



COUNCIL MEETING AGENDA

July 21, 2022

9:00am – 11:00am

Location: SFWMD Office, 2301 McGregor Blvd., Ft. Myers Florida 33901

In Person and Virtual

Join Zoom Meeting:

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

Join by phone: 1-929-205-6099

Meeting ID: 915 8872 9954

Passcode: 082520

****Packets Printed Upon Request****

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	
3	ROLL CALL	
4	PUBLIC COMMENTS	
5	AGENDA	Page 1
6	MINUTES	
	a) Minutes of the June 16, 2022, Council/Executive Meeting	Page 11
7	FINANCIALS	
	a) Governmental Fund Activity – per audit	Page 18
8	DISCUSSION ITEMS	
	a) Organization Structure Discussion – Commissioner McDaniel	Page 21
	b) SWFL Workforce Development Consortium ILA – Commissioner McDaniel	Page 60
9	DIRECTORS REPORT	Page 94
	a) Comp Plan Amendments (Information Only)	Page 101
	b) John Hopkins Food Policy Council Action Guide – Asmaa Odeh	Page 108
	c) Inland Port Update – Tracy Whirls	
	d) SWFRPC Background Presentation	Page 213
	e) Grant Activity Sheet (Information Only)	Page 228

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 (844) 988-8244; 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

10 COMMITTEE REPORTS

- a) Executive Committee – **Chair Don McCormick**
- b) Quality of Life & Safety Committee – **Chair Don McCormick**

11 NEW BUSINESS

12 STATE AGENCIES COMMENTS/REPORTS

13 COUNCIL MEMBERS' COMMENTS

14 ADJOURN

UPCOMING SWFRPC MEETING DATES:

August 18, 2022

September 15, 2022

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 (844) 988-8244; if you are hearing or speech impaired call (800) 955-8770 Voice/(800) 955-8771 TDD.

SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL MEMBERSHIP

OFFICERS

Mr. Donald McCormick, Chair	Councilman Fred Burson, Vice-Chair
Commissioner Bill McDaniel, Secretary	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
Councilman Raymond Christman, City of Naples
(City of Marco Island Vacancy)
(Governor Appointee Vacancy)
(Governor Appointee Vacancy)

GLADES COUNTY

Commissioner Donna Storter-Long, Glades BCC
Commissioner Tim Stanley, Glades BCC
(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

Vacancy Lee BCC (Commissioner Frank Mann)
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	Keith Robbins, FDOT
Phil Flood, SFWMD	(Vacant) 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

6

6

Minutes

6

Agenda Item

6a

6a

Minutes of the June 16, 2022
Council/Executive Meeting

6a

**MINUTES OF THE
SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL
JUNE 16, 2022, MEETING**

The in-person and zoom meeting of the Southwest Florida Regional Planning Council and Executive Board was held on June 16, 2022, at the South Florida Water Management District Office with a conference call option. Governor Appointee and Council Chair, Mr. Don McCormick called the meeting to order at 9:05 a.m. There was a quorum of the Executive Committee present.

BOARD MEMBERS PRESENT

Charlotte County: Mr. Don McCormick – Chair, Commissioner Jaha Cummings

Collier County: *None*

Glades County: Mr. Tommy Perry - Governor Appointee, Chairman Tim Stanley

Hendry County: Commissioner Mitchell Wills (*Zoom*), Mr. Mel Karau (*Zoom*)

Lee County: Stacy Roland for Commissioner Frank Mann (*Zoom*), Commissioner Cecil Pendergrass (*Zoom*), Councilman Fred Burson

Sarasota County: *None*

Ex-Officio Members: Jon Iglehart FDEP, Phil Flood SFWMD

OTHERS PRESENT

Ms. Margaret Wuerstle - Executive Director, SWFRPC

Ms. Rebekah Harp - SWFRPC

Ms. Tracy Whirls - SWFRPC

Mr. Jim Burch – SWFRPC (*Zoom*)

Ms. Asmaa Odeh – SWFRPC (*Zoom*)

Ms. Amelia Williams – SWFRPC (*Zoom*)

Ms. Charity Franks – SWFRPC (*Zoom*)

Mr. Daniel Trescott – Trescott Planning (*Zoom*)

Mr. Jim Paulman – Stantec (*Zoom*)

Ms. Katie LaBarr – Stantec (*Zoom*)

Ms. Brooke Dawson – Stantec (*Zoom*)

Ms. Denise Imbler - FRCA (*Zoom*)

AGENDA ITEM #6(a)
MINUTES OF THE JUNE 16, 2022, MEETING

Mr. Thomas Perry offered a motion to accept the minutes of the May 19, 2022, Executive Committee Meeting. Mr. Don McCormick seconded the motion to accept the minutes of the May 19, 2022, Executive Committee Meeting. The action was approved unanimously.

AGENDA ITEM #7(a)
FINANCIALS GOVERNMENT FUND ACTIVITY – PER AUDIT (INFORMATIONAL ITEM)

Ms. Wuerstle explained that this item was requested by Commissioner McDaniel, which is strictly for informational purposes.

AGENDA ITEM #7(b)
FEBRUARY AND MARCH FINANCIALS

Ms. Wuerstle explained that the financials are continuing with the up and down cycle of the invoicing pattern.

Mr. Thomas Perry offered a motion to accept the February and March Financials. Councilman Jaha Cummings seconded the motion to accept the February and March Financials. The action was approved unanimously.

AGENDA ITEM #7(c)
FY2023 PROPOSED BUDGET

Ms. Wuerstle explained that the proposed budget shows a deficit of \$77,354 which reserves will cover. However, the budget year does not begin until October 1st and the SWFRPC has been successful in the past to cover the short fall. Ms. Wuerstle explained that the short fall is typical at this time of year and that in previous years she has seen it as high as \$400,000. Ms. Wuerstle ensured that the \$77,354 gap is not critical and she feels confident that the amount will be made up by the time the budget closes.

Councilman Jaha Cummings offered a motion to accept the FY2023 Proposed Budget. Mr. Thomas Perry seconded the motion to accept the FY2023 Proposed Budget. The action was approved unanimously.

AGENDA ITEM #8
CONSENT

AGENDA ITEM #8(a)
BABCOCK RANCH INCREMENT 3

AGENDA ITEM #8(b)
PALMER RANCH INCREMENT 30

Mr. Trescott explained that both items on consent are following the typical process of the preapplication checklist for the master applications.

Mr. Perry asked if this is the last increment of Palmer Ranch? Mr. Trescott responded that he believes this will be most likely the last full increment. Mr. Jim Paulman explained that there are a few inland parcels, but they have met all the mitigating actions that are included under the master order. Mr. Paulman explained that it is the last increment for Babcock Ranch.

Mr. Thomas Perry offered a motion to accept the consent agenda. Councilman Jaha Cummings seconded the motion to accept the consent agenda. The action was approved unanimously.

AGENDA ITEM #9(a)
ORGANIZATION STRUCTURE DISCUSSION

Ms. Wuerstle explained that Commissioner McDaniel could not attend due to Collier County's budget hearing. Ms. Wuerstle explained that she has received nothing more than what was previously reported, and Ms. Wuerstle will update the board when she receives any new information.

Mr. Don McCormick stated that he received an invitation to present at the Collier County board meeting June 28th. Mr. McCormick also explained that he had a conversation with Commissioner Pendergrass and that the invitation to speak during public comment period is available for Lee County as well.

AGENDA ITEM #9(b)
INLAND PORT UPDATE DISCUSSION

Ms. Whirls explained that she attended a luncheon at the Workforce Development Board, Economic Development Ad hoc Committee and that there was discussion regarding the inland port projects. Ms. Whirls continued to explain that she has a meeting tomorrow regarding the inland port and they have a presentation, which she will share, and they want to do a regional rollout of the program with the potential of not only imports but also exports from the State of Florida. Also, FDOT is having their rap ups from their statewide listening sessions. Ms. Whirls explained she has followed most of them and there has been a great deal of conversation regarding passenger rail from the East coast to Orlando and Tampa. The Fort Myers session there was conversation having passenger rail for Southwest Florida. There is most likely going to be a shift in conversation to freight rail.

**AGENDA ITEM #10
DIRECTORS REPORT**

Ms. Wuerstle explained that she had a request from Councilman Cummings to add to the agenda a presentation on the Punta Gorda City Marketplace Project.

The GEIS company presented the project to the board. The GEIS company has requested assistance from the SWFRPC to find funding for the stormwater drainage portion of the project. Margaret explained that she would be happy to look for funding, however she would need some additional information and that she will contact the commissioner as well as the developer to discuss in more detail.

Asmaa Odeh gave a presentation on the closeout of the Collier County Food Policy Council project.

Ms. Wuerstle explained that the SWFRPC was also awarded a Food Insecurity grant from DEO that is finally getting off the ground. There was slight delays in the project due to the finalization of the MOUs for UF. UF has completed their survey tool that will be distributed to the growers. October 30th the needs assessment will be completed.

Ms. Wuerstle also explained that the CARES Act grant funding for COVID resiliency guide is coming to a close at the end of June as well.

Ms. Wuerstle also updated the board that the SWFRPC was awarded a \$500,000 from EPA for the new Brownfields assessment.

**AGENDA ITEM #11
COMMITTEE REPORTS**

No Committee Reports were given

**AGENDA ITEM #11(a)
EXECUTIVE COMMITTEE**

There was no update given.

**AGENDA ITEM #11(b)
QUALITY OF LIFE & SAFETY COMMITTEE**

There was no update given.

**AGENDA ITEM #12
NEW BUSINESS**

There was no new business.

**AGENDA ITEM #13
STATE AGENCIES COMMENTS/REPORTS**

Phil flood provided an update that the Governor approved a \$300m budget, \$6m designated for restoration projects and \$4m for Peace River water quality.

Jon Iglehart provided an update on Lee County is struggling with a 10-week septic delay. Also, Lee County drinking water program has 60 days left, then it will be transferred and taken over by the Tampa office.

**AGENDA ITEM #14
COUNCIL MEMBERS' COMMENTS**

Councilman Cummings provided an update on the historic house that will be moved and turned into a museum

**AGENDA ITEM #15
ADJOURN**

The meeting adjourned at 10:08 a.m.

Don McCormick, Chairman

The meeting was duly advertised in the June 8, 2022, issue of the FLORIDA ADMINISTRATIVE REGISTER, Volume 48, Number 111.

Agenda Item

7

7

Financials

7

Agenda Item

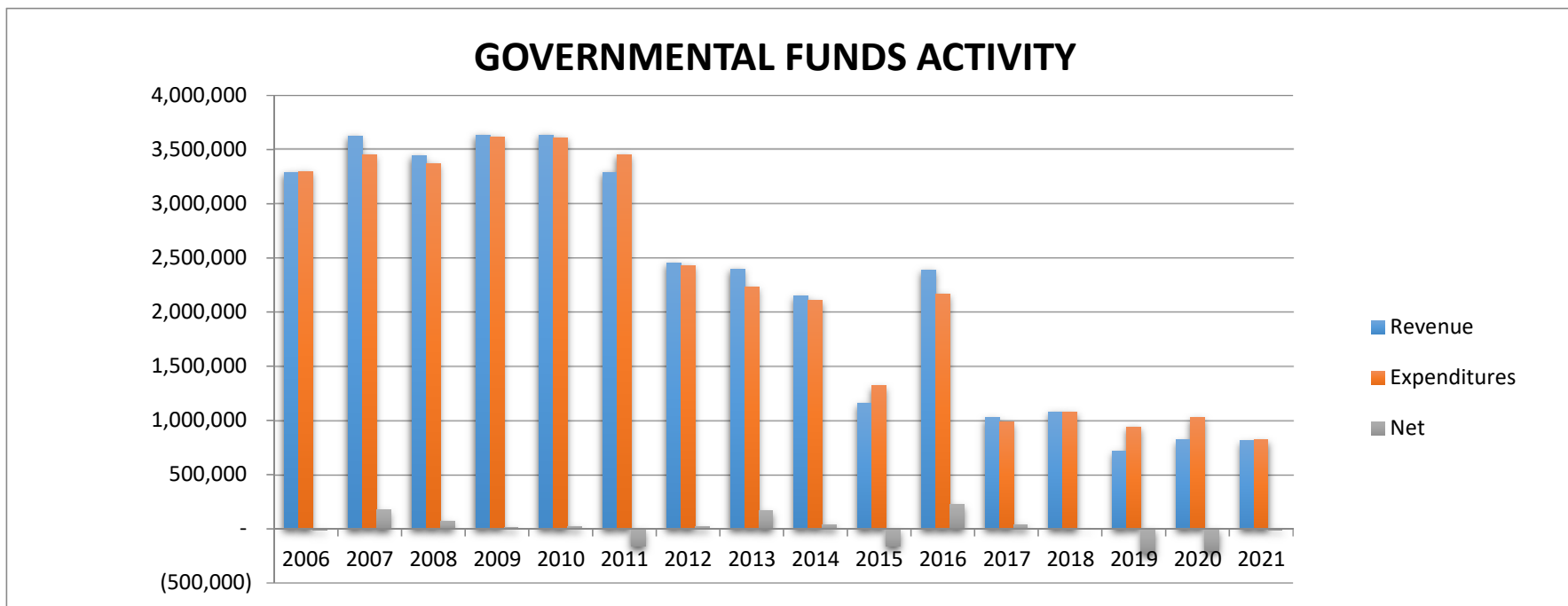
7a

7a

Governmental Fund Activity

7a

SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL
GRAPH - COMPARATIVE SUMMARY OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCE (FUND BASIS STATEMENTS) - ALL FUNDS
Fiscal Years Ended September 30, 2006 - September 30, 2021



Fiscal Yr	Revenue	Expenditures	Net
2006	3,282,874	3,293,955	\$ (11,081)
2007	3,620,972	3,448,094	172,878
2008	3,439,973	3,367,828	72,145
2009	3,631,561	3,613,833	17,728
2010	3,633,853	3,609,479	24,374
2011	3,288,138	3,448,360	(160,222)
2012	2,453,411	2,430,302	23,109 ***
2013	2,397,441	2,231,934	165,507
2014	2,145,900	2,105,488	40,412
2015	1,157,034	1,317,493	(160,459) *
2016	2,388,620	2,165,278	223,342 ****
2017	1,025,345	984,746	40,599
2018	1,080,206	1,078,114	2,092
2019	719,149	942,205	(223,056)
2020	821,515	1,024,052	(202,537)
2021	812,304	821,590	(9,286)

* NEP departed 10/1/14

**** includes sale of building

*** MPO departed

<div>_____</div> <div>_____</div>	<div>Agenda</div> <div>Item</div>	<div>8</div>
-----------------------------------	-----------------------------------	--------------

		<div>8</div>
--	--	--------------

<div>Discussion Items</div>		<div>8</div>
-----------------------------	--	--------------

	Agenda
	Item
	8a

8a

Organization Structure
Discussion

8a

Rebekah Harp

From: Rebekah Harp
Sent: Monday, April 25, 2022 2:06 PM
To: bill.truex@charlottecountyfl.gov
Cc: Margaret Wuerstle; Don McCormick
Subject: Request from SWFRPC Chairman Don McCormick
Attachments: SWFRPC_Draft_ILA_Bylaws_Package.pdf
Importance: High

Bill Truex, Chairman
Charlotte County Commission
18500 Murdock Circle, Suite 536
Port Charlotte, Florida 33948

Dear Chairman Truex:

By unanimous vote of the quorum present at the April 21, 2022 meeting of the Southwest Florida Regional Planning Council I was instructed to do the following:

- 1) I respectfully request you invite Collier County Commissioner Bill McDaniel, Punta Gorda City Councilmember Jaha Cummings and myself to attend a meeting of your Commission at your earliest convenience.

Commissioner McDaniel will address the matter of SWFRPC relevancy as it applies to our Interlocal Agreement and the Council's conformance with Florida statutes.

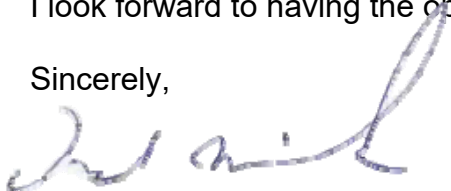
Councilmember Cummings will discuss Southwest Florida's need for a freight policy.

I will comment on the recent MCore initiative and its impact on our Counties and Municipalities.

- 2) Provide you with the DRAFT revised Inter-local Agreement and DRAFT revised By-laws that Commissioner McDaniel and the RPC staff spent considerable effort in preparing. Please disseminate these drafts to your Commission. Please feel free to share these documents with your county's staff and legal counsel as well and provide your comments to the RPC at: mwuerstle@swfrpc.org. The Council will review your comments at the June 16, 2022 meeting.

I look forward to having the opportunity to speak with your Commission in the near future.

Sincerely,



Don McCormick
Chairman

Rebekah Harp

From: Rebekah Harp
Sent: Monday, April 25, 2022 2:07 PM
To: bill.mcdaniel@colliercountyfl.gov
Cc: Margaret Wuerstle; Don McCormick
Subject: Request from SWFRPC Chairman Don McCormick
Attachments: SWFRPC_Draft_ILA_Bylaws_Package.pdf
Importance: High

William L. McDaniel, Jr., Chairman
Collier County Commission
3299 Tamiami Trail East, Suite 303
Naples, Florida 34112

Dear Chairman McDaniel:

By unanimous vote of the quorum present at the April 21, 2022 meeting of the Southwest Florida Regional Planning Council I was instructed to do the following:

- 1) I respectfully request you invite Collier County Commissioner Bill McDaniel, Punta Gorda City Councilmember Jaha Cummings and myself to attend a meeting of your Commission at your earliest convenience.

Commissioner McDaniel will address the matter of SWFRPC relevancy as it applies to our Interlocal Agreement and the Council's conformance with Florida statutes.

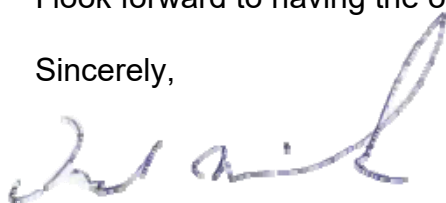
Councilmember Cummings will discuss Southwest Florida's need for a freight policy.

I will comment on the recent MCore initiative and its impact on our Counties and Municipalities.

- 2) Provide you with the DRAFT revised Inter-local Agreement and DRAFT revised By-laws that Commissioner McDaniel and the RPC staff spent considerable effort in preparing. Please disseminate these drafts to your Commission. Please feel free to share these documents with your county's staff and legal counsel as well and provide your comments to the RPC at: mwuerstle@swfrpc.org. The Council will review your comments at the June 16, 2022 meeting.

I look forward to having the opportunity to speak with your Commission in the near future.

Sincerely,



Don McCormick
Chairman

Rebekah Harp

From: Rebekah Harp
Sent: Monday, April 25, 2022 2:08 PM
To: Tim Stanley (tstanley@myglades.com) (tstanley@myglades.com)
Cc: Margaret Wuerstle; Don McCormick
Subject: Request from SWFRPC Chairman Don McCormick
Attachments: SWFRPC_Draft_ILA_Bylaws_Package.pdf
Importance: High

Tim Stanley, Chairman
Glades County Commission
P. O. Box 1527
Moore Haven, Florida 33471

Dear Chairman Stanley:

By unanimous vote of the quorum present at the April 21, 2022 meeting of the Southwest Florida Regional Planning Council I was instructed to do the following:

- 1) I respectfully request you invite Collier County Commissioner Bill McDaniel, Punta Gorda City Councilmember Jaha Cummings and myself to attend a meeting of your Commission at your earliest convenience.

Commissioner McDaniel will address the matter of SWFRPC relevancy as it applies to our Interlocal Agreement and the Council's conformance with Florida statutes.

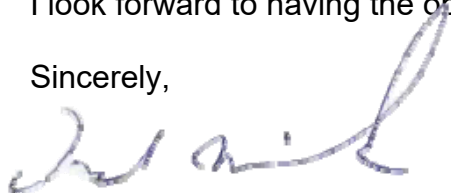
Councilmember Cummings will discuss Southwest Florida's need for a freight policy.

I will comment on the recent MCore initiative and its impact on our Counties and Municipalities.

- 2) Provide you with the DRAFT revised Inter-local Agreement and DRAFT revised By-laws that Commissioner McDaniel and the RPC staff spent considerable effort in preparing. Please disseminate these drafts to your Commission. Please feel free to share these documents with your county's staff and legal counsel as well and provide your comments to the RPC at: mwuerstle@swfrpc.org. The Council will review your comments at the June 16, 2022 meeting.

I look forward to having the opportunity to speak with your Commission in the near future.

Sincerely,



Don McCormick
Chairman

Rebekah Harp

From: Rebekah Harp
Sent: Monday, April 25, 2022 2:08 PM
To: bocc1@hendryfla.net
Cc: Margaret Wuerstle; Don McCormick
Subject: Request from SWFRPC Chairman Don McCormick
Attachments: SWFRPC_Draft_ILA_Bylaws_Package.pdf
Importance: High

Emma Byrd, Chairperson
Hendry County Commission
P. O. Box 2340
LaBelle, Florida 33975

Dear Chairperson Byrd:

By unanimous vote of the quorum present at the April 21, 2022 meeting of the Southwest Florida Regional Planning Council I was instructed to do the following:

- 1) I respectfully request you invite Collier County Commissioner Bill McDaniel, Punta Gorda City Councilmember Jaha Cummings and myself to attend a meeting of your Commission at your earliest convenience.

Commissioner McDaniel will address the matter of SWFRPC relevancy as it applies to our Interlocal Agreement and the Council's conformance with Florida statutes.

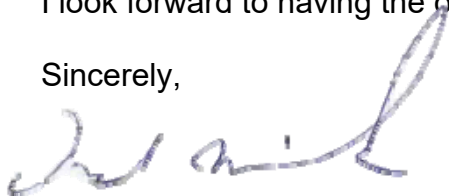
Councilmember Cummings will discuss Southwest Florida's need for a freight policy.

I will comment on the recent MCore initiative and its impact on our Counties and Municipalities.

- 2) Provide you with the DRAFT revised Inter-local Agreement and DRAFT revised By-laws that Commissioner McDaniel and the RPC staff spent considerable effort in preparing. Please disseminate these drafts to your Commission. Please feel free to share these documents with your county's staff and legal counsel as well and provide your comments to the RPC at: mwuerstle@swfrpc.org. The Council will review your comments at the June 16, 2022 meeting.

I look forward to having the opportunity to speak with your Commission in the near future.

Sincerely,



Don McCormick
Chairman

Rebekah Harp

From: Rebekah Harp
Sent: Monday, April 25, 2022 2:08 PM
To: Dist2, Cecil Pendergrass (dist2@leegov.com)
Cc: Margaret Wuerstle; Don McCormick
Subject: Request from SWFRPC Chairman Don McCormick
Attachments: SWFRPC_Draft_ILA_Bylaws_Package.pdf

Importance: High

Cecil Pendergrass, Chairman
Lee County Commission
Old Lee County Courthouse
2120 Main Street
Fort Myers, Florida 33901

Dear Chairman Pendergrass:

By unanimous vote of the quorum present at the April 21, 2022 meeting of the Southwest Florida Regional Planning Council I was instructed to do the following:

- 1) I respectfully request you invite Collier County Commissioner Bill McDaniel, Punta Gorda City Councilmember Jaha Cummings and myself to attend a meeting of your Commission at your earliest convenience.

Commissioner McDaniel will address the matter of SWFRPC relevancy as it applies to our Interlocal Agreement and the Council's conformance with Florida statutes.

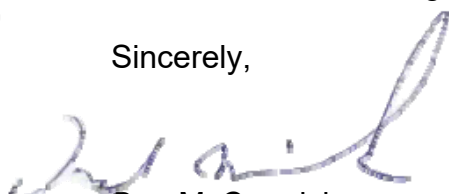
Councilmember Cummings will discuss Southwest Florida's need for a freight policy.

I will comment on the recent MCore initiative and its impact on our Counties and Municipalities.

- 2) Provide you with the DRAFT revised Inter-local Agreement and DRAFT revised By-laws that Commissioner McDaniel and the RPC staff spent considerable effort in preparing. Please disseminate these drafts to your Commission. Please feel free to share these documents with your county's staff and legal counsel as well and provide your comments to the RPC at: mwuerstle@swfrpc.org. The Council will review your comments at the June 16, 2022 meeting.

I look forward to having the opportunity to speak with your Commission in the near future.

Sincerely,



Don McCormick

Rebekah Harp

From: Rebekah Harp
Sent: Monday, April 25, 2022 2:09 PM
To: amaio@scgov.net
Cc: Margaret Wuerstle; Don McCormick
Subject: Request from SWFRPC Chairman Don McCormick
Attachments: SWFRPC_Draft_ILA_Bylaws_Package.pdf
Importance: High

Alan Maio, Chairman
Sarasota County Commission
1660 Ringling Blvd.
Sarasota, Florida 34236

Dear Chairman Maio:

By unanimous vote of the quorum present at the April 21, 2022 meeting of the Southwest Florida Regional Planning Council I was instructed to do the following:

- 1) I respectfully request you invite Collier County Commissioner Bill McDaniel, Punta Gorda City Councilmember Jaha Cummings and myself to attend a meeting of your Commission at your earliest convenience.

Commissioner McDaniel will address the matter of SWFRPC relevancy as it applies to our Interlocal Agreement and the Council's conformance with Florida statutes.

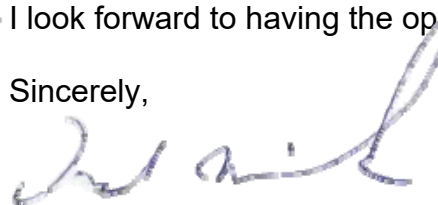
Councilmember Cummings will discuss Southwest Florida's need for a freight policy.

I will comment on the recent MCore initiative and its impact on our Counties and Municipalities.

- 2) Provide you with the DRAFT revised Inter-local Agreement and DRAFT revised By-laws that Commissioner McDaniel and the RPC staff spent considerable effort in preparing. Please disseminate these drafts to your Commission. Please feel free to share these documents with your county's staff and legal counsel as well and provide your comments to the RPC at: mwuerstle@swfrpc.org. The Council will review your comments at the June 16, 2022 meeting.

I look forward to having the opportunity to speak with your Commission in the near future.

Sincerely,



Don McCormick
Chairman



BOARD OF COUNTY COMMISSIONERS

May 4, 2022

Kevin Ruane
District One

Cecil L Pendergrass
District Two

Raymond Sandelli
District Three

Brian Hamman
District Four

Frank Mann
District Five

Roger Desjarlais
County Manager

Richard Wesch
County Attorney

Donna Marie Collins
Chief Hearing Examiner

Bill Truex, District 3, Chairman
Charlotte County Board of County Commissioners
Commission Chambers, Room 119
18500 Murdock Circle
Port Charlotte, FL 33948

William C. McDaniel, Jr., District 5, Chairman
Collier County Board of County Commissioners
3299 Tamiami Trail East, Suite 303
Naples, FL 34112

Tim Stanley, District 5, Chairman
Glades County Board of County Commissioners
P.O. Box 1527
Moore Haven, Florida 33471

Emma Byrd, District 1, Chairperson
Hendry County Board of County Commissioners
P.O. Box 2340
LaBelle, FL 33975

Alan Maio, District 4, Chairman
Sarasota County Board of County Commissioners
1660 Ringling Blvd.
Sarasota, FL 34236

Dear Commissioner:

I am writing on behalf of the Lee County Board of County Commissioners concerning the Southwest Florida Regional Planning Council ("SWFRPC"). As many of you know, the SWFRPC's purpose has been statutorily eviscerated by the State Legislature over the past decade. In 2017, Lee County, along with other County members, formally terminated our participation in the previous Interlocal Agreements. Today, the SWFRPC continues to have a limited function and fails, in our opinion, to provide any meaningful benefit to Lee County's taxpayers.

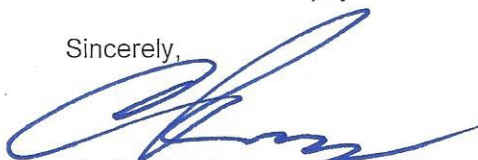
Recently, Lee County received correspondence from Don McCormick, Chairman of the SWFRPC concerning the purpose of the Organization. Briefly, the correspondence requests the Counties and other SWFRPC members to approve a new Interlocal Agreement and By-Laws for the purpose of reconstituting and rebranding the SWFRPC. The purpose of this "rebranding" is to reestablish the relevancy of the SWFRPC and recapture funding necessary to support its to be determined "mission." Lee County has significant concerns regarding Mr. McCormick's revised Interlocal Agreement, Mission Statement and By-Laws. Of primary concern is the attempt to empower a SWFRPC Executive Board and their attempt to burden the Counties with funding this new "mission."

May 4, 2022
Page 2

On May 3, 2022, in response to these concerns, the Lee County Board of County Commissioners, by unanimous vote of the quorum present at its meeting, authorized me to write to you to inform you of our concern with the proposed documents. Moving forward, Lee County declines the invitation by the SWFRPC delegation to make a presentation at a future County Commission meeting. Further, Lee County will not authorize any further work or review of the proposed revised Interlocal Agreement, Bylaws, or Mission Statement.

Finally, the Board of County Commissioners has directed Lee County staff to seek a legislative amendment to Chapter 186, Florida Statutes, to make county membership in Regional Planning Councils permissive rather than mandatory. I am requesting that you join in our legislative efforts. No county should be forced to fund an organization that has outlived its statutory purpose and is of no benefit to its taxpayers.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Cecil L. Pendergrass', with a stylized flourish extending to the right.

Cecil L. Pendergrass, District 2
Chairman

Executive Summary

Meeting Date: Meeting November 19, 2020

Submitted by: Commissioner Bill McDaniel

RE: Southwest Florida Regional Planning Council Interlocal Agreement and By-Laws

OBJECTIVE: To reconstitute and rebrand the Southwest Florida Regional Planning Council (SWFRPC) by repealing the existing Interlocal Agreement and the existing By-Laws and replacing them with an Interlocal Agreement that is consistent with State Statutes and a corresponding set of By-Laws, while the six member counties work on establishing the relevancy of the SWFRPC.

BACKGROUND:

Attached as Exhibit A are the existing Interlocal Agreement adopted November 8, 1973 and an Amendment adopted in October 1980. The existing By-Laws are attached as Exhibit B. The existing Interlocal Agreement as well as the current By-Laws are inconsistent with State Statutes. A document attached as Exhibit C explains the history of the Interlocal Agreement and compares it to the By-Laws and the Florida Statutes.

- The original Interlocal Agreement creating the Southwest Florida Regional Planning Council was adopted November 8, 1973 but was not recorded.
- On June 6, 1974 an Amendment to Interlocal Agreement was adopted to revise final date of budget approval from June 1 to August 15.
- On June 27, 1974 an Amendment to the Interlocal Agreement was adopted to provide for alternate voting members, the checks to be signed by the Treasurer, the meeting date moved to the first Thursday of the month, and for special meetings to require 24-hour notice.
- On August 1, 1974 the By-Laws for the Southwest Florida Regional Planning Council were adopted.
- On January 18, 1976 the Regional Planning Council board agrees to changed meeting date to third Thursday of month and to hold meetings at the Holiday Inn.
- On February 5, 1976 an Amendment to the Interlocal Agreement (that was presented at the 1/18/76 meeting) was adopted that removes meeting day from the Interlocal Agreement and provides wording changes.
- In October 1980 an Amendment to the Interlocal Agreement was adopted that changed the requirement for approval of amendments to the Interlocal Agreement from 3/4 of voting members to 2/3 of voting members and majority (4) of principal members;

changes 15-day notice of amendments to 7 days; and added the 9 governor appointees or ½ of total voting members to the membership.

- In 2004 the 1973 original Interlocal Agreement along with the 1976 and 1980 amendments were recorded by all counties to facilitate the purchase of the building on Victoria Avenue in Ft. Myers.

CONSIDERATION:

In 1993 the State Legislature removed the DRI Appeal Authority from the statutes. The Appeal Authority allowed the RPCs to appeal to the Florida Land and Water adjudicatory Commission which is the governor and cabinet. Losing the DRI Appeal Authority meant that the RPC recommendations were advisory and the “teeth” in the recommendations were lost. Then in 2015, the legislature eliminated the requirement that a DRI be subject to the state coordinated review process, thereby removing the DRI process from the RPCs authority. A number of legislative changes over the years have weakened the RPC land use advisory ability.

In an effort to bring the Interlocal Agreement into compliance with the State Statutes, I am recommending that the current Interlocal Agreement be repealed and replaced with the Replacement Interlocal Agreement attached as Exhibit D. The Replacement Interlocal Agreement is consistent with State Statutes. Additionally, the existing By-Laws should be repealed and the Replacement By-Laws that are consistent with the Replacement Interlocal Agreement be adopted. The Replacement By-Laws are attached as Exhibit E.

LEGAL CONSIDERATIONS:

1. Termination and adoption of a new interlocal agreement must be done by the county commissions of the six counties. The RPC can recommend that the existing Interlocal be terminated and that the replacement interlocal be adopted but it is the County Commissions that must approve the Interlocal Agreement.
2. Termination may only occur concurrent with a subsequent Interlocal Agreement being adopted due to the requirement of Section 186.512(1)(h), Florida Statutes, and the Executive Office of the Governor’s designation of Southwest Florida Regional Planning Council and Comprehensive Planning District IX shall be comprised of the counties of Charlotte, Collier, Glades, Hendry, Lee and Sarasota.

RECOMMENDATIONS:

- That the members of the Southwest Florida Regional Planning Council recommend to the six counties that comprise Comprehensive Planning District IX that the existing Interlocal Agreement be terminated and the Replacement Interlocal and Replacement By-Laws be adopted and further

- That the SWFRPC members meet monthly to reconstitute and rebrand the SWFRPC including a new Mission Statement and By-Laws.

EXHIBIT D

REPLACEMENT INTERLOCAL

CREATING

THE

SOUTHWEST FLORIDA REGIONAL COUNCIL

EFFECTIVE XXXX, XXXX

AMENDED AND RESTATED
INTERLOCAL AGREEMENT
CREATING THE SOUTHWEST FLORIDA
REGIONAL COUNCIL

THIS AMENDED AND RESTATED AGREEMENT, made and entered into this ____ day of _____, pursuant to authority of Section 163.01, Florida Statutes, by and between:

CHARLOTTE COUNTY
COLLIER COUNTY
GLADES COUNTY
HENDRY COUNTY
LEE COUNTY
and
SARASOTA COUNTY

WITNESSETH:

WHEREAS, The Florida Interlocal Cooperation Act of 1969, Section 163.01 et seq., Florida Statutes, permits local government units to make the most efficient use of their powers by enabling them to cooperate with other localities on the basis of mutual advantage and thereby to provide services and facilities in a manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, this Agreement replaces the Interlocal Agreement entered on November 8, 1973, as amended June 6, 1974, as amended June 27, 1974, as amended February 5, 1976, and as amended October 28, 1980 by and among the parties to this agreement pursuant to which the Southwest Florida Regional Planning Council was originally created; and

WHEREAS, the Florida Regional Planning Council Act, Section 186.501, Florida Statutes, mandates the creation of a Regional Planning Council in each of the several comprehensive planning districts of the state; and,

WHEREAS, Section 186.512(1)(h), Florida Statutes, and the Executive Office of the Governor have designated that the Southwest Florida Regional Planning Council and Comprehensive Planning District IX shall be comprised of the counties of Charlotte, Collier, Glades, Hendry, Lee and Sarasota; and

WHEREAS, the declared purpose of the Florida Regional Planning Council Act is to establish a common system of regional planning councils for areawide coordination and related cooperative activities of federal, state and local governments and ensure a broad-based regional organization that can provide a truly regional perspective enhancing the ability and opportunity of local governments to resolve issues and problems transcending their individual boundaries; and

WHEREAS, it is the desire of the parties hereto to establish a regional council to serve in an advisory capacity to the constituent local governments and

WHEREAS, the parties hereto desire to make the most efficient use of their powers to cooperate for mutual advantage in conducting the regional planning process

and for providing coordination and cooperation within the Southwest Florida region;
and,

WHEREAS, the Community Planning Act, Chapter 163, Part II Florida Statutes assigns to regional planning agencies the responsibility to determine the relationship and effect of a local government's plan or element thereof to or on the strategic regional policy plan and extra jurisdictional impacts; and,

WHEREAS, Governor's Executive Orders 83-150 and Presidential Executive Order 82-12372, designates the comprehensive regional planning agencies as areawide clearinghouses responsible for review and coordination regarding certain Federal programs; and,

WHEREAS, Regional Planning Councils are statutorily assigned various duties and responsibilities in Chapter 129, 163, 186, 258, 260, 288, 339, 380, 403, 420 and 1013, Florida Statutes and other applicable federal, state and local laws.

NOW, THEREFORE, for and in consideration of mutual promises, covenants, benefits to accrue from conduct of a regional planning process, and agreements herein contained and set forth, the member counties to hereby establish, pursuant to the authority of Section 163.01 and Section 186.501, Florida Statutes, the Southwest Florida Regional Planning Council located in Comprehensive Planning District IX consisting of the counties of Charlotte, Collier, Glades, Hendry, Lee and Sarasota, hereinafter referred to as the Council, a separate legal entity, and do further delegate such powers as are specified herein and agree as follows:

1. Purpose.

The purposes of this agreement are:

- (a) To provide local governments with a means of exercising the rights, duties and powers of a regional planning council as defined in Chapter 186, Florida Statutes and other applicable federal, state and local laws.
- (b) To provide a means for conducting the regional planning process.
- (c) To provide regional coordination for local governments in the Southwest Florida region.
- (d) To act in an advisory capacity to exchange, interchange, and review the various programs referred to it which are of regional concern.
- (e) To promote communication among local governments in the region and the identification and resolution of common regional-scale problems.
- (f) To cooperate with Federal, State, local, and non-governmental agencies and citizens to ensure the orderly and harmonious coordination of Federal, State, and local planning and development programs in order to insure the orderly, and balanced growth and development of this region, consistent with protection of the natural resources and environment of the region, and to promote safety, welfare and to enhance the quality of life of the residents of the region.

- (g) To encourage and promote communications between neighboring regional planning districts in attempt to ensure compatibility in development and long-range planning goals.
- (h) To establish an organization that will promote areawide coordination and related cooperative activities of federal, state and local governments, ensuring a broad based-regional organization that can provide a truly regional perspective and enhance that ability and opportunity of local governments to resolve issues and problems transcending their individual boundaries.
- (i) To establish an organization to carry out the duties, functions and activities that are to the mutual advantage of one or more of the local governments within Southwest Florida.

2. Definitions.

- (a) Appointed Representative – a voting member of the Council.
- (b) Comprehensive Planning Districts – the geographic areas within the State specified by the Executive Office of the Governor, and/or by statute.
- (c) Strategic Regional Policy Plan – a plan prepared pursuant to Section 186.507 Florida Statutes and containing goals and policies that address, at a minimum, affordable housing, economic development, emergency preparedness, natural resources of regional significance and regional transportation and that may address any other subject

that relates to the particular needs and circumstances of the comprehensive planning district as determined by the regional planning council. Regional plans shall identify and address significant regional resources and facilities. Regional plans shall be consistent with the State Comprehensive Plan.

- (d) Contribution – any monies received by the Council from a member county or otherwise.
- (e) Council – the Southwest Florida Regional Planning Council.
- (f) Elected Official – a member of the governing body of a municipality or county or a county elected official chosen by the governing body.
- (g) Federal or Federal Government – the government of the United States or any department, commission, agency, or other instrumentalities thereof.
- (h) Governing body – the Board of County Commissioners or City/Town Council/Commission of any member county.
- (i) Local General Purpose Government – any municipality or county created pursuant to the authority granted under ss. 1 and 2, Article VIII of the Florida Constitution.
- (j) Member County – any county within the Southwest Florida Comprehensive Planning District IX.
- (k) Municipality – any incorporated municipality located within a member county.

(l) Principal Member Units – shall be the Charlotte, Collier, Glades, Hendry, Lee and Sarasota Boards of County Commissioners.

3. Effective Date, Duration, Amendment, Withdrawal, and Termination.

(a) The effective creation date of the Council is November 8, 1973.

(b) This agreement shall continue in effect until terminated as provided in Section 3.e.

(c) Any amendments to this agreement shall be in writing and set forth an effective date. To put into effect any amendment, each member county shall adopt, by a majority vote of its governing body, a resolution authorizing its chairman or chief elected official to execute the amendment.

(d) Termination may only occur concurrent with a subsequent Interlocal Agreement being adopted due to the requirement of Section 186.512(1)(h), Florida Statutes, and the Executive Office of the Governor's designation of Southwest Florida Regional Planning Council and Comprehensive Planning District IX shall be comprised of the counties of Charlotte, Collier, Glades, Hendry, Lee and Sarasota.

(e) In the case of a complete termination of this agreement, the non-Federal matching contribution required to match any approved Federal or State grant shall be firm. The project shall be completed, and the required reports and accounting shall be completed.

4. Membership, Voting and Term.

- (a) Membership of the Council shall be provided pursuant to 186.504 Florida Statutes, as amended from time to time.
- (b) A regional planning council shall be created in each of the several comprehensive planning districts of the state. Only one agency shall exercise the responsibilities granted herein within the geographic boundaries of any one comprehensive planning district.
- (c) Membership on the regional planning council shall be as follows:
- (1) Representatives appointed by each of the member counties in the geographic area covered by the regional planning council.
 - (1.1) There shall be two elected officials appointed from each of the member counties.
 - (2) Representatives from other member local general-purpose governments in the geographic area covered by the regional planning council.
 - (2.1) Each county shall decide which of cities, towns and or villages will be voting members of the regional planning council.
 - (3) Representatives appointed by the Governor from the geographic area covered by the regional planning council, including an elected school board member from the geographic area covered by the regional planning council, to be nominated by the Florida School Board Association.
 - (4) Not less than two-thirds of the representatives serving as voting members on the governing bodies of such regional planning councils shall be

elected officials of local general-purpose governments chosen by the cities and counties of the region, provided each county shall have at least one vote.

(5) The remaining one-third of the voting members on the governing board shall be appointed by the Governor, to include one elected school board member, subject to confirmation by the Senate, and shall reside in the region. No two appointees of the Governor shall have their places of residence in the same county until each county within the region is represented by a Governor's appointee to the governing board.

(6) Nothing contained in this section shall deny to local governing bodies or the Governor the option of appointing either locally elected officials or lay citizens provided at least two-thirds of the governing body of the regional planning council is composed of locally elected officials.

(7) In addition to voting members appointed pursuant to paragraph (2)(c), the Governor shall appoint the following ex officio nonvoting members to each regional planning council:

- (i) A representative of the Department of Transportation.
- (ii) A representative of the Department of Environmental Protection.
- (iii) A representative nominated by the Department of Economic Opportunity.
- (iv) A representative of the appropriate water management district or districts.

(8) The Governor may also appoint ex officio nonvoting members representing appropriate metropolitan planning organizations and regional water supply authorities.

(d) Nothing contained in this act shall be construed to mandate municipal government membership or participation in a regional planning council. However, each county shall be a member of the regional planning council created within the comprehensive planning district encompassing the county.

(e) The existing regional planning council in each of the several comprehensive planning districts shall be designated as the regional planning council specified under subsections (1)-(5), provided the council agrees to meet the membership criteria specified therein and is a regional planning council organized under either s. 163.01 or s. 163.02 or ss. 186.501-186.515.

(f) The names of all the appointed representatives shall be recorded in the Council minutes.

- i. Each Board Member shall have an equal vote, which shall be one (1) vote for each Board Member. The basic term of office for appointed representatives of the Council shall be set by the respective appointing authority. All representatives shall serve until a replacement is appointed by the appropriate appointing authority or until written resignation is received by the Council.

5. Officers.

The officers of the Council shall consist of:

- (a) A Chairman, who shall be responsible for overseeing the working organization of the Council, for seeing that all policies of the Council are carried out, and for presiding over all Council meeting. The Chairman or a designated representative shall be ex officio member of all subsidiary committees and boards.
- (b) A Vice-Chairman who shall preside in the Chairman's absence or inability to act. The Vice-Chairman shall perform such other functions as the Council may from time to time assign.
- (c) A Secretary, who shall be responsible for correspondence of the Council, approve minutes of the meetings, be custodian of the records, keep the roll of all members and discharge other duties as may be assigned by the Chairman or the members
- (d) A Treasurer, who shall supervise the financial affairs of the Council and perform such other duties as may be assigned.
- (e) The officers shall be elected at the annual meeting of the Regional Planning Council and shall hold office for a term of one (1) year or until their respective successor(s) are elected and qualified.
- (f) An Executive Committee, consisting of the Chairman, immediate past Chairman, Vice Chairman, Secretary, Treasurer shall be established to act for the Council when necessary to meet any emergency or to deal with any matters when it would be

impossible or inconvenient to convene a meeting of the full Council.

6. Meetings.

- (a) The annual election of officers shall occur in a timely manner, so the terms of officers may commence with their installation at the January meeting.
- (b) Regular meetings shall be held on the days and times established by the Council.
- (c) Special meetings shall be called by the Chairman either at his/her discretion or when she/he is requested by at least three (3) appointed representatives, none of which may be from the same member county; provided adequate notice shall be given to all appointed representatives stating the date, hour and place of the meeting and the purpose for which such meeting is called, and no other business shall be transacted at that meeting.
- (d) The place and time of each meeting shall be determined by the membership prior to the adjournment of the previous meeting. In the absence of such determination, the time and place of the meeting(s) shall be determined by the Chairman.
- (e) All meetings of the Council shall be open to the public.
- (f) A quorum at any meeting shall consist of at least one-half of all voting members. When a quorum has been established, a

majority of those present and voting may take action on all matters presented at the meeting. Each member shall vote on each question presented to the Council except in the event he disqualifies himself. Proxy voting is prohibited.

(g) The Secretary or his/her designee shall keep minutes of each meeting and distribute a copy thereof to each member county.

7. Finances.

(a) The work year and fiscal year of the Council shall be twelve (12) months beginning the first day of October and ending the thirtieth day of September.

(b) On or before August 15th of each year, the Council shall adopt an annual budget and certify a copy thereof to the Clerk or authorized recipient of the governing body of each member county. Each member county shall include in its annual budget and provide to the Council funds in an amount sufficient to fund its proportionate share of the Council's adopted budget, which bears the same ratio to the total budget as the population of each member unit bears to the total population of the region, all as determined annually by official population forecasts by the state of Florida for the year preceding each budget determination.

- i. Each municipal government having a voting seat on the Council shall provide its proportionate share of funds based on population.
 - ii. Each member county shall pay the full assessment to the regional planning council. Each County will collect the proportionate share of assessments for cities, towns and villages within each county that are voting members of the regional planning council.
- (c) Contributions for each fiscal year shall be payable in four equal installments. Payments shall be made within thirty (30) days from receipt of invoicing. The contribution of each member county shall be fifteen cents (15 cents) per capita of the population of the member county according to the most recent available determination under Section 186.901 Florida Statutes.
- (d) Each member county who does not remit the contribution amounts in accordance with Section 7(c) above shall lose all voting privileges until payment is made.

8. Powers

The Council shall have the right to receive and accept in furtherance of its function; gifts, grants, assistance funds, bequeaths, and services from Federal, State and local governments or their agencies and from private and community sources, and to expend therefrom such sums of money

as shall be deemed necessary from time to time for the attainment of its objectives in accordance with all applicable laws. Pursuant to Chapter 186.505 F.S. the Council shall have all powers granted herein including:

- (a) To adopt rules of procedure for the regulation of its affairs and the conduct of its business and to appoint from among its members a chair to serve annually; however, such chair may be subject to reelection.
- (b) To adopt an official name and seal.
- (c) To maintain an office at such place or places within the comprehensive planning district as it may designate.
- (d) To employ and to compensate such personnel, consultants, and technical and professional assistants as it deems necessary to exercise the powers and perform the duties set forth in this act.
- (e) To make and enter into all contracts and agreements necessary or incidental to the performance of its duties and the execution of its powers under this act.
- (f) To hold public hearings and sponsor public forums in any part of the regional area whenever the council deems it necessary or useful in the execution of its other functions.
- (g) To sue and be sued in its own name.
- (h) To accept and receive, in furtherance of its functions, funds, grants, and services from the Federal Government or its agencies; from departments, agencies, and instrumentalities of state, municipal, or local government; or from private or civic sources. Each regional planning council shall render an accounting of the receipt and disbursement of all funds received by it, pursuant to the federal Older Americans Act, to the Legislature no later than March 1 of each year.

- (i) To receive and expend such sums of money as shall be from time to time appropriated for its use by any county or municipality when approved by the council and to act as an agency to receive and expend federal funds for planning.
- (j) To act in an advisory capacity to the constituent local governments in regional, metropolitan, county, and municipal planning matters.
- (k) To cooperate, in the exercise of its planning functions, with federal and state agencies in planning for emergency management as defined in s. 252.34.
- (l) To fix and collect membership dues, rents, or fees when appropriate.
- (m) To acquire, own, hold in custody, operate, maintain, lease, or sell real or personal property.
- (n) To dispose of any property acquired through the execution of an interlocal agreement under s. 163.01.
- (o) To accept gifts, grants, assistance, funds, or bequests.
- (p) To conduct studies of the resources of the region.
- (q) To participate with other governmental agencies, educational institutions, and private organizations in the coordination or conduct of its activities.
- (r) To select and appoint such advisory bodies as the council may find appropriate for the conduct of its activities.
- (s) To enter into contracts to provide, at cost, such services related to its responsibilities as may be requested by local governments within the region and which the council finds feasible to perform.
- (t) To provide technical assistance to local governments on growth management matters.

- (u) To perform a coordinating function among other regional entities relating to preparation and assurance of regular review of the strategic regional policy plan, with the entities to be coordinated determined by the topics addressed in the strategic regional policy plan.
- (v) To coordinate land development and transportation policies in a manner that fosters regionwide transportation systems.
- (w) To review plans of independent transportation authorities and metropolitan planning organizations to identify inconsistencies between those agencies' plans and applicable local government plans.
- (x) To use personnel, consultants, or technical or professional assistants of the council to help local governments within the geographic area covered by the council conduct economic development activities.
- (y) To provide consulting services to a private developer or landowner for a project, if not serving in a review capacity in the future, except that statutorily mandated services may be provided by the regional planning council regardless of its review role.

9. Rules of Procedure

See attached Replacement By-laws

10. Immunity

All of the privileges and immunities from liability and exemptions from laws, ordinance and rules which apply to the activity of the officials, officers, agents or employees of the members shall apply to the officials,

officers, agents of employees of the Council when performing their respective functions and duties under the provisions of this Agreement.

11. Limited Liability

Except as provided in Section 3(e) and Section 7 herein, no member shall in any manner be obligated to pay any debts, obligations or liabilities arising as a result of any actions of the Council, the representatives of any other agents, employees, officers or officials of the Council to have any authority or power to otherwise obligate the members in any manner.

12. Severability.

If any provision of this agreement or the application of such provisions to any person or circumstance shall be invalid, such invalidity shall not affect other provisions or applications of this agreement which can be given effect without invalid provisions or applications, and to this end the provisions of this agreement are declared severable.

13. Signatories.

It is expressly understood that the terms and conditions of this agreement shall be effective between and among those parties signatory hereto; and that the validity, force and effect to their agreement shall not be affected by one or more of the parties named herein not joining in this agreement any other provisions of this agreement to the contrary notwithstanding.

IN THE WITNESS WHEREOF, the parties have officially adopted and caused this amended and restated agreement to be executed and their signature to be affixed by their respective Chairman or Chief Elected Official as of the day and year first above written.

Execution of parties follows on next page.

DRAFT

CHARLOTTE COUNTY, FLORIDA
BY ITS BOARD OF COUNTY COMMISIONERS

Chairman

COLLIER COUNTY, FLORIDA
BY ITS BOARD OF COUNTY COMMISIONERS

Chairman

GLADES COUNTY, FLORIDA
BY ITS BOARD OF COUNTY COMMISIONERS

Chairman

HENDRY COUNTY, FLORIDA
BY ITS BOARD OF COUNTY COMMISSIONERS

Chairman

LEE COUNTY, FLORIDA
BY ITS BOARD OF COUNTY COMMISSIONERS

Chairman

SARASOTA COUNTY, FLORIDA
BY ITS BOARD OF COUNTY COMMISSIONERS

Chairman

EXHIBIT E REPLACEMENT BYLAWS

of the
SOUTHWEST FLORIDA REGIONAL PLANNING
COUNCIL



TABLE OF CONTENTS

SECTION	Page
1. Organization	1
2. Powers and Duties	1
3. Membership	2
4. Officers, Term of Office and Standing Committees	2
5. Executive Director	3
6. General Information	4
7. Public Records	4
8. Public Meetings	4

1. ORGANIZATION

The name of the agency shall be the Southwest Florida Regional Planning Council. It is a regional planning council formed in November 1973 under the authority of Chapter 160, Florida Statutes, as a voluntary association of local governments of the counties and municipalities which comprise the Region, namely, the counties of Charlotte, Collier, Hendry, Glades, Lee and Sarasota. The regional boundaries are those defined as Comprehensive Planning District IX as specified by rule by the Executive Office of the Governor pursuant to 27E-1.002, F.A.C.

2. POWERS AND DUTIES

The Council shall have the following powers and duties prescribed and granted by Chapter 186.505(1) through (25), Florida Statutes, and as they may be amended from time to time.

3. MEMBERSHIP

The Council shall consist of twenty-seven (24) voting members. A voting member shall represent each Principal member unit of the Council as described in the following.

- a. Two voting members from each member county shall be a member of that county's Board of County Commissioners and appointed by that Board. If an alternate is assigned on the annual appointment form, the alternate must also be a county elected official.
- b. One voting member from each member county shall be a Mayor, a City Commission or Council member, or other elected municipal official from one of the local general-purpose governments in the county, appointed by the Board of County Commissioners from the respective County.
- c. There shall be six (6) voting members appointed by the Governor, subject to confirmation by the Florida Senate. One (1) member who is a resident of that county shall represent each County.
- e. **Ex-officio Members:** There may be (1) non-voting ex-officio member from the South Florida Water Management District (SFWMD), from the Southwest Florida Water Management District (SWFWMD) from the Florida Department of Transportation (FDOT), from the Florida Department of Environmental Protection (FDEP), and a representative nominated by the Florida Department of Economic Opportunity (FDEO).

4. OFFICERS, TERM OF OFFICE AND STANDING COMMITTEES

- a. **Officers:** The Council shall elect from its membership, a Chairman, a Vice-Chairman a Secretary and a Treasurer. The Chairman shall preside over regular and special meetings of the Council. The Chairman may also represent and speak for the Council at other official meetings and functions. The Vice-Chairman shall assume duties of the Chairman on request of the Chairman or in the absence of the Chairman.
- b. **Terms of Office:** The Chairman, Vice Chairman, Secretary and Treasurer shall be elected annually. All officers are limited to two consecutive two-year terms.
- c. **Elections:** The election of the Chairman, Vice Chairman and other officers as may be created or appointed by the Council shall be at the January meeting of the calendar year every year. Installation shall follow immediately.

- d. **Standing Committees:** The Council may establish such standing committees, as it may deem appropriate to the efficient pursuit of its duties and responsibilities. Members of all committees shall be appointed by the Chairman and shall serve at his or her discretion. Ad hoc and special committees may be appointed and dissolved by the Chairman with the approval of the Council. The following committee is hereby established as a standing committee.
 - 1. **Executive Committee:** Duties of the Executive Committee shall be to represent and act on behalf of the Council between regular meetings, on personnel relations and regulations, budget control, and on contractual relationships with individuals, agencies and firms. The Committee may meet in lieu of the regular Council meeting and shall have the authority to conduct Council business. Membership shall be composed of the Chairman, Vice Chairman, Secretary, Treasurer, and Past Chairman.

5. EXECUTIVE DIRECTOR

- a. The Executive Director of the Southwest Florida Regional Planning Council shall be selected by the Executive Committee and shall be appointed by a majority of those Council members present and voting at an official meeting of the Council at which an appointment is being considered. Compensation for the Executive Director shall be set and adjusted from time to time by the Executive Committee and ratified by the Full Council.
- b. The Executive Director shall be appointed for an indefinite term to continue for such time as both parties find the association to be satisfactory. Neither party shall terminate the period of employment with less than sixty (60) days written notice, unless the other party waives the rights to such notice. The Council retains the right to remove the Executive Director from office for just cause without notice or compensation in the event of fraud, dishonesty, or criminal actions and may suspend said Executive Director pending investigation and hearings on charges before the Council.
- c. The Executive Director shall operate the Regional Planning Agency with the concurrence of the Council, and shall report at each meeting of the Council on the progress, problems and status of the approved programs. The duties and the limits of his or her authority shall, from time to time, be prescribed by the Council and shall include, but not be limited to the following:
 - 1. Recruit, employ, set compensation, and train and direct all authorized staff personnel in accordance with the annual budget as approved by the Council.

2. Approve all expenditures and account for all budgeted funds.
3. Prepare all budgets for Council review and approval.
4. Negotiate for all available funding from local, state and/or federal or private sources.
5. Conduct such research, planning and economic development programs as will benefit the member governments as approved by the Council.
6. Coordinate the programs of all departments to insure maximum benefit and minimum costs.

6. GENERAL INFORMATION

The mailing address of the Southwest Florida Regional Planning Office is P.O. Box 60933, Ft. Myers, Florida 33906.

7. PUBLIC RECORDS

Any and all Council correspondence, reports, publications, memoranda and other documents are public records and thus open for public inspection during office hours.

The Council maintains a list of publications available and the cost per document. Individuals using the Council's copying machine are charged a set per page fee. Any person may purchase documents. Local general-purpose governments within the region shall be charged only the direct cost of production and are not subject to regular cost schedules.

8. PUBLIC MEETINGS

The Council normally meets every other month on the third Thursday of the month at 9:00 a.m. Eastern Time. The date and time of regular meetings may change for the convenience of the Council. The Chairman or any two Executive Committee members may call Executive Committee meetings. The Council and Executive Committee meetings shall be conducted pursuant to Roberts Rules of Order Revised.

- a. **Quorum:** Half of the voting members shall constitute a quorum. For purposes of establishing a quorum, the following rules shall apply. (1) Vacant seats on the Council shall not count as a “voting member”. (2) Any member who has been reasonably notified by the appointing body and is unresponsive, shall not count as a “voting member”. In the event that a quorum is not present, a majority of the voting members present may reschedule and adjourn the meeting.

A quorum for the Executive Committee will consist of three (3) voting members. During circumstances that require immediate action, the Executive Committee may conduct its business via teleconference.

- b. **Annual Meeting:** The regular January meeting shall be known as the Annual Meeting and shall be for the purpose of installing the Chairman, Vice-Chairman, Secretary and Treasurer, and conducting other business as may come before the membership.
- c. **Notice:** The general public is cordially invited to all Council meetings and proceedings. Notice of these meetings is published at least seven (7) days prior thereto in the Florida Administrative Register. In addition, notice is mailed to all Council members and to anyone who has requested notice.

Adopted on the _____ day of _____ 2020 at the Council’s Board Meeting.

Chair, Southwest Florida Regional Planning Council

Agenda Item

8b

8b

SWFL Workforce
Interlocal Agreement

8b



4001 Tamiami Trail North, Suite 300
 Naples, Florida 34103
 T: 239.435.3535 | F: 239.435.1218

Writer's Email:
gurbancic@cyklawfirm.com

June 17, 2022

VIA EMAIL ONLY:

County.Attorney@CharlotteCountyFL.gov

Janette S. Knowlton, Esq.
 County Attorney for Charlotte County
 18500 Murdock Circle, Room #573
 Port Charlotte, FL 33948

VIA EMAIL ONLY:

JeffKlatzkow@colliergov.net

Jeffrey A. Klatzkow, Esq.
 County Attorney for Collier County
 3299 Tamiami Trail East, Suite 800
 Naples, FL 34112-5749

VIA EMAIL ONLY:

Richard@strayhornandstrayhornlaw.com

Richard W. Pringle, Esq.
 County Attorney for Glades County
 Strayhorn & Strayhorn
 2125 First Street, Suite 200
 Fort Myers, FL 33901

VIA EMAIL ONLY:

mlapp@hendryfla.net

Mark F. Lapp, Esq.
 County Attorney for Hendry County
 P.O. Box 2340
 LaBelle, FL 33935

VIA EMAIL ONLY:

RWesch@leegov.com

Richard Wesch, Esq.
 County Attorney for Lee County
 2115 Second St
 Fort Myers, FL 33901-3012

**Re: Proposed Amended and Restated Interlocal Agreement for the Southwest
 Florida Workforce Development Consortium**

Ladies and Gentlemen:

My law firm serves as legal counsel to Southwest Florida Workforce Development Board, Inc. (d/b/a CareerSource Southwest Florida) ("**SFWDB**"), the local workforce development board serving Region 24 in the State of Florida. Region 24 was established by the Governor and serves the five county area that includes Charlotte, Collier, Glades, Hendry and Lee Counties. You might know or remember that Charlotte, Collier, Glades, Hendry and Lee Counties are currently parties to that certain Third Amended and Restated Interlocal Agreement for the Southwest Florida Job Training Consortium ("**Third Amended and Restated Interlocal Agreement**") arising out of the Workforce Innovation and Opportunity Act of 2014 (Public Law 113-128) ("**WIOA**"). A copy of the Third Amended and Restated Interlocal Agreement is attached for your information. We collectively completed the Third Amended and Restated Interlocal Agreement back in 2018 and it continued the Southwest Florida Job Training Consortium for Region 24 (the "**Consortium**"). The Consortium is comprised of the chief local elected official (i.e. Chair) from each

Amended and Restated
Interlocal Agreement
June 17, 2022
Page 2 of 2

of the participating County Commissions. The Third Amended and Restated Interlocal Agreement spelled out the various roles and responsibilities of SFWDB and the Consortium.

The Consortium and SFWDB have been operating under various iterations of the interlocal agreement for many years. In the 2018, there were substantial changes to the interlocal agreement resulting from WIOA. As a result of additional, subsequent changes in the law and new requirements established by the Florida Department of Economic Opportunity ("DEO") and CareerSource Florida ("CSFL"), it is necessary for us to update the interlocal agreement to ensure consistency of our operations with applicable law. The new regulations have generally required certain provisions to be added to the interlocal agreement and some additional specificity on various procedures.

Enclosed for your information and review is a copy of a proposed Amended and Restated Interlocal Agreement for the Southwest Florida Workforce Development Consortium ("2022 Amended and Restated Interlocal Agreement"), which has been drafted by SFWDB and is being simultaneously circulated to the five (5) participating Counties. The 2022 Amended and Restated Interlocal Agreement has been drafted to incorporate both changes in applicable law and the requirements of DEO and CSFL. We ask that each of you kindly review the proposed 2022 Amended and Restated Interlocal Agreement on behalf of your respective County and contact either Peg Elmore, Executive Director of SFWDB, or me if you have any comments or questions. Once we have addressed all questions and comments, we are hopeful that each County Attorney can pursue approval of the 2022 Amended and Restated Interlocal Agreement by its Board of County Commissioners. As noted, we will require the approval of an updated interlocal agreement to remain in compliance with the requirements of the State of Florida. We plan to have SFWDB's Board of Directors initially approve the 2022 Amended and Restated Interlocal Agreement at its July 13, 2022 meeting, subject to any comments received.

If you have any questions or would like to schedule a meeting to discuss the proposed 2022 Amended and Restated Interlocal Agreement, please do not hesitate to contact me. We appreciate your assistance in this matter.

Sincerely,



Gregory L. Urbancic
For the Firm

Enclosures

cc: Peg Elmore, Executive Director,
Southwest Florida Workforce Development Board, Inc. (via email only)

**AMENDED AND RESTATED
INTERLOCAL AGREEMENT
FOR THE
SOUTHWEST FLORIDA WORKFORCE
DEVELOPMENT CONSORTIUM**

THIS AMENDED AND RESTATED INTERLOCAL AGREEMENT (this “**Agreement**”) is made and entered into as of the Effective Date (defined below), by and between **CHARLOTTE COUNTY**, a charter county and political subdivision of the State of Florida (“**Charlotte**”); **COLLIER COUNTY**, a political subdivision of the State of Florida (“**Collier**”); **GLADES COUNTY**, a political subdivision of the State of Florida (“**Glades**”); **HENDRY COUNTY**, a political subdivision of the State of Florida (“**Hendry**”); **LEE COUNTY**, a charter county and a political subdivision of the State of Florida (“**Lee**”); and **SOUTHWEST FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.**, a Florida not-for-profit corporation d/b/a CareerSource Southwest Florida (“**SFWDB**”). Charlotte, Collier, Glades, Hendry and Lee are sometimes referred to herein as the “**Counties**”. The Counties together with SFWDB are sometimes referred to individually herein as a “**Party**” or collectively as the “**Parties**”.

WHEREAS, SFWDB is a local workforce development board created under Section 445.004, Florida Statutes and is subject to Chapters 119 and 286, Florida Statutes, as well as Section 24, Article I of the State Constitution; and

WHEREAS, Charlotte, Collier, Glades, Hendry and Lee collectively comprise a local workforce development area (“**LWDA**”) under the Workforce Innovation and Opportunity Act of 2014, 29 U.S.C. §3101 - §3361, United States Public Law 113–128 (“**WIOA**”), and Chapter 445, Florida Statutes, known as the “Workforce Innovation Act of 2000” (“**Workforce Innovation Act**”), and which implements WIOA (collectively referred to herein as the “**Authority**”); and

WHEREAS, the Authority establishes a program to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment, who are in special need of such training to obtain productive employment; and

WHEREAS, the Authority creates a partnership among state and local governments, and the private sector, with primary emphasis upon the coordination of workforce development programs operating within the LWDA and that are administered by SFWDB (the “**Programs**”); and

WHEREAS, WIOA requires the designation of local workforce development area to promote the effective delivery of workforce development programs; and

WHEREAS, WIOA requires that where a local workforce development area is comprised of more than one unit of local government, those various governmental units must enter into an agreement that specifies the respective roles of the individual chief elected officials of each general-purpose unit of government; and

WHEREAS, the Counties have been designated by the Governor as the LWDA for the Southwest Florida Region, Region 24 pursuant to 29 U.S.C. §3121; and

WHEREAS, Section 163.01, Florida Statutes, provides for local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage to provide services and facilities pursuant to forms of governmental organization that will accord

best with geographic, economic, population, and other factors influencing the needs and development of local communities through an Interlocal agreement; and

WHEREAS, the Parties previously entered into that certain Third Amended and Restated Interlocal Agreement dated as of June 30, 2018 (“**Prior Agreement**”); and

WHEREAS, the Parties desire to amend and replace the Prior Agreement with this Agreement.

NOW THEREFORE, in consideration of the mutual promises and the conditions herein set forth, and pursuant to Section 163.01, Florida Statutes, the Parties agree as follows:

1. **Recitals/Definitions.** The foregoing recitals and true and correct and incorporated herein by reference. Except as otherwise expressly provided herein, any capitalized term not otherwise defined herein shall have the definitions set forth in 29 U.S.C. §3102, which are hereby adopted and incorporated by reference herein.

2. **Purpose.** The purpose of this Agreement is to establish the authorities and responsibilities of the Parties required for the implementation of Programs in accordance with the Authority and such other workforce federal, state, and other non-governmental grants and revenues which may be awarded to any entities created under this Agreement or performing goods or providing services under this Agreement, and to ensure compliance with the rules and regulations applicable to such Authority, grants, and awards. Upon the Effective Date of this Agreement, this Agreement shall supersede and replace, in its entirety, the Prior Agreement.

3. **Identification of Parties to this Agreement and Notice.** Except as otherwise provided in this Agreement, any notice required or permitted to be given hereunder shall be in writing from the Party giving notice and sent/delivered as follows: (i) hand delivered; (ii) sent by next-business day commercial courier or delivery service; (iii) email; or (iv) regular U.S. mail, addressed to the other Parties at the addresses set forth below (or to such other place as any party may by notice to the others specify from time to time). All notices sent to the Counties shall also be copied to County Manager or County Administrator, as applicable.

The Parties and their addresses for notice purposes are more particularly described as follows:

Charlotte:

Charlotte County, Florida
18500 Murdock Circle, Suite 536
Port Charlotte, FL 33948
Email: (Email address for the Chief Local
Elected Official and the County Administrator)

Collier:

Collier County, Florida
3299 Tamiami Trail East, Suite 303
Naples, FL 34112
Email: (Email address for the Chief Local Elected
Official and the County Manager)

Glades:

Glades County, Florida
P.O. Box 1527
Moore Haven, Florida 33471
Email: (Email address for the Chief Local
Elected Official and the County Manager)

Hendry:

Hendry County, Florida
P.O. Box 2340
LaBelle, FL 33975
Email: (Email address for the Chief Local Elected
Official and the County Administrator)

Lee:

Lee County, Florida
2120 Main St.
Fort Myers, FL 33901
Email: (Email address for the Chief Local
Elected Official and the County Manager)

SFWDB:

Southwest Florida Workforce Development
Board, Inc.
6800 Shoppes at Plantation Drive, Suite 170
Fort Myers, FL 33912
Email: pelmore@careersourcesouthwestflorida.com

with a copy of notices to:

Coleman, Yovanovich & Koester, P.A.
Attn: Gregory L. Urbancic, Esq.
4001 Tamiami Trail North, Suite 300
Naples, Florida 34103
Email: gurbancic@cyklawfirm.com

4. **LWDA - Geographical Area to be Served under this Agreement.** The LWDA is comprised of the geographical area of the Counties, each of which is legally described in Chapter 7, Florida Statutes, which legal descriptions are incorporated herein by reference. This geographical area represents the area to be served under this Agreement.

5. **Continuation/Establishment of the Consortium.**

a. **Acceptance of Designation.** Consistent with the Prior Agreement, the Counties agree to accept the Governor's designation of the five-county local area as LWDA for Region 24 for purposes of Programs promulgated under the Authority.

b. **Continuation/Establishment of Consortium.** The Counties further agree to continue the board to be known as the "**Consortium**", which had been previously established pursuant to the Prior Agreement and which shall collectively constitute, and act as, the chief elected official pursuant to the Authority. The Consortium shall be comprised of five (5) members, which members shall be the chief local elected official from each County (each, the "**Chief Local Elected Official**"). The Chief Local Elected Official from each County will be the Chair of the Board of County Commissioners, or the designee of such Chair, who shall be an elected County Commissioner. To the extent a County Commissioner other than the Chair will serve as the chief local elected official for the County, the County shall provide written notice to the Parties.

6. **Consortium Procedures.**

a. **Chair of the Consortium.** One of the five (5) Chief Local Elected Officials on the Consortium will serve as the Chair of the Consortium ("**Consortium Chair**"). The Consortium Chair will have such duties as set forth in this Agreement. The position of the Consortium Chair will rotate among its members on an annual basis as of each July 1. As of the Effective Date of this Agreement, the Chief Local Elected Official of Hendry shall be the Consortium Chair and shall serve until June 30, 2023. The Consortium Chair will thereafter rotate alphabetically annually (with the Chief Local Elected Official of Lee being next) in the following repeating order: Charlotte, Collier, Glades, Hendry and Lee.

b. **Meetings.** The Consortium will endeavor to meet at least once per fiscal year of SFWDB (July 1st through June 30th). The Consortium Chair shall preside over Consortium meetings and

shall perform all duties incident to that office. In the absence of the Consortium Chair, the chair pro tempore shall be the Chief Local Elected Official next in line to become the Consortium Chair under the annual rotation described above and such person shall exercise the duties of the Consortium Chair. Except as otherwise provided herein, meetings shall be held at the discretion of the Consortium Chair. Meetings shall be noticed and declared public meetings, open to the public, in accordance with the Government in the Sunshine Law, Section 286.011, Florida Statutes. A quorum at any Consortium meeting shall consist of any three (3) members. A quorum is required to transact Consortium business. At all meetings of the Consortium at which a quorum is present, all matters shall be decided by the majority vote of said members.

7. **Consortium Duties and Responsibilities.**

a. **Generally.** Sections 107, 108, and 121 of WIOA (codified as 29 U.S.C. § 3122, § 3123 and § 3151), as may be amended from time to time, are hereby incorporated within this Agreement as if set out herein. Any reference herein to a provision or section of the Authority or any other applicable law shall be deemed to include a reference to the applicable successor provision, section or law that may be adopted from time to time.

b. **Specific Duties.** Acting as the chief elected official pursuant to the Authority, the Consortium shall have the following authority, duties, and responsibilities:

- i. Requesting LWDA designation from the State of Florida (“**State**”).
- ii. Requesting certification from the State that SFWDB shall be the local workforce development board pursuant to WIOA.
- iii. Appoint and reappoint representatives of the private sector as members of SFWDB pursuant to the provisions of Section 8, below, within ninety (90) days after a SFWDB member has resigned, been removed pursuant to the bylaws of SFWDB or otherwise removed for cause so as to maintain the minimum number of business members required by the bylaws of SFWDB and the Authority. The Consortium may request any change in the number of members of SFWDB that will represent each county, identify which sector they will represent and request certification from the Governor should any changes to the current representation be required, ensuring that board membership of SFWDB meet the requirements of Section 107 of WIOA.
- iv. Remove appointed members of SFWDB for cause. “For cause” shall have the meaning set forth in Section 445.002, Florida Statutes.
- v. Provide oversight of the Programs necessary to ensure the effective and efficient delivery of all services as required by the Authority.
- vi. Select a grant recipient and Fiscal Agent (defined herein) to administer WIOA and other applicable statutes/programs/funds. As used herein, “**Fiscal Agent**” means the individual or entity designated with the responsibilities and functions described in 20 CFR § 679.420. SFWDB is designated as such pursuant to Section 11, below.
- vii. Together with SWFDB, review and approve the Four-Year Local Plan required under WIOA (the “**Local Plan**”), modifications thereto, and submit to the Governor pursuant to the procedures in Section 11, below.

viii. Together with SWFDB, review and approve the One-Stop Operator (defined herein) required under WIOA pursuant to the procedures in Section 11, below. As used herein, the “**One-Stop Operator**” means the single entity or consortium of entities described in 20 CFR § 678.600.

ix. Approve Memorandum of Understanding and Infrastructure Funding Agreements between SFWDB and One-Stop partners pursuant to the procedures in Section 11, below.

x. Approve SFWDB’s annual budget for carrying out its duties pursuant to the procedures in Section 11, below.

xi. In coordination with SFWDB, negotiating and reaching agreement on local workforce development board local performance measures with the State.

xiii. In coordination with SFWDB, establishing bylaws and codes of conduct for the members of SFWDB, the Executive Director and staff of SFWDB.

xiv. Establish rules for the conduct of Consortium business.

xv. Perform any other appropriate duties necessary for the accomplishment, and consistent with the purposes, of this Agreement, WIOA and Florida’s workforce development initiative.

xvii. Accept responsibility for compliance and accountability for State and Federal funds.

xviii. Take prompt corrective action deemed necessary and appropriate in their reasonable discretion to comply with the Authority or to assure that performance standards are met.

xix. Maintain communication with SFWDB necessary to carry out the objectives of this Agreement.

xx. Exert every necessary and reasonable effort to resolve disagreements between the Counties and SFWDB.

8. **SFWDB - Composition, Selection of Members, and Term.**

a. **Composition.** As provided in 29 U.S.C. §3122, and subject to any additional criteria established by the Governor of the State and CareerSource Florida (“**CSFL**”), SFWDB shall be composed of members meeting the following criteria:

i. **Business Representatives.** A majority (51%) of the members of SFWDB shall be representatives of business in the LWDA (each, a “**Business Representative**”), who:

(a) Are business owners, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;

(b) Represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the LWDA; and

(c) Are appointed from among individuals nominated by local business organizations and/or business trade associations.

ii. Labor/Training Representatives. Not less than twenty percent (20%) of the members of SFWDB shall be representatives of the workforce within the LWDA (each, a “**Labor/Training Representative**”), who:

(a) Shall include representatives of labor organizations who have been nominated by local labor federations; if no employees in the LWDA are represented by labor organizations, other representatives of employees;

(b) Shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program; if no such joint program exists in the LWDA, a representative of an apprenticeship program in the LWDA, if such a program exists;

(c) May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and

(d) May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

iii. Educational Representatives. Include representatives of entities administering education and training activities in the LWDA (each, an “**Educational Representative**”), who:

(a) Shall include a representative of eligible providers administering adult education and literacy activities under WIOA;

(b) Shall include a representative of institutions of higher education providing workforce investment activities, including community colleges; and

(c) May include representatives of local education agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

iv. Government/Economic Development Representatives. Shall include representatives of governmental and economic and community development entities serving the LWDA (each, a “**Government/Economic Development Representative**”), who:

(a) Shall include a representative of economic and community development entities;

(b) Shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. § 49 et seq.) serving the LWDA;

(c) Shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. § 720 et seq.), other than section 112 or part C of that title (29 U.S.C. § 732, 741), serving the LWDA;

(d) May include representatives of agencies or entities administering programs serving the LWDA relating to transportation, housing, and public assistance; and

(e) May include representatives of philanthropic organizations serving the LWDA.

v. The members of SFWDB may include such other individuals or representatives of entities as the Consortium may determine from time to time to be appropriate.

b. Selection of Business Representatives. Each Chief Local Elected Official shall be responsible for making his/her County's Business Representative appointment(s) from nominations received pursuant to this subsection to be members of SFWDB in accordance with WIOA. The nomination process for an appointment as a Business Representative to be a member of SFWDB shall be as follows:

1. A Business Representative shall be selected from among individuals nominated by a local business organization or business trade association (i.e. Economic Development organization, Chamber of Commerce, or similar entity) after consulting with and receiving recommendations from other business organizations in the LWDA.

2. Nominations, and any individual selected from such nominations as a Business Representative, shall reasonably represent the industrial and demographic composition of the business community.

Each appointee proposed by the Chief Local Elected Official shall be presented to, and approved by, the Board of County Commissioners of his/her County prior to being seated as a member of SFWDB.

c. Selection of Labor/Training Representatives. A nominee meeting the criteria for a Labor/Training Representative shall be presented by SFWDB to the Consortium Chair for approval by the Consortium Chair prior to being seated as a member of SFWDB.

d. Selection of Educational Representatives. A nominee meeting the criteria for an Educational Representative shall be presented by SFWDB to the Consortium Chair for approval by the Consortium Chair prior to being seated as a member of SFWDB.

e. Selection of Government/Economic Development Representatives. A nominee meeting the criteria for a Government/Economic Development Representative shall be presented by SFWDB to the Consortium Chair for approval by the Consortium Chair prior to being seated as a member of SFWDB.

f. Applicable Term and Term Limits.

i. A member of SFWDB shall be appointed for fixed and staggered terms. No member of SFWDB shall serve for more than eight (8) consecutive years, unless such member is a representative of a governmental entity. The staggering of terms shall be initially established by the Board of Directors of SFWDB. Pursuant to Section 445.007(2)(a), Florida Statutes, service as a member of SFWDB prior to July 1, 2021 shall not count toward the eight (8) consecutive year limitation.

ii. The members of SFWDB will serve as its Board of Directors. The Board of Directors of SFWDB shall make all policy decisions for SFWDB pursuant to the authorizing legislation under which grants are made available and awarded to SFWDB as grantee recipient and Fiscal Agent for the Programs.

iii. The members of SFWDB will appoint a Chair pursuant to the bylaws of SFWDB. As required by the Authority, the Chair of SFWDB shall be a representative of business in the LWDA and shall be selected by the members of the SFWDB to serve for a term of no more than two (2) years and shall serve no more than two (2) terms.

9. SFWDB Powers, Duties and Responsibilities. In addition to to other powers, duties and responsibilities specified by CSFL or applicable, law, the powers, duties and responsibilities of SFWDB shall include, without limitation, the following:

a. Employ personnel to carry out the effective and efficient operation of the Programs, as defined in the Local Plan, and to provide necessary technical assistance to any sub-grantee's providing services under the oversight of the SFWDB.

b. Hire an Executive Director ("**Executive Director**") who shall be of sufficient competence and experience to organize and train personnel as necessary to conduct the functions and operations of SFWDB as provided in this Agreement.

c. Adopt a committee structure consistent with the Authority and policies established by the CSFL.

d. Adopt procedures and administrative rules to effectively carry out SFWDB's policies and decisions in a manner that does not conflict with the Authority and other applicable federal and State laws, rules, and policies.

e. As the Fiscal Agent, perform accounting and funds management including the following function:

i. Receive Program funds.

ii. Ensuring sustained fiscal integrity and accountability for expenditures of Program funds in accordance with Office of Management and Budget (OMB) circulars, WIOA, corresponding federal regulations, State law, and State policies.

iii. Ensure an independent audit is performed annually of all Programs.

iv. Responding to any audit financial findings.

v. Maintaining proper accounting records and documentation.

vi. Preparing applicable financial reports.

vii. Providing technical assistance to any sub-recipients regarding fiscal issues.

viii. Procure necessary contracts or written agreements relating to the Programs.

- ix. Conduct financial monitoring of any service providers.
- f. Develop, submit, ratify, or amend the Local Plan pursuant to the Authority, subject to the procedures in Section 11, below.
- g. Develop an annual budget for the purpose of carrying out the duties of SFWDB as enumerated in this Section and the Authority, subject to the approval of the Consortium pursuant to the procedures in Section 11, below. Submit the annual budget for review to the CSFL no later than two (2) weeks after the Consortium approves the budget.
- h. Select the One-Stop Operator for the LWDA subject to procedures in Section 11, below.
- i. Conducting workforce research and regional labor market analysis.
- j. Convening local workforce development system stakeholders to assist in the development of the Local Plan and identify expertise and resources to leverage support for workforce development activities.
- k. Leading efforts to engage a diverse range of employers and other entities in the region.
- l. Leading efforts to develop and implement career pathways.
- m. Leading efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers.
- n. Conducting oversight of the Programs and the entire workforce delivery system, ensure the appropriate use and management of WIOA funds, and ensure the appropriate use, management, and investment of funds to maximize performance outcomes.
- o. In coordination with the Consortium, negotiating and reaching agreement on local workforce development board local performance measures with the State;
- p. In coordination with the Consortium, establishing bylaws and codes of conduct for the members of SFWDB, the Executive Director and staff of SFWDB.
- q. Establishing additional monitoring and reporting requirements if one entity fulfills multiple functions to ensure SFWDB is compliant with WIOA, final rules and regulations, OMB circulars, and the State's conflict of interest policy.
- r. To do all acts and things necessary or convenient for the conduct of its business in order to carry out the powers and duties provided in this Agreement.

10. **Meetings of the Board of Directors of SFWDB.**

- a. All meetings of the Board of Directors of SFWDB shall be subject to requirements of, and in compliance with, Chapter 286, Florida Statutes, and Section 445.007(1), Florida Statutes

b. The Chair, or Vice Chair in the absence of the Chair, shall preside over meetings of the Board of Directors of SFWDB.

c. A quorum at any meeting of the Board of Directors of SFWDB shall consist of at least one-third (1/3) of the SFWDB members.

d. Except as otherwise required by law, matters coming before the Board of Directors of SFWDB shall require the affirmative vote of at least a majority of the voting members present. However, prior to entering into any contracts with an organization or individual represented on the Board of Directors of SFWDB, the contract must be approved by a two-thirds (2/3) vote of the Board of Directors of SFWDB and SFWDB director that could benefit financially from the transaction must abstain from voting on the contract in accordance with applicable law.

11. Specific Provisions Relating to SFWDB and the Consortium.

a. Fiscal Agent. SFWDB is hereby designed as such grant recipient and the Fiscal Agent for the Programs in the LWDA.

b. Four-Year Local Plan Approval Process. Pursuant to WIOA and in accordance with the requirements established by the Governor of the State, SFWDB shall develop and present the Local Plan to the Consortium for review and approval pursuant to this subsection. Upon approval of the and execution of the Local Plan when required by the Authority, SFWDB will submit the Local Plan to the CSFL and the Florida Department of Economic Opportunity. Approval of the Local Plan or modification of the Local Plan described under Section 108 of WIOA for Region 24 shall follow the following procedure. SFWDB shall prepare and adopt the proposed Local Plan (or modification, as applicable) as required by the Authority and transmit the same to the Consortium for its approval prior to submission of the Local Plan to the Governor pursuant to the Authority and Florida law. Transmission of the Local Plan shall be by sending or delivering a copy of the Local Plan to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The Local Plan submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed Local Plan is received by the Consortium ("**Local Plan Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Local Plan Review Period of either an objection to the Local Plan or that it has requested a meeting of the Consortium to review the Local Plan. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the Local Plan within thirty (30) days after the Consortium member's correspondence ("**Requested Plan Review Period**"). In the event the Consortium does not take action to approve or disapprove the Local Plan for any reason prior to the expiration of the Requested Plan Review Period, the Local Plan shall be deemed approved by the Consortium.

c. Annual Budget Approval Process. Approval of the annual budget of SFWDB for purposes of carrying out the duties of SFWDB pursuant to Section 108 of WIOA shall follow the following procedure. SFWDB shall prepare and adopt an annual budget as may be required by law and transmit the same to the Consortium for its approval. Transmission of the budget shall be by sending or delivering a copy of the budget to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The budget submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed budget is received by the Consortium ("**Budget Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Budget Review Period of either an objection to the budget or that it has requested a meeting of the Consortium to review the budget. If any member of the Consortium provides such written notice to SFWDB, a meeting of the

Consortium shall be called for the purpose of reviewing the budget within thirty (30) days after the Consortium member's correspondence ("**Requested Budget Review Period**"). In the event the Consortium does not take action to approve or disapprove the budget for any reason prior to the expiration of the Requested Budget Review Period, the budget shall be deemed approved by the Consortium. During any period of review of the budget by the Consortium and until approval of the budget by the Consortium, SFWDB can continue its operations consistent with the budget that was most recently approved by the Consortium. Any material modification to any budget approved by the Consortium hereunder shall be approved by the Consortium in accordance with the foregoing procedure. For purposes of this section, the addition into SFWDB's budget of mid-year, program specific earmarked funds from the state or federal government shall not be deemed to be a material modification to SFWDB's budget.

d. **MOU Approval Process.** Approval of a memorandum of understanding with one-stop partners concerning the operation of the one-stop delivery system in the Workforce Development Area ("**MOU**") pursuant to Section 121 of WIOA shall follow the following procedure. SFWDB shall prepare and adopt the MOU as may be required by law and transmit the same to the Consortium for its approval. Transmission of the MOU shall be by sending or delivering a copy of the MOU to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The MOU submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed MOU is received by the Consortium ("**MOU Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the MOU Review Period of either an objection to the MOU or that it has requested a meeting of the Consortium to review the MOU. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the MOU within thirty (30) days after the Consortium member's correspondence ("**Requested MOU Review Period**"). In the event the Consortium does not take action to approve or disapprove the MOU for any reason prior to the expiration of the Requested MOU Review Period, the MOU shall be deemed approved by the Consortium.

e. **One-Stop Operator Approval Process.** Approval of a one-stop operator or the termination for cause of a one-stop operator pursuant to Section 108 of WIOA ("**One-Stop Operator Action**") shall follow the following procedure. In the event SFWDB shall require One-Stop Operator Action, SFWDB shall provide notice of the same ("**One-Stop Operator Notice**") to the Consortium for its approval. Transmission of the One-Stop Operator Notice shall be by sending or delivering a copy of the notice to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The One-Stop Operator Action submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the thirty (30) day period beginning on the date upon which the proposed One-Stop Operator Action is received by the Consortium ("**One-Stop Action Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the One-Stop Action Period of either an objection to the One-Stop Operator Action or that it has requested a meeting of the Consortium to review the One-Stop Operator Action. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the budget within thirty (30) days after the Consortium member's correspondence ("**Requested One-Stop Action Review Period**"). In the event the Consortium does not take action to approve or disapprove the One-Stop Operator Action for any reason prior to the expiration of the Requested One-Stop Action Review Period, the One-Stop Operator Action shall be deemed approved by the Consortium. SFWDB may serve as the One-Stop Operator if permitted by applicable law and approved by the Consortium.

12. **Financial Responsibility for the Programs.** No funds will be provided from the treasuries of any of the Counties for implementation of the Program, it being the intent hereof that all funding of the Programs shall be accomplished entirely by grants pursuant to the WIOA and any other

available State or Federal grants. Notwithstanding the same, as provided in WIOA, the Counties through the Consortium, as the chief elected official pursuant to the Authority, are not relieved of liability for the misuse of grant funds by the designation of SFWDB as grantee and Fiscal Agent as provided herein. However, as authorized by WIOA, to provide assurances to and protection for the Counties and the Consortium, SFWDB agrees to the following:

a. Indemnification. Unless determined to be contrary to applicable law, SFWDB shall indemnify, defend, and hold harmless the Consortium and the Board of County Commissioners of each of the Counties, from all claims, suits, judgments or damages caused by SFWDB, its agents or employees' negligent act or omission in the performance of its obligations under this Agreement. SFWDB shall not, however, indemnify, defend or hold harmless the Board of County Commissioners of each of the Counties from any claims, suits, judgments or damages resulting solely from the negligence of any tortfeasor County, its agents and employees.

b. Disallowed Cost Liability. In the event SFWDB is determined to be responsible for any disallowed costs, through whatever means, SFWDB and the Counties will mutually work to resolve all such disallowed costs. In the event that repayment of funds is demanded by the funding source, SFWDB will have first responsibility for repayment, through its insurance, and grant or non-grant funds such as unrestricted funds as allowed by the Authority. If such insurance, grant or non-grant funds are insufficient for the demanded repayment, then any repayment obligation shall be determined as provided by the Authority.

13. Term and Termination.

a. Term. This Agreement shall become effective and commence as of July 1, 2022 (the "**Effective Date**"), and shall continue through June 30, 2026, unless otherwise terminated as provided herein. This Agreement shall automatically renew for additional one-year terms commencing on July 1 and ending in June 30 of each year, unless any party provides written notice of its intent not to renew on or before March 1 of any extension period.

b. Termination for Convenience. The Counties or SFWDB may terminate this Agreement, without cause, by giving one hundred eighty (180) days prior written notice of the termination.

c. Termination for Default. Each of the following shall constitute an Event of Default:

i. The failure or refusal by any of the Parties to substantially fulfill any of its obligations in accordance with this Agreement; provided, however, that no such default shall constitute an Event of Default unless and until one of non-defaulting Parties has given prior written notice specifying that a default or defaults exist which will, unless corrected, constitute a material breach of this Agreement, and the defaulting Party has either not corrected such default or has not cured the defaults, as determined by the non-defaulting Parties within thirty (30) days from the date of such notice or within such longer period of time, not exceeding an additional sixty (60) days, as may be reasonably necessary to cure such default if the defaulting Party is diligently and with continuity of effort pursuing such cure and the default is susceptible of cure within an additional sixty (60) day period.

ii. The written admission by SFWDB that it is bankrupt, or the filing of a voluntary petition under the Federal Bankruptcy Act, or the consent by SFWDB to the appointment by a court of a receiver or trustee or the making by SFWDB of any arrangement with or for the benefit of its creditors involving an assignment to a trustee, receiver or similar fiduciary regardless of how designated,

of all or a substantial portion of SFWDB's property or business, or the dissolution or revocation of its corporate charter.

Upon the occurrence of an Event of Default, the non-defaulting Parties shall have the right to immediately terminate this Agreement upon written notice to the Parties in default.

d. **Termination of Funding.** In the event that sufficient budgeted federal formula funds are not available for a new fiscal period, the Counties shall notify SFWDB of such occurrence, and the Agreement shall terminate on the last day of the current fiscal period without penalty or expense to the Counties.

14. **Modification.** This Agreement may be modified in writing by the mutual consent of the Parties, consistent with the Authority and any applicable regulations or rules promulgated thereunder. Any alterations, amendments, modification or waivers in the terms and conditions of this Agreement shall not be effective unless reduced to writing, approved by all Parties, signed by their duly authorized representatives and filed with the Clerks of the Circuit Courts of the Counties.

15. **Resolution of Disagreements.** To facilitate the timely and effective resolution of any controversy or dispute that may arise under this Agreement, the Chair of SFWDB and the County Manager or County Administrator, as applicable, of each of the Counties shall undertake negotiations to resolve the matter. To the extent the controversy or dispute cannot, after good faith effort, be resolved, any of the Parties may refer the matter to non-binding mediation. The dispute will be mediated by a mediator chosen jointly by SFWDB and the Counties within thirty (30) days after written notice demanding non-binding mediation. None of the Parties may unreasonably withhold consent to the selection of a mediator, and the Parties will share the cost of the mediation equally. The Parties may also, by mutual agreement, replace mediation with some other form of non-binding alternate dispute resolution procedure. In the event that any claim, dispute, or demand cannot be resolved between the Parties through negotiation or mediation as provided herein within sixty (60) days after the date of the initial demand for non-binding mediation, then any of the Parties may pursue any remedies as provided by law.

16. **Severability.** In the event any terms or provisions of this Agreement or the application to any of the Parties hereto, person, or circumstance shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, or the application of such terms or provision to the Parties, persons or circumstances other than those held invalid or unenforceable, shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.

{Remainder of page intentionally left blank. Signatures commence on the next page.}

IN WITNESS WHEREOF, the parties have executed this Agreement as indicated on the attached pages.

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2022.

ATTEST:
LINDA DOGGETT, CLERK

BOARD OF COUNTY COMMISSIONERS
OF LEE COUNTY, FLORIDA

By: _____
Deputy Clerk

By: _____
Cecil Pendergrass, Chairman

APPROVED AS TO FORM FOR THE
RELIANCE OF LEE COUNTY ONLY

County Attorney's Office

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2022.

BOARD OF COUNTY COMMISSIONERS
OF CHARLOTTE COUNTY, FLORIDA

By: _____
Bill Truex, Chair

Attest:

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: _____
Janet S. Knowlton, County Attorney

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2022.

Attest:
DWIGHT E. BROCK, Clerk

BOARD OF COUNTY COMMISSIONERS
OF COLLIER COUNTY, FLORIDA

By: _____
_____, Deputy Clerk

By: _____
William L. McDaniel, Jr., Chairman

Approved as to form and legality:

Jeffrey A. Klatzkow, County Attorney

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2022.

BOARD OF COUNTY COMMISSIONERS
OF GLADES COUNTY, FLORIDA

By: _____
Tim Stanley, Chairman

Attest:

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: _____
Richard Pringle, County Attorney

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2022.

BOARD OF COUNTY COMMISSIONERS
OF HENDRY COUNTY, FLORIDA

By: _____
Emma Byrd, Chairperson

Attest:

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: _____
Mark F. Lapp, County Attorney

**THIRD AMENDED AND RESTATED
INTERLOCAL AGREEMENT
FOR THE
SOUTHWEST FLORIDA JOB TRAINING CONSORTIUM**

THIS THIRD AMENDED AND RESTATED INTERLOCAL AGREEMENT (this “**Agreement**”) is made and entered into as of June 30, 2018 by and between the Boards of County Commissioners for Charlotte, Collier, Glades, Hendry, and Lee Counties, political subdivisions of the State of Florida, for continuation of the Southwest Florida Job Training Consortium.

WHEREAS, the Workforce Investment Act of 1998, federal Public Law 105-220 (“**WIA**”), replaced the Job Training Partnership Act as amended in 1996, and restructured a multitude of workforce development programs into an integrated workforce investment system and authorized the expenditure of federal funds for allowable services and activities in local workforce investment (development) areas; and

WHEREAS, the counties of Charlotte, Collier, Glades, Hendry, and Lee (collectively, the “**Counties**”) were designated by the Governor of the State of Florida, as recommended by the Jobs and Education Partnership in 1996, to form a five county workforce development area, Region 24, and this designation was approved by the Governor to continue under WIA; and

WHEREAS, the Counties had previously entered into an interlocal agreement in 1996 creating the Southwest Florida Job Training Consortium and had entered into an agreement with a Private Industry Council acting as grant recipient and administrative entity until such time as Southwest Florida Workforce Development Board, Inc. (“**SFWDB**”) was formed, and continued under that agreement (“**Original Interlocal Agreement**”); and

WHEREAS, subsequent to the Original Interlocal Agreement, the Counties entered into that certain Workforce Investment Act Interlocal Agreement for the Southwest Florida Job Training Consortium dated as of July 1, 2005 to amend and restate the Original Interlocal Agreement (“**First Amended and Restated Interlocal Agreement**”); and

WHEREAS, subsequent to the First Amended and Restated Agreement, the Counties entered into that Second Amended and Restated Interlocal Agreement for the Southwest Florida Job Training Consortium dated as of March 20, 2012 (“**Second Amended and Restated Interlocal Agreement**”); and

WHEREAS, WIA has been replaced by the Workforce Innovation and Opportunity Act (codified as 29 U.S.C. § 3101 et seq.) (the “**Act**”) and the five participating Counties have agreed to enter into this Agreement to amend and restate the Second Amended and Restated Agreement to incorporate statutory changes; and

WHEREAS, SFWDB is in existence and operational with respect to the Region 24 Workforce Development Area; and

WHEREAS, the Region 24 Workforce Development Area is required to submit a Workforce Innovation and Opportunity Act local plan pursuant to Section 108 of the Act; and

WHEREAS, Section 163.01, Florida Statutes, known as the Florida Interlocal Cooperation Act of 1969, permits local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage and thereby provide services and facilities in a manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, the Boards of County Commissioners for Charlotte, Collier, Glades, Hendry, and Lee Counties find this Interlocal Agreement to be necessary, proper and convenient to the exercise of their powers, duties and purposes authorized by law.

NOW THEREFORE, in consideration of the mutual covenants herein, the Counties agree as follows:

- I. Continuation of the Southwest Job Training Consortium.
 - A. Consistent with the Original Interlocal Agreement, the Counties agree to accept the Governor's designation of the five county local area as Workforce Development Area for Region 24 for purposes of programs promulgated under the Act ("**Workforce Development Area**").
 - B. Consistent with the Original Interlocal Agreement, the Counties agree to continue the Southwest Florida Job Training Consortium (the "**Consortium**") which is composed of the Chief Local Elected Official (Chair) from each of the participating County Commissions, or a designee, who shall be an elected County Commissioner. These five Chairs will elect one member of the Consortium to serve as Chair of the Consortium. The Chair shall remain in its position as Chair until replaced by the Consortium. The Consortium may elect to rotate the position of Chair each year according to procedures which may be developed by the Consortium.
- II. Authority and Responsibilities of the Southwest Florida Job Training Consortium.
 - A. Sections 107, 108, and 121 of the Act (codified as 29 U.S.C. § 3122, § 3123 and § 3151), as may be amended from time to time, are hereby incorporated within this Agreement as if set out herein. Any reference herein to a provision or section of the Act or any other applicable law shall be deemed to include a reference to the applicable successor provision, section or law that may be adopted from time to time.
 - B. The Consortium shall request any change in the number of board members of SFWDB that will represent each county, identify which sector they will represent, identify the length of term, and request certification from the Governor should any

changes to the current representation be required, ensuring that board membership of SFWDB meet the requirements of Section 107 of the Act.

- C. Pursuant to Section 107 of the Act, a majority of the board members of SFWDB shall be representatives of business (each, a “**Business Representative**” or collectively, “**Business Representatives**”) in the Workforce Development Area. Each County Chair, or designee Commissioner, shall be responsible for making his/her County’s Business Representative appointment(s) from nominations received pursuant to this subsection to be board members of SFWDB in accordance with the Act. Each appointee proposed by the County Chair, or designee Commissioner, shall be presented to, and approved by, the Board of County Commissioners of his/her County prior to being seated as a board member of SFWDB. Each Business Representative nominated pursuant to this subsection must adhere to the following criteria:

1. Representatives of business in the Workforce Development Area who are owners of businesses, chief executives or operating officers of business, or other business executives or employers with optimum policymaking or hiring authority;
2. Representatives of businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the Workforce Development Area; and
3. Representatives are appointed from among individuals nominated by local business organizations and business trade associations.

The nomination process for an appointment as a Business Representative to the board of SFWDB shall be as follows:

1. A Business Representative shall be selected from among individuals nominated by a local business organization or business trade association (i.e. Economic Development organization, Chamber of Commerce, or similar entity) after consulting with and receiving recommendations from other business organizations in the Workforce Development Area.
 2. Nominations, and any individual selected from such nominations as a Business Representative, shall reasonably represent the industrial and demographic composition of the business community.
- D. Pursuant to Section 107 of the Act, not less than twenty percent (20%) of the board members of SFWDB shall be representatives of the workforce (each, a “**Labor/Training Representative**”) within the Workforce Development Area who:

1. Shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
2. Shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
3. May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
4. May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

A nominee meeting the foregoing criteria for a Labor/Training Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

- E. Pursuant to Section 107 of the Act, the board of SFWDB shall include representatives of entities administering education and training activities (each, an **“Educational Representative”**) in the Workforce Development Area, who:
1. Shall include a representative of eligible providers administering adult education and literacy activities under 29 U.S.C. § 3271 et seq.;
 2. Shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
 3. May include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

For purposes of this Section, the Chair of the Alliance of Educational Leaders shall be approved as an Educational Representative meeting the requirements of this subsection. Any other nominee meeting the foregoing criteria for an Educational

Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

- F. Pursuant to Section 107 of the Act, the board of SFWDB shall include representatives of governmental and economic and community development entities (each, a “**Government/Economic Development Representative**”) in the Workforce Development Area, who:
1. Shall include a representative of economic and community development entities;
 2. Shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. § 49 et seq.) serving the Workforce Development Area;
 3. Shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. § 720 et seq.), other than section 112 or part C of that title (29 U.S.C. § 732, 741), serving the Workforce Development Area;
 4. May include representatives of agencies or entities administering programs serving the Workforce Development Area relating to transportation, housing, and public assistance; and
 5. May include representatives of philanthropic organizations serving the Workforce Development Area.

A nominee meeting the foregoing criteria for a Government/Economic Development Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

G. The board of SFWDB may include such other individuals or representatives of entities as the Consortium may determine from time to time to be appropriate.

H. The Consortium shall share with SFWDB the responsibility for the following:

1. Approval of the local plan or modification of the local plan described under Section 108 of the Act for Region 24 pursuant to the following procedure. SFWDB shall prepare and adopt the proposed local plan (or modification, as applicable) as required by the Act and transmit the same to the Consortium for its approval prior to submission of the local plan to the Governor pursuant to the Act and Florida law. Transmission of the local plan shall be by sending or delivering a copy of the local plan to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The local plan submitted to the Consortium for

approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed local plan is received by the Consortium ("**Local Plan Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Local Plan Review Period of either an objection to the local plan or that it has requested a meeting of the Consortium to review the local plan. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the local plan within thirty (30) days after the Consortium member's correspondence ("**Requested Plan Review Period**"). In the event the Consortium does not take action to approve or disapprove the local plan for any reason prior to the expiration of the Requested Plan Review Period, the local plan shall be deemed approved by the Consortium;

2. Approval of the annual budget of SFWDB for purposes of carrying out the duties of SFWDB pursuant to Section 108 of the Act in accordance with the following procedures. SFWDB shall prepare and adopt an annual budget as may be required by law and transmit the same to the Consortium for its approval. Transmission of the budget shall be by sending or delivering a copy of the budget to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The budget submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed budget is received by the Consortium ("**Budget Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Budget Review Period of either an objection to the budget or that it has requested a meeting of the Consortium to review the budget. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the budget within thirty (30) days after the Consortium member's correspondence ("**Requested Budget Review Period**"). In the event the Consortium does not take action to approve or disapprove the budget for any reason prior to the expiration of the Requested Budget Review Period, the budget shall be deemed approved by the Consortium. During any period of review of the budget by the Consortium and until approval of the budget by the Consortium, SFWDB can continue its operations consistent with the budget that was most recently approved by the Consortium. Any material modification to any budget approved by the Consortium hereunder shall be approved by the Consortium in accordance with the foregoing procedure. For purposes of this section, the addition into SFWDB's budget of mid-year, program specific earmarked funds from the state or federal government shall not be deemed to be a material modification to SFWDB's budget;

3. Approval of a memorandum of understanding with one-stop partners concerning the operation of the one-stop delivery system in the Workforce Development Area ("**MOU**") pursuant to Section 121 of the Act in accordance with the following procedures. SFWDB shall prepare and adopt the MOU as may be required by law and transmit the same to the Consortium for its approval. Transmission of the MOU shall be by sending or delivering a copy of the MOU to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The MOU submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed MOU is received by the Consortium ("**MOU Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the MOU Review Period of either an objection to the MOU or that it has requested a meeting of the Consortium to review the MOU. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the MOU within thirty (30) days after the Consortium member's correspondence ("**Requested MOU Review Period**"). In the event the Consortium does not take action to approve or disapprove the MOU for any reason prior to the expiration of the Requested MOU Review Period, the MOU shall be deemed approved by the Consortium;
4. Approval of a one-stop operator or the termination for cause of a one-stop operator pursuant to Section 108 of the Act ("**One-Stop Operator Action**") in accordance with the following procedures. In the event SFWDB shall require One-Stop Operator Action, SFWDB shall provide notice of the same ("**One-Stop Operator Notice**") to the Consortium for its approval. Transmission of the One-Stop Operator Notice shall be by sending or delivering a copy of the notice to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The One-Stop Operator Action submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the thirty (30) day period beginning on the date upon which the proposed One-Stop Operator Action is received by the Consortium ("**One-Stop Action Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the One-Stop Action Period of either an objection to the One-Stop Operator Action or that it has requested a meeting of the Consortium to review the One-Stop Operator Action. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the budget within thirty (30) days after the Consortium member's correspondence ("**Requested One-Stop Action Review Period**"). In the event the Consortium does not take action to approve or disapprove the One-Stop Operator Action for any reason prior to the expiration of the

Requested One-Stop Action Review Period, the One-Stop Operator Action shall be deemed approved by the Consortium; and

5. Oversight of the one-stop delivery system in the Workforce Development Area.

III. Terms of Agreement.

A. None of the parties hereto shall be liable for any claims, damages, losses or expenses arising out of or resulting from any act, omission, negligence of the others, their officers, employees or agents, related parties' respective authorities and responsibilities under this Agreement.

B. The term of the Agreement shall commence upon the adoption of this Agreement by the last of the Counties and shall run through June 30, 2022, which date coincides with the next local plan submittal date required under Section 108 of the Act. Thereafter the term of this Agreement shall automatically be renewed for successive five-year terms, unless any party notifies the others of its intention not to renew at least ninety (90) days prior to the expiration of the original term or the then-current five-year renewal term.

C. Upon proper execution, the Agreement shall be legally valid and binding, and supersedes other agreements of the Southwest Florida Job Training Consortium. This Agreement shall be recorded in the public records of the counties of Charlotte, Collier, Glades, Hendry, and Lee.

D. This Agreement may be amended or modified upon the written request of any party hereto. Any alterations, amendments, modification or waivers in the terms and conditions of this Agreement shall not be effective unless reduced to writing, approved by all parties, signed by their duly authorized representatives and filed with the Clerks of the Circuit Courts of the Counties.

{Remainder of page intentionally left blank. Signatures commence on the next page.}

IN WITNESS WHEREOF, the parties have executed this Agreement as indicated on the attached pages.

PASSED AND DULY ADOPTED THIS 7TH DAY OF AUGUST, 2018.

ATTEST:

LINDA DOGGETT, CLERK
LEE COUNTY CLERK OF COURT

BY: Missy Flint
Deputy Clerk



BOARD OF COUNTY COMMISSIONERS
OF LEE COUNTY, FLORIDA

BY: [Signature]
Cecil Pendergrass, Chair

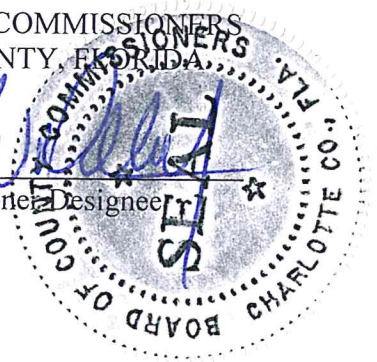
APPROVED AS TO FORM FOR THE
RELIANCE OF LEE COUNTY ONLY

[Signature]
County Attorney's Office

PASSED AND DULY ADOPTED THIS 26th DAY OF June, 2018.

BOARD OF COUNTY COMMISSIONERS
OF CHARLOTTE COUNTY, FLORIDA

By: [Signature]
Chair or Commissioner Designee



Attest:

Michelle DiBaradino

By: Deputy Clerk
AGR2005-029

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: [Signature]
County Attorney
LR 18-0432

PASSED AND DULY ADOPTED THIS 26th DAY OF June, 2018.

Attest:
CRYSTAL K. KINZEL, Interim Clerk

By: 

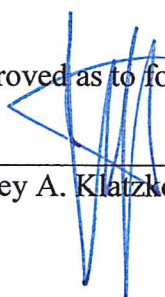
~~Attest as to Chairman's~~ Deputy Clerk
signature only.

BOARD OF COUNTY COMMISSIONERS
OF COLLIER COUNTY, FLORIDA

By: 

ANDY SOLIS, CHAIRMAN

Approved as to form and legality:


Jeffrey A. Klatzkow, County Attorney

ORIGINAL

PASSED AND DULY ADOPTED THIS 25 DAY OF June, 2018.

BOARD OF COUNTY COMMISSIONERS
OF GLADES COUNTY, FLORIDA

By: [Signature]
Chair or Commissioner Designee

Attest:

Sandra H Brown
PO Box 10
Moore Haven FL 33471

By: Sandra H Brown
Clerk of Court



APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: [Signature]

PASSED AND DULY ADOPTED THIS 24th DAY OF July, 2018.



BOARD OF COUNTY COMMISSIONERS
OF HENDRY COUNTY, FLORIDA

By: [Signature]
Chair or Commissioner Designee

Attest:

[Signature]
Barbara Butler, Clerk

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: [Signature]

Agenda Item 9

9

Directors Report

9



EXECUTIVE DIRECTOR'S REPORT: July 21, 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. Update on Revised MOU and By-Laws
- b. Southwest Florida Programs/Projects

2. Resource Development and Capacity Building

- Update on USDA SWFL Fresh Marketing grant – Asmaa Odeh
- Update on the Clewiston Lakefront Master Plan – Margaret Wuerstle
- Update on Marco Island Vulnerability Assessment grant FDEP – Charity Franks
- Update on the Inland Port – Tracy Whirls
- \$500,000 EPA Brownfield Grant awarded for Brownfield Assessments in Glades County
- Promise Zone Grants (as of January 2022) See Attached Document
 - Awarded: \$4,706,324.25
 - Pending: \$16,417,565
 - Denied: \$9,998,163.46
 - Underdevelopment: Seeking grants for the SWFL Enterprise Center- Incubator Program
- May- June Comp. Plan/Reviews – See attached
- FRCA Updates
 - June Report

3. Second Quarter: April 2022 to June 2022

- 2020 - 2021 RPC Meeting schedule

Grants in Promise Zone

May 3, 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: 10/14/2021 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 Tribe 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: \$4,706,324.25

Pending: \$16,417,565

Denied: \$9,998,163.46

Underdevelopment: NA

Agenda

Item

9a

9a

Comp Plan Amendments

9a

**Comp Plans
May- June 2022**

1. Comprehensive plan amendment adopted by the City of Clewiston (Amendment No. 21-01ESR) by Ordinance No. 2021-01 on May 16, 2022.
2. The Town of Longboat Key: Ordinance 2022-03 (Amendment No. 22-01ER), adopted June 6, 2022, which updates the Town's Comprehensive Plan based on an Evaluation and Appraisal Report (EAR), pursuant to Section 163.3191, Florida Statutes. Ordinance 2022-03 repeals the entirety of the Comprehensive Plan and establishes a new up-to-date Town Comprehensive Plan that is statutorily compliant
3. Heron Creek Annual Florida Scrub Jay and Gopher Tortoise Monitoring Report for the Heron Creek DRI.
4. Comprehensive plan amendment for the City of Everglades City (Amendment No. 22-01 ESR) The proposed amendments will replace the previously adopted Everglades City Comprehensive Plan, as amended, in its entirety. **Attachment "IA"** presents the current Comprehensive Plan, which consolidates all previously adopted comprehensive plan amendments. Adopted by the LPA on April 28, 2022
5. Transmittal of Proposed Comprehensive Plan Amendment No. 2022-A amending Chapter 8 Sarasota 2050 RMA (Resource Management Area), adding the Business Park Corridor RMA, amending Map 8-5: RMA-1, amending Chapter 7 Future Land Use, Policy 3.1.2, relating to Business Park Corridors. Approved by Council on May 24, 2022.
6. Heron Creek Development Order – Modification of Land Use Table
7. Charlotte County Expedited State Review of Large Scale Plan amendment 2022-1ERS(TCP-22-01). Approved by BOCC on May 24, 2022
8. The City of Labelle's Plan Amendment No. 22-0tESR, adopted by Ordinance No. 2022-02 on May 12, 2022
9. In accordance with the requirements of Section 163.3184(1)(c), Lazy Ventures, LLC., as the Applicant for a Detailed Specific Area Plan (DSAP) within the Southwest Hendry Sector Plan is transmitting this copy of the DSAP application to the reviewing agencies specified in the statute for review and comment. The proposed Tri-County DSAP (20-0001) authorizes a maximum of 706 dwelling units (88 single-family and 618 multi-family residences) and 110,000 square feet of commercial, including 40,000 square

feet of office and 70,000 square feet of retail.

10. A resolution of the Board of County Commissioners of Collier County amending resolution no. 2011-201, Development Order 2011-05, for Hacienda Lakes, a Development of Regional Impact to modify maps h-2, h-3, h-4 and map O, by changing the business park and Residential tract lines, removing references to the RV tract and adding access points along the northern DRI boundary residential tract lines, removing references to the tract and adding access points along the northern DRI boundary. The subject property consisting of 2262± acres is located on the east side of Collier Boulevard (c.r. 951) at the intersection of Collier Boulevard and Rattlesnake-Hammock Road and north and 30, township 50 south, range 27 east, Collier County, Florida; and providing for transmittal of the adopted amendment and south of Sabal Palm Road sections 11 through 14 and 23 through 25, township 50 south range 26 east, and sections 19 to the Florida Department of Economic Opportunity; and providing an effective date. [PL20210002454
11. The comprehensive plan amendment adopted by the City of Venice (Amendment No. 22-02ESR) by Ordinance No. 2022-06 on May 10, 2022.
12. Proposed comprehensive plan amendment for the City of Sanibel (Amendment No. 22-01ER), which was received and determined complete on April 1, 2022
13. The comprehensive plan amendment adopted by Hendry County (Amendment No. 21-03ESR) by Ordinance No. 2021-21(CPA20-0006) on October 26, 2021.
14. The comprehensive plan amendment adopted by Hendry County (Amendment No. 21-04ESR) by Ordinance No. 2021-27 (CPA21-0003) on December 14, 2021
15. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF SARASOTA, FLORIDA AUTHORIZING TRANSMITTAL OF PROPOSED COMPREHENSIVE PLAN AMENDMENT APPLICATION NO. 22-PA-04 TO THE STATE REVIEWING AGENCIES FOR REVIEW AND COMMENT; SAID APPLICATION BEING A REQUEST FOR AMENDMENTS TO THE FUTURE LAND USE AND HOUSING CHAPTERS OF THE COMPREHENSIVE PLAN OF THE CITY OF SARASOTA [A/KIA THE *SARASOTA CITY PLAN (2030)*], TO REVISE ACTION STRATEGY 2.9, INCENTIVE FOR DOWNTOWN HOUSING; CREATE A NEW ACTION STRATEGY 2.14 AND MAP ILLUSTRATION LU-20 ESTABLISHING A MISSING MIDDLE OVERLAY DISTRICT; CREATE A NEW ACTION

STRATEGY 2.15, ADMINISTRATIVE REVIEW PROCESS FOR ATTAINABLE HOUSING; REMOVE TEXT REGARDING RESIDENTIAL FRONTAGE REQUIREMENT, DOWNTOWN BUILDING HEIGHTS, AND REDEVELOPMENT BUILDING HEIGHTS AS WELL AS MAP ILLUSTRATION LU-13, RESIDENTIAL FRONTAGE REQUIREMENTS, BECAUSE THEY ARE DUPLICATIVE OF REGULATIONS FOUND IN THE ZONING CODE; REMOVE TEXT REGARDING FUTURE STUDIES AND RESEARCH; CREATE A NEW URBAN MIXED-USE FUTURE LAND USE CLASSIFICATION FOR CORRIDORS AND CENTERS WHILE DELETING THE COMMUNITY COMMERCIAL AND METROPOLITAN REGIONAL #9 FUTURE LAND USE CLASSIFICATIONS; REVISE TEXT TO PROVIDE FOR ADDITIONAL DENSITY WHEN ATTAINABLE HOUSING IS PROVIDED IN DOWNTOWN FUTURE LAND USE CLASSIFICATIONS; CREATE A NEW DEFINITION OF BASE DENSITY; REVISE ACTION STRATEGY 3.7, DEFINITION OF ATTAINABLE HOUSING UNITS; CREATE ACTION STRATEGY 3.14, ATTAINABLE HOUSING DENSITY BONUS; AND REVISE LAND USE MAPS TO CHANGE CERTAIN IDENTIFIED PARCELS CURRENTLY DESIGNATED COMMUNITY COMMERCIAL, COMMUNITY OFFICE INSTITUTIONAL, URBAN EDGE, METROPOLITAN REGIONAL #9, NEIGHBORHOOD OFFICE, MULTIPLE FAMILY- MODERATE DENSITY, NEIGHBORHOOD COMMERCIAL, AND PRODUCTION INTENSIVE COMMERCIAL TO EITHER URBAN MIXED-USE, URBAN EDGE, MULTIPLE FAMILY- MODERATE DENSITY, OR COMMUNITY OFFICE INSTITUTIONAL; PROVIDING FOR READING BY TITLE ONLY; AND PROVIDING FOR AN EFFECTIVE DATE.

16. **CPA2021-02 Old Groves Mixed Use Subdistrict** – amend the City of LaBelle Future Land Use Map, Map1, for the 332+/-acre subject property from “Employment Village” to the “Old Groves Mixed Use Subdistrict

17. The City of Sarasota is submitting a comprehensive plan amendment for Expedited State Review. This amendment is being submitted in accordance with 163.3184(3), Florida Statutes. The City proposes to adopt an amendment revising the Future Land Use and Housing Chapters in response to conditions resulting from increased housing costs. Over the past year, the North Port-Sarasota-Bradenton MSA experienced the fastest rent increases in the country at 44.3% based on data from Apartment List. Since 2018, the average one bedroom apartment rental price has increased from \$1,000 to over \$2,300 per month. In addition, the prices of single-family homes have increased substantially with the current median sales price of single-family homes at approximately \$500,000, a 29% increase from one year ago. Proposed revisions to the Future Land Use Chapter include Proposed revisions to the Future Land Use Chapter include a new “Missing Middle” Overlay District applicable to a downtown neighborhood; a new Urban Mixed-Use Future Land

Use Classification is proposed for commercial corridors and commercial shopping centers that will lead to future transit-oriented development; text revisions to allow for a density bonus when attainable housing that is affordable for households with incomes between 60% and 120% of the Area Median Income is consistent with Housing Advisory Committee Incentive Strategy Recommendations; and revisions to remove text that is duplicative of regulations codified in the Zoning Code.

18. Expedited State Review of a Large Scale Plan Amendment {Text Amendment}- Transmittal- Charlotte County 2022-1ESR {TCP-22-01}. TCP-22-01: Pursuant to Section 163.3184{3L Florida Statutes, transmits a Large Scale Plan Amendment to the Department of Economic Opportunity {DEO) and other State review agencies for review and comment; the request is to amend the Future Land Use {FLU) Element of the County's Comprehensive Plan by revising FLU Policy 1.2.15: TDU Waivers; providing an effective date.
19. Transmittal of the City of Clewiston Adopted Comprehensive Plan Amendment - 10 Year Water Supply Facilities Work Plan (WSFWP) and related amendments, #21-01ESR.
20. PL20200002234 Collier County Approved on April 26, 2022 amending the Urban Mixed Use District, Urban Residential Fringe Subdistrict and the Rural Fringe Mixed Use District of the Future Land Use Element to require Transfer of Development Rights for Comprehensive Plan amendments for increased residential density; amending the Urban Mixed Use District, Urban Residential Fringe Subdistrict to remove the density bonus cap on residential infill and remove the requirement to use Transfer of Development Rights within one mile of the Urban Boundary; and amending the Rural Fringe Mixed Use District of the Future Land Use Element to change development standards and requirements, increase density on Receiving Lands for affordable housing, add Transfer of Development Rights Credits, add uses in Receiving areas, and add a conditional use for recreation in Sending Lands and to amend development standards for Rural Villages; and create the Belle Meade Hydrologic Enhancement Overlay. This amendment qualifies as a large scale amendment as it is more than 50 acres and involves a text change to the goals, policies and objectives of the Collier County Growth Management Plan.

21. PL20200000115 amend the Collier County Future Land Use Element and maps to change the Mixed Use District, Collier Boulevard Community Facility Subdistrict to increase the maximum dwelling units from 306 to 690 with some affordable housing; to remove child care facilities as an allowed use and allow the church to continue as an interim use for up to 5 years. This amendment qualifies as a large-scale amendment as it is 69+- acres and is not in an area of critical state concern.
22. The adopted plan amendments for the City of Sanibel, Ordinance 22-002, regarding "Peril of Flood" community planning requirements, Section 163.7138(2) (f) 1-6, Florida Statutes, and Ordinance 22-003, regarding Private Property Rights requirements, pursuant to Section 163.3177(6) (i), Florida Statutes, (House Bill 59). Both ordinances were passed and enacted by City Council on June 7, 2022
23. There has been little development activity, over the past few years, in the City of Moore Haven CRA areas. Therefore, a Plan Amendment package contains revisions to Future Land Use Element Policy I.A.1. has been submitted. The City is making revisions to the height, intensity and density in an effort to allow reasonable development within the Marina Area/High Density Residential, Marina Area/Commercial, Marina Area/Historic Main Street, and High Density Residential in the City's CRA.
24. AN ORDINANCE OF THE CITY OF MOORE HAVEN, FLORIDA ADDING THE PROPERTY RIGHTS ELEMENT OF THE COMPREHENSIVE PLAN, BY CREATING A GOAL, OBJECTIVE AND POLICIES IN ACCORDANCE WITH THE MANDATES SET FORTH IN CHAPTER 163, FLORIDA STATUTES.
25. City of Cape Coral amendments to the Evaluation and Appraisal of the Comprehensive Plan. The proposed ordinance amends ten of eleven Elements of the Comprehensive Plan. These include the Capital Improvement Element, the Conservation and Coastal Management Element, Housing Element, Future Land Use Element, Infrastructure Element, Intergovernmental Coordination Element, Recreation and Open Space Element, Transportation Element, Economic Development Element, and Public School Facilities Elements of the Comprehensive Plan. This will fulfill a state mandate as Comprehensive Plans are to be evaluated every seven years.

26. Lee County CPA2021-00007, Property Rights Element: update Map 3-A of the Lee Plan's Transportation Map Series which shows cost feasible roadway projects in Lee County. This update is needed to maintain consistency with the Lee County Metropolitan Planning Organization (MPO) 2045 Long Range Transportation Plan.
27. **Lee County: CPA2021-00010, 3640 SW Pine Island Road:** Amend the Future Land Use Map, Map 1-A, to re-designate 1.4± acres from the Rural future land use category, to the Commercial future land use category and amend Map 4-B to add the property to the Lee County Utilities Future Sewer Service Areas Map. (Adopted by Lee County Ordinance #22-13)
28. Everglades City Comprehensive Plan Amendment. The Proposed Amendments will replace the previously adopted Everglades City Comprehensive Plan, as amended, in its entirety. **Attachment "IA"** presents the current Comprehensive Plan, which consolidates all previously adopted comprehensive plan amendments <https://stearnsweaver.sharefile.com/d-s26acc88fa47445a9ad143f5247664737>
29. CPAL-22-003 is an amendment to the City of North Port Comprehensive Plan, adding Chapter 12 Property Rights Element; adding goals, objectives, and policies pursuant to Florida Statutes Section 163.3177; repealing City of North Port Comprehensive Plan Chapter 2 Future Land Use Element, Goal 4 and Objective 12 relating to balancing property owner interests.

Agenda

Item

9b

9b

John Hopkins Food Policy
Action Guide

9b

Food Systems

SOUTHWEST FLORIDA
REGIONAL PLANNING COUNCIL

21ST JULY 2022

Collier County Food Policy Council

COVID-19 shed light on the fragmentation of the local food system in Collier County, Florida. The **Collier County Food Policy Council** was initiated in July 2020 by the Southwest Florida Regional Planning Council. The FPC currently has over thirty stakeholders including Collier County Department of Health, Collier County Public Schools, Harry Chapin Food Bank, and University of Florida Institute of Food and Agricultural Services Cooperative Extension Service and Family Nutrition Program. The partnership has worked to build communication across sectors to ensure a resilient food supply. The Board of County Commissioners signed a proclamation in February 2021 “recognizing the accomplishments and continued work [of the FPC...] to improve the public health and prevent chronic disease through nutritionally sound practices in Collier County.”



Resource Flows

Southwest Florida Regional Planning Council (SWFRPC) was selected for the 2021 USDA Agricultural Marketing Service (AMS) Regional Food System Partnership (RFSP) grant to implement the trademarked regional brand "SWFL Fresh: Choose Local, Choose Fresh." The total project amount of \$752,426 will support ongoing efforts within the regional food system.



From Partnerships to Policy:

Promising Practices for New Food Policy Councils

FOOD POLICY
NETWORKS



JOHNS HOPKINS
CENTER for a LIVABLE FUTURE

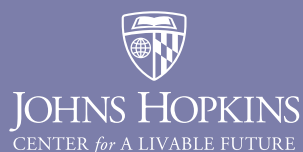


The logo for Food Policy Networks, featuring the words "FOOD POLICY" stacked above "NETWORKS" in a white, sans-serif font, set against a solid purple rectangular background.

FOOD POLICY NETWORKS

About the Food Policy Networks project

The Food Policy Networks project is a project of the Johns Hopkins Center for a Livable Future, based at the Bloomberg School of Public Health. Through FPN, CLF works to build the capacity of food policy councils (FPCs) and similar cross-sector stakeholder groups to collectively advance equitable, healthy, and sustainable food systems through policy, programs, and partnerships. Since 2013, CLF has supported FPCs through research and data collection about FPCs, a listserv, monthly webinars, virtual networking, advising to individual FPCs, and convenings of FPC leaders. For more information, visit: www.foodpolicynetworks.org.



About the Center for a Livable Future

Since 1996, the Johns Hopkins Center for a Livable Future has been addressing some of the most pressing issues in the food system while advancing public health and protecting the environment. As an interdisciplinary academic center based within the Bloomberg School of Public Health, the Center for a Livable Future is a leader in public health research, education policy, and advocacy that is dedicated to building a healthier, more equitable, and resilient food system. For more, visit: www.jhsph.edu/clf.

Authors: Michael Burgan in partnership with Karen Bassarab, Anne Palmer, Raychel Santo, and Mark Winne

Acknowledgements: This was truly a group effort! The Food Policy Networks project is grateful to the following people for their contributions: Darriel Harris, Shawn McKenzie, Christine Grillo, Michael Milli, Dapene Altema-Johnson, Jessica Fink, Asmaa Odeh, Roslyn Malkin, Susan O'Rourke, Alyson Williams, Ali Jensen, Amanda Hixson, Andrea Clark, Aurora Buffington, Bevelyn Ukah, Bonita Oehlke, Bonnie Buckingham, Brenda Gutierrez, Brigham Hoegh, Carrie Draper, Christine Tran, Colette DePhelps, Danielle Nabak, Elisa Muñoz, Gina Smith, Jeannette Abi-Nader, Jennifer Bedrosian, Jess Guffey Calkins, Jill Clark, JoEllyn Argabright, Karl Vierling, Kathy Gaskin, Kim Pettigrew, Lauren Weston, Marissa Silverberg, Massa Cressel, Maura Ackerman, Meg Hourigan, Melanie Wong, Michelle Brown, Monica Roth, Noelle Hardin, Ona Balkus, Remi Harrington, Robbi Mixon, Sona Desai, Susan Wilgar, Sydney Daigle, Syndey Brandhorst, Tim Rinne, Trevor Corboy, Virginia Pleasant, Wendy Moscetti, Winton Pitkoff.

For questions about this document or food policy councils, please contact **Karen Bassarab** at kbanks10@jhu.edu.

Cover Image credit: DeVon Nolen, West Broadway Farmers Market; CLF Food Policy Networks Photo Contest, 2015



Table of Contents

Preface	1
Introduction	3
Chapter 1. The Role of Food Policy Councils and the Food System	5
Chapter 2. Digging Deeper into Food Systems	13
Chapter 3. Food for All: Equity and Justice	17
Chapter 4. Some Whys and Whats of FPCs	23
Chapter 5. First Steps in Creating an FPC	33
Chapter 6. Membership	41
Chapter 7. What Should Your FPC Do?	49
Chapter 8. Putting the “Policy” in an FPC	65
Chapter 9. Operating a Food Policy Council	73
Chapter 10. Measuring Your Impact: Monitoring and Evaluation	87
Chapter 11. Lessons Learned	93

Preface

The first edition of *Doing Food Policy Councils Right: A Guide to Development and Action*, published in 2012, is the most downloaded item in the Food Policy Networks (FPN) project database of 1,400 resources. It has been used to launch numerous food policy councils (FPCs). To the creator of this original guide, Mark Winne, we are grateful. Over the years, he's shown enduring faith in collective action, and he's continued to guide the FPN project and many FPCs across the continent.

We started to update this guide in 2016, beginning with an outline. At that time, we already knew that there were so many more things that could be said about FPCs, how to help establish them, and the important roles they play. It only took six more years, four more surveys of FPCs, and a national forum to publish this new edition. Throughout this period the FPN project team continued learning and documenting the evolving role of FPCs, particularly as racial reckoning became undeniably intertwined with our food system and the COVID-19 pandemic unfolded. We heard and saw how the pandemic reinforced the need for FPCs—solving complex problems requires people with a diversity of experiences and expertise.

Since 2013, the Johns Hopkins Center for a Livable Future (CLF) has supported the expansion and evolution of an FPC network throughout the United States. Just as this network has advanced, so too has the work of CLF, which recognizes the need to work in partnership to develop innovative and strategic approaches for meaningful food system change. Through research, education, advocacy and policy action, CLF seeks to advance a more sustainable and just food system. Transforming our food system in this way is not possible without collective action; the work of FPCs is an essential ingredient. We are excited about what the future holds for CLF, the FPN project and your food policy council work.



Introduction

The first version of this manual appeared in 2012 with the name *Doing Food Policy Councils Right: A Guide to Development and Action*. Since then, the need for effective food policy councils (FPCs) has only grown, although the composition of councils and the issues they address have changed. Many councils now place more emphasis on fostering greater diversity among their immediate membership and with the other organizations they collaborate with to tackle their community's most pressing food system problems. And the scope of the problems has evolved, too. Today, there's greater recognition of the need to move beyond food security and other issues we addressed in 2012, to look at racial inequities in the food system, food systems resiliency, and environmental sustainability.

Another change since 2012 has been the extraordinary growth in the number of FPCs and their practitioners. In 2012, there were 205 FPCs in the United States and tribal nations, compared to 301 in 2021. While even the most experienced FPC staff or member will find something helpful in this manual, it is more likely that those who are relatively new to FPCs will gain the most from this manual. This guide is written within the context of the government systems in the United States and includes examples mostly of FPCs in the United States.

Figure: Percent of active FPCs in tribal nations and the United States at the end of each year, from 2000-2021. Source: Food Policy Networks project annual survey of food policy councils.

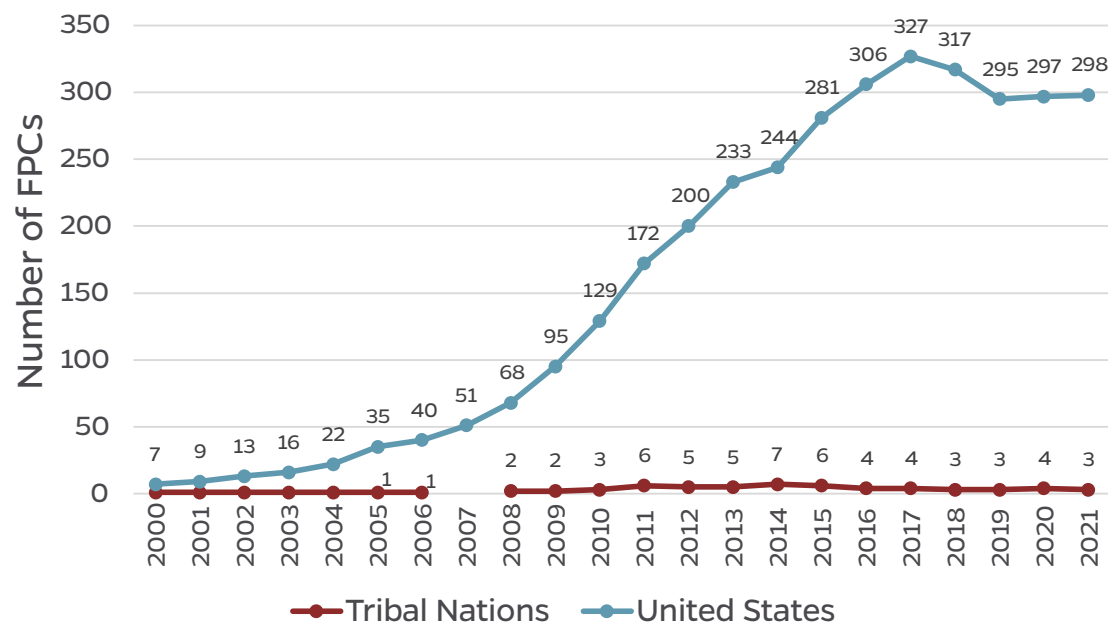


Image credit: Kelly Kogan ; CLF Food Policy Networks Photo Contest, 2020

One more change to note: the original 2012 guide was produced under the auspices of the Community Food Security Coalition. The coalition no longer exists, but its mission of supporting food policy council work is now upheld by the Johns Hopkins Center for a Livable Future (CLF) via its Food Policy Networks (FPN) project. The CLF views collaboration among diverse sectors—community, government, nonprofit, and private—as a long-term strategy to create systemic and meaningful improvements in the food system. The FPN project aims to build the capacity of FPCs and similar cross-sector stakeholder groups to collectively advance equitable, healthy, and sustainable food systems through public policy, programs, and partnerships. The CLF also serves as a clearinghouse for research about FPCs and is the publisher of this revised guide.

One thing hasn't changed since 2012. People interested in starting an FPC need resources to get their council off the ground and take action in their community. This guide provides those resources, both in the text itself and in many links to useful materials from both the FPN project and other experts in the field regarding how to build healthier and more equitable food systems.

With an FPC in place, you can begin to draft, champion, and implement the policies that can help achieve your council's goals.

Chapter 1.

The Role of Food Policy Councils and the Food System

When the COVID-19 pandemic erupted in 2020, it shined a bright light on the frailty of many of the systems we often take for granted, such as health care, transportation, and housing. The pandemic also highlighted and exacerbated structural inequities, based on race and income, in many of those systems.

How we grow and distribute food makes up another vital system, one that touches us all every day. The pandemic reinforced this point, as people who lost jobs flocked to food banks, forming lines of cars that sometimes stretched for miles, and low-paid workers in the food industry were deemed “essential,” meaning they were required to report to the workplace, where they faced greater exposure to the virus.

These issues came on top of problems in the food system that predated the pandemic and will likely still be challenges for years to come. They include health problems related to poor nutrition; the loss of small- and mid-scale farms; the consolidation of agriculture and food businesses; the environmental impacts of agriculture; the impacts of climate change on agriculture; and the difficulties some communities face, in both urban and rural areas, to have easy access to affordable, safe, culturally appropriate, healthy food.

Tackling ongoing food system issues and addressing crises like a pandemic call for a collective effort to attain strong food policies. Broadly defined, **food policy** is a set of decisions made by governments at all levels, businesses, and

Image credit: Matt Kelly; CLF Food Policy Networks Photo Contest, 2016



What exactly is a food policy council?

Here's one definition of an FPC, and of related groups that might go by different names: Food policy councils work to address food systems issues and needs at the local (city/municipality or county), state, regional, or tribal-national levels. They represent multiple stakeholders and may be sanctioned by a government body or exist independently of government. They address food systems issues by advising, shaping and helping enact policies that further their goals.

organizations that affect how food gets from the farm to your table. A food policy can be as broad as a federal regulation on food labeling or as local and specific as a zoning law that lets city dwellers raise honeybees. A food policy may also include an organizational or business policy related to which and how foods are purchased (i.e., procurement policies).

Your reading this manual means you likely have a strong interest in food issues, and you want to help shape food policy at some level. You may already be involved in that policy process. Decades ago, food experts and activists realized that the average person, for the most part, doesn't have much influence in shaping the vast number of policies that shape the food system. One way to address this lack of participation was by creating FPCs, to bring together various stakeholders in a community food system and give them a say in constructing a system that reflected their values and needs.

Of course, there's nothing "average" about residents who have a deep interest in food issues that directly affect their families and their neighbors. The ones who become involved in food policy work are willing to invest substantial time and energy to represent and serve others in their community who have similar interests or perspectives but can't be as actively involved, for whatever reason. And when they serve on FPCs, those residents who do participate work with professional stakeholders from a variety of organizations across the food system.

Diversity, Inclusion, Racial Equity and FPCs

As noted in the introduction, more and more, FPCs are grappling with how to create an inclusive culture, how to diversify their membership, and how to address racial inequities in the food systems using policy. These changes are not brought about easily or immediately, and there are multiple ways to approach these issues. Who is included in the council and what diversity looks like depends on the community. Conversations about race and equity are uncomfortable, and in some communities may be so polarizing that it appears best to avoid them altogether.

As a virtual community, the Food Policy Networks project and the network of FPCs in the United States are learning together about how to approach diversity, inclusivity, and equity. This guide presents approaches used by different FPCs to develop values statements, establish membership

seats for communities of color, monetary compensation for members serving in non-professional capacities, and policies that improve land access for Black farmers. There is much to learn and grow on from their attempts, but each FPC will have to forge their own path in approaching diversity, inclusion, and equity. The approaches presented in this guide are intended to provide you with what knowledge and tools we have today to help you whenever you are ready to engage in these issues.

Image credit: Adrionna Fike, Mandela Food Cooperative;
CLF Food Policy Networks Photo Contest, 2015

The Growth of Food Policy Councils in the United States

Today's FPCs come in different sizes and sometimes address different issues. But at heart they reflect the idea of food democracy—a term coined by Professor Tim Lang during the 1990s. To him, food democracy means “the long process of striving for improvements in food for all not the few.” Achieving that goal means bringing a wide array of stakeholders together to ensure food security – that there's enough affordable, easily accessible, culturally acceptable and nutritious food for everyone. Lang also linked food democracy to economic and social justice for the people who raise, process, distribute, and sell our food, an idea known today as food justice (see chapter 3 for more on this). Food justice is also related to racial equity. Racial equity is pursued by making structural investments in communities of color such that optimal outcomes might be reached, including in nutrition and food security.

Years before Lang offered his definition of food democracy, FPCs were already at work. The first FPC started in Knoxville, Tennessee, in 1982 (see sidebar). The first statewide council appeared in Connecticut in 1998. In between those dates, FPCs struggled to take off, as the food movement itself was still evolving and did not yet understand and embrace the multiple connections within the food system, and local and state governments did not see food as a priority concern.

The boom time for FPCs came with the 21st century. From about eight councils in the United States in 2000, the number grew to about 50 by 2007, and then swelled to 301 by 2020. The growth resulted from several factors, including:

- networking
- the diversification and growth of the larger food movement
- the expanding discourse on food democracy

- a convergence of dietary health, food security, and environmental concerns
- the growing importance of public policy in promoting sustainable and equitable food systems

Helping to fuel the interest in and introduction of FPCs was the Community Food Security Coalition (CFSC), which established a Food Policy Council Project in 2007. CFSC supported the expansion of FPCs across North America with some online resources, a one-day national gathering for FPCs before the CFSC conference in 2009 (about 200 people attended), and other forms of training and technical assistance. CFSC closed its offices in 2012, and its FPC functions were transferred to the Johns Hopkins Center for a Livable Future. CLF's Food Policy Networks project added new capacity and resources, including greater communication technology and programming, to develop and strengthen FPCs. As the number of councils grew, so did the scope of their concerns, with more councils tackling diversity and equity issues, economic justice, and climate change. Aligning with this growing interest, the CLF hosted the first national virtual conference, The Power of Food Forum, in 2021, bringing together more than 525 people from 167 FPCs along with similar groups advocating for policies that create equitable and sustainable food systems.

It might seem like a daunting task, challenging the interests that support the food system status quo. Many of those interests have a vast economic stake in shaping the system to suit their needs. In 2019, agriculture, food, and related industries contributed more than \$1 trillion to the US gross domestic product. Those sectors employed more than 22 million people. Along with the economic considerations, promoting concepts such as food democracy and social justice might feel like a hard sell in some communities, especially during a time of increased political polarization. But at its core, the work of a FPC addresses something basic, something we can all relate to—our need for food that nourishes us.

The First Food Policy Council celebrates its 40th Anniversary!

It all started with Professor Robert Wilson and a handful of his students at the University of Tennessee Graduate School of Planning. In 1977, Wilson and his team studied how well the city of Knoxville provided affordable, nutritious food to all its residents. The answer: not well at all. The city was losing farmland, diet-related disease was on the rise, and hunger was spreading among lower-income residents. City residents working on food insecurity read the report and recognized how it connected to their efforts, and then they convened a team of community leaders to convince the city government to create the Knoxville Food Policy Council in 1982. Although it lacked regulatory power, the council's work led to such achievements as free or low-cost breakfasts for low-income students and the expansion of public transit to accommodate improved access to grocery stores. Renamed the Knoxville-Knox County Food Policy Council in 2002, to reflect an increased geographic scope, the council is still going strong as it enters its 40th year of collaboration.

Forty years later and the council is still committed to addressing food insecurity, but it now uses a lens of diversity. The council is building relationships with Latinx and refugee residents and will hold educational

events on hunger in the LGBTQ+ community, to better understand how to address the diverse food needs of the community. The council is monitoring trends in food insecurity by annually creating a countywide food system report that maps work and tracks data-points around food issues.

In 2022, council members will be working with the community as co-creators to conduct a community food security assessment. The goal of the assessment is to better understand community assets, needs, and barriers through data collection, Participatory Action Research, and the convening of diverse voices in the community. The process will be facilitated by the United Way of Greater Knoxville and their new Director of Food Security Systems with participation from Knox County Health Department, the Community Food Security Advisory Committee, and **Three**³. The results of the assessment will be used to drive a subsequent Community Food Plan rooted in community-identified outcomes and strategies.

For more information about the history and current work of the Knoxville-Knox County Food Policy Council, visit: <http://www.knoxfood.org>.

Your local council doesn't have to take on the most controversial food issues in the nation. Instead, it can tackle the most pressing food issues in your community. That might mean providing more access to affordable, nutritious foods in either urban or rural areas. It could mean establishing thriving farmers markets and community gardens to help achieve that goal—and help local farmers in the process. Or the top issues in your community might include advocating for access to land and capital for farmers of color. This manual outlines some of the tools you can use to create and sustain your own effective FPC to take on this work.

Image credit: Randie Hovatter,
Universities of Shady Grove; CLF Food
Policy Networks Photo Contest, 2015





Image credit: Suraya Arslan, Community Agroecology Network;
CLF Food Policy Networks Photo Contest, 2016

Chapter 2. Digging Deeper into Food Systems

Since the creation of the first FPC, council members and other stakeholders have continually expanded their concerns and refined concepts integral to creating effective food policies. Yes, making sure everyone has access to nutritious, affordable, culturally acceptable food is still a key goal, as it was in Knoxville in 1982. But increasingly, FPCs are moving beyond a concern for having that kind of access—the idea of food security—to look at such concepts as food system resilience and justice and equity within the food system.

Will every FPC begin by diving into all these topics at once? Probably not. But it's good to share an understanding of the concepts so council members have a framework to use as they turn to these issues. The definitions offered here might also help council members educate their communities about these increasingly relevant concerns for setting food policies.



Image credit: Ali Mendelson, Philadelphia Food Policy Advisory Council; CLF Food Policy Networks Photo Contest, 2017

The Food Supply Chain

How does the food we eat get to our tables? The steps involved are called the food supply chain, which has six main components:

- how and where food is grown
- the processing of food
- the distribution of food
- the sale of food
- food consumption
- what happens to the waste created by the other processes

Image credit: Jennifer Horan, United Way of New York City; CLF Food Policy Networks Photo Contest, 2017



The Food System

The food supply chain is an integral part of the larger food system. We've used the term already, and you might have a sense of what a food system is, but let's take a deeper look. Here's one definition of a food system, taken from the Institute of Medicine and the National Research Council:

"The food system is woven together as a supply chain that operates within broader economic, biophysical, and sociopolitical contexts. Health, environmental, social, and economic effects are associated with the U.S. food system, often with both beneficial and detrimental aspects."

You can look at food systems on a global level or zero in on a household food system. FPCs, however, are usually focused on community food systems (town, city, county, region), with some issues reaching up to the state, tribal nation, and federal levels. At heart, a food system is about the relationships between everyone involved: consumers, clients, employees, elected officials, producers, and other stakeholders.

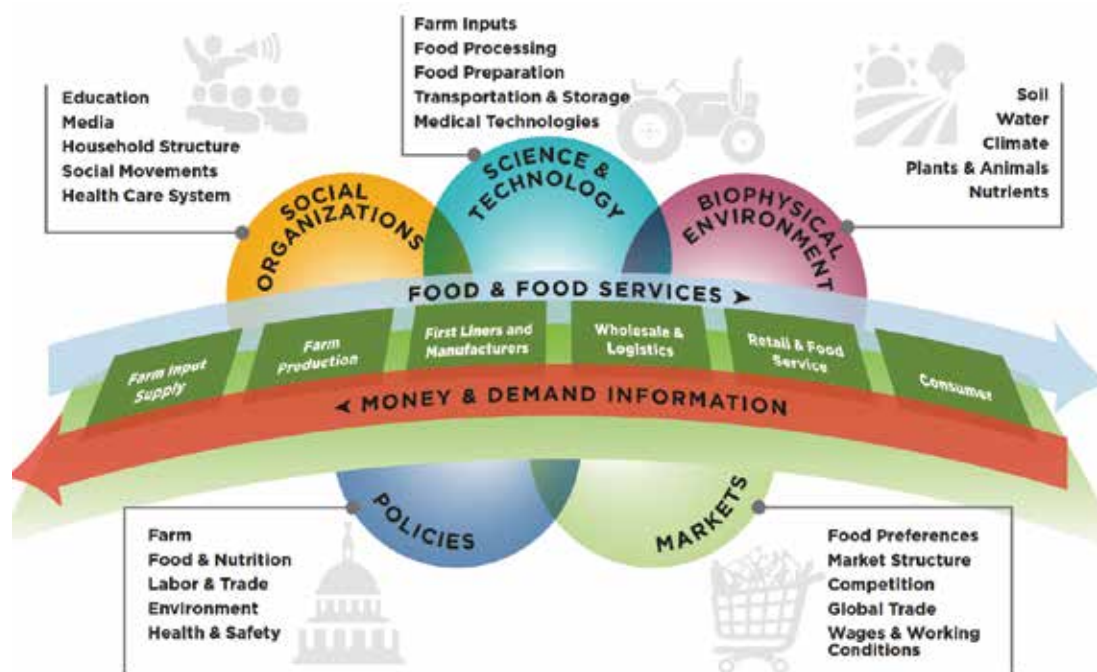


Figure: Links between the food supply chain and the larger biophysical and social/institutional context. Source: Institute of Medicine and National Research Council. 2015. A framework for assessing effects of the food system. Washington, DC: The National Academies Press. Use with permission.

Systems Thinking

Stepping back a bit from the food system in particular, let's take a quick look at systems in general, and why thinking in terms of them can be useful. One definition of systems thinking comes from Kathleen Zurcher: "The practices of seeking to understand a system as a whole, focusing on causal relationships among parts of a system (rather than on the parts themselves), examining the system from multiple perspectives, and using a broad array of tools to design high-leverage interventions for achieving system transformation." A systems approach helps us look at the big picture of a particular resource or activity. With that wider context, we can see how component parts are interconnected and how different systems may interact. Taking a systems approach to food or other complex subjects can lead to such benefits as:

- ▶ Understanding indirect effects and unintended consequences
- ▶ Identifying real solutions instead of short-term fixes
- ▶ Developing sustainable solutions
- ▶ Prioritizing data collection
- ▶ Testing interventions on a small scale, as a pilot, or as a simulation before spending money on real-world trial and error

Within an FPC, thinking in terms of the food system means considering such things as:

- Encouraging a comprehensive approach to solving issues
- Targeting the root causes of a problem when considering policy solutions
- Considering how policies or programs affect the well-being of the community, and brainstorming possible unintended consequences of those policies
- Collaborating on projects or policies with partners not working directly on food system issues, such as organizations addressing racial equity, housing, transportation, etc.
- Inviting and enabling community residents to take a leadership role

As you've seen, food systems interact with many facets of an economy and have impacts that go beyond just producing, distributing, selling, and eating food. Given how many pieces must fit together for the system to work, it's important that a system be able to survive sudden shocks, such as a pandemic, natural disaster, or social uprising, and adapt to changes over time, such as a warming climate and the threat of sea-level rise. In other words, the food system must be resilient, and resilience is something many FPCs are starting to address.

The Johns Hopkins Center for a Livable Future's Food System Resilience Project studies how communities can prepare for disruptions in the food system. Studies by CLF and its collaborators have revealed some key methods for building resilience into a food system, including:

- Having diversity and redundancy in supply chains
- Including the food system in disaster-preparedness and recovery planning
- Involving stakeholders from many areas, including businesses, nonprofit, and policy makers.

Understanding the different components of the food system can help your FPC train its focus on the issues most relevant to your community

Chapter 3. Food for All: Equity and Justice

Confronting racial inequities in the food system is at the core of many FPCs' work. While over a third of councils were already using a racial and social equity framework to guide their policy and advocacy actions, following the killings of George Floyd and Breonna Taylor and increased national attention on structural racism in 2020, we witnessed a renewed focus on racial and social equity among FPCs. Some FPCs also reported that the pandemic strengthened their push to address food inequities in communities of color.

Historically, the food system in the United States has not always served everyone equitably, as evidenced by such things as less access to healthy and affordable food in neighborhoods of color, pollution and intolerable living conditions created by industrial farming, and low wages for food retail and farm workers. In the United States, the food system is largely dominated by a relatively small number of corporations that control the production, processing, distribution, marketing, and selling of food. Along with the rise of FPCs has come an increasing desire to give consumers an alternative to the offerings of that system, often through the promotion of farmers markets and policies that preserve and encourage urban, small- and mid-scale agriculture.

Tied into addressing those barriers is the idea that creating food systems that work for everyone is an issue of racial equity and socioeconomic justice. Everyone—regardless of race, ethnicity, gender, income, nationality, religion, sexual preference, physical ability or age—should enjoy, and be able to fully participate in shaping a sustainable and healthy food system. For FPCs, food justice can be

Image credit: Brian Oh, DC Greens; CLF
Food Policy Networks Photo Contest, 2017



addressed in different ways, including making sure underserved communities have the power to grow, sell, and eat healthy food, which can mean overcoming racial inequities of the past. It can also mean raising food in sustainable ways, using methods that reduce harm to the environment, or rural communities, or the people paid to raise and process the food. It might mean seeking better pay and working conditions for people who harvest crops or serve food in restaurants.

It's critical to note that there is a difference between the concepts of equity and fairness. Fairness, according to Dr. Damien Thompson at the University of Colorado, Boulder, implies evenhandedness or impartiality. But striving for fairness is an inadequate goal when trying to redress wrongs in a food system that, Thompson said, "has been historically based on truly inhumane and unfair treatment of people, land and animals."¹ Equity aims to overcome generations of unfairness by producing outcomes for a disenfranchised group that are on par with the empowered group. In trying to address historical inequities, it might be more important to, for example, give more money to farmers who are people of color or members of other marginalized groups, rather than fairly dividing available funds.

Confronting discrimination is not comfortable or easy, but working to remove barriers so that people of color can access resources and policy processes is core to achieving racial equity. For FPCs, using a lens of racial equity is a process of learning and undoing. This process could mean forming a working group to better understand the social and economic practices that, knowingly or not, determine who makes decisions and who has access to capital in our food system. It could also mean aligning the policy priorities of the FPC with campaigns that support a living wage, child tax credits or voting rights campaigns. These efforts aim to break down structural barriers to wealth and the policy process for people of color.

1. This quote is from the opening plenary, Looking Back & Planning Forward, at The Power of Food Forum: Cultivating equitable policy through collective action on September 20, 2020. You can [view a recording of the plenary here](#).

The challenges of the pandemic and addressing systemic racism have touched FPCs across the United States. The crises have brought a new focus to examining and changing our food systems to benefit everyone. FPCs, more than ever, have a key role to play in connecting the different stakeholders in the food system to create an equitable and resilient food system.

How FPCs Strive for Racial Equity

Here are some ways FPCs are addressing racial and social equity issues:

- The **Zoo City Food and Farm Network** in Kalamazoo, Michigan, advocated for land access and agricultural use variances to permit growing food in neighborhoods that are disproportionately affected by and/or are at risk for food insecurity.
- The **Asheville Buncombe Food Policy Council** contracted with the City of Asheville, North Carolina, to convene community members to develop a set of recommendations for reparations to address food-security related harms caused to Black neighborhoods and families by the City's urban renewal policies.
- The **Cultivate Charlottesville Food Justice Network**, in Virginia, collaborated with the City Council to appropriate funds to support the Food Equity Initiative, an extensive planning and community engagement process to identify policies and funding to tackle the root causes of food insecurity.
- The **Jefferson County (CO) Food Policy Council** Racial Equity Subcommittee developed a commitment statement and written history of racial injustice and drafted a Racial Equity Policy Toolkit to ensure that policies and programs supported by the council are intended to dismantle and reform systems of oppression and systemic racism.

A Glossary of Terms

Here's a quick overview of some of the terms used in this chapter and throughout the manual.

Diversity: The ways in which people differ, encompassing all the different characteristics that make one individual or group different from another. These could be race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values. (Source: Independent Sector, "[Why Diversity, Equity, and Inclusion Matter](#)", 2016)

Equity: A state in which all people in a given society share equal rights, access, opportunities, and outcomes, which are not predicted or influenced by one's identity characteristics, including race, gender, and class. Equity is achieved by providing targeted investments to "meet people where they are" to create equitable opportunities. (Source: Bread for the World, "[Applying Racial Equity to U.S. Federal Nutrition Assistance Programs](#)", 2019)

Food justice: The benefits and risks of how food is grown and processed, transported, distributed, and consumed are shared equitably (Source: Gottlieb, R., & Joshi, A. (2010). *Food Justice*. Cambridge: The MIT Press).

Food policy: The laws, regulations, and funding at different levels of government as well as within public and private institutions that inform how, why, and when food is produced, transported, distributed, consumed, and disposed.

Food policy council: An organized group of stakeholders that may be sanctioned by a government body or may exist independently of government, which works to address food systems issues and needs at the local (city/municipality or county), state, regional, or tribal nations levels through policy, programs and partnerships.

Food security: The physical and economic access for all people at all times to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life. (Source: Food and Agriculture Organization, World Food Summit 1996, Rome Declaration on World Food Security.)

Food sovereignty: The right of people to healthy and culturally appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agriculture systems (Source: [Declaration of Nyéléni](#), 2007). "Food sovereignty would exist when we see the people who are actually producing the food and the people who are consuming the food are also benefiting from the economic value that is created by the production and sale of that food." (Source: Malik Yakini, Detroit Black Community Food Security Network)

A Glossary of Terms

Food supply chain: Encompasses the activities involved in getting food from field to plate, from agriculture to processing to distribution to retail to waste disposal.

Food system: A system gathers all the elements (environment, people, inputs, processes, infrastructures, institutions, etc.) and activities that relate to the production, processing, distribution, preparation and consumption of food, and the output of these activities, including socio-economic and environmental outcomes. (Source: North Carolina Food Resilience Advisory Board, Duke World Food Policy Center & Center for Environmental Farming Systems, “[North Carolina Food System Resilience Strategy](#)”, 2021).

Food system resilience: A reliable source of safe, nutritious, accessible, equitable, and acceptable food over time and one that can adapt to local and global challenges posed by shocks and stressors, like climate change, pandemics, urbanization, political and economic crises, and population growth. (Source: Tendall, D. M., Joerin, J., Kopainsky, B., Edwards, P., Shreck, A., Le, Q. B., ... Six, J. (2015). Food system resilience: Defining the concept. *Global Food Security* , 6 , 17–23. <https://doi.org/10.1016/j.gfs.2015.08.001>)

Inclusion: The participation of diverse individuals and groups in the decision-making processes and development opportunities within an organization (Adapted from [Diversity, Equity and Inclusion: A professional development offering of the eXtension Foundation Impact Collaborative](#)).

Racial equity: A type of equity, racial equity is achieved when targeted investments enable people of color to overcome the structural discrimination they encounter—thereby eliminating racial divides between communities of color and their white counterparts, and allowing communities of color to reach optimal outcomes, including in food security and access to land and capital. (Source: Bread for the World, “[Applying Racial Equity to U.S. Federal Nutrition Assistance Programs](#)”, 2019)

Systems thinking: The practices of seeking to understand a system as a whole, focusing on causal relationships among parts of a system (rather than on the parts themselves), examining the system from multiple perspectives, and using a broad array of tools to design high-leverage interventions for achieving system transformation.” (Source: Zurcher KA, Jensen J, Mansfield A. Using a Systems Approach to Achieve Impact and Sustain Results. *Health Promotion Practice*. 2018;19(1_suppl):15S-23S. doi:[10.1177/1524839918784299](https://doi.org/10.1177/1524839918784299))

For a glossary of terms related to race, check out the [Racial Equity Tools Glossary](#) developed by MP Associates, Center for Assessment and Policy Development, and World Trust Educational Services, October 2021.



Image credit: Sarah Galligan, Colorado Food Policy Network and UpRoot Colorado; CLF Food Policy Networks Photo Contest, 2017

Chapter 4. Some Whys and Whats of FPCs

Let's say you are interested in starting an FPC in your community. You'll need to start by approaching others, and you will need to understand and capitalize on their interests. So, you'll need an answer to the question, why should they engage in an FPC?

The answers to that, of course, are varied. Some individuals identify a need for an FPC in their community for a specific, personal reason. Parents may want the food that their children eat in school to be as fresh and nutritious as possible. Farmers may be wondering if they will make ends meet from season to season. A public health practitioner may want to promote policies and programs that improve access to healthier foods such as fruits and vegetables.

Here's another good answer: FPCs foster communication and civic action at the grassroots. They're a chance for people to shape, from the bottom up, the nature of a system that can seem distant and bewildering, even as it affects so much of their lives. As you saw in the previous chapters, achieving food democracy and social justice is a key part of most FPCs' missions.

FPCs reflect the diverse interests and needs of the people in their communities. They also reflect a food system comprising many components. Because of the scope of the system and the variety of stakeholders, FPCs can sometimes face a daunting task: finding ways to include diverse voices and priorities from the community. But that's another answer to "Why an FPC?" Working together, council members and the public can pinpoint the most pressing food needs for their community and propose—or take—effective action.

Image credit: Jennifer Bedrosian; CLF Food Policy Networks Photo Contest, 2020



By drawing on the knowledge and experience of people from all segments of the local food system and the community—residents most affected by food systems inequities as well as professionals—an FPC becomes a source of information for the policymakers in government. A council can also help government agencies see how their actions affect the food system. For example, people working at a local department of education might not see that the decisions they make about where to buy food for schools are directly related to local land-use/farming issues and labor conditions. But they are.

No state has a “Department of Food Security”—yet—but an FPC can take on the essence of that role for communities of all sizes. It can look for those areas among government agencies where food issues intersect. FPCs can also be a bridge between the public and private sectors on food issues. And they can be a primary source of food education for the residents at large, addressing such topics as:

- nutrition
- food-related health issues
- equitable access to healthy food
- economic development related to food
- sustainable farming
- land use and farmland preservation
- food waste reduction
- conditions for food system workers

We sometimes talk about the three “P”s of community food system work. The first P is projects—a government agency, commercial entity, a community group of volunteer residents or nonprofit undertakes a specific project to address a specific need. Starting a farmers market is just one example. The second P is partners—food security and equity rely, in large part, on bringing together

people from different organizations and economic sectors to collaborate on food system issues.

The last P is policy—and that’s where FPCs come in. Their primary goals include:

- connecting economic development, racial equity, food security efforts, preservation and enhancement of agriculture, and environmental concerns
- sustaining the development of and supporting the expansion of small and mid-scale agriculture and sustainably produced foods
- reviewing proposed legislation and regulations that affect the food system
- making recommendations to government bodies, and sometimes institutions
- gathering, synthesizing, and sharing information on community food systems

Just as no two community food systems are alike, not all FPCs approach *policy* the same way. Some see it as the body of laws, ordinances, regulations, and statements on food that derive from various government agencies. Some see it as what government actually does—or doesn’t do—regarding the food system. Some FPCs have identified a policy agenda to pursue new or better policies, while others work with the government to adjust programs to better meet the needs of the community. Still others see food policy as the broader interaction of many organizations in the community to address their particular concerns. Seeking policy change can also mean looking at large institutions, such as hospitals and universities, and how their practices can harm the local food system or help to strengthen it. And while an FPC focuses on external policies relating to food, it also establishes its own internal policies, such as a commitment to inclusivity or how it makes decisions.

FPCs do not enact policy; they advise policymakers and government agencies that have policy making power, such as a zoning board or a commission on en-

What is Policy?

The CDC defines **policy** as a law, regulation, procedure, administrative action, incentive, or voluntary practice of governments and other institutions.

Another definition comes from Emily Broad-Leib, of the Harvard Law School Food Law and Policy Clinic: Laws and regulations that govern our environment and behavior by outlining specific conduct, who should do it and how, and for what purpose.

vironmental quality. They might also lack the clout to counter the influence of interests that oppose their initiatives. That inability to take on high-powered political and economic forces leads some councils to sidestep potentially controversial topics, such as farmworkers' rights or placing limits on factory farms. But they can work to make sure farmers markets thrive in their community, or that their state addresses the need for farmland preservation.

FPCs are also involved in education efforts and the implementation of policies and programs related to the food system. One example comes from the **Chatham Community Food Council** of Chatham County, North Carolina. It partnered with a neighboring county's food council to work on a video education series about Black farming in the two counties. The series is designed to encourage local action around justice for Black farmers and increase equity in the food system for the farmers.

Image credit: Marcus Hill, Forsyth Community Food Consortium; CLF Food Policy Networks Photo Contest, 2016



What Kind of FPC?

Who initiates the process of starting an FPC and who ultimately takes part in it can dictate the structure an FPC takes. The Food Policy Networks project divides FPCs into five broad organizational categories. Each has its benefits and challenges.

Category (percent of FPCs with structure)	Benefits	Challenges
Housed in a nonprofit (33%)	Quick start-up, usually in-kind contributions from the nonprofit, which also provides fiduciary oversight; greater initial credibility due to affiliation with existing organization	May be difficult to expand the scope if it conflicts with nonprofit's mission; focus on policy may be limited or not encouraged if there is a misunderstanding about advocacy rules for nonprofits; connection to and support from the nonprofit may waver if leadership changes within the council or nonprofit; membership may rely too heavily on the nonprofit.
Embedded in government (25%)	Strong potential to work on policy; access to financial and human resources, data sources and a broad range of government departments; increased credibility among some groups	Change in government leadership may result in less support for or termination of work; priorities usually driven by elected officials or government staff, which may or may not seek input on those priorities; can be difficult to develop community leadership/ownership.
Grassroots coalition (20%)	Opportunity for the community to take the lead or play a key role in setting the agenda; policy work tends to be issue-based and practical, with large constituent base; fewer restrictions on ability to advocate for policy change; flexibility to engage a broader membership	Sometimes resource-constrained or entirely volunteer-run; more difficult to maintain or sustain efforts if there are insufficient resources; taking a systems approach may be difficult because of issue-specific nature or lack of expertise among partners; an anti-government bias can hinder ability to conduct food policy work
Nonprofit (15%)	Level of resources is usually correlated with ability to make progress on policy agenda; able to develop a policy or program agenda that is based on what is needed at the community level	Application process for nonprofit status is onerous; associated costs and obligations with operating a nonprofit; may not have direct connections with elected officials, which can hamper policy progress; may face lobbying and advocacy restrictions
Embedded in a university/college/Extension (5%)	Access to resources including grant management, content expertise, administrative support and students who are looking for research projects and volunteer opportunities	Some universities discourage advocacy; bureaucracy associated with large institutions

Does Your FPC Need to Be a Nonprofit Organization?

Setting up your FPC as a nonprofit can present challenges, especially for a new organization. Achieving 501(c)(3) status requires time and money and can distract from addressing the food needs of the community. A growing number of FPCs are housed within existing nonprofits or rely on some form of sponsorship from a partner organization. One form of sponsorship is fiscal sponsorship: existing 501(c)(3) charitable organizations may provide administrative services to groups or individuals doing work related to the sponsor's mission and assume some or all of the legal and financial responsibility for the sponsored party's activities, including receiving grants on its behalf. An FPC entering a fiscal sponsorship relationship may, but not always, pay a small fee in return for the sponsor's services. A fiscal sponsorship allows FPCs to maintain autonomy and focus on program and policy work while receiving help with necessary administrative functions. It also allows donors to take a charitable deduction and ensures that institutional donors (e.g., foundations) are funding eligible recipients. For more information about fiscal sponsorship, visit the [National Network of Fiscal Sponsors](#). As the FPC grows and becomes more established, it may consider applying for 501(c)(3) status.

Here's an example of each kind of organization:

- The **Western Prairie Food, Farm and Community Alliance**, a regional FPC composed of public officials, private sector partners, and food producers from nine counties in Northwest Kansas, is a project of the Western Prairie Resource, Conservation and Development Council, which also serves as the alliance's fiscal sponsor.
- In 1997, Connecticut lawmakers created the first statewide FPC in the nation. The **Connecticut Food Policy Council** is part of the state's Department of Agriculture and its members are chosen by state lawmakers and department heads.
- The **Hawai'i Good Food Alliance** is an independent, grassroots coalition of community leaders from across the state's islands.
- The **Greater High Point Food Alliance** began as a group of concerned residents who organized a food summit to discuss food insecurity in High Point, North Carolina, in 2014. The group continued to organize annual food summits and coordinate efforts to develop more just and sustainable food systems, evolving into a 501(c)(3) nonprofit organization in 2019.
- The **Greene County Local Food Council** in Ohio brings people together "to support and encourage a secure, healthy, and sustainable food system." It is embedded within Ohio State University Extension Greene County, which also provides in-kind staff support for coordination and facilitation.

Choosing an FPC's structure is not necessarily a permanent decision. Many councils' structures evolve over time as they, for example:

- Figure out what works best for their community
- Receive more, or less, political support
- Develop new priorities
- Find new funding opportunities

So, a task force might evolve into an FPC, a grassroots organization may become a nonprofit, or a council initially under government direction may become independent.

One example of how an FPC changed and adapted over time comes from the **Cass Clay Food Partners** (CCFP). The organization's work stretches over two states: Cass County in North Dakota and Clay County in Minnesota. It began as the Cass Clay Food Systems Initiative, launched in 2010 by public health and Extension professionals in the two counties. The initiative is now the CCFP, or a network of networks that forms a web of cross-sector relationships. The CCFP includes a steering committee, a food commission and a food action network. The steering committee is the core of the network, sets the agenda for the food commission, and conducts policy research. The food commission is an advising body formed through a joint powers agreement between the counties. The food commission has elected officials and at-large community members from seven jurisdictions. The food action network is the grassroots citizenry of motivated and interested individuals who want to see food systems change in the community. For more details see [“Navigating Borders: The Evolution of the Cass Clay Food Partners”](#) and [Cass Clay Food Partners: A Networked Response to COVID-19.”](#)

Food Policy Councils Today: A Snapshot

(All figures from the 2021 Food Policy Networks Project Survey)

301

FPCs in the
USA

3

FPCs within
tribal nations

20

Councils in
development

Breakdown by geographic focus:

37%
county

20%
region

19%
both city/municipality
and county

14%
city/municipality

9%
state or territory

1%
tribal

Working With Governments

Working with government is inevitable if an FPC wants to change policy or translate food policies into action. There are two ways that government plays a direct role in an FPC's work: as members of an FPC or as the sponsor for an FPC. Government representation on an FPC most often is staff from a specific agency or department serving as a member of an FPC. Some FPCs have elected officials, or a designee, participate as members of the council. Government representation can help a FPC better understand and improve access to the policy process. Government representation can also serve as a feedback loop to elected officials about what issues are important to a community. On the flip side, government representation can delay FPC decisions because government staff may need to seek government approval to act or may only be able to act on issues that are a priority of the government agency or administration. For FPCs that are the result of a mayoral or gubernatorial directive (in other words, not codified as in a city ordinance or state statute) or are an advisory board of the local or state government, alignment of an FPC's priorities with government priorities is an important consideration. FPCs without a formal relationship with government have more flexibility in whom they work with to support their policy priorities.

	Benefits	Limitations
Government staff or elected officials are members	<ul style="list-style-type: none"> ▶ Help to understand and navigate the policy process ▶ Direct connection to key decision-makers in government ▶ Advocate for FPC priorities with other government staff 	<ul style="list-style-type: none"> ▶ May lack authority to act on behalf of government without prior approval ▶ Support and actions may have to align with agency or administration priorities ▶ Limitations on advocacy activities
Embedded in government	<ul style="list-style-type: none"> ▶ Formal recognition as an advisory body to government ▶ Staff, and possible financial, support ▶ Greater access to government staff and/or elected officials 	<ul style="list-style-type: none"> ▶ Limitations on advocacy activities ▶ Not a policy-making body ▶ Priorities should align with the administration and may need to shift with the change in an administration ▶ Limited flexibility in council and meeting structure ▶ Could deter community engagement

Once you establish a council, you need to consider another aspect of working with government officials: advocating for your policy goals with elected leaders and their staff. Advocacy describes a wide range of actions and activities that seek to influence the world around us. Advocacy is an effective tool that can raise awareness of issues an FPC is involved in, garner community support, and mobilize community members. Advocating for your goals with government officials can include:

Providing advice to a government agency or commission that submitted a formal request for technical assistance or advice

- Conducting and distributing nonpartisan analysis or research on a specific piece of legislation
- Broadly asking for more political attention on a social issue
- Organizing an educational public forum for local politicians to debate and share their views on various food issues
- Gathering information on a topic
- Meeting with legislators to educate them generally about an issue.

Related to advocacy work is lobbying, which is also intended to influence lawmakers or legislative staff at any level of government. Lobbying can be direct—an FPC member contacts a legislator or staff member—or grassroots. With the latter, a council tries to shape public opinion about proposed legislation or encourage community members to support or oppose legislation.

Not all FPCs engage in lobbying, but if yours chooses to, you should know the laws at the federal and state levels that regulate lobbying, and a council's organization structure can influence its lobbying efforts. You can learn about lobbying restrictions based on a council's structure in the Food Policy Networks project's **[Advocacy & Lobbying 101 for Food Policy Councils](#)**.



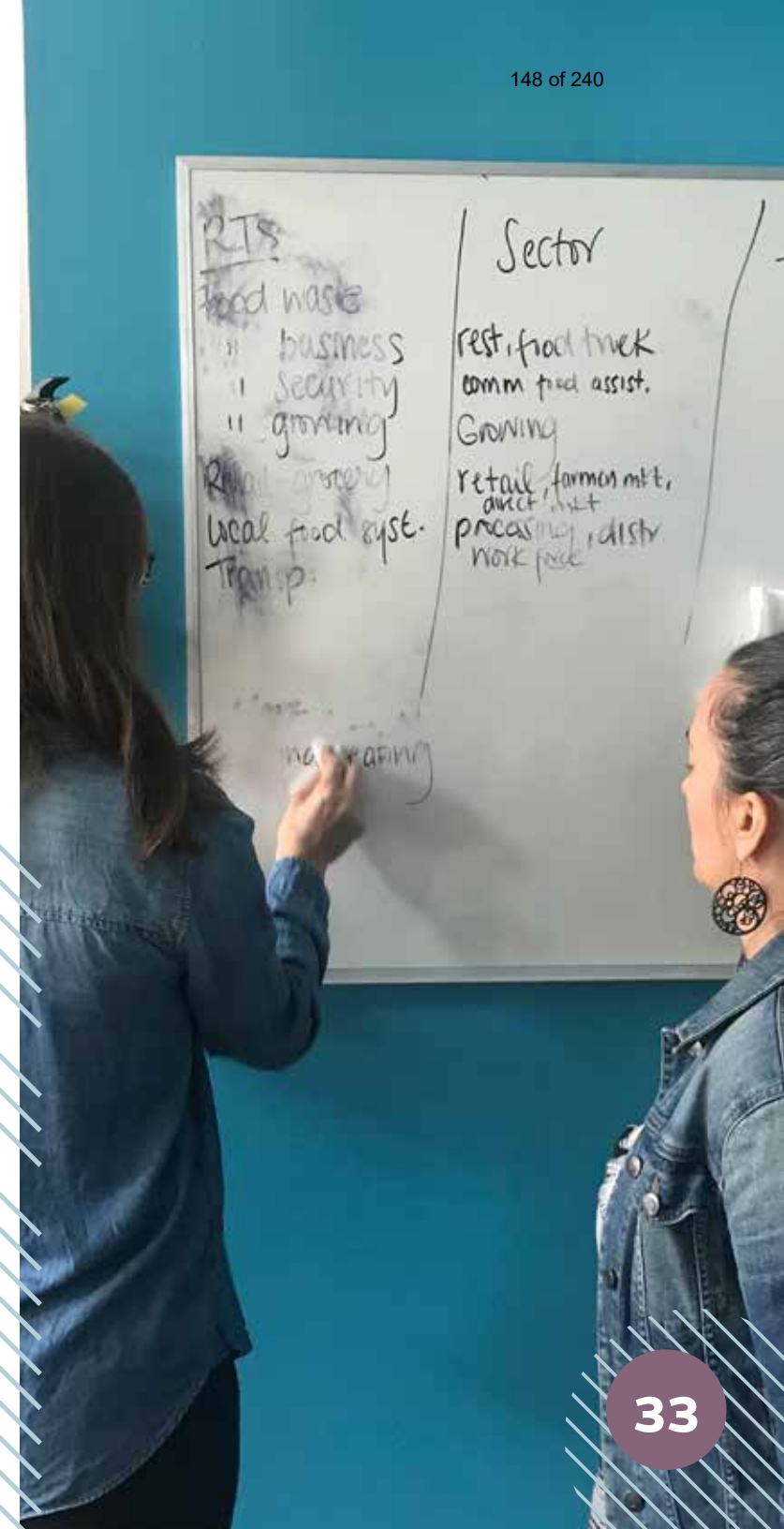
Image credit: Steve Ventura; CLF Food Policy Networks Photo Contest, 2020

Chapter 5. First Steps in Creating an FPC

As much as we believe in the power of FPCs to affect positive systemic change, creating an FPC might not always be the best step for a community. They are not a one-size-fits-all solution to food system problems. So, a fundamental question to consider is, do you need a food policy council?

To answer that, consider another question: What problems are you trying to solve by starting a food policy council, or what is your purpose for creating an FPC? Creating an FPC is not the right avenue to take if you're more concerned about a single issue relating to food, such as addressing hunger or starting urban gardens. In most cases, single-focus issues already have organizations addressing that concern, and single-issue coalitions can be successful in changing policy, without the effort and resources it takes to begin an FPC. Local food banks, for example, help address hunger in a community, and organizations in your area might already be running urban agriculture programs. There are plenty of resources available for starting an organization with that single focus. For FPCs, the emphasis is on having a broad scope on different food system challenges, bringing together many stakeholders, and coordinating with other institutions, from government offices to nonprofits and schools.

Image credit: Mariama Badjie; CLF Food Policy Networks Photo Contest, 2019



Before You Start

Some other questions to consider before trying to start an FPC:

- Do you need a food policy council?
- What problems are you trying to solve with an FPC?
- Do these problems you've identified need input from different stakeholders within the food system and the community?
- Who is leading the effort to start a food policy council? Is it an initiative of one person?
- What data are available to help define the problem?
- Are people affected by the problem leading or deeply engaged in your efforts?
- Have you reached out to local policymakers or government employees for help?
- What resources are available to support the FPC?

Steps of Development

Community Food Strategies, a multi-organizational team that supports food councils in North Carolina, created a helpful [resource](#) about the possible stages of development of an FPC. These steps are covered in more detail in this and subsequent chapters.

- **Seed:** Explore if your community needs a council; identify existing assets; talk to community members and government leaders.
- **Start-up:** A task force begins to design the council while engaging the community; gather information.
- **Growth:** First council members create statement of purpose/goals/values and prioritize issues; develop partnerships; engage the community.
- **Maturity:** The council develops and updates strategic plans and continues building relationships, while making adjustments to its structure and goals, as needed.

What's in a Name?

Once you've established a need for an FPC, a first step is deciding what to call it. In part, the name may reflect what stakeholders constitute the council and how it was established. We often use the general term “food policy council” to emphasize the effort of these groups to reform policy. *Policy*, though, can be an uncomfortable term in certain contexts, which is why FPCs go by many names: food council, food action network, food and farm alliance, food and hunger coalition, healthy food access committee, food systems collaborative, or community food partnership. But whatever their name, these groups carry out the essential work of an FPC: to bring together various stakeholders and use the political process to shape and improve the local food system.

What distinguishes some of these different forms of food policy organizations?

- An **alliance** is a group of people or organizations that agree to work together toward a common purpose
- A **coalition** brings together different groups with a predetermined policy agenda or shared interests.
- A **council** brings together people to consult, deliberate, or make decisions. For FPCs, members usually have autonomy to vote on what actions to take, without having to go back to a sponsoring organization to receive input or approval on a measure.
- A **committee** is usually a subset of another organization, or a group of people named to examine a particular issue, usually made up of members of a larger group.
- A **network** is an interconnected group or association of persons with similar interests.
- A **task force** is a group formed to work on a single defined task or activity. Typically, a task force assesses the current condition of a particular problem, determining what can be fixed and making recommendations on how to implement the fix. The task force then presents its findings and recommendations to the organization that created it; that organization then decides if and how to act on the proposed solutions.

Whatever its name, each council will have its own concerns; local, state, regional, or tribal community needs will shape which stakeholders should take part and what your policy and program priorities will be. As the Drake University Agricultural Law Center said in its 2005 [Q&A about FPCs](#), “Food Policy Councils are not a ‘one-size-fits-all’ process. Councils need to reflect and focus upon the needs of the communities in which they are formed.” And typically, a council will form with a core group of representatives from different facets of the local food system. They will address such things as a mission statement and values, then recruit the larger membership that can turn that vision into concrete policy work.

Creating New Councils

State

In 2010, two states on opposite sides of the continent started FPCs, and their creations reflect the diversity of how councils can come to be. The **Alaska Food Policy Council** is an independent organization. It began with a call for interested parties to attend a series of meetings to address the idea of a council. Among the 80 or so people who turned out were employees from state and federal agencies, representatives of tribal nations, farmers, and others directly connected to the state food system. By 2012 more than 100 organizations and individuals were active participants in the new council.

The **Massachusetts Food Policy Council** was created through legislation proposed in spring 2010 and signed into law later that year. Government members are appointed from the state house and senate, representing both major parties, and agency representatives from the executive branch. The governor names seven members from groups within the food system representing local boards of health, public health, distribution, farming, direct to consumer, food safety, food processing, and a soils expert. Members of other stakeholder groups are chosen to serve on an advisory committee.

Local

The **Dane County Food Council** in Wisconsin was formed in 2005 as the result of a report from a subcommittee of the Dane County Board of Supervisors, a food summit, and resident testimonies and petitions. The findings from those sources prompted a resolution by the Dane County Board to create Wisconsin's first FPC. Over the years, the Dane County Food Council has focused on exploring issues and developing recommendations to create an economically, socially, and environmentally sustainable local food system for the Dane County region. Its work has connected with the neighboring Madison Food Policy Council, and the two councils began organizing joint meetings in 2021.

COVID-19 shed light on the fragmentation of the local food system in Collier County, Florida. The **Collier County Food Policy Council** was initiated in July 2020 by the Southwest Florida Regional Planning Council. The FPC currently has over thirty stakeholders including Collier County Department of Health, Collier County Public Schools, Harry Chapin Food Bank, and University of Florida Institute of Food and Agricultural Services Cooperative Extension Service and Family Nutrition Program. The partnership has worked to build communication across sectors to ensure a resilient food supply. The Board of County Commissioners signed a proclamation in February 2021 “recognizing the accomplishments and continued work [of the FPC...] to improve the public health and prevent chronic disease through nutritionally sound practices in Collier County.”

Partnerships and Networking

In part, the success of an FPC rests on building relationships. The first step in building a group that will become an FPC is to reach out to some of the stakeholders in the food system or allied organizations of all kinds. In most cases, the first people and entities brought on board are part of the community food system, broadly defined. They're the ones who are most knowledgeable about the food issues the FPC hopes to address. But membership can and should extend beyond that to include other stakeholders whose activities or concerns intersect with food system issues. The key is finding people who have an interest in local food issues. Some councils include members from local transportation and education departments, agencies addressing the needs of refugees, educational institutions, religious groups, and medical professionals, to give just some examples of the potential sources of members not directly part of the food system. People from outside of the food system can be allies who bring new resources and ideas to the table. Defining what your goals should be can influence who you contact for your group. Seeking a regional council, for example, will mean contacting a larger pool of people and government officials than trying to start one for just a single community.

Once you have recruited your initial stakeholders, you need to get them all together. This meeting gives you a chance to explain the benefits of an FPC and let others share their vision of what an ideal community food system would look like. Some consensus should emerge about the scope of the proposed council's work and what form it will take and how the council will make decisions, which should lead to the formation of a mission statement of some kind. After that, the council can expand its membership over time.

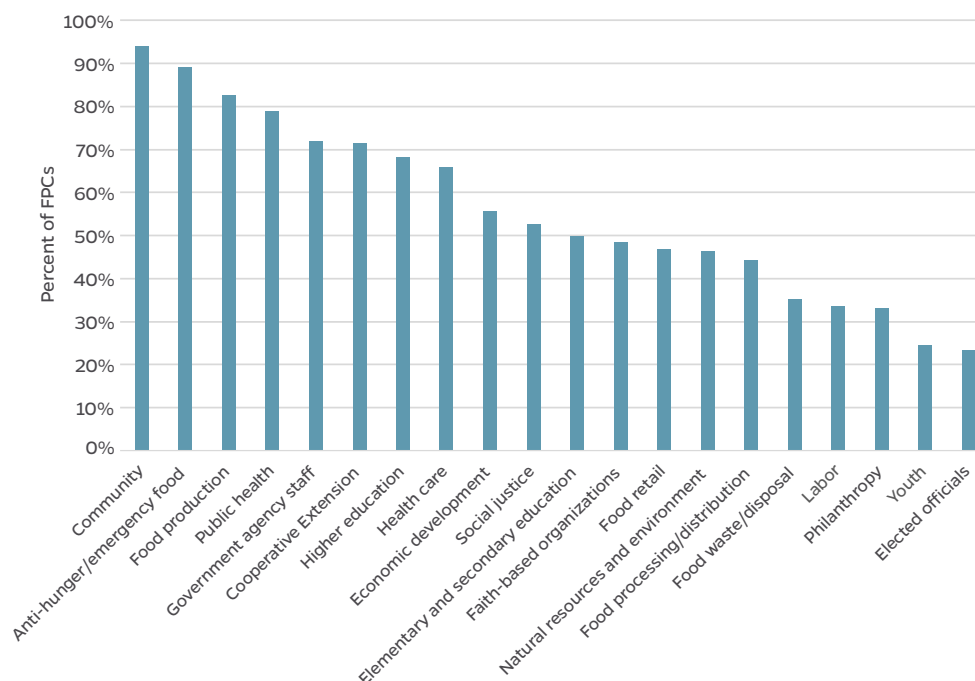


Figure: Percent of FPCs with members representing each sector. Source: 2020 Food Policy Networks project annual survey of food policy councils.

Next Steps: Values, Vision, and Mission

Mission Statement vs. Vision Statement

Are they the same? Most organizations would say no. One distinction sometimes made between them is that the mission statement focuses on what a council's focus is today: what is it doing, who does it serve, and how does it do that. A vision is more future oriented and aspirational: what does the organization want to work toward, what changes does it hope to make to serve the community. As we see in the examples from Mississippi, Cortland, and San Diego, many councils' vision statements are similar or nearly identical, because we're all interested in the same ultimate outcome. Where councils become unique is in their mission statement.

An appropriate FPC mission statement, regardless of what it's called, will get at the heart of the facets of the food system that need to be changed or improved. The council's focus can include food security—guaranteeing access to affordable, nutritious food, produced and sold as sustainably as possible—food sovereignty, sustainability, land use, food justice, or other issues.

The seed of an idea for starting an FPC has been planted in your community—perhaps by a community coalition or academic department already involved in food issues, or perhaps by a group of concerned residents. The urge to create an FPC might also be a response to an acute crisis that puts pressure on the local food system, such as the COVID-19 pandemic. Whatever the circumstances, the core group of initial stakeholders who want a council have held meetings and perhaps received government sanctions of some kind.

Now what?

Before tackling the nuts and bolts of food systems issues, a new FPC should formulate and release a public statement of its values and goals. For some councils, that means drafting a mission or vision statement, or both. Other councils create what they call values statements or guiding principles. These statements should reflect the common values of FPC members, such as achieving food security, environmental justice, cooperation, and inclusivity. But mission and vision statements are not only about the food system, programs, and policies. They are also about the process of managing the FPC, including how the FPC will make decisions. Remember, food democracy is as much about how people's voices are heard as it is about the impact of food policies and programs.

Creating any of these statements that define the council's reason for being and its goals will be the first effort at consensus building. The broad strokes should be easy since members already share an awareness of food systems issues. Getting at the details of specific first goals and how to achieve them might require doing a community food assessment, which is discussed in Chapter 7 – What should your FPC do?

Here's how some FPCs have stated their vision, mission, and/or guiding principles:

Mississippi Food Policy Council

Mission: To invest in building the capacity of Mississippians to become people-centered policy nurturers.

Vision: To make racially equitable, environmentally sustainable and economically just policy contributions to the transforming of Mississippi's food systems.

Beliefs, Values and Principles: This statement reinforces the council's commitment to food and racial justice, food security, and sustainability; you can see the full statement [here](#).

Cortland Food Project (New York)

Mission: Cortland Food Project collaborates with community members and partners of the local food system to advocate for and support policies and actions that promote a healthy population, social equity, economic revitalization, and environmental stewardship.

Vision: We envision a local food system where all community members of Cortland County have access to healthy, affordable, equitable, and sustainable food sources.

San Diego Food System Alliance (California)

Mission: To cultivate a healthy, sustainable, and just food system in San Diego County.

Vision: We envision vibrant community food systems rooted in justice and sustainability, where everyone has equitable opportunity to produce, distribute, prepare, serve, and eat nutritional and culturally appropriate food. In our vision, producers and food workers are treated fairly, sustainable and regenerative practices are prioritized, people are engaged, communities are empowered, and farms, fisheries, and food businesses are thriving and contributing to local economies.

Core Values: The San Diego Food Systems Alliance has identified eight values—respect, inclusivity, collaboration, community, prosperity, health, sustainability and justice—that are woven throughout their work to promote collaboration, influence policy and catalyze transformation.



Image credit: Stacy Macklin; CLF Food Policy Networks
Photo Contest, 2020

Chapter 6. Membership

You've established the need for an FPC, and core stakeholders have set down some kind of vision for the council's scope and goals. Now it's time to expand the membership and decide how the council will function. The latter is usually spelled out in bylaws, which the core group may have produced. Or a committee of the full membership may propose bylaws for the whole membership to consider. See more about bylaws in Chapter 9.

Who Should Serve?

A council needs members with certain characteristics. Most councils today strive for diversity of all sorts in their members. It's good to include people with a variety of viewpoints or different priorities, but who support a shared vision. Here are some guidelines to consider when recruiting members.

Effective council members usually share a few key characteristics:

- They work well with others and can cultivate connections with a broad range of people.
- They educate themselves about the key issues and work to share their knowledge with others. That education effort is particularly important with community and government leaders who have the influence to shape specific actions and outcomes.
- They question the form of the current food system and seek ways to improve it for the benefit of all—the essence of food justice.
- They consider what is best for the common good and not just the interests of the organization that they represent.
- They understand the council's mission and represent the different issues a council has identified as part of its purpose.



Image credit: Diana Ash, Montgomery County Food Council; CLF Food Policy Networks Photo Contest, 2016

Inclusive Civic Engagement

The Kirwan Institute, which has a [guidebook on civic engagement](#), believes the concept of civic engagement is about more than practices. It is also a set of conditions. These reflect such things as a community's ethnic and racial makeup, the education and income level of residents, and the presence of existing principles that guide civic participation. The institute defines civic engagement as “the practices, principles and socioeconomic conditions that comprise the environment in which people interact with their community and come together to make and implement community decisions that provide justice and opportunity for all community members.”

The institute offers six principles for civic engagement, which can shape how your council recruits members and then keeps them engaged in the council's work:

- ▶ Embrace the gifts of diversity
- ▶ Realize the role of race, power, and injustice
- ▶ Practice “radical hospitality” by inviting and listening, especially to community members whose voices tend to go unheard
- ▶ Build trust and commitment
- ▶ Honor dissent and embrace protest
- ▶ Adapt to community change

Another perspective comes from the Healthy Food Policy Project, a partnership of three academic institutions, that outlines what it calls authentic resident engagement. That means tapping into the knowledge and experience of all residents, being especially mindful to work to remove or overcome historical and ongoing barriers to inclusion and the impact of systemic and structural racism. You can learn more about authentic resident engagement [here](#).



Image credit:
Carolina
Sanchez and
Kara Rodriguez;
CLF Food Policy
Networks
Photo Contest,
2018

Image credit: April Whicker, Northern
Colorado Food Cluster; CLF Food Policy
Networks Photo Contest, 2016

Role of Community

Over 90% of FPCs report to have members that represent the community. Who these members are, who they represent and most importantly how they are engaged are key to the priorities and actions of a council. Food democracy is about resident-led decisions but not all residents have the same access to the policy process. FPCs can lead the way for resident engagement by starting with how and who is leading the decisions and formation of the FPC.

Today, FPCs are particularly concerned about making sure their membership is diverse—that it reflects those segments of the community most affected by food system injustices and gives them a voice in defining food-related problems and shaping solutions. That includes residents of communities of color, farmers and farmworkers, low-income consumers, food retail workers, seniors, and youth. The breadth of membership creates a diverse knowledge pool for the council to draw on and gives more parts of the community a vested interest in the council's success. Having diverse voices also helps organizations see issues of social justice and equity through a lens that recognizes the effects of systemic racism on the food system.

Contacting potential stakeholders and convincing them to take part in an FPC takes time and effort. Be prepared to do that legwork—and to do it all over again, if people who commit to the concept later drop out. Also consider that, at times, you might be reaching out to individuals or organizations that are reluctant to work with government or “official” agencies. You will need to gain the trust of the people or organizations. Building trust means first reaching out to the people in those communities to listen to their concerns and ask them what they need from their food system. The **DC Food Policy Council** co-hosted a series of community meals with a local nonprofit in neighborhoods with low food access to talk with residents about how they perceive their food environments, how current local policy initiatives are working (or not) for them and gather their suggestions on

Including Youth

To encourage the participation of students and other young people in food policy work, some councils have set aside seats for youth or started youth policy councils. In Toronto (Ontario, Canada), for example, during the early 2000s, the city's food policy council saw increased interest from young people in its work. Given that, the city created the **Toronto Youth Food Policy Council**, the first of its kind in the world. It focuses on many issues pertinent to its members (aged 16-30) including student food insecurity, migrant farmworkers, and urban agriculture. In North Carolina, the Center for Environmental Farming Systems sponsors the **North Carolina Food Youth Initiative**. It brings together high school students, continuing General Educational Development (GED) students, and recent graduates who are already addressing food justice issues in their communities to create a statewide network designed to build relationships among existing organizations. Meanwhile, in its [operating principles](#), the **Food Policy Council of Buffalo & Erie County** (NY), composed of government representatives and food systems stakeholders, dedicates a stakeholder seat to youth.

how District policies could better meet their needs. These meals brought together FPC members and residents to share and learn from one another.

Building trust also means being willing to accept people or organizations whenever they decide to participate, which may not be immediately. The **Los Angeles Food Policy Council** offers an example of how the process of reaching out to stakeholders can unfold over time. Begun as a directive of the mayor, the council spent its first two years forming relationships and building trust with community leaders and organizations. The council held listening sessions, roundtable discussions, and one-on-one interviews, and led targeted recruitment of members. Taking the time to meet with people and being intentional about the organizations that they approached helped the council to form trusting relationships with groups that might otherwise be skeptical of an initiative started by the government. This approach also helped the council to find the right people with policy experience to serve on its leadership team.

Not all individuals or communities have the capacity to commit to yet another project. Communities of color may not have the emotional bandwidth to take on yet another oppressive system. Farmers and farmworkers may not have the time to sit through an afternoon meeting. While it may be important to the FPC for these people to be members, the FPC may have to find a different way to include their perspective. This may include asking for a recommendation of someone that may have the capacity to attend FPC meetings. It could be that an FPC member regularly meets with the stakeholder at a time that is convenient for the stakeholder to provide an update about the council's work and to seek their input on specific FPC decisions.

Food policy councils can promote inclusion in several ways:

- Reflect the desire for diversity in their values/mission statement.
- Designate seats on the council for representatives of specific groups.
- Set a goal for existing members to reach out to potential members from traditionally unrepresented groups.
- Seek to collaborate on projects or policy strategies with organizations or groups led by people of color.

FPCs can also promote inclusion by making meetings more accessible, by being mindful of meeting times, location, and language accessibility. For groups not part of government, selecting less formal or less “professional” methods of operating meetings may make the participants feel more welcome. You could add evening and weekend meeting times, locations such as community centers and churches located in the targeted neighborhoods, providing childcare services, translations services, and travel stipends, if necessary. Potluck suppers are often a good way to draw people to a community meeting. For more information on diversity and inclusion on FPCs, see “[Food Policy for All](#)” and this [webinar from](#) the Food Policy Networks on strategies for effective community inclusion.

But inclusion is more than having a diverse membership. Communities of color and representatives of marginalized groups need to feel welcomed and heard, and that their contributions are reflected in the work and priorities of the council. Giving them a chance to demonstrate and use their particular skills and life knowledge may be something that they have not been given the opportunity to do before in a community setting. An FPC also needs to create mutual accountability among its members. That means all are willing to support each other, and that there is shared power and responsibility within the council.

The **Philadelphia Food Policy Advisory Council** (FPAC) has been changing their approach to membership to be more inclusive in reach and engagement of people that have been harmed by food system inequities. They're trying to do this by:

- “shifting leadership from city government and institutions to people who are experiencing food systems challenges and enacting community-based solutions
- valuing and centering community voice, expertise, and lived experience
- fundamentally shifting FPAC's operations to reflect what residents and communities need to affect policy change and influence city government.”

It helps to have a plan to do this work, and to that end, FPAC is undergoing a **Strategic Planning Process to Uproot Racism and Center Equity**. In starting this process, FPAC recognizes that “Like many other food policy councils, FPAC has historically catered to people working professionally in the food system, such as city officials, non-profit workers, business owners, and academics. While their contributions are necessary and valuable, this bias makes invisible the people who are enacting community-based solutions to food inequities and struggling with food systems challenges, such as a family experiencing food insecurity or a food worker who doesn't make a livable wage.” Relying solely on volunteer work, which traditional types of council members have provided, makes it difficult for poor and working-class people to participate. To address that, FPAC is working to uphold a commitment to equity work within the council by providing a stipend to recognize members' contributions. All members of the council are eligible to receive a stipend. However, to encourage distributing resources equitably, members who are paid by their employer to attend FPC meetings are encouraged to opt out of the stipend program at their discretion.

Other communities have tried to promote public engagement by creating separate resident advisory boards to inform food systems decision making. Several cities, including Baltimore (MD), Salt Lake City (UT), and Greenville (SC), have created resident food equity advisory groups to inform the food policy priorities of the city government or FPC. Salt Lake City created its **Resident Food Equity Advisors** in 2020. The city reached out to more than 80 community organizations and refugee community groups to find advisors and ended up with 11 people from different backgrounds, but with a shared interest in food system issues.

Image credit: Ali Mendelson, Philadelphia Food Policy Advisory Council; CLF Food Policy Networks Photo Contest, 2017





Image credit: Mariama Badjie; CLF Food Policy Networks Photo Contest, 2019

Chapter 7. What Should Your FPC Do?

With the membership and structure of your FPC in place, you still have plenty to do, including additional assessment, program and policy work. Where to start?

Assessing and *planning* are two words that come up often in the early days of an FPC. Most councils do some sort of assessment of the local food system—what currently exists, what are obvious needs. From the data gathered in the assessment, the FPC can tackle a strategic plan or action plan.

An important way to move from assessment to plan to action is to build bridges with the community. This outreach goes on since the first discussions of forming an FPC, but now it takes on added importance. To meet your objectives, you'll need support from people outside the council—other nonprofits, residents, and especially government officials. It's important to reach out to the groups you've identified as allies and enlist their help in assessing what the community needs. They can then reach out to their members and constituents to help gather information, develop a plan of action, and begin to make the plan happen.

Food “summits” and other public events are ways to bring people together, discuss the issues facing the community food system, help the council prioritize which issues to tackle first, and begin to form strategies for crafting the policies that will address those issues. Some events FPCs host to conduct this outreach include community forums, community meals, and tours of local farms. During the COVID-19 pandemic, many councils transitioned to organizing virtual events. The **Palouse-Clearwater Food Coalition** in Idaho, for example, hosted a [virtual food summit](#) to identify areas of resilience and weakness in the regional food system that had been highlighted by the COVID-19 pandemic. While virtual engagement has its own challenges, it also offers some benefits, such as the ability for more people to attend without having to travel or find care for dependents, or to record event sessions for future viewing.



Image credit: Christine Grillo; CLF Food Policy Networks Photo Contest, 2020.

Understanding Your Food System

FPCs have developed different ways to gather the information that helps shape their work. Traditionally, many FPCs did community food system assessments, and at times, an assessment done by another organization has been a catalyst for creating an FPC. Other FPCs conduct health impact assessments or food economy assessments. In all cases, the goal is to get the best picture possible into different facets of the local food system, including social, economic, and cultural factors that influence food production, distribution, and consumption. The work can be done by a group from within the council, working with people in the community who have first-hand knowledge of a particular part of the food system: farmers, grocers, gardeners, government officials, consumers, workers, and recipients of food assistance. Universities are also another great resource for assessment tools and expertise.

Ideally, the information collected during an assessment will show all the ways the various food sectors are connected, or not, and how food issues relate to community goals and values. The assessment examines both assets and needs. Some of the information might be available in existing government reports or at relevant government websites. Armed with the knowledge an assessment produces, an FPC can begin advocating for the policies and programs that create food justice, drawing in as many stakeholders as possible into the process.

Here are three examples of community food assessments and what they produced:

In 2020, the **Piedmont Triad Regional Food Council (NC)** completed the Triad's [**Regional Food System Assessment**](#), covering 12 counties. The assessment was intended to form a baseline for understanding the regional food system, examine economic opportunities for strategic investments, and create shared ownership and equity principles for the region and the local advocates who make up the food system. Key topics examined included food security, markets and economic impacts, farm and food production, supply chains, food flows, and

community assets. The assessment included equity findings in every section of the report and recommendations for continuing to embrace underrepresented voices in further outreach and engagement, particularly with “furthest from justice communities.” Projections also examined trends and impacts of COVID-19 on food systems. In the spring of 2021, the Council hosted [Learn-Build-Eat](#), a virtual launch event, to share the findings with the community.

North Central Kansas Food Council completed an [assessment for their 12-county region](#), with a total population of around 136,000 people. The assessment explored demographics, farming and food production, food processing and distribution infrastructure, the retail food environment, healthy food access, consumer eating behaviors, food waste, and economic impact in the region.

Tompkins County Food Policy Council (NY) conducted a [food system baseline assessment](#), based on community conversations, in-depth interviews, focus groups, surveys, neighborhood canvassing, and data collection from early 2020 through mid-2021. The assessment looked at the current condition of such things as food production and distribution, the different ways to access food, and food security, personal nutrition and health, and food waste and recovery, outlining both challenges and opportunities in each area. The plan, “Tompkins Food Future” provides a roadmap towards greater resilience, equity, economic opportunity, and human and ecosystem health. It includes 10 goals with corresponding recommendations to address the following community priorities: adapting to climate change; building production capacity; greater coordination across the food system; improved access to healthy affordable food; strengthening the local food economy; improving land access and

Image credit: Chara Bouma-Prediger; CLF
Food Policy Networks Photo Contest, 2020



equity in the food system; encouraging innovation; protecting natural resources; reducing food waste; and improving health outcomes.

More detailed guidance for planning and carrying out community food assessments is available from Community Food Strategies' [Best Practices Learned from Regional Food Assessments](#) and Oregon Food Bank's [Conversations Across the Food System: A Guide to Coordinating Community Food Assessments](#).

Image credit: Jill Egland, Kern Food Policy Council; CLF Food Policy Networks Photo Contest, 2017



Alternatives to a Community Food Assessment

While community food assessments serve a purpose, at times FPCs may only want to understand a single issue of the food system or may only have resources to look at a few parts of the system.

Instead of conducting a community food assessment, a council may develop food systems blueprints or informational briefs, which are brief documents summarizing an issue and relevant policy recommendations. The **Cass Clay Food Partners**, a regional FPC which operates in the Fargo, North Dakota/Moorhead, Minnesota Metropolitan Area, developed a series of [food systems blueprints](#) for the city of Fargo on a variety of topics, from backyard chicken keeping and cottage food laws to farmers markets and municipal composting. Similarly, the **Colorado Food Systems Advisory Council** has written numerous [white papers on food systems issues in Colorado](#) including agricultural workers, meat value chains, and preparing for food security in an age of limited natural resources.

Other councils target one area of the community food system for a “micro assessment,” rather than spending too much time tackling the macro. Public workshops, community meals, and forums are great ways to see which issues are important to the community and worthy of a targeted assessment. During the pandemic, the **Ohio Food Policy Network** used its 2020 annual meeting, held virtually, to get community input on the network’s policy priorities for the year. Participants could write a note sharing their idea and the organizers grouped and consolidated the notes by similar themes to condense the feedback into a few priorities moving forward.

Food Systems Data

Before embarking on collecting your own data, your FPC may want to review existing metrics and data sources. Two databases of food systems indicators may be of particular interest to FPCs: the [**Food Systems Indicator Database**](#) created by the Nutrition and Obesity Policy Research and Evaluation Network (NO-PREN) and [**Measuring Racial Equity in the Food System: Established and Suggested Metrics**](#) created by Michigan State University's Center for Regional Food Systems. The Food Systems Indicator database includes information from published reports, websites, and academic articles that address measuring different aspects of the food system. Measuring Racial Equity in Food Systems includes a selection of metrics related to race or ethnicity and the food system pulled from reports and peer-reviewed literature. These databases can help FPCs and other groups looking to assess, monitor and evaluate their local food system. You can see examples of metrics you may want to review related to different food systems topics, such as healthy people, vibrant farms, sustainable ecosystems, food access, or racial justice, and where you can find data on that indicator.

Continued on next page...

Here are some examples of more targeted assessments FPCs have done:

In Missoula, Montana, the **Community Food and Agriculture Coalition** (CFAC) produced the white paper, [**Losing Ground: The Future of Farms and Food in Missoula County**](#), which explores the loss of agricultural land in the County and provides recommendations on how to protect agricultural land moving forward. The council then organized a coalition of stakeholders to defeat a proposal by the state's Realtor association that would have prohibited local governments from considering the impact of proposed subdivisions on agricultural land use. The coalition has continued to review and comment on subdivision proposals and their potential impacts to agriculture. CFAC promotes land-use policies that protect the most viable farm and ranch lands while providing predictability to developers, planners, policy makers, and residents. CFAC worked with the County to develop specific agricultural enhancement areas within the zoning code, which will permanently protect agricultural land from development along the urban fringe.

The **District of Columbia Food Policy Council** published a [**DC Food Economy Study**](#) in 2019 which explores the economic and employment impacts and growth trends of the District's food economy since 2001. It examines different sectors, including food retail, food service and bars, food and beverage manufacturing, and food and alcohol product wholesalers, and includes recommendations on how to strengthen the District's food economy.

Members of the **Southwest New Mexico Food Policy Council** were concerned about the quantity and quality of food distributed through the U.S. Department of Agriculture's "The Emergency Food Assistance Program" (TEFAP). The Council led a [**Health Impact Assessment**](#) in 2015 to explore the region's "emergency" food distribution system. The assessment explored three key issues related to the 1) quantity of food distributed, 2) nutritional value and quality of food sources, and 3) the unique infrastructure issues faced by rural and frontier communities struggling to address growing food insecurity. The assessment correlated data to health indicators of low-income families in the region, most of whom are children, the elderly and Hispanic.

Food Policy Audit

Another good starting point for a more tailored assessment is looking at the role local, regional, and state governments play in the food system. Which departments are involved in administering Women, Infants and Children (WIC) programs, which ones would play a role in land use policies? This kind of study is also sometimes called a *food policy audit*, as it surveys the existing programs and policies at work within a community food system. With this information, an FPC can look for ways to create synergy between different government departments and at the various levels of government. The food policy audit also helps point out where the status quo falls short in achieving a healthy, equitable, and sustainable food system, offering a blueprint for an FPC's possible first objectives.

Franklin County Local Food Council in Ohio developed a [food policy audit](#) in 2012 to assess the county's agro-food related policies and programs to gauge its performance in promoting local food, sustainability, and community food security; strengthening zoning and land use; addressing public health and food access; and fostering social equity. Learn more about food audits in these resources:

[**The Food Policy Audit: A New Tool for Community Food System Planning**](#)

[**From Civic Group to Advocacy Coalition: Using a Food Policy Audit As a Tool for Change**](#)

...Continued from Food Systems Data

Here's an example of something like this in practice: the **Adams County Food Policy Council** of Pennsylvania built a [food policy dashboard](#) to track data points that are useful for community partners. It includes data and fact sheets related to the economic reality in Adams County, anti-hunger, healthy food access, economic development, food production, food loss/waste reduction, and community health outcomes.

Food Systems Mapping

Data Collection Guides

Other tools for gathering information include surveys and focus groups. The USDA has some [guidelines](#) for how to collect data using these methods and how to easily present the results in graphic form.

The Centers for Disease Control has a detailed look at [how to carry out a retail food assessment](#).

Some FPCs have turned to maps, using Geographic Information System (GIS) mapping technology, to help analyze different parts of their local food system and understand geographic disparities, especially among traditionally marginalized groups. FPCs can turn to experts in GIS for help, who include university professors or graduate students and city/county planners.

GIS may show potential connections between datasets, but additional research is often required to understand true relationships and meaning. Maps can be a great tool, but they are just one tool in an FPC's toolbox.

Here are two examples of how FPCs used mapping:

- The **South Carolina Food Policy Council** created a [Food Systems Roadmap](#), an interactive story map that includes an [inventory map](#) and [resource directory](#) to support the growth and development of South Carolina's food system across the value chain. The map includes key infrastructure points such as farmers markets, processors, food hubs, cold storage, and support organizations. It also includes various data from the United States Department of Agriculture's (USDA) Census of Agriculture.
- The **Southern Nevada Food Council** partnered with the Regional Transportation Commission of Southern Nevada to create a [Healthy Food Access Webmap](#), an interactive tool that includes data related to healthy food access and food security in Clark County, allowing users to identify areas where residents may lack ready access to healthy food options.

Policy Scan

FPCs might conduct policy scans to track the policies that affect their food system currently, or those that are being considered by policymakers. Here are two examples of policy scans by FPCs:

- The **California Food Policy Council** and nonprofit Roots of Change began producing [annual reports to track food and agriculture legislative policy](#) in the state in 2013. The organizations continued to conduct the analysis until 2018, when the California Food and Farming Network converted the report to a scorecard. CAFPC continues to issue policy reports focus on the impact that state legislation has had on local food system work by its member councils, the challenges of implementing state policy by the grassroots, feedback loop to the capitol, and a call to action in many cases.
- **Maricopa County Food System Coalition (Arizona)**: Published a [best practices report](#) in 2020 that includes policy examples from across Arizona, including about how to get food in general plans.

Storytelling

Councils may find it preferable to share stories alongside or in addition to data to illustrate how food systems policies influence people directly. In Indiana, the **NWI Food Council**, in partnership with the Hoosier Young Farmers Coalition, received an Indiana Humanities Grant. The primary objective of the grant was to shift narratives around farming in Indiana by amplifying the voices of farmers throughout the state. They used the funds to record podcasts and a storytelling workshop for the communities they serve. The human-interest stories help illustrate their impact and reach. Storytelling prompts kick off every board meeting and they make storytelling a primary training tool for board engagement.

Food System “Tour”

The **Colorado Food Systems Advisory Council** took a small group of council members on a [tour of ten Colorado sites](#) representing the components of their state’s food system, from community-supported agriculture (CSA) farms to more traditional farming operations and organizations dealing with farming issues. Policy council members learned first-hand about local food issues, and producers and activists got to communicate their concerns to people who support their efforts.

Strategic Planning

The Strategic Planning Process in Alaska

The **Alaska Food Policy Council** began its strategic planning process in 2011. It's a large council with volunteer members, and 24 of them took part in the session. Over two days, the group pinpointed goals, objectives, and strategies for a three-year period. For other groups, a shorter time frame for the plan might make more sense, especially since a new council might take longer than it anticipates to find its footing. If you do go with a longer time period, plan to check in annually to see how well reality has hewed to the plan. At the Alaska session, the group chose to locate five broad areas of the food system and food security that would form the core of its plan: access; economic development; safety, security, and protection; sustainability; and public engagement. Of course, each FPC might come up with their own "sectors" to organize its goals and objectives.

Whatever kind of assessment or information-gathering tool you use, your council next has to sort through the information and make a plan of action. If you don't already have a vision/mission statement, constructing that now will guide the strategies you hope to pursue in the future.

Food policy councils often develop plans that drive their priorities and workflow. These plans can come in a variety of forms, including a strategic plan internal to the FPC, an action plan that encompasses the community's broader goals, or even plans about specific communications activities the FPC may undertake. (See more about action plans below.) In some cases, you may run across a "food plan," though this term could refer to several types of plans.

A *strategic plan* is developed and owned by a single organization or entity, like an FPC, and provides a high level of detail on the direction of the organization's work. An FPC's strategic plan lays out goals for where the council wants to be in three to five years and the strategies for how the council will achieve its goals. A strategic plan can focus on goals related to transforming the food system and/or the structure, governance, and operation of an FPC. It may also be informed by input from stakeholders outside of the organization.

Here are two examples of strategic plans

- The **Milwaukee Food Council** (WI) created a [strategic plan](#) in 2020 to guide the council's work for the following two years. It included a vision and mission statement, an outline of priorities, and the council's commitment to equity and food justice.
- The **New Orleans Food Policy Action Council's** (LA) [strategic plan](#) laid out a three-year plan of action, with specific priorities in such areas as food production and access.

This guide from Community Food Strategies on [Developing Strategic Plans](#) offers more examples.

Action Plans

Instead of, or in addition to, creating a strategic plan, some councils create an action or implementation plan. It outlines the steps, or activities, to be taken to carry out actions or changes that are generally agreed upon by the broader community about what needs to be done and who should be doing it. For this reason, an action plan is often developed jointly with multiple stakeholder groups or is informed by a diversity of stakeholders, including community members. An FPC may be the primary organizer of the plan, but the responsibility of carrying out and measuring actions is loosely assigned to key partner organizations throughout the community. In some cases, an action plan may be commissioned or adopted by a government entity. Here are some examples of FPC action plans:

- The **San Diego Food System Alliance** created [Food Vision 2030](#) in partnership with the broader community. Developed over two years, the process included comprehensive literature review, in-depth analyses, hundreds of interviews, several focus groups, and broad community engagement. They engaged the full community with a particular focus on uplifting the voices of those most affected by inequities in the food system. They sought community feedback in two phases. The first phase was to gather insight on needs and aspirations which informed the development of the draft goals, objectives, and strategies. The second phase was to obtain input on a set of draft goals, objectives, and strategies. Overall, they engaged nearly 3,000 residents, with more than 60% from residents of marginalized communities and essential food system workers.
- In 2017, the **Douglas County Food Policy Council** in Kansas created the [Douglas County, KS Food Systems Plan](#) to guide policy change in support of the local food system over the next 10 years. The plan was developed as part of the process to update the Lawrence-Douglas County comprehensive plan and is incorporated by reference into the resulting Plan 2040. The plan includes five goals that span the food system, from food entrepreneurs and natural resource conservation, to healthy food access, equitable food systems, and food waste.
- The **Massachusetts Food System Collaborative** convened 35 listening sessions with over 300 food system stakeholders around the state during the COVID-19 pandemic to revisit the 2015 [Massachusetts Local Food Action Plan](#). [Massachusetts' Local Food System: Perspectives on Resilience and Recovery](#) updates the food plan with new recommendations based on what was learned during COVID-19, plus some new or more specific ideas that have arisen since the first plan was published.



Image credit: Maggie Nowak; CLF Food Policy Networks Photo Contest, 2020

Conducting a Planning Session

For FPCs, planning can play several roles, but ideally the planning session brings all stakeholders together to reach a common understanding of their purpose, and to see the connection between food and policies that can shape the overall food system. For a new FPC, the planning session is as much about getting acquainted as working out a detailed plan. Whatever form a planning event takes, members should emerge with a list of guideposts or milestones that reflect the council's core values.

A meeting to work out a plan can take several shapes. Some groups go on a retreat. Others hold meetings that last from a few hours to several days. Your finances will dictate, to some degree, whether you go for the BMW of planning sessions or settle for the more functional Kia.

Selecting dates for meetings as well as the amount of time to allot for a meeting must also take into consideration the demands and responsibilities of the members, especially those whose work and personal lives don't automatically permit participation in something like an FPC. If, for instance, a member requires childcare to participate in a meeting, the FPC should budget for that cost if a member needs reimbursement.

Having an outside facilitator can be highly productive. These professionals are trained to make sure everyone gets involved and feel part of the process as well as to keep one or two strong voices from dominating. A facilitator can also keep everyone focused on the task at hand and summarize or distill key points as necessary. The Food Policy Networks project maintains a [list of consultants](#) with experience in the strategic planning processes, as well as in organizational development, policy evaluation, meeting facilitation, and a range of other areas. If a council doesn't have the funds to hire a facilitator, it might want to check with local Extension Offices to see if they have a facilitator who can run a plan-

ning session for free. A community foundation might be willing to fund planning activities, including hiring a facilitator. It never hurts to ask. A facilitator might be willing to provide services pro-bono.

One goal of the session should be to let everyone hear each individual stakeholder's perspective, to get a sense of the diversity of knowledge and experience represented. At the same time, those varied voices have to be ready to work toward consensus, or at least commonality. The planning process should set the tone for achieving that in future council work. The session should also be another step toward building trust among the council members.

The planning process is mostly about discussing a wide range of options and then setting priorities for what should be done first. The idea is to move from a few broad principles and values to the more concrete steps that can be taken to achieve them, realizing that shifting political and economic sands—or more pressing food security issues—can make the plan a fluid document.

Image credit: Hannah Lencheck and Laxmi Palde; CLF
Food Policy Networks Photo Contest, 2018



Policy First!

Some discussion during the planning process might focus on the relative benefits of focusing on policy. Policy work is important because it touches on broader issues with, hopefully, long-lasting returns. Policy work should be your primary goal; however, FPCs often take the lead role in getting a program off the ground, particularly in areas where people must play multiple roles. For example, if there is a pressing need for an emergency food distribution program and there's no one else to do it, a council might take the reins.

Undertaking a program should also reinforce larger policy goals. Creating a farmers market or having one put in EBT machines for low-income residents using the Supplemental Nutrition Assistance Program (SNAP) is part of a larger policy objective—improving access to affordable, nutritious food. Keep policy outcomes uppermost in your thinking as you make your plans.

Policy work is important because it touches on broader issues with, hopefully, long-lasting returns. But government policies can also change quickly and with little public input, as new political players become involved, or can simply be ignored by bureaucracies that choose not to implement them. The shifting political wind in the community makes vigilance a key attribute for a successful FPC.

From Plan to FPC Structure

The recommendations from a strategic plan often shape the alignment of an FPC's structure. Carrying out the various parts of a strategic plan requires a division of labor. Councils usually set up committees and smaller groups—call them task forces, subcommittees, working groups—that tackle the specific core values or goals outlined in the plan. Ideally, council members with specific areas of expertise will work on an appropriate committee. Or committees can include people who are not members of the FPC but have expertise on that topic area. For example, a subcommittee dealing with land-use and zoning concerns could invite a city or county planner to be a member of the committee. City or county planning offices can be a valuable resource. Their staff have a broad vision and a concern with the long-term development of a community. Likewise, an effective FPC is looking at local food issues in a far-reaching, systemic way. We talk more about the working groups and committees that can play a role in turning the plan into achievable actions in the next chapter.

Image credit: Mark Willis; CLF Food
Policy Networks Photo Contest, 2019



Chapter 8. Putting the “Policy” in an FPC

You’ve already seen an overview of what a policy is and the kind of policy work an FPC can do. Now, let’s take a closer look at policies, from how they are created to how they are implemented. FPCs are concerned mostly with public policies, ones made by state, local, and tribal governing bodies. They may also address policies generated by institutions, such as schools and hospitals. Policies can be reflected in laws and ordinances, regulations, or in permitting and licensing processes. Policies can also appear in statements of intentions or direction—such things as resolutions or executive orders.

With your vision/mission statement in place, some sort of strategic plan in hand, and a working council, you now have to prioritize which policies to pursue first. Historically, specific issues in a local community were often the impetus for creating a council. Those issues might include a documented rise in hunger, the loss of historic farmland, a natural disaster, or an incoming government that has stated its interest in addressing food system issues. With public attention already focused on that topic, FPCs would promote policies that addressed that immediate concern. Or council members would decide a priority area to work on. But what we’ve seen in the last two years, as a result of the pandemic, is that there have been opportunities to work on food policies that didn’t exist before.

One example comes from the **Del Norte and Tribal Lands Community Food Council** in California. According to Amanda Hixson, Food Program Director for the Council, “The silver lining of COVID-19 is that it has kickstarted a broader collaboration of willing stakeholders that I had been struggling to form before

Scales of Policy

FPCs can engage in policy work on different levels:

- ▶ institutional (e.g., within individual institutions like schools, hospitals, government agencies)
- ▶ local (e.g., city or county)
- ▶ state
- ▶ tribal
- ▶ federal
- ▶ international

14% of FPCs work at the regional level, which requires them to engage in policy across scales: local, state and sometimes federal, since there is not a policy-making body at the regional level.

Image credit: Michelle Horovitz,
Appetite For Change; CLF Food Policy
Networks Photo Contest, 2015

COVID.” Government response to the pandemic also made new money available to Del Norte and other FPCs. “We went from famine to feast,” remarked Hixson.

Whatever policies you tackle, use the affiliation of your members—whether they come from the community, business, government, education, or nonprofits—to leverage their contacts to help turn policy recommendations into reality, with meaningful impact on your community food system.

Promoting New Mexican Agriculture

Farming has been a way of life for New Mexicans for thousands of years, and as such, the **New Mexico Food and Agriculture Policy Council** (NMFAPC) and others working on food issues thought the state could do more to promote agriculture. Since its creation in 2003, the council and affiliated groups have secured hundreds of thousands of state dollars annually for such initiatives as farm-to-school and produce-incentive programs for WIC and SNAP participants, and for lower-income senior citizens. For example, using funds from the USDA’s Community Food Projects Competitive Grant Program, Santa Fe-based Farm to Table organized the city’s Southside Farmers Market (later renamed “Del Sur Market”), which provides a more accessible location for the city’s lower-income families to

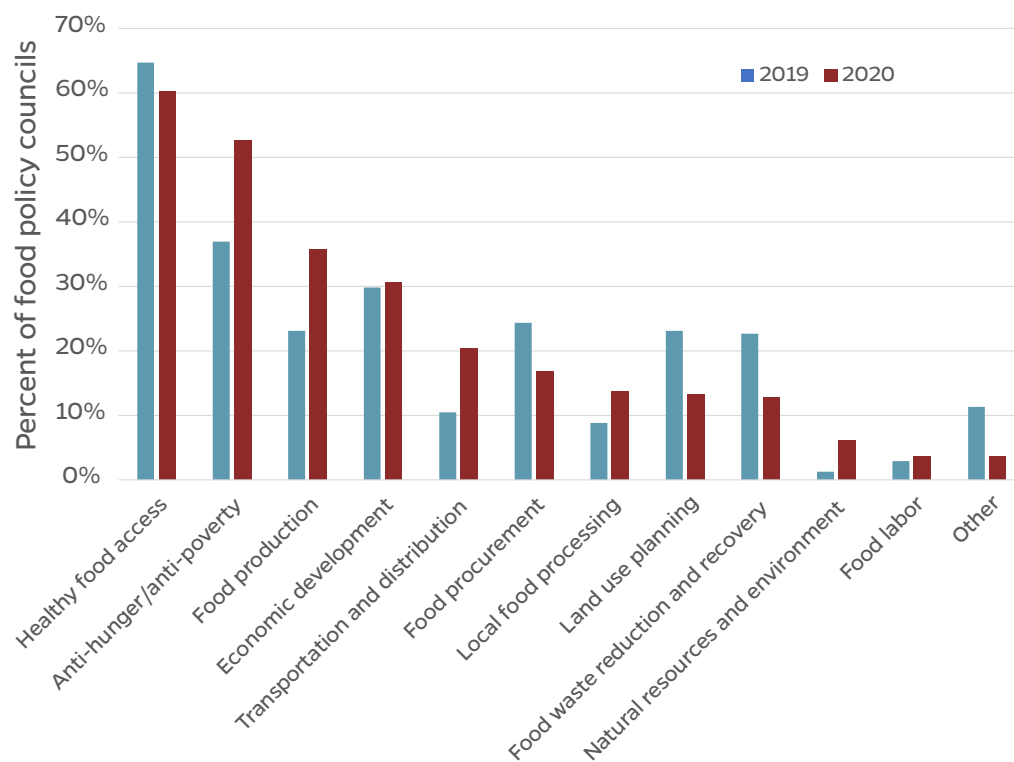
shop. Today, that market is sponsored by a local hospital and offers three different produce-incentive programs to area residents. Statewide, during the 2019-2020 school year, almost \$1.2 million was spent by 57 New Mexico school districts purchasing food from New Mexico farmers. That food was served to 171,000 students. After many years of touting the value of farm-to-school to farmers and educators, Farm to Table and the NMFAPC convinced the NM Public Education Department to create a full-time position dedicated to farm-to-school administration. In the newest addition to the state’s lineup of direct-from-the-farmer programs, nearly \$150,000 in state funds are being used to purchase locally grown food for Senior Meal Programs.



Policy Areas

An FPC can have a range of policy goals. Here are some policy areas that receive attention from councils. You can get a sense of specific accomplishments from the “Wheels of Achievement,” which reflect the policies, partnerships and programs of various FPCs for [2016](#), [2018](#), [2019](#), [2020](#), and [2021](#).

Food procurement focuses on how and which foods are bought and distributed by both public and private institutions, such as schools and hospitals, with an emphasis on having those institutions procure foods that align with stated social, health, and environmental values as much as possible.



Food procurement

The **Greater Cincinnati Regional Food Policy Council** in Ohio makes it easy for institutions, like schools and early childcare centers to buy from local farmers through planning, education and advocacy. In 2019, the FPC was awarded a USDA Farm to School Planning Grant to create the Greater Cincinnati Regional Farm to School Action Plan. This process helped to build regional coordination and the infrastructure for four school districts to participate in the Feed Our Future campaign. This campaign supports food service professionals in using local foods in school menus and builds the capacity of educators to bring food systems lessons into their classrooms. Lastly, the FPC works with institutions to adopt policies to make it easier to buy food from more than just wholesale food distributors.

Figure: Top 3 policy priorities of FPCs in 2019 and 2020.

Source: 2019 and 2020 Food Policy Networks project annual surveys of food policy councils.

Good Food Purchasing Policy

Many FPCs have advocated for the Good Food Purchasing Program (GFPP), which encourages institutions to consider five main values when buying food: local economies, environmental sustainability, valued workforce, nutrition, and animal welfare. Procurement changes can be achieved by a change in institutional policy or a local or state law that requires schools or other public institutions to buy a certain amount of produce in line with these values. The **Chicago Food Policy Action Council** first convinced city officials and Chicago Public Schools to adopt the GFPP guidelines when considering food purchases, and then was able to expand it to all of Cook County. For more information about the GFPP, visit the [Center for Good Food Purchasing](#) website.

Land use planning

The **Food in Neighborhoods Community Coalition** in Louisville, Kentucky, helped rewrite urban agriculture sections of the city's Land Development Code to reduce barriers and increase flexibility for urban agriculture. The changes, adopted in June 2021, include allowing community gardens in all zoning districts and ending regulations on parking spaces needed at those gardens and market gardens.

Healthy food access includes programs that encourage food and nutrition incentives at farmers markets, policies to improve access to healthier foods for low-income people, and school wellness policies, which can stress both improved nutrition and exercise.

Food waste reduction and recovery focuses on ways to divert excess food from landfills and incinerators to anti-hunger initiatives, or to turn waste into useful products, such as compost or biodiesel.

Anti-hunger/anti-poverty can focus on various areas, such as encouraging enrollment in SNAP and other federal social assistance programs, creating programs that help students access nutritious meals when school is not in session, or advocacy for livable wages.

Land use planning focuses on the inclusion of food and agriculture in planning and zoning activities, such as creating an agricultural land use, passing an ordinance that allows for urban agriculture, ensuring that food and agriculture are included in land use plans, and farmland protection efforts.

Food production is a broad policy category. It includes creating new markets for farmers, ranchers, and fishers; advocating for policies that encourage sustainable and regenerative production practices; and raising awareness about buying from local producers.

Local food processing looks to promote small-scale food processing. This can include advocating for laws that support cottage food industries, easing permitting regulations for value-added entrepreneurs, or supporting the creation of community kitchens, where culinary entrepreneurs can share facilities.

Food labor includes everyone who produces, processes, distributes, sells, and serves food. Policy work in this area is focused on wage earners, as opposed to business/farm owners and entrepreneurs, and addresses such things as minimum wage standards, sick leave, and working conditions.

Close Up on Climate Change

Some FPCs are taking action to address growing concerns about climate change. Councils have been working to reduce or mitigate greenhouse gas emissions that cause climate change in several ways:

- ▶ advocating for policies to encourage more plant-based diets
- ▶ reducing wasted food
- ▶ supporting farmers in transitioning to more climate-friendly production systems
- ▶ increasing awareness of the impacts of climate change on agriculture
- ▶ working to preserve farmland and promote urban agriculture
- ▶ encouraging governments to create food resilience plans

Learn more about councils working across these different areas from [this blogpost](#) from the Johns Hopkins Center for a Livable Future.

FPCs may also consider advocating for the [Cool Food Pledge](#), a climate-friendly food procurement policy. Dining facilities such as restaurants, businesses, city governments, universities, and hospitals can commit to reducing greenhouse gas emissions associated with food served by 25 percent by 2030. This is a level of ambition in line with achieving the goals of the Paris Climate Agreement.

Image credit: Amanda Chin, The Food Project; CLF Food Policy Networks Photo Contest, 2017

Transportation and distribution

To improve access to grocery stores by people who rely on public transportation, the **Greater Kansas City Food Policy Coalition** in Missouri and Kansas convened the Grocery Access Task Force, which studied the conditions at 44 bus stops, surveyed 360 residents, and conducted focus groups and ride alongs. The task force had three recommendations: 1. information - regional transit agency update route maps to include WIC grocery stores; 2. infrastructure - allocate GO Bonds (Kansas City, MO) and pass Complete Streets policies (Kansas City, KS and MO); 3. affordability - support Zero Fare Transit (Kansas City, MO). As a result of the task force's work, and advocacy by the Coalition and partner agencies, the City of Kansas City, Missouri allocated new bond funding and passed a new complete streets ordinance to support grocery shopping by bus, and the regional transit authority provided new trip planning tools and bus stop signage to show grocery stores near bus stops.

Natural resources and environment covers a wide range of issues associated with sustainability and conservation, including water and land conservation efforts, promotion of organic or regenerative agriculture practices, regulations to reduce use of pesticides and inorganic fertilizers, and issues related to climate change and resiliency.

Economic development focuses on policies that promote and support the development of food and agriculture as economic drivers. This could include the development of food hubs, which seek to connect small food producers with institutional buyers, or the promotion of local food businesses and farms.

Transportation and distribution looks at ways to make it easier for consumers to reach healthy food retail outlets through biking, walking, or public transit. On the distribution side, policies might focus on last-mile food distribution from wholesale suppliers to food retailers.

For toolkits focused on developing and implementing **local** and **state** food policies, see “Good Laws, Good Food,” created by the Harvard Food Law and Policy Clinic and the Johns Hopkins Center for a Livable Future. Topics covered include food system infrastructure, land use planning and regulation, urban agriculture, and school food and nutrition education.

Which Policies to Pursue?

The examples of policy areas above are not exhaustive and, as we mentioned, you might have one that's unique to your community. FPCs should try to set their policy priorities so they can use their time and resources in the most effective way. If a council did a community food assessment or used another tool to gather information about their food system concerns, the results of that research should shape policy priorities.

A council can decide what to pursue using this [tool](#), which helps them rate policies based on their feasibility, ranked 1, 2, or 3, relative to different criteria. For example, how much does the policy reflect the council's mission or vision statement? How well does the policy address recommendations made in a strategic plan? Is there a local official or public figure who champions the proposal? These considerations, and more, can direct councils to the policy issues where they can have the most impact.

Image credit: Amy Kuras, Detroit Food Policy Council;
CLF Food Policy Networks Photo Contest, 2017



Another possible way to assess priorities is by sending out a survey to organizations in your network. The **Greater Kansas City Food Policy Coalition** (KS/MO) did this in 2018, asking respondents to rank their top concerns in three general policy areas: food security, institutional food, and farming. You can see the survey [here](#).

Still another tool to help prioritize policy work was created by the **Denver Sustainable Food Policy Council** in Colorado. It used this [Policy Criteria Screen](#) to weigh the merits of policy ideas being considered by its Policy Working Group. The criteria examined include the demonstrated interest; how effective, impactful, scalable, tested, and equitable the policy is; and how much the policy is aligned with the council's policy platform, Food Vision and Action plan, and other relevant plans. The Denver council's process for setting policy priorities also considered the political feasibility of a policy. Will residents and elected officials be open to addressing, let alone implementing, a proposed policy?

There's no question that some FPCs will want to tackle food system issues that could be controversial. Individual councils will have to decide if they want to invest their political capital in potentially divisive issues. Of course, what's controversial in one community might not raise an eyebrow in another. And larger issues that impact the food system might also stir disagreements within a council, as the pandemic showed for at least one FPC. The **Whatcom County Food System Committee** in Washington, housed under the county council, reported that it lost its farmer representative, as the pandemic exacerbated the already-strained relationship between large farmers and labor representatives.

Chapter 9. Operating a Food Policy Council

As you can see, policy work can take a variety of forms. Since FPCs are advisory—they can't enact policies—they have to marshal good evidence and key allies to get things done. Those efforts are easier when council members have a handle on operational issues. This chapter gives a brief look at some of those issues and how existing FPCs handle them.

The Governing Structure

Who serves on a council, what their responsibilities are, and what the council will do can be spelled out in a number of ways. For government-affiliated councils, some of these basic issues are defined in the resolution or law that created the council. The **Santa Fe Advisory Council on Food Policy** in New Mexico was created by a joint [resolution](#) of the city and Santa Fe County. It set the number of members at 13 and specified that nine would come from the private sector and two each from the city and the county. The resolution also outlined the council's basic duties, such as monitoring city and county nutrition programs and making policy recommendations for the food system.

Details of the organization's structure and duties also appear in a council's bylaws, although not all councils have bylaws per se. For volunteer or non-incorporated councils, these are sometimes called governance guidelines. The Public Health Law Center defines bylaws, in part, as “written rules that govern the internal operations of an organization and define the organization's purpose, membership requirements, and the management of its operations including how meetings should be conducted and how offices are to be assigned... Bylaws provide


A woman with dark hair and glasses, wearing a blue long-sleeved shirt, is standing at a dark wooden podium and speaking. She is gesturing with her hands. Behind her is a large projection screen displaying a photograph of a building. To the right of the screen, a framed poster is visible on the wall, featuring the text 'Good Food' and 'Le...'. The room has yellow walls and a dark floor.

Image credit: Julia Harper, Good Food Council of Lewiston-Auburn; CLF Food Policy Networks Photo Contest, 2016

guidance, structure, goals, and priorities, which are especially vital for a newly formed council.”

The topics covered in bylaws include:

- the name of the organization
- its purpose
- the council’s duties and responsibilities, including how it will address equity and inclusion
- requirement for membership, including whether there are non-voting members and terms of members
- frequency of meetings
- how decisions are made
- committee structure
- leadership positions and titles (e.g., chair or co-chair)

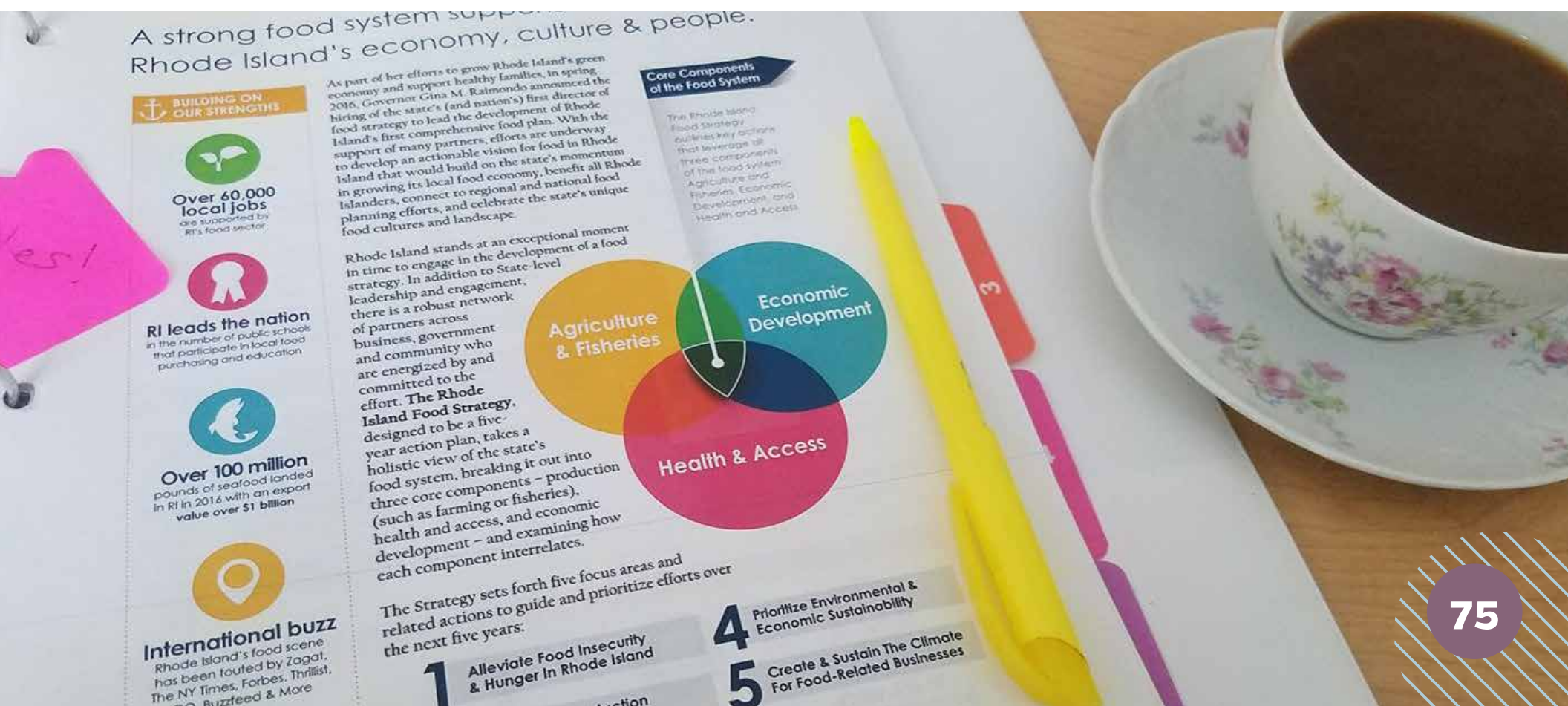
You can read more about bylaws for food policy councils [here](#).

The **Montgomery County Food Council** in Maryland offers one example of how a council might be structured. It has a board of directors, which is required for any council that operates as a 501(c)(3) nonprofit. In addition to establishing the number of Council and Board members, with a maximum and a minimum, and criteria for who can serve, the [bylaws](#) also set out the role of officers and the executive director. The Council’s bylaws establish committees and subcommittees; it calls the latter working groups, which usually focus on one specific issue area. The original committees outlined were Policy, Development, and Monitoring and Evaluation. The working groups were Environmental Impact, Food Economy, Food Education, and Food Recovery and Access. The bylaws note that members could propose new committees and working groups as needed. The bylaws, however, do not extensively address diversity, so the council recently formed a [Food](#)

Security Community Advisory Board that brings together residents with lived experience of food insecurity and a Racial Equity Committee to implement a Racial Equity Action Plan.

Another **example of bylaws** comes from the **Cass County Local Food Policy Council** in Iowa. Unlike the Montgomery council, which is a nonprofit, this FPC is embedded in government and members are appointed by the Board of Supervisors, two of whom participate in the council. The council consists of up to nine members with an interest in food-related issues representing a mix of backgrounds relating to the food system, local advocacy groups, and government. Non-voting members, called associates, can also participate. Members choose officers and an executive committee.

Image credit: Vanessa Garcia Polanco, Rhode Island Food Policy Council; CLF Food Policy Networks Photo Contest, 2017



Leadership

FPC Leadership Examples

Here are three examples of how an FPC might structure its leadership:

- ▶ The **Dubuque County Food Policy Council** in Iowa is led by a chair and supported by a co-chair.
- ▶ The **Whitman County Food Coalition** in Washington has two co-chairs, along with a vice-chair and secretary, who are all members of the executive board.
- ▶ The **San Mateo Food System Alliance** in California is led by a Steering Committee of five members, which seeks to represent the diversity of the membership and the regional food system as a whole and is made up of members of the alliance. A local non-profit is contracted to serve as the network manager and provides facilitation and coordination support.

Having an effective leader, or leaders, is key when it comes time to making an FPC operate and ensuring that the multiplicity of voices is taken into consideration, as referenced earlier in Chapter 6. Some councils go with a board-like structure, like the ones many nonprofits have, which put a single person in charge—a president or chair. But some councils have shared leadership models. Whichever model your FPC chooses, keep in mind some of the characteristics that good leaders possess, including:

- respect for all members
- appreciation of historical and sociological context of the community
- demonstration of humility and courage

Additionally, leaders may need to possess an ability to remain neutral during discussions and skills at facilitating meetings. Some councils may rotate facilitators so that the leader is not the only one facilitating.

Some councils may mix and match leadership models, e.g., some have a chair/vice chair and a steering committee, or co-chairs and a steering committee.

Making Decisions

Even though the members of FPCs may have a shared commitment to their vision for the food system, they also have diverse backgrounds and experience. Making decisions as a group, in any group, can sometimes test the members' and staff's patience.

As we mentioned earlier, much of the work on some FPCs is done by various committees. They shape proposals before bringing them to the full council for a vote. Whatever voting method is used to reach decisions, the council should engage in open, healthy debate before settling an issue. The process should allow everyone to feel comfortable expressing opinions. The “open” part of the debate and decision-making process is key. The council should work in a transparent way, with no backroom deals.

At times, the debate might move from healthy to heated, and a staff member from one county FPC said that's when he steps in to defuse the situation. That way, “they can be upset with a staff member and not someone else on the council.” Keeping discussions focused and non-inflammatory also relies on the skills of the person running the meetings.

Some disagreement is bound to arise when FPCs tackle more controversial issues, such as minimum wage or environmental regulations. Some FPCs, as they get off the ground, opt to initially focus on less contentious issues, so they can build relationships and momentum, then turn to more controversial projects. The [National Coalition for Dialogue and Deliberation](#) has many online resources that address how to hold meaningful discussions on a wide range of topics and come to decisions.

How does an FPC ultimately decide what to pursue? There are several different models for group decision making, as outlined by network weaving expert June Holley:

- Majority voting: more than 50 percent of members agree on decision
- Consensus: everyone must agree on decision, a process that can be slow
- Consent: someone may block a proposed decision, but they must suggest an alternative
- Co-design: many people are involved in collaboratively designing new structures or processes
- Advice: everyone can give input, but a smaller “circle” makes the decision. You can learn more about circles as part of the decision-making process in this [webinar](#) by June Holley.

When Members Don't Vote

At some times, not all members of a council will take part in the decision-making process. Some government-affiliated members of an FPC might abstain, but other members from time to time might also feel a conflict of interest or have another reason for not voting. For government employees, this can happen when the members' specific department or the administration as a whole might have a stated position on the issue, and the members don't want to be in conflict with it. Members with ties to business or other nonprofits might have the same constraints. This circumstance, however, should not keep the council as a whole from pursuing the issue.



Image credit: Mark Willis; CLF Food Policy Networks Photo Contest, 2019

Staffing

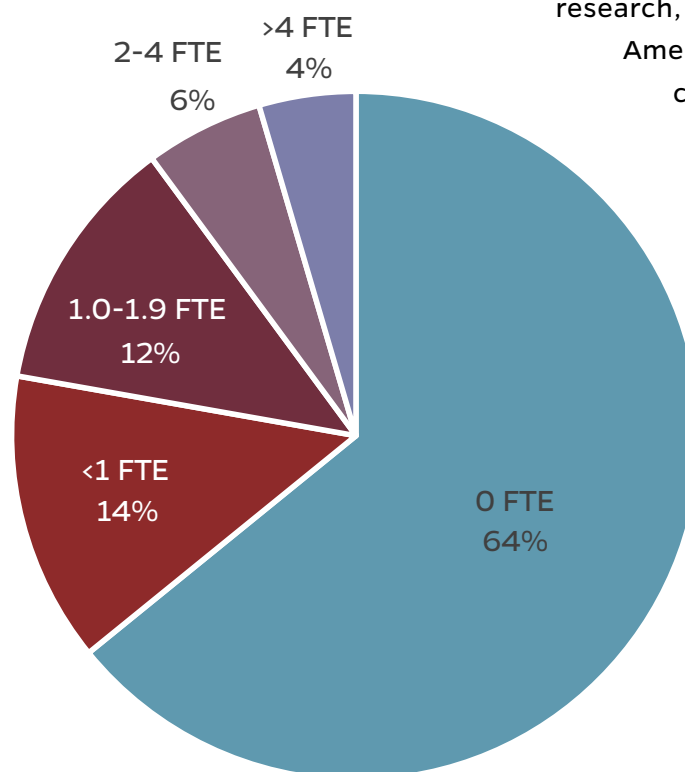
Paid Staff

Along with the members who volunteer, an FPC needs to consider the value of having paid staff members—if it can afford it. As the chart here shows, most councils do not have paid staff. For those that do, many start off with a single coordinator or director, who can keep a council organized and moving forward. This could be a full-time or part-time position, depending on the council's needs and funds.

With leadership and a governing structure in place, FPCs can turn to their day-to-day operations. Councils sometimes rely on a half-time or full-time staff person to help with those tasks. For many FPCs, though, the idea of having staff is only a pipe dream. Many FPCs benefit from in-kind staff support either from a nonprofit or government employee. The **Prince George's Food Equity Council** in Maryland is staffed by a nonprofit public health institute, which also provides fiscal sponsorship for the council. For many councils, staff work falls on the members themselves, who are likely volunteers.

Some councils turn to **AmeriCorps VISTA** members, who work for a national service program designed to aid nonprofits on the local, state, and national levels. Members of the AmeriCorps VISTA program have worked with FPCs to support boards and committees, develop marketing materials, conduct research, and update websites, among other duties. Engaging AmeriCorps VISTA members can be useful to councils because it requires relatively minimal financial investment from the council to receive full-time staffing support for a temporary period.

Figure: Percent of FPCs by number of paid staff in full-time equivalents (FTE). Source: 2020 Food Policy Networks project annual survey of food policy councils.



Funding

Whether or not an FPC has paid staff and other resources comes down, of course, to money. The reality is, about two-thirds of FPCs have budgets of \$10,000 or less. FPCs will pursue nonprofit—501(c)3 or 501(c)4—status to independently seek funding for their council work. Nonprofit FPCs or ones housed in nonprofits are more likely to receive funding compared to other organization types. A greater proportion of councils organized as nonprofits have budgets over \$100,000 compared to other organization types. Among the FPCs that receive funding, they typically count on a mixture of foundation grants, government money, and individual and in-kind donations. Not surprisingly, the amount of funding an FPC receives influences the amount of policy work it can do.

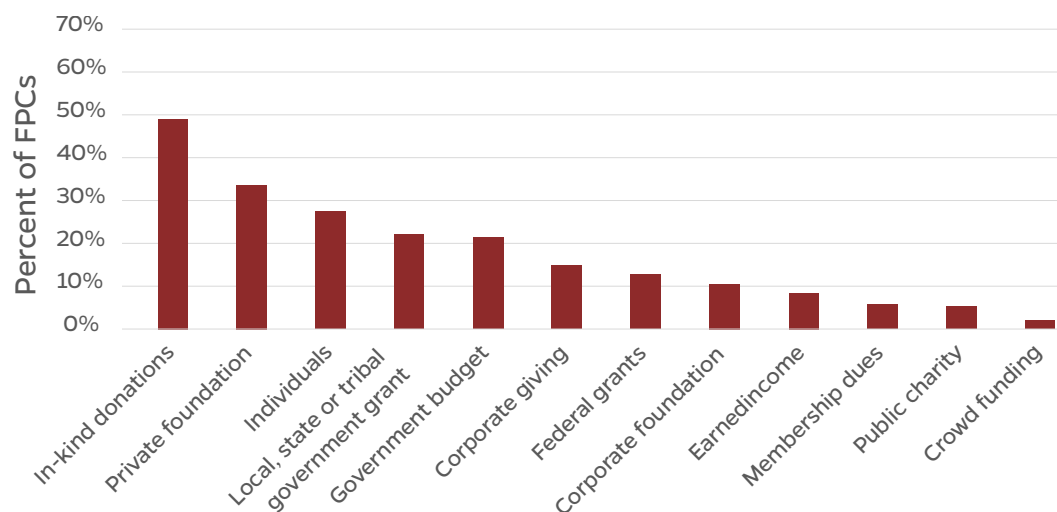


Figure: Percent of FPCs that received funding from select funding sources in 2019.
Source: 2019 Food Policy Networks project annual survey of food policy councils.

FPCs are eligible for funding under various federal programs, primarily through the US Department of Agriculture, such as:

- Community Food Projects Competitive Grant Program
- Local Food Promotion Program
- Farmers Market Promotion Program
- Regional Food Systems Partnership Program
- Gus Schumacher Nutrition Incentive Program (GusNIP)
- Local Foods, Local Places Grant (joint program with the Environmental Protection Agency)
- National Institute of Food and Agriculture Award
- Rural Business Development Grant

You can learn about these and other programs through this Food Policy Networks [document](#), which also has specific examples of FPCs that received federal funding through the programs in 2020. The **Syracuse-Onondaga Food Systems Alliance** in New York, for example, received \$170,000 from the USDA Regional Food Systems Partnership Program to ensure the ongoing sustainability of the collaboration, including operational structures, recruitment and engagement, and government partnerships. For other possible funding sources for FPCs and examples of how several councils combine income sources, read [Funding Food Policy Councils: Stories from the Field](#).

When approaching foundations for money, remember the broad nature of FPC work and tailor grant requests to foundations that support the following areas:

- health and nutrition
- hunger
- education
- community development
- civic participation and engagement
- capacity building (improving nonprofit effectiveness)
- environmental sustainability

As you start the fundraising process, keep these ideas in mind, too:

- Emphasize the positives of FPCs beyond such obvious goals as achieving food security, food justice and equity, and sustainability. Councils serve broader goals, such as bringing together people from various sectors to work collaboratively and providing technical expertise to governments on the food system.
- Think broadly and creatively about which local organizations and institutions may have common interests with the FPC (e.g., health insurance companies or hospitals).
- Do your homework—research the funders' interests, guidelines, and what they have supported in the past. Once you have done some research, talk to the funder's appropriate program staff about your ideas if possible.
- Consider whether accepting funds from a particular business or organization could affect the FPC's integrity or ability to speak out on important issues (or create even an appearance of this).
- Plan for continuity and sustainability of funding—what happens if one source dries up, for example if there is a change in government or if a foundation changes priorities or sunsets?

Communication

It's hard to overstate the importance of communication for an FPC, both external and internal. For this reason, the CLF created **Developing A Communication Strategy: A Guide For Food Policy Councils** that takes a deeper dive into communication strategies and FPC examples and offers worksheets to get started.

An FPC is most effective when the community knows it exists and understands what its goals are. You'll need support from people and organizations outside the council to turn your recommendations into policies that impact the food system. Some FPCs create a *strategic communications plan*, which describes an organization's communication goals, objectives, values, key audiences, channels, messaging, and activities. Other councils have a communications committee to help guide their work. A committee can develop messages, provide regular oversight of the FPC's communication activities, serve as a media advisor and liaison, and develop relationships with the media. Some combination of council members and staff usually handle the communications for most FPCs.

For external communications, you will have different audiences and different methods of reaching them. To reach decision-makers on public policy, you can network with them face to face, as well produce and distribute reports that reflect current food system conditions and what your FPC hopes to achieve. Communicate your concerns and achievements frequently with your local, state, and national elected officials and their staff. If your FPC is part of a city or state government, you may need to go through your appointing body, such as the city council, but often you can directly communicate your support of a certain bill or possible legislative action. Members should attend relevant local or regional government meetings to present updates whenever possible.

Community engagement, which can include public events such as food summits and farm tours, helps build awareness and support. And getting out your



Image credit: Amanda Chin, The Food Project; CLF Food Policy Networks Photo Contest, 2017

message through both traditional and social media helps your message reach an even wider audience.

With traditional media, you should send press releases to local outlets to promote events, public meetings, and policy or legislative successes. An FPC could also designate someone on the council or affiliated with it to write opinion pieces for the local paper.

For most councils, using social media means having a website that is updated frequently, a Facebook page that is also current, and perhaps having presence on such apps as Twitter or Instagram. Having a website is the best way to connect directly with stakeholders, donors, and the community at large, although there are costs involved with purchasing a domain name and having the site hosted. Having someone design the website can be a one-time expense, but building a simple site on WordPress, Wix, Weebly, or Squarespace, among others, could be done by someone in your organization or a volunteer with some technical savvy. The website [DonorBox](#) examined free and low-cost platforms that nonprofits can use to build a site.

Along with describing a council's mission, activities, and achievements, a website can let stakeholders share their stories with a large audience. A website ideally should also have a way for people to make donations online. And once a site is up, someone should be in charge of making periodic updates, so the content is fresh. The website doesn't have to only highlight the FPC's activities, it can also highlight relevant "goings-on" throughout your community.

Unlike building and maintaining a website, social media is free, and the variety of apps commonly used let you choose the best one, or more, for your needs. Social media is particularly useful for creating a dialogue, rather than simply broadcasting your message. But social media outlets are most effective when they are used frequently. Posting on these sites lets you engage with people who already know about your work and help you find potential new donors, volun-

teers, or members. This 2021 [article](#) in *Forbes* looks at the various platforms and how nonprofits can use them to increase their visibility and attract donors.

To recap their achievements, some FPCs choose or are required to release an annual report. But a council shouldn't feel obligated to publish a glossy report, or to wait for a year to pass to trumpet its accomplishments. That's the beauty of having a website and posting on social media—you can communicate directly and immediately to a wide audience, without any filters.

However you choose to communicate with your external audience to promote your efforts, the underlying goal is to work for policy change. You want stakeholders in the community to be informed about issues in your local food system, then work with you to address them. In other words, your external communication activities should help you set the stage for future policy proposals. You can “prepare” the public and policymakers with stories about the food system, projects, and people, and even spotlight policy initiatives from other cities and states that you may want to adopt in your community.

For internal communication, members can educate each other, with some councils setting aside time at meetings for members to share information. The communication that takes place during an assessment and planning process is also an opportunity to educate each other about different part of the food system. In fact, this should be an ongoing part of the FPC's work, as its members are constantly learning about each other's work. An FPC could also create a newsletter for members and to share with partner organizations. To facilitate this internal communication, a council should designate a member to take notes at meeting and share information afterward. Some tools for sharing information internally include starting a listserv, Google Group, or private Facebook Group, which allows members to post messages and documents just to group members.

Chapter 10.

Measuring Your Impact: Monitoring and Evaluation

The monitoring and evaluation of FPCs and their activities can serve many purposes. Collecting and tracking data helps an FPC determine if it's reaching its goals in shaping effective policies that are making concrete changes to the food system. Monitoring and evaluation are also useful for showing funders, government officials, and your community what you're doing and for highlighting your successes.

- **Monitoring** lets you check the performance of a project over time, with the goal of understanding how something is working and when and if modifications are needed.
- **Evaluation** is a tool for assessing the extent to which program or policy goals were met. The results of this process can be shared to demonstrate lessons learned and the impact of a particular program or policy.

While monitoring and evaluation are important, they can be challenging. At times, when doing advocacy work, it can seem like nothing concrete is happening or that your progress is not always linear. Successful advocacy efforts are characterized not by their ability to proceed along a predefined track, but by their ability to adapt to changing circumstances at multiple levels of government and across institutions. The Food Policy Networks project has outlined steps you can take for successful monitoring and evaluation in [Get it Toolgether: Assessing Your Food Council's Ability to Do Policy Work.](#)

Image credit: Dagmar Holl; CLF Food Policy Networks Photo Contest, 2020



Some of the tools you can use for the monitoring and evaluation process include:

- Surveys (household, social network, organizational)
- In-depth/key informant interviews
- Focus groups
- Direct observation
- Community mapping/social mapping
- Story telling

Getting outside help from a university, for instance, in designing and implementing an evaluation is a common FPC practice.

So, what kind of evaluation should you do? You may want to evaluate the FPC itself and how it operates. You may want to evaluate what the FPC has been able to accomplish in its action plan or to evaluate a specific program or policy in the action plan. Evaluations can be both internal and external.

Image credit: Pratyooash Kashyap; CLF Food Policy Networks Photo Contest, 2020



Internal Evaluation

With an internal evaluation, FPCs gather information to assess the satisfaction of its members with the general operations of the council. This type of evaluation is important to understand what is working well, and where improvements are needed. It usually asks questions about how the FPC is operating, relationships, benefits, etc. Evaluation topics may include the following:

- Are FPC meetings productive, focused, and effective?
- Are members engaged across multiple sectors? Do you have the right mix?
- What are members' expectations of the FPC and are these expectations met?
- According to members, how successful is the council in achieving its goals? What factors help support this success?
- Does the FPC effectively work with partners to meet its goals?
- Is the FPC able to address opportunity gaps?
- What challenges does the council face? How do members overcome these challenges?
- What are ways to improve the council?

Evaluation results can be used to make improvements in the partnership that may include expanding membership to represent food-related sectors; building the knowledge and skills of partners; improving the functioning and effectiveness of the partnership; or increasing engagement of partners in program planning, implementation, and evaluation.

The Centers for Disease Control and Prevention's [**Partnership Evaluation: Guide-book and Resources**](#) clarifies approaches and methods of partnership evaluation, provides examples and tools, and recommends resources for additional reading.

External Evaluation

Building Evaluation Capacity

The Hartford Advisory Commission on Food Policy (HACFP) benefitted from a comprehensive **evaluation** of its approach and operations, as well as the extent that its work resulted in positive outcomes for residents, the city, non-profits, and the implementation of policies and ordinances. Evaluators conducted interviews; reviewed secondary documents; and fielded surveys of residents, government employees and nonprofits. The evaluators used instruments to track **meeting logistics, interactions, and decision-making processes; meeting outputs; and policy flows** starting with inputs all the way to outlining desired impacts in the community.

External evaluation simply means evaluating the efforts of your FPC—what you said you were going to do and what you actually did. While most FPCs have few resources available to evaluate, there are creative ways to track your accomplishments.

If you have developed an action plan, you'll want to focus on the extent to which policies, initiatives, and approaches specified in the plan are implemented, while also noting the challenges in accomplishing objectives in the plan. Evaluation of the implementation of the action plan requires you to collect or look for available sources of data to show implementation of these programs or policies. For example, if you have an activity to provide electronic benefits transfer (EBT) machines to farmers markets to accept SNAP benefits, then detailed information on the farmers markets participating in the program and increased EBT sales can be obtained from both your SNAP program and the Department of Agriculture as evaluation measures to show the implementation of the program. Likewise, if you have an activity that includes the passage of a chicken or bee ordinance, you can collect the number of permits issued.

If you maintain a website or Facebook page, include a tab that highlights your accomplishments. People want to be associated with efforts that are getting things done—make it easy for them to discover why your FPC is worth joining or supporting. One example of this comes from the website of the **Food Policy Council of San Antonio** in Texas, which has [a page dedicated to the council's accomplishments](#). An FPC can also maintain a scorecard or dashboard on their site. Along with posting achievements online, some groups produce an annual report to showcase their accomplishments. The **Montgomery County Food Equity Coalition** in Ohio, for example, published an [annual report in 2020](#) that looked at its successes in such areas as sustainability, economic development, and agriculture.



Image credit: Justin Munroe;
CLF Food Policy Networks
Photo Contest, 2018

So far, we have been talking about evaluations that track specific objectives, outputs, and outcomes. Another approach is values-based planning and evaluation described in the [**Whole Measures for Community Food Systems \(CFS\) tool**](#). Whole Measures CFS reflects ideas developed by the Center for Whole Communities, whose mission is to create “inclusive communities that are strongly rooted in place and where all people—regardless of income, race, or background—have access to and a healthy relationship with the natural world.” The Whole Measures CFS tool is based on six fields of practice that reflect a vision for whole communities. The fields include Justice and Fairness, Strong Communities, Vibrant Farms, Healthy People, Sustainable EcoSystems, and Thriving Local Economies. At its core, Whole Measures CFS aims to assess strengths and weaknesses of food system activities based on values assigned to each of the fields. This type of planning and evaluation helps develop a shared vision and common measures among partner organizations. It also helps explore areas of difference so that stronger collaborations can develop. Dialogue between diverse groups in the community is a key part of the process—as it is, really, in all aspects of an FPC’s work.

Evaluation of FPCs can take many forms and be conducted for different purposes. At a minimum the evaluation should address *what worked* and *what changed*. For example, how did you implement the initiative and how could it be improved (what worked) and in what ways did the initiative make a difference (what changed)? Your partners must be engaged in developing the evaluation to help ensure that the evaluation is designed to answer questions important to the partners, which increases the likelihood of continued support of the program and that the evaluation findings will be used.

You can find more information about evaluation in the FPN webinar [**“Edible Inquiries: Food Policy Research Connections – Monitoring and Evaluation.”**](#)

Chapter 11. Lessons Learned

The people who form an FPC often come from diverse backgrounds—socio-economically, ethnically, geographically. They may have various experiences with or knowledge of the community food system. But they share a commitment to achieving a wide range of goals in their communities, including:

- food security
- food system resilience
- food justice
- racial equity
- inclusivity and diversity
- sustainability
- addressing the impacts of climate change on the food system and vice versa

Making changes to the food system means focusing on the three “P”s of Projects, Partners, and Policies. FPCs, of course, sometimes work on projects and must form partnerships. But their real concern should be that third P— shaping the creation of policies at the local, state, regional, and tribal nations levels that create a food system that works for everyone.

Image credit: Clare DiSanto; CLF Food Policy Networks Photo Contest, 2020



You've seen that FPCs come in many "flavors," and only you and those you work with know what works best where you live. But regardless of your particulars, several points addressed throughout this manual will help any FPC do its work:

- Cultivate relationships with as many stakeholders as possible, including community groups, businesses, government agencies, and existing nonprofits or advocacy groups.
- Invest in and engage with residents from communities who are harmed by the current state of the food system.
- Include a diverse range of people that reflect the demographics of your community.
- Educate the public and policymakers constantly.
- Look for synergy between all levels of government.

We've looked at examples of what food policies councils have done to achieve those goals, and there are dozens more. For instance, in 2020, the **Nebraska Food Council** partnered with a state senator on a legislative interim study to examine farm-to-school programs in Nebraska. The council took the lead in drafting the Interim Study Resolution authorizing the Legislature's Agricultural Committee to research, write and issue the farm-to-school report. That work led to the passage the next year of a law that created a farm-to-school program in the state department of education. The legislation was written by Sen. Tom Brandt's office with input from the Nebraska Food Council. And in Pima County, Arizona, the county **Food System Alliance** helped overturn county health regulations that made it hard for schools and restaurants to serve food raised on small farms. Across the country, people see a need for systemic change in how we raise, process, distribute, and consume our food.

You now have the tools to create a key component in bringing change to the food system. You can follow the models of others dedicated to food security, food justice, and racial equity while forging specific policies and programs that

target the needs of the people most impacted by food systems challenges. The problems we face across the country in building a better food system sometimes seem overwhelming. But working with like-minded people from across the food system, you can build networks, educate, and create policy changes that help many people. As part of an FPC, you can make a difference.

At times, food policy work can be frustrating. Lawmakers might ignore your recommendations; funding can be scarce; members might have varying levels of commitment to the cause. But seeing a policy put in place that brings fresh fruits and vegetables to school kids, or helps farmers steward land their families have worked for generations, makes the frustrations melt away. FPC work is vital to ensuring that the fruits of this land of plenty are enjoyed by all.

**FOOD POLICY
NETWORKS**



JOHNS HOPKINS
CENTER *for* A LIVABLE FUTURE

--- Agenda --- Item

9c

9c

Inland Port Discussion
– Ms. Tracy Whirls

9c

	Agenda
	Item
	9d

9d

SWFRPC Background

9d

SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL

EST. 1973



REQUIRED BY STATE STATUTE

UNFUNDED

01

*SRPP:
Strategic
Regional
Policy Plan*

02

*Regional
Data
Clearing-
house /
IC&R*

03

*Annual
Report /
Financial &
Audit
Reporting*

04

*Regional
Dispute
Resolution*

ONGOING PROGRAMS FUNDED BY FEDERAL GOVERNMENT

01

Local Emergency Planning Committee

- *Outreach, Education, & Comprehensive Emergency Management Plan*

02

Hazardous Material Emergency Planning

- *Training of first responders*

03

Economic Development District

- *CEDS required for federal funding*
- *Impact modeling provided*

The Regional Planning Councils Are Delegated:

37 duties within **11** chapters:

- CHAPTER 129: ADMINISTRATIVE PROCEDURES ACT
- CHAPTER 163: INTERGOVERNMENTAL PROGRAMS
- CHAPTER 186: STATE & REGIONAL PLANNING
- CHAPTER 258: MYAKKA RIVER MANAGEMENT COORDINATING COUNCIL
- CHAPTER 260: FLORIDA GREENWAYS & TRAILS COUNCIL
- CHAPTER 288: COMMERCIAL DEVELOPMENT & CAPITAL IMPROVEMENTS
- CHAPTER 339: TRANSPORTATION FINANCE & PLANNING
- CHAPTER 380: LAND AND WATER MANAGEMENT
- CHAPTER 403: ENVIRONMENTAL CONTROL
- CHAPTER 420: HOUSING
- CHAPTER 1013: EDUCATIONAL FACILITIES

CHAPTER 129: ADMINISTRATIVE PROCEDURES ACT

- When an administrative law judge presides over a matter involving RPC, RPC shall reimburse administrative law judge's travel expenses.

CHAPTER 163: INTERGOVERNMENTAL PROGRAMS

- Review and comment on regional resources or facilities identified in the SRPP.
- Review proposed plans or plan amendments under the State Coordinated Review
- Conduct scoping meetings upon request, to identify relevant planning issues.

CHAPTER 186: STATE & REGIONAL PLANNING

- Act as a regional data clearinghouse.
- Designated as the primary organization to address problems and plan solutions that are of greater-than-local concern.
- Florida's only multipurpose regional entity to plan for and coordinate intergovernmental solutions to growth-related problems; provide technical assistance to local governments; and, meet other needs of the communities in each region.
- Provide technical assistance to local governments on growth management matters.
- Assist local governments with activities designed to promote and facilitate economic development.
- Meet statutory requirements regarding membership for a regional planning council.
- Conduct business to run the organization.
- Provide advice to constituent local governments on regional, metropolitan, county, and municipal planning matters.
- Cooperate with federal and state agencies in planning for emergency management.
- Coordinate with other regional entities in preparing and assuring regular review of the Strategic Regional Policy Plan.
- Coordinate land development and transportation policies that foster region-wide transportation systems.
- Review plans of independent transportation authorities and metropolitan planning organizations to identify inconsistencies between those agencies' plans and applicable local government plans.
- Provide consulting services to a private developer or landowner under certain circumstances.
- Prepare and adopt by rule a Strategic Regional Policy Plan (SRPP). SRPP shall be prepared at least every 5 years.
- Establish by rule a dispute resolution process to reconcile differences on planning and growth management issues between local governments, regional agencies, and private interests.
- Provide annual report of activities.

CHAPTER 186: STATE & REGIONAL PLANNING

218 of 240

- Statute provides protection for regional planning councils created pursuant to Chapter 163, F.S.
- Must take into account that the accuracy and reliability of maps and data for GIS may be limited to various factors.
- Submit an audit report and an annual financial report for the previous fiscal year.

CHAPTER 258: MYAKKA RIVER MANAGEMENT COORDINATING COUNCIL

- Required to serve on Myakka River Management Coordinating Council

CHAPTER 260: FLORIDA GREENWAYS & TRAILS COUNCIL

- Serve on the Florida Greenways and Trails Council. Membership rotates among the 7 RPCs.

CHAPTER 288: COMMERCIAL DEVELOPMENT & CAPITAL IMPROVEMENTS

- An appointed representative by FRCA shall serve on the Rural Economic Development Initiative.
- Participate in a pre-submission workshop concerning a military base reuse plan.

CHAPTER 339: TRANSPORTATION FINANCE & PLANNING

- Develop transportation goals and policies as part of the SRPP.

CHAPTER 380: LAND AND WATER MANAGEMENT

- Serve on Resource Planning and Management Committees as designated by the Governor prior to an area being designated as an Area of Critical State Concern.
- Provide technical assistance to local governments in the preparation of land development regulations and local comprehensive plans in Areas of Critical State Concern.

CHAPTER 403: ENVIRONMENTAL CONTROL











- Serve on Ecosystem Management Advisory Teams.
- Perform local hazardous waste management assessments and provide technical expertise.
- Follow the local hazardous waste management assessment guidelines to properly implement the assessments.
- Designate sites for regional hazardous waste storage or treatment facility could be constructed.
- Participate in regional permit action teams.

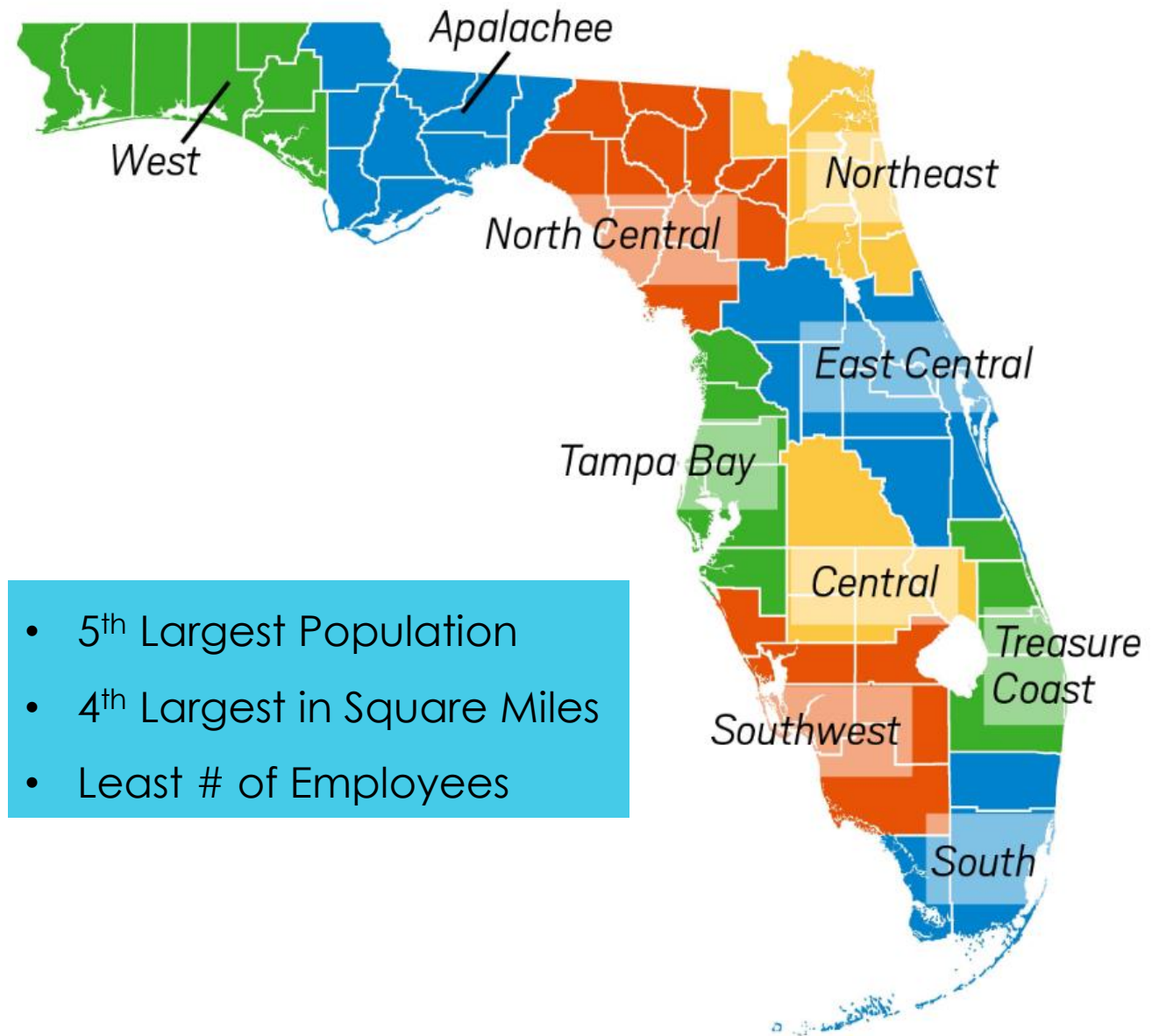
CHAPTER 420: HOUSING

- One representative from RPCs shall serve on the Affordable Housing Study Commission, as appointed by Governor.

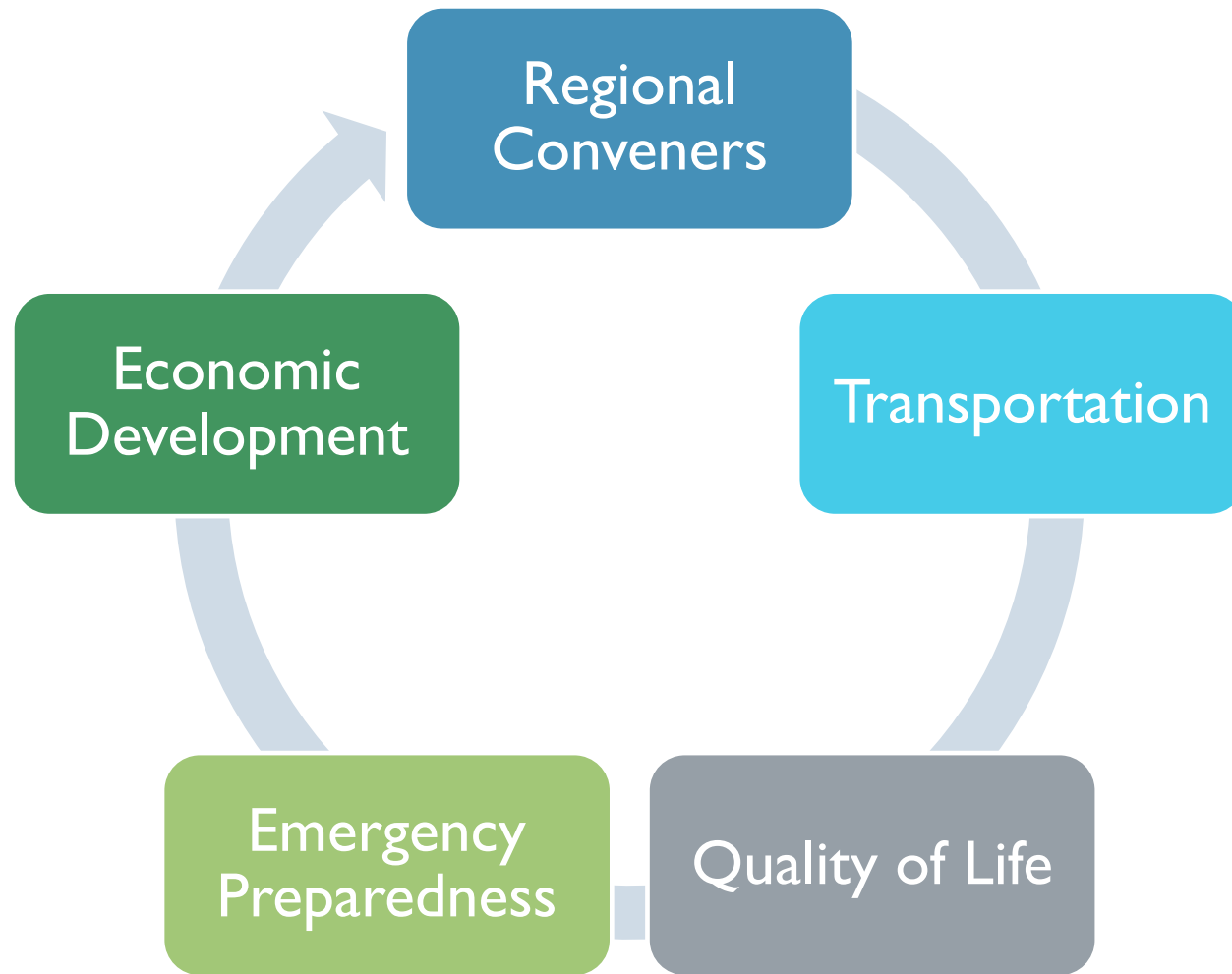
CHAPTER 1013: EDUCATIONAL FACILITIES

- Review Campus Master Plans prior to adoption and provide comments.

Regional Planning Councils	Date Established	2017 Regional Population	Governing Board Size	Staff Size FTE	Square Miles	Budget in millions
 Apalachee Calhoun, Franklin, Gadsden, Gulf, Jackson, Jefferson, Leon, Liberty, Wakulla	Aug. 1977	485,278	27	8	6,757	\$ 0.9
 Central Florida DeSoto, Hardee, Highlands, Okeechobee, Polk	Jul. 1974	867,970	18	18	5,287	\$ 3.5
 East Central Florida Brevard, Lake, Marion, Orange, Osceola, Seminole, Sumter, Volusia	Feb. 1962	4,006,558	35	12	9,244	\$ 1.6
 North Central Florida Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Madison, Suwannee, Taylor, Union	May. 1969	557,004	44	11	8,660	\$ 2.1
 Northeast Florida Baker, Clay, Duval, Flagler, Nassau, Putnam, St. Johns	Apr. 1977	1,661,055	35	12	5,097	\$ 2.4
 South Florida Broward, Dade, Monroe	Jul. 1974	4,693,954	19	17	7,492	\$ 2.3
 Southwest Florida Charlotte, Collier, Glades, Hendry, Lee, Sarasota	Nov. 1973	1,688,062	30	4	7,278	\$ 1.6
 Tampa Bay Citrus, Hernando, Hillsborough, Manatee, Pasco, Pinellas	Feb. 1962	3,541,479	44	8.5	4,998	\$ 2.3
 Treasure Coast Indian River, Martin, Palm Beach, St. Lucie	Aug. 1976	2,013,762	28	9	4,441	\$ 2.4
 West Florida Bay, Escambia, Holmes, Okaloosa, Santa Rosa, Walton, Washington	Oct. 1964	969,020	33	35	6,509	\$ 3.5



- 5th Largest Population
- 4th Largest in Square Miles
- Least # of Employees



PRIMARY FOCUS AREAS

FOR ALL 10 REGIONAL
PLANNING COUNCILS:

THEN...

SWFRPC PROGRAMS



Economic Dev.
ED District,
CEDS



Water Quality



Estero Bay Agency on Bay Mgmt.



Local Emergency Planning Committee



Hazardous Materials Emergency Planning



Storm Resiliency & Climate Change Planning



Lee County MPO



Charlotte Harbor National Estuary Program



Trans. Disadv.



IC&R



DRI, NOPCs & Comp Plan Reviews

NOW...



Economic Dev.
ED District,
CEDS



Water Quality



Estero Bay Agency on Bay Mgmt.



Local Emergency Planning Committee



Hazardous Materials Emergency Planning



Storm Resiliency & Climate Change Planning



Brownfields Assessment Program



SW Florida Promise Zone & VISTA Program



Disaster Planning Coordinator



IC&R



DRI Maint.

Economic Development Projects

- Comprehensive Economic Development Strategy (CEDS)
- Disaster Recovery and Continuity/Resiliency Guide for SW Florida Businesses
- SW Florida Fresh: Choose Local Choose Fresh Marketing campaign for small to mid-sized growers
- Collier County Food Policy Council
- A Resiliency Strategy for Local Food Systems in Southwest Florida
- Inland Port Project
- Clewiston Waterfront Master Plan
- Grant Research and Writing for Government Projects (Clewiston Wastewater Treatment Plant; Ft. Myers Enterprise Center, Clewiston Transmission lines; Marco Island Flood mitigation)

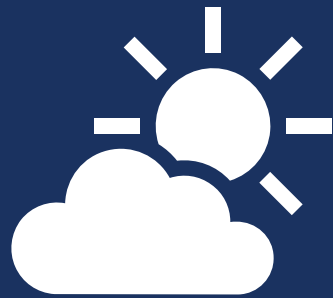


Water Quality



- Growth Management Regulation, Public Investment and Resource Implications for the Estero Bay Watershed
- A Watershed Analysis of Permitted Coastal Wetland Impacts and Mitigation Methods within the Charlotte Harbor National Estuary Program Study Area
- State of the Bay Update
- Spring Creek Vulnerability and Restoration Opportunity Assessment
- A rapid functional assessment method for designed freshwater and brackish water filter marsh ecosystems used for water quality treatment
- Filter Marsh Functional Assessment Method (FMFAM) Plant Identification Guide
- Total Ecosystem Services Values (TEV) in Southwest Florida: The ECOSERVE Method
- Spring Creek Restoration Plan
- Developing and applying a method to use ecosystem services measurement to quantify wetland restoration successes
- City of Bonita Springs Flood Reduction and Watershed Restoration Plan

Storm Resiliency & Climate Change



- Comprehensive Southwest Florida/ Charlotte Harbor Climate Change Vulnerability Assessment
- Adaptation Plan for the City of Punta Gorda
- Lee County Climate Change Vulnerability Assessment
- Lee County Climate Change Resiliency Strategy
- Climate Change Vulnerability Assessment and Adaptation Opportunities for Salt Marsh Types in Southwest Florida
- Estimating and Forecasting Ecosystem Services within Pine Island Sound, Sanibel Island, Captiva Island, North Captiva Island, Cayo Costa Island, Useppa Island, Other Islands of the Sound, and the Nearshore Gulf of Mexico
- City of Cape Coral Climate Change Vulnerability Assessment
- Pelican Cove Climate Change Vulnerability Assessment & Plan
- City of Cape Coral Climate Change Resiliency Strategy
- Identifying and Diagnosing Locations of Ongoing and Future Saltwater Wetland Loss and Death From the Hydrologic and Biogeochemical Impacts of Climate Change and Human Impoundment With A Treatment Protocol for Restoration of Afflicted Areas



Affordable Housing



- Bonita Springs Affordable Housing Study
- Affordable Housing Conference



Quality of Life



- Opioid Research & Regional Task Force
- Lee County Active Shooter Meeting
 - Brownfields Assessment
 - HazMat Inspections
 - Local Emergency Planning Committee
 - Small Quantity Generator Inspections
 - Food Insecurity Resiliency Strategy
 - Food Policy Council – Collier County



Regional Transportation



- GIS Transportation Map
- Veterans Transportation and Community Living Study
- Rail Corridor – Study of Strategic Regional Transportation Corridor for long term multi-modal transportation uses
- Inland Port

**There are many more projects
completed over the years...**



_____ Agenda

_____ Item

9e

9e

Grants Activity Sheet

9e

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		Florida DEP	Charity Franks/M Wuerstle	City of Marco Island Vulnerability Assessment	6/21/2022	6/21/2022			\$78,000	\$9,000				NA
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
YES		EPA Brownfields assessment	Tracy Whirls	Gades County Brownfield Assessment	12/1/2021	1/30/2021	May-22		\$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 Wuerstle	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 Assesment	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	

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	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
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

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	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	
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

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	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
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		DEO CPTA	Margaret Wuerstle	SWFLEnterprise Center Incubator Program Marketing	4/11/2022	4/1/2022	6/14/22 Denied		\$70,000	\$10,000				NA
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

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		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 Beaver	City of Naples Climate Resiliency Project			9/26/2019		\$25,000.00	\$25,000.00			Denied	\$0.00
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	
		10

10

Committee Reports

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

14