

# NEFRC

## PERSONNEL, BUDGET & FINANCE POLICY COMMITTEE

Meeting

June 5, 2025  
9:00 a.m.

**Northeast Florida Regional Council**

Hybrid Meeting  
Virtual & In-Person



📍 40 East Adams St., Ste 320, Jacksonville, FL 32202  
📞 Phone: (904)-279-0880  
🌐 [www.nefrc.org](http://www.nefrc.org)  
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
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## **MEMORANDUM**

**DATE:** JUNE 5, 2025

**TO:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:**  DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** NEXT COMMITTEE MEETING

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The next Personnel, Budget & Finance Policy Committee meeting will be held on **September 4, 2025 at 9:00 a.m.** This will be a hybrid meeting, virtual and in-person, at the Northeast Florida Regional Council, 40 East Adams Street, Jacksonville, FL 32202.



# Northeast Florida Regional Council

## PERSONNEL, BUDGET & FINANCE POLICY COMMITTEE

### A G E N D A

Zoom Link: <https://nefrc-org.zoom.us/j/87499770491>  
Zoom Dial In #: 1-786-635-1003 (or) 1-470-250-9358  
Meeting ID: 874 9977 0491

THURSDAY, JUNE 5, 2024  
9:00 a.m.

(ADDED OR MODIFIED ITEMS IN BOLD)  
(\*Denotes Action Required)

TAB

1. Call to Order and Roll Call – Chair Register
2. Pledge of Allegiance and Welcome – Chair Register
3. Invitation to Speak – Chair Register

*Members of the public are welcome and encouraged to speak on any item brought before the Council and will be recognized during public comments.*

- \* 4. Approval of May 1, 2025 Meeting Minutes – Chair Register .....1
- \* 5. April 2025 Financial Report – Ms. Starling .....2
- \* 6. **Proposed FY 24/25 Amended Budget – Ms. Starling** .....3
- \* 7. **Proposed FY 25/26 Budget – Ms. Starling** .....4
- \* 8. **RFP: Tidal Inundation Analysis, Baker County Vulnerability Assessment – Ms. Payne**...5
9. **Strategic Planning Ad Hoc Committee Follow Up – Ms. Payne** .....6
10. Upcoming CEO Evaluation Reminder – Ms. Payne
11. Public Comment – LIMITED TO **3 MINUTES PER SPEAKER**
12. Next Meeting Date: **SEPTEMBER 4, 2025**
13. Adjournment

**\*Denotes Action Item**



# Agenda Item

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# NORTHEAST FLORIDA REGIONAL COUNCIL

Personnel, Budget & Finance Committee

May 1, 2025

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## MINUTES

A hybrid meeting of the Personnel, Budget & Finance Committee was held on Thursday, May 1, 2025, at 9:08 a.m. **Chair Register** called the meeting to order with the following members present:

Members: Ken Amaro (v), James Bennett, Betsy Condon, Andy Dance (v), Clay Murphy, Darryl Register, and Jim Renninger

Excused: John Martin

Other Board Members: Michael Griffis, and Michael Bourre (v)

Staff: Elizabeth Payne, Donna Starling, Eric Anderson, Tyler Nolen, Leigh Wilsey, Kenajawa Woody, and Sheron Forde

### Invitation to Speak

**Chair Register** announced that the public is welcome to speak on any item brought before the Committee.

### \*Approval of Minutes

**Chair Register called for a motion on the March 6, 2025 Meeting Minutes. Commissioner Condon moved approval of the March 6, 2025 Committee Meeting Minutes; seconded by Commissioner Murphy. Motion carried.**

### \*March 2024 Financial Report

Ms. Starling presented the March 2025 Financial Report reflecting a net income of \$16,671 for the month of March, with a year-to-date income of \$38,434. A brief discussion followed.

**Chair Register called for a motion on the March 2025 Financial Report. Commissioner Condon motioned to approve the March 2025 Financial Report; seconded by Commissioner Murphy. Motion carried.**

### \*Request to Amend Funding Amount to Purchase Disaster Stretchers for Hospitals

Ms. Wilsey reminded the Members of last month's approval by the Executive Committee to purchase Disaster Stretcher units for Hospitals for an amount not to exceed \$86,000. However, after a final budget review, it was discovered that there were funds remaining to allow for purchase of three additional units. Therefore, staff requests approval to increase the not to exceed amount from \$86,000 to \$107,000 for the purchase of Disaster Stretchers. Discussion followed.

**Chair Register called for a motion on the request to amend the not-to-exceed amount to purchase Disaster Stretchers for Hospitals to \$107,000. Commissioner Bennett moved approval; seconded by Commissioner Condon. Motion carried.**

Formation of Strategic Planning Ad Hoc Committee:

Ms. Payne shared concerns regarding the challenges being faced by federal, state, and local governments. She stated it may benefit the Council to form an Ad Hoc Committee to review the Councils ongoing programs and consider ways the Council could best serve the Region moving forward.

Discussion included the possible makeup of the committee, such as partner agencies, past Board members, municipalities, a marketing person, and having a past Board member as chair; the term of the Committee with an expiration date. Meeting topics suggested included determination of the purpose of the Council, tightening up the Mission Statement, clarifying what membership provides, helping counties identify funding availability, serving as consultants to counties, past successes and future aspirations, etc.

**By consensus, it was agreed that further details on the Ad Hