mitigating and managing your risks as a business will be an ongoing process of prioritization. It is likely you will always be weighing your risk against time and money. You may not have the funds to hire professionals to provide a full business impact analysis; however, in conversation with your neighboring businesses, you may decide to work together and hire a subcontractor to do a project encompassing them or band together for emergency action planning. Remember collaboration and communication are the keys.

You probably already work with professionals who will be happy to help you find simple methods and implementations to manage and mitigate your risks. Of course, don't forget to schedule an appointment with your local SBDC consultant, who can assist you as well. A few steps go a long way.

Your Business: People, Places, Things

Just like assessing your risks, when looking at mitigating and managing your risks, you can look at and assess the following areas:

People: Yourself, employees, elected officials and their staffs, contractors, volunteers, visitors, clients/customers, residents, patients, suppliers, stakeholders, animals

Places: Parking lots, buildings, garages, bridges, production plant, backup locations, server rooms, environmental, geographical details (coast, mountain, rivers, canals, lakes, ponds, creeks), exit routes, evacuation routes, primary and secondary routes in case of emergency and blockages thereof

Things: Equipment, machinery, fuel supplies, food and water supplies, health related supplies such as hand sanitizers, masks, cleaning and disinfectant agents, generators, vehicles, UPS, inventory, computers, critical data and documents (financial/insurance/patent), utilities (water, sewer, electrical, internet, phone)

Your Steps of Action

- » **Physical:** Ask your county building department, emergency disaster representatives or local nonprofit (such as FGCU SBDC or SW Florida Regional Planning Agency) to do a walkthrough of your business or provide contacts that can provide those services; use. Ensure that you are protected from wind and water damage in the event of a hurricane and subsequent storm surge.
- » **Technological:** Ask your existing technical professional how you can protect yourself from cyber-attacks, properly back up your pertinent documents and have a fallback plan which may also place those documents in the cloud for protection.
- » **Animals:** Ask your veterinarian how you can be better prepared to take care of any animals.
- » **Insurance:**
 - Obtain a review of your insurance policy on-site; do a walk-through with a video camera as well as take still pictures
 - Make sure you have inventory and pictures of your building and equipment (stored online/in the cloud)
 - Be aware of and familiar with flood insurance, interruption insurance, inland marine; find out what your business should have in place

Prepare: Mitigate | Insurance

This section covers some high-level items for your business or commercial insurance. It is important to make sure you have proper insurance for your business – it is one of your risk mitigation factors. In addition, it is essential to have a complete copy of your business or commercial policy. The SBDC recommends that you maintain an inventory and equipment list (can be as simple as taking a picture of an item when newly acquired) and review your policy at least once per year. You can request assistance from the SBDC in this review. Remember, insurance requirements can change so stay informed through your agents as to significant changes that occur. Ensure that your agent discusses the proper coverage for your business. Discuss, secondary coverage or back up coverage and whether it is possible or necessary.

Insurance Carrier	Policy Number				
Insurance Agent Name	Phone			Email	
Policy Type (BOP, Commercial)	Flood (NFIP) / Hazard			Interruption (Yes/No)	
Inland Marine (Big Equipment)	Date Policy Reviewed/Updated			Other	
	____/____/____				
Building Owned (Yes/No) Property Value	Business Personal Property Value: Inventory			Business Personal Property Value: Equipment	
Yes / No \$	\$			\$	
Year Built:	Inventory Location:				
Question	Yes	No	Action and/or Comments	By Whom	By When
Contacted Insurance Agent					
Documented Damage in a List					
Took Photos					

Mitigating Risks: Financial Records

Here are some quick checklists for financial records. Work with your CPA, accountant, bookkeeper and/or SBDC consultant on how you can better manage your risks.

Know Your Finances

- » Business plan (projections and budget)
- » Monthly reporting
- » Accounts receivable
- » Accounts payable/liabilities (creditors, vendors, operating expenses, padding)
- » Balance sheet
- » Profit and loss statement
- » Payroll and owner draws
- » Insurance payments
- » Taxes (sales, use, payroll, income)
- » Payroll liabilities (quarterly/monthly?)
- » Equipment and inventory

Plan and Streamline Your Finances

- » Known schedule and person plus alternate (finances and backups)
- » Bookkeeping
- » Automate payments
- » Migrate to online banking (QuickBooks in the cloud)
- » Offsite bookkeeper and backups
- » Use electronic invoicing and receipts/scan receipts
- » Practice setting up on new location and computer
- » Credit (establish a revolving line of credit; do not rely on credit cards to run your business)
- » Inventory and equipment (maintain current list, additional locations)
- » CASH! Always try to maintain a supply of cash. Banks and credit cards may be difficult to use during catastrophic events. As difficult as it is, a surplus is always desirable for those times when revenue is not being generated or collected.

When Disaster Strikes

- » Contact your banker and request increase of credit if needed
- » Contact your creditors to notify them of the disaster and request deferment, restructure, etc.
- » Collect copies of tax returns, payroll, insurance policies and most current operating expense bills

What Help Can You Expect?

- » Government (city, county, state, federal resources):
 - Disaster unemployment/dislocated worker
 - Food stamps and short-term financial aid
- » Nonprofits (United Way, Red Cross, Catholic Charities, Goodwill, St Mathews House, Federal disaster funds such as The American Rescue Act Program for the COVID pandemic), SBA funds, EDA funds, both also related to Covid assistance
- » SBDC disaster planning, risk assessment, insurance/ financial review, application support for disaster loans and grants, connect with physical mitigation, refer to other resources

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Respond: Emergency Response/Action Plan (ERP)

According to Bob Boyd, president and CEO of Agility Recovery Solutions, "Seventy-five percent of the employees in the United States do not think their employers have a plan and are prepared for a disaster." Unfortunately, these employees are correct; three-quarters of the businesses in the United States do not have any plan. Remember, a partial plan is better than no plan at all.

Use the following outline to make your own Emergency Response Plan (ERP). This outline includes the Occupational Safety and Health Administration (OSHA) standard, as well as additional items recommended by the SBDC. I would also include the Center for Disease Control, (CDC) for viral pandemic situations.

1. Reporting emergencies
2. Evacuation procedures and escape routes
3. Critical shutdown procedures
4. Employee accountability procedures
5. Medical duties
6. Contact information (emergency responders, stakeholders, employees, media)
7. Description of emergency alarm systems
8. Alternate communications center
9. Location of critical records
10. Communication methods
11. Responsibility and authority (organizational chart)
12. Shelter, lockdown, medical emergencies, utility outage, visitor procedures

How to Write Your Emergency Response Plan

- » Know and understand your risks (use the Risk Assessment Table High-High)
- » Develop and document your emergency response procedures
- » Train your employees on those procedures; review and modify your plan

Emergency Response Plan Formats

There is no required format for an ERP by OSHA. We recommend you create something that will work for you and your business. If you write something and it winds up on a shelf collecting dust, it has been a waste of your time and effort!

- » Make sure you cover each of items 1-12 from the list above.
- » Checklists are helpful. Be brief and use large print.
- » Create one page per emergency (EX: one for hurricane, for fire, one for flood, one for heart attack, etc.) that has a "high likelihood" and "high impact." There will be similarities between them, but you will find having one per sheet is better than trying to flip through lots of pages.
- » Consider organizing your actions into "People," "Places" and "Things."
- » Make sure your plan is located where people can see and use them (by the cash register, in reception area, posted in the break room)

Practice Your Plan

Practicing implementing your emergency plan is crucial. It can be done in a limited amount of time. Find a slow time in your business and make it a fun team exercise.

- » Your city or county Office of Emergency Management (OEM) likely offers the Citizens Emergency Response Training (CERT) Program
- » Work with your neighboring businesses and local fire department

- » OSHA Emergency Action Plan, EAP, (www.osha.gov)
- » Ready.gov
- » Online Assessment at Red Cross Ready Rating (www.readyrating.org)
- » Your industry, business or professional organization may already have a sample plan for your specific business or organization. Check with the local chambers of commerce and/or economic development offices within your local governments.

- » Determine whether you can create the EAP with your employees, neighboring businesses, or whether you need outside expertise
- » Choose a template that fits your business or create your own
- » Practice the plan
- » Refine the plan (wash, rinse, repeat)

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From Response to Recovery

During and immediately following a disaster, everyone is in response mode. This is survival, taking care of urgent issues. Your business or family may be evacuated and sheltered. Often there is a lot of confusion and a lot of conflicting information.

Once the dust somewhat settles, you will be dealing with both Response and Recovery. Recovery is a long process. If you lost everything, it would take time to rebuild. If you have lost some items and closed due to evacuation, it will still take time to get back in the normal swing of things. Even if you have no physical loss, events such as a pandemic, Covid for example, you may be dealing with loss in sales or revenue (economic injury).

Again, organize the things you need to consider for your business' recovery into people, places and things. The next sections and the worksheets will be organized in this way as well.

The following sections are laid out to be used as a recovery plan. We recommend you work through each worksheet and return to them often to make sure that all actions have completed.

Initial Recovery: Contact Your Local SBDC

We strongly suggest that you contact your local SBDC office and use its consultants to support you throughout the recovery process. Its consultants are experts from your area that are ready to help you in this difficult situation.

Local SBDC Information

SBDC Office Address	Phone	Email
CSBDC Consultant Name	Phone	Email

SBDC Appointments

Date	Time	Location

Initial Recovery: People

Question	Yes	No	Action and/or Comments	By Whom	By When
Are all of your people accounted for? <i>Use Employee Action List ★</i>					
Are all of your employees' families, ok?					
Are all of your people able to go back to work?					
Did you pay unemployment insurance for any employees?			<i>Assist employees in obtaining Dislocated Worker Unemployment, collect last 6 mo. pay/ employee; Contact the Florida Department of Labor and Employment, request expedited pay</i>		
Is anybody hurt or does anyone have a medical condition?			<i>Notify health insurance provider if any employee has been injured</i>		
Need to lay off people? <i>Use Employee Action List ★</i>					
Do you need to hire replacement workers?			<i>Contact your workforce center liaison</i>		
Do you need to provide training?					
Do your employees need mental health counseling?					
Are employees registered with Red Cross Safe and Well?					
Are all employees registered with FEMA?					
Should you and your employees register with the state?					

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Initial Recovery: Financial

This process is extremely important in helping you decide your next steps and if you need assistance with this section, it is vital that you get it. Your accountant is the most logical place to start. Your bankers will also be willing to help, as will your SBDC consultant.

Question	Yes	No	Action and/or Comments	By whom	By when
Do you have all the business financial records?					
Do you have tax returns from the last three years?					
Do you have any financial information available? Use <i>Reconstruction Financial Data Sheet</i> ★					
Can you determine available cash? Use <i>Aged Accounts Receivable and Sales Chart (30/60/90 days)</i> ★					
Do you have a current balance sheet dated right before the disaster? If no, contact your accountant.					
Can you use the financial information to create an accurate picture of the current health of the business? Do this with your SBDC consultant, your accountant or any financial mentor.					

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Recovery: Reconstructing Your Financial Records

The following material is adapted from www.irs.gov.

- **Inventories:** Get copies of invoices from suppliers. Whenever possible, the invoices should date back at least one calendar year.
- **Income:** Get copies of bank statements. The deposits should closely reflect what the sales were for any given time period.
 - Obtain copies of last year's federal, state, and local tax returns including sales tax reports, payroll tax returns and business licenses (from city or county). These will reflect gross sales for a given time period.
 - Furniture and fixtures: Sketch an outline of the inside and outside of the business location. Then start to fill in the details of the sketches.
 - Inside the building: What equipment was where? If a store, where were the products/inventory located?
 - Outside the building: shrubs, parking, signs, awnings, etc.
- **Building:** If you purchased an existing business, go back to the broker for a copy of the purchase agreement. This should detail what was acquired. If the building was constructed for you, contact the contractor for building plans or the county/city planning commissions for copies of any plans.
- **Tax Records:** Immediately after the casualty, file Form 4506, Request for Copy of Tax Return, to request copies of the previous four years of income tax returns. To obtain copies of the previous four years of transcripts, you may file a Form 4506-T, Request for Transcripts of a Tax Return. Write the appropriate disaster designation (such as "HURRICANE KATRINA") in red letters across the top of the forms to expedite processing and to waive the normal user fee.
- **Insurance Policy:** Most policies list the value of the building to establish a base figure for replacement-value insurance. If you are unsure how to reach your insurance company, check with your state insurance department (www.naic.org).
- **Vehicles:** Kelley's Blue Book, NADA and Edmunds are available online and at most libraries. They are good sources for the current fair market value of most vehicles on the road.
 - Call the dealer and ask for a copy of the contract. If not available, give the dealer all the facts and details and ask for a comparable price figure.
 - If you are still making payments, check with your lien holder.

For assistance and additional information:

- IRS Disaster Assistance Hotline: 866-562-5227)
- IRS Publication 2194, Disaster Resource Guide for Individuals and Businesses
- IRS Publication 584, Casualty, Disaster, and Theft Loss Workbook: Helps individuals make a list of stolen or damaged personal-use property and figure the loss. Has a room-by-room listing to help recreate an inventory and figure the loss on one's home and its contents and one's motor vehicles.
- IRS Publication 584-B, Business Casualty, Disaster, and Theft Loss Workbook: Available to help businesses list stolen or damaged business or income-producing property and to figure the loss.
- Your tax professional

Recovery: Next Actions

Item	Yes	No	Action and/or Comments	By Whom	By When
PEOPLE					
Review Recover: People worksheet					
PLACES and THINGS					
Review Recover: Places and Things worksheet					
EMERGENCY AGENCIES					
Check in with DAC					
Call your SBDC and schedule an intake (at DAC, SBDC office or your site)					
Check local, county, state agencies - registered with all?					
INSURANCE					
Ask your insurance to work with you on initial assessment					
Review insurance policy with agent and SBDC insurance consultant					
Make list of losses and determine and what will be covered and what won't be covered					
Insurance company will pay initial amount; date you expect to receive it					
FINANCES					
Created an accounts payable list by date due – what bills do you owe and when are they due? <i>Use Aged AP sheet ★, QuickBooks or other accounting source</i>					
Contact your creditors to see if they can defer payments: 30-60-90 days					
Contact your bank and find out if they can work with you on emergency funding					
AP/AR					
Contact vendors about payment schedules and ask for best deal					
Postpone purchasing supplies/inventory?					
Cancel orders that you have made? <i>Use Vendor Orders to Cancel List ★</i>					
Customer orders? Can you fulfill them? Have they been lost? <i>Use Customer Orders Action List ★</i>					
Are there standard orders that you fulfill that you need to talk to specific clients about?					
TECHNOLOGY					
Access to your computers? Working? Is data intact?					
If computer is not working, do you have back up that you can download onto another machine?					
Have orders stopped on website? Still fulfill orders? Make sure clients know the situation/potential delays					

Recovery: Communication Plan

Communication is crucial. Even if your people, places and things are safe and accounted for, there is a need for clear communication within your business and to the outside world. We all know that perception is very important. Communication has been a virtual event during the Covid pandemic. Ensure that networks, contacts, software, and all associated items are current and can be shared safely and efficiently with staff.

Item	Yes	No	Action and/or Comments	By Whom	By When
Explain your communication plan to all employees. Make sure they do not make inappropriate statements to media.					
Put prepared statement on your website regarding employees, safety, impact, structures, closure, expected re-opening.					
Send email-newsletter with same information.					
Contact your key stakeholders (Include key customers, suppliers and lenders/investors). Use <i>Key Stakeholder sheet</i> ★					
If you have computer access, post prepared messages on Facebook, Twitter and other social media.					
If appropriate, forward your business phone to an answering service that can deliver prepared answers and take messages.					

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Recovery: Strategic Questions

Sometimes factors that affect your decision are outside of your control. This is especially true if this is a natural disaster or pandemic that has affected your area. Now is the time to analyze the potential demand for your product or services post-disaster by answering the following questions.

Question	Yes	No	Comments/Qualifiers/Additional Info
Is your business vital to the community (e.g., grocery store, gas station, drug store)?			
Is your business the type that everyone needs to recover their homes and businesses (e.g., home improvement store)?			
Key customers and/or suppliers been affected by the disaster?			
Have they found other sources so that you will have to "get them back?"			
Has the disaster led to other business closings in your area, and if so, have you determined how this may affect your business?			
Economic climate of the area: Pre-disaster? Post-disaster?			
Were you keeping up with the industry?			
Can your business change easily to react to outside forces?			
Can you reopen quickly?			
Will you be the first business to reopen in your area?			
Can you wait to reopen and still be viable when you do?			

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Recovery: Reopen

As horrible as a disaster can be for your business and for your financial situation, we have learned from other businesses that have gone through this process that the ones who took the time to pause and assess their current state of mind (as well as all the financial and physical situations) were grateful. They felt that they made better, more informed decisions about the future. Pause now and ask yourself (and your family) the following list of important questions.

Use this chart to help answer the final, toughest question: Should you go back into business?

Question	Yes	No	Comments/Qualifiers/Additional Info
Were you happy running the business before the disaster?			
How was the condition of the business pre-disaster?			
Were you making the profit you wanted?			
What was your exit plan before the disaster? Age? Health? Do you have anyone to leave the business to?			
Do you prefer being your own boss?			
Are you good at/do you like managing staff?			
Have you considered other opportunities?			
Would you rather reopen a different business?			
Would you make changes to the existing business if you decide to reopen?			
Are you prepared for the potential extra demands recovering your business will place on you, both personally and financially?			
Are you willing to take on more debt?			
Would you walk away if you could?			
If you didn't reopen, what would you do?			
Should you reopen?			

Long-Term Recovery Plan

If you decide to reopen, you still need to ask some additional questions before you proceed. You now need to make a long-term recovery plan. This will be done in the following steps.

Question	Yes	No	Action and/or Comments	By whom	By when
Developed your recovery objectives? <i>Use Recovery Goals Worksheet ★</i>					
Established a recovery team with clear responsibilities from the recovery plan?					
Can team members work off site?					
What are all the requirements to reopen your business? <i>Use Recovery Plan Worksheet ★</i>					
Adequate resources (staff, finances, etc.) to bring the business up to normal operating levels?					
Cost to execute your recovery plan? <i>Use Cost Estimations for Re-opening ★</i>					
Incorporated lessons from running your business prior to the disaster into your recovery plan?					
Incorporated your analysis of the market conditions post-disaster into your recovery plan?					
Financial goals you want to achieve (net profit margin, ROI, etc.)?					
Addition of new product lines or removal of existing product lines?					
Addition of new services or a reduction of services?					
Can you reduce operating costs?					
Can you adopt new technologies and processes?					
Should relocation be an option?					

Recovery: Funding

At this point, it is crucial that you consider the following questions. Once you have done that, you need to think about sources of funding in the next section.

Item	Yes	No	Action and/or Comments	By whom	By when
Can you afford to reopen your business?					
Did you complete cash flow and profit and loss forecasts? <i>Use 3 Month Cash Flow Worksheet ★</i>					
Did you use those forecasts to run "what if" scenarios to measure how your cash flows will be impacted by unexpected events?					
How do you intend to fund the reopening of your business? From existing business sources, your own resources, other investors, banks, lenders, or a mix? <i>(See next section.)</i>					
Do your forecasts and financial statements show whether the business can afford to use internal or external sources of financing to fund the reopening? If no, can you adjust your recovery plan so that it is affordable?					
If you cannot afford your recovery plan, stop to consider exiting the business again at this point.					
Review all existing debt-financing arrangements to ensure that the finance facility and structure fits the new needs of the business.					
Make sure you have all updated info on the amount of your insurance coverage.					

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Recovery: Sources of Financing

If you need money to reopen and to cover operating expenses, answer the following questions.

Item	Yes	No	Action	By whom	By when
Even if you can fund the reopening of the business from existing sources, have you analyzed whether it is better to use external sources of finance (line of credit, SBA disaster loan, state loan options, alternative lending, etc.)?					
Are there monies available from local charities/business organizations/non-profit organizations? Make a list of potential sources. Gather application forms if required. Once you are certain you are going to reopen, fill out and submit applications. <i>Use Grants and Alternative Funding Sources List</i> ★					
Have you spoken to your bank about your recovery plan and your funding needs?					
Can existing lines of credit be accessed (and increased if necessary) to fund the reopening of the business?					
What collateral do you have available to offer?					
If you are seeking debt financing, determine what you will be using the money for and how much you will need. <i>Use Sources and Use Worksheet</i> ★					
Can you finance the reopening of your business from your own resources?					
Can you access money from other sources (family, friends, other investors)?					

Recovery: Reopen | Steps

Now consider the answer to each of the following questions. Make a to-do list using the action column. If necessary, assign the task to someone, with a clear due date. There are headings to make this longer list easier to manage.

Item	Yes	No	Action and/or Comments	By whom	By when
EMPLOYEES					
Staffing needs? Take a look at the jobs that existed before and make sure your needs are the same. What should change? Make a list of jobs that need to be filled. <i>Use Jobs Needed to Re-open Worksheet ★</i>					
Re-hire key employees? Match with jobs list above.					
Need to hire new employees? Write job descriptions. Begin hiring process. Work with your local Workforce Center.					
LOCATION					
Reopen existing location? Move temporarily? Move permanently?					
Any changes in the status of the location due to the disaster from the local or federal government that should be considered? For example, if it was a flood are you now in a newly designated flood plain?					
What is the status of other business and their plans? Will you be the first to reopen? (Is the whole area going to be perceived as closed. Is it time to reopen?) <i>Use Local Business Assessment List ★</i>					
Are your needs being met by the current location? Is it big enough? Too big? Layout correct? If there were renovations on your wish list, is now the time to do them? Find out if your funding can include these upgrades.					
MAJOR EQUIPMENT					
Make an assessment. <i>Use the Equipment Assessment List ★</i>					
Equipment in working order?					
Given the new conditions (or any changes you are considering) should you replace equipment?					
Insurance covering equipment replacement needs?					
Consider which is best for equipment - purchase (and how to finance) or lease?					
Expertise readily available to install the equipment?					
Wait time for equipment replacement? How will this affect reopening?					
Any new equipment needs?					
INVENTORY					
What needs to be replaced?					
Insurance coverage?					
Before reordering, check past sales data. What was selling? What was not?					
Will the post-disaster market change your customer's needs? New items to order.					
MARKETING					

Before creating reopening plan, assess marketing efforts before the disaster for their effectiveness (type, message, cost, if it was working or not). Apply this assessment to new media plan.					
Reopening ad plan (traditional media, social media, online media) <i>Use the Media List for Re-opening</i> ★					
Price/Budget for media plan. Add cost to above list.					
Reopening event? Work with local chamber of commerce. Appropriate press releases.					
What changes need to be made to the website to reflect the reopening plan?					
Are there any promotions being done in your local area by government or others that you can take advantage of?					
PRICING					
Have you undertaken a breakeven analysis to determine whether the prices you charge are making the profit you want to achieve? Do this product by product with your SBDC consultant or accountant.					
Compared your pricing to your competitors?					
BUSINESS LICENSES AND PERMITS					
Are all licenses/permits up to date?					
Do you have copies?					
Replace all copies that were destroyed.					
ACCOUNTING AND RECORD KEEPING					
Has all of your accounting been restored?					
Was it efficient and effective pre-disaster?					
Meet with CPA and bookkeeper to discuss any changes that should be made before reopening.					
Are you backing up off site? If not, set up.					
Make sure that you are recording all expenses (including any out-of-pocket) for any disaster repair and reopening expenses.					
LEGAL OBLIGATIONS					
Has your ability to file and pay such returns/forms/obligations been delayed?					
Have your reconstructed financial records given you the necessary information and evidence to be able to complete such returns?					
INSURANCE					
Review your insurance coverage to see whether it is adequate and whether there are any gaps in your coverage.					
Do a new assessment with your agent.					
Do you need any special (e.g., flood) insurance now? Cost?					
THANK YOU'S					
Keep track of everyone who has helped you. <i>Use Thank You List</i> ★					
When there is time, send thank you notes.					

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Final Remarks

Thank you for participating!

Whether you have decided to reopen your business or move on to a new chapter in your life, we wish you well. This guide has been modified to represent SW Floridians and viral outbreaks as well, but business has a great deal of commonality from place to place. Disaster can be different, but the basic premise of preparation is similar. We have modified but only slightly because disaster carries the same precautions in many ways. Always carry that basic plan and slight changes are possible. No plan can succeed with little preparation and, if so, failure does become an option. My gratitude, once again, goes out to the Colorado SDBC for producing the work guide that has been used for this version modified for the SW Florida region.

If you have decided to reopen (or you are going to open a new business in the future), remember that the Small Business Administration Agency, SBA, the SBDC located at Florida Gulf Coast University, (FGCU) and the Southwest Florida Regional Planning Council, SWFRPC hope to be able to continue to work with you.

We strongly suggest that you keep this workbook and all materials related both to the disaster and to your recovery process. We will maintain a copy of the guide, as well. Any comments regarding this document and/or the recovery and resiliency efforts shown herein will also be reviewed and evaluated as this document is a working, living guide for successful businesses in all regions.

In addition, we have other materials on disaster prevention as well as, resource information for the pandemic that we are currently experiencing. There are pandemic guidelines and an additional resource guide that will help you integrate this workbook and the pandemic into a successful plan for recovery and resiliency and I would encourage you to review those as well. While many state and local resources are listed, there are spaces for you to add other important contacts. If emergency surfaces, please call 911 immediately. The current pandemic has affected our economic health in ways that many of us had not seen before. While most can be mitigated through this guide and under the same guidelines that you have worked through, some of the specific issues that arose as well as assistance that has been offered can be found in our website. Much of this is formulated as it becomes known, and the assistance may be available after this guide has been modified. Please refer to www.swfrpc.org for any further information and our participation in the many efforts to maintain a high quality of life within this region. As you reopen and get settled, it will soon be time to make or modify your disaster preparedness plan. You now have a working experience for the challenges ahead.

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Worksheet Section

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Handwriting practice lines with a large diagonal watermark reading "DRAFT".

Worksheet 1 | Prepare: Risk Assessment Table

	Threat (Hazard, emergency, crisis, disaster)	Likelihood (L-M-H)	Impact (L-M-H)			Mitigation To-Do	By When	Cost (\$)
			People	Places	Things			
NATURAL-ENVIRONMENTAL								
1	Fire							
2	Flood							
3	Drought							
4	Earthquake							
5	Extreme Heat							
6	Winter Storms/Extreme Cold							
7	Tornadoes							
8	Hurricanes							
9	Landslides and Debris Flow							
10	Thunderstorms and Lightning							
11	Volcano Eruptions							
12	Tsunamis							
13	Avalanche							
14	Other Severe Weather							
15	Other Natural Hazards							
16	Other							
17	Other							
HUMAN-RELATED								
18	Explosion							
19	Chemical Spills and Pollution							
20	Workplace Violence							
21	Utility Outage							
22	Pollution (water, air, soil)							
23	Pandemic Disease							
24	Supplier Failure							
25	Government Shutdown							
26	Stock Market Crash							
27	Nuclear Threat							
28	Terrorism							
29	War							
30	Other							
31	Other							
TECHNOLOGY								
32	Mechanical Breakdown							
33	Cyber Attack							
34	All Backups Fail (incl. cloud)							
35	Other							
OTHER								
36	Heart Attack							

Worksheet 2 | Prepare: Risk Assessment Matrix

After you have completed the Risk Assessment Table, take your L(ow), M(edium) and H(igh) marks for both Risk and Impact and plot them into this Risk Assessment Matrix. You can then see how many items are in the High/High section. You should be paying the most attention to them, your "low hanging fruit."

Impact : L	M	H	
			H
			M
			L
			Risk:

Worksheet 3 | Employee Action List

Name:	Job/Position:
Cell Phone:	Email:
Contacted: Yes No	Location:
Actions/Notes:	

Name:	Job/Position:
Cell Phone:	Email:
Contacted: Yes No	Location:
Actions/Notes:	

Name:	Job/Position:
Cell Phone:	Email:
Contacted: Yes No	Location:
Actions/Notes:	

Name:	Job/Position:
Cell Phone:	Email:
Contacted: Yes No	Location:
Actions/Notes:	

Name:	Job/Position:
Cell Phone:	Email:
Contacted: Yes No	Location:
Actions/Notes:	

Worksheet 4 | Key Stakeholders

Name:	Relationship:
Contact #:	Email:
Contacted: Yes No	
Actions/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes No	
Actions/Notes:	

Name:	Relationship:
Contact #:	Email:
Contacted: Yes No	
Actions/Notes:	

Vendor	0-30	31-60	61-90	90+	Total
TOTAL					

Worksheet 6 | Vendors and Orders

Vendor:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Vendor:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Worksheet 7 | Custom and/or Standing Customer Orders to Cancel

Customer:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Customer:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Customer:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Customer:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

Customer:	
Description of Order:	
Contact #:	Email:
Canceled: Yes No	
Actions/Notes:	

[illegible][illegible]

[illegible]

Worksheet 11 | Cost Estimations for Reopening

Expense	\$	Explanation
Cleanup		All costs related to cleanup (make separate list if necessary)
Advertising		Promotion for reopening the business
Inventory Replacement		The amount of inventory needed to be replaced
Building Construction		The amount per contractor bid and other
Furniture and Fixtures		Use actual bid on all F and F
Equipment		Use actual bid on all equipment
Installing Fixtures and Equipment		Use actual bids and other
Lease/Rent Payment		Amount to be paid before reopening in new location
Licenses and Permits		Check with city or state offices
Miscellaneous		All other
Professional Fees		Include CPA, attorney, engineer, etc.
Remodeling/Decorating		The amount per contractor bid and other
Services		Cleaning, etc.
Signs		The amount per contractor bid and other
Supplies		Office, cleaning, etc. supplies
Unanticipated Expenses		Include an amount for the unexpected
Other		
Other		
TOTAL START-UP DOLLARS		Total amount of costs before reopening

Worksheet 12 | Quick 3 Month Cash Flow

	Month 1	Month 2	Month 3	TOTAL
Total Income				
Total Cost of Goods Sold (COGS)				
Gross Profit				
Expense				
Advertising and Marketing				
Credit Card Processing Fees				
Dues and Subscriptions				
Liability Insurance				
Loan # 1				
Loan # 2 (Bank)				
Loan # 3				
Office Expenses				
Payroll				
Payroll Taxes				
Owners Draw				
Accounting				
Legal Fees				
Rent				
Repairs and Maintenance				
Taxes				
Telephone				
Utilities				
Total Expense				
Profit/Loss				
Cash on Hand				
P/L Month #1				
P/L Month #2				
P/L Month #3				
Total Cash Flow Projected				

Worksheet 13 | Grants and Alternative Funding Sources List

Name of Source:	
Contact #:	Email:
Address:	
Applied Required?: Yes No Completed and Sent:	
Application Requirements/Notes:	
Received \$ Date:	

Name of Source:	
Contact #:	Email:
Address:	
Applied Required?: Yes No Completed and Sent:	
Application Requirements/Notes:	
Received \$ Date:	

Name of Source:	
Contact #:	Email:
Address:	
Applied Required?: Yes No Completed and Sent:	
Application Requirements/Notes:	
Received \$ Date:	

Name of Source:	
Contact #:	Email:
Address:	
Applied Required?: Yes No Completed and Sent:	
Application Requirements/Notes:	
Received \$ Date:	

Worksheet 14 | Sources and Use Worksheet

Sources of Financing	\$
Investment of Cash by Owner #1	
Investment of Cash by Owner #2	
Bank Loans to Business (short-term)	
Bank Loans to Business (long-term)	
Bank Loans (personal)	
SBA Disaster Loan	
Grant #1	
Grant #2	
Grant #3	
Donations	
Other	
Other	
Total Sources of Financing	

Uses of Financing	\$
Land	
Buildings	
Equipment	
Remodeling	
Inventory	
Cleanup	
Working Capital	
Other	
Other	
Total Uses of Financing	

Worksheet 15 | Jobs Needed to Reopen

Job Title/Description	Current Employee	Returning Employee	New Employee	# of hours	Salary/Hourly Wage	Confirmed

Worksheet 16 | Local Business Assessment

Business	Open	Closed	Date Reopening

5

Worksheet 18 | Media List for Reopening

Type of Media/Placement/Location	Copy Written	Ad Designed	Cost per Placement	Date # 1	Date #2	Date #3	Date #4	Date #5	Date #6	Total Cost
e.g., Facebook Posting: Reopening soon			0	xx/xx	xx/xx	xx/xx	xx/xx	xx/xx	xx/xx	\$0
e.g., Newspaper Ad: Daily Times	x	x	\$250	xx/xx		xx/xx		xx/xx		\$750
Total Cost										

Worksheet 19 | Thank You List

Reason to Thank		Type of Thank You Done	By Whom	
Name				
Street Address				
City/State/Zip				
Email				
Name				
Street Address				
City/State/Zip				
Email				
Name				
Street Address				
City/State/Zip				
Email				
Name				
Street Address				
City/State/Zip				
Email				
Name				
Street Address				
City/State/Zip				
Email				
Name				
Street Address				
City/State/Zip				
Email				
Name				
Street Address				
City/State/Zip				
Email				

Resources

Registrations and Notifications

- » Florida Health Lee County 239-332-9501
- » FloridaDisaster.biz
- » National Weather Service Alert Services: www.weather.gov/subscribe
- » DEM_External_Affairs@em.myflorida.com (for difficulties accessing Florida Division of Emergency Management)

Emergency Management

- » American Red Cross, Florida: www.redcross.org
- » American Red Cross, Ready Rating: www.readyrating.org
- » Florida Division of Emergency Management: floridadisaster.org 850-815-4000
- » Lee County Emergency Management: [leegov.com/public safety/emergency management](http://leegov.com/public%20safety/emergency%20management)
- » Federal Disaster Assistance Information: www.disasterassistance.gov
- » Federal Emergency Management Agency (FEMA): www.fema.gov
- » OSHA Emergency Action Plan (EAP): www.osha.gov/SLTC/etools/evacuation/eap.html
- » Collier County Emergency Management 239-252-3600
- » SBA Disaster Loans: www.sba.gov
- » USDA, Rural Development: www.usda.gov
- » Sarasota County Office of Emergency Management: 941-861-5000
- » City of Cape Coral Office of Emergency Management: 239-242-3309
- » Police Department: *(fill in)*
- » Sheriff's Department: *(fill in)*
- » Fire Chief/Your nearest Fire Station: *(fill in)*
- » Nearest Hospital: *(fill in)*

Financial, Tax and Insurance

- » Local and/or personal tax advisors *(fill in)*
- » IRS Disaster Resource Guide: www.irs.gov/pub/irs-pdf/p2194.pdf

Legal

- » Florida Bar Association (free legal assistance): FloridaLawHelp.org

Human Resources

- » Disaster Unemployment Assistance, Florida Dept of Economic Opportunity
www.floridajobs.org 1-800-204-2418

Natural Mitigation

- » Natural Resources Conservation Services (NRCS): www.nrcs.usda.gov

Local Agencies and Non-Profits

- » Southwest Florida Regional Planning Council swfrpc.org
- » United Way of Lee County 239-433-2000 Collier County 239-261-7112 Hendry, Glades and Okeechobee Counties 239-433-2000 Charlotte County 941-627-3539 Sarasota County 941-366-2686

Mental Health

- » Lee Health Behavioral Health Center, Lee County 239-343-9180, David Lawrence Centers Collier County 239-455-8500

Business Organizations

- » Florida Chamber of Commerce: info@flchamber.com 850-521-1200
- » Better Business Bureau Florida (BBB): bbb.org/bbb-directory/us/fl
- » Economic Development Agencies (EDA's or EDC's): Lee EDC 239-338-3161 Collier EDC 239-252-8990 Charlotte County EDC 941-764-4941 Hendry County 863-675-6007 Glades County 863-946-0300 Sarasota County 941-309-1200

Other notable examples of helpful organizations, just add and incorporate:

- » Key Business Association: *(fill in)*
- » Rotary Club: *(fill in)*
- » Women's Resource Agency: *(fill in)*

PLEASE REFER TO WWW.SWFRPC.ORG FOR ADDITIONAL COVID RESOURCES, THANK YOU FOR YOUR TIME!

NOTES

Handwriting practice lines with a large diagonal 'DRAFT' watermark.

DRAFT

EVALUATE
IDENTIFY
STRATEGIZE
RESPOND
CONTINUE



--- Agenda --- Item

9b

9b

Update on Resiliency Strategy
for Local Food Systems

9b

Agenda Item

9c

9c

Meeting Location for March 17,
2022

9c

NEW MEETING SCHEDULE FY 21-22

18

NOVEMBER

2021

- Workshop to determine items to be address for the year 2022

20

JANUARY

2022

- Election of Officers
- Speaker on subject determined at workshop

17

MARCH

2022

- Speaker on subject determined at workshop

16

JUNE

2022

- Audit Report
- Budget & Workplan
- Speaker on subject determined at workshop

15

SEPTEMBER

2022

- Host Major Event

Agenda Item

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SWFRPC Committee Reports

10

10

Agenda Item

10a

Executive Committee

10a

10a

Agenda Item

10b

Quality of Life & Safety
Committee

10b

10b

Agenda Item

11

11

New Business

11

Agenda Item

12

12

State Agency Comments/
Reports

12

Agenda Item

13

13

Council Member Comments

13

Agenda Item

14

14

Adjourn

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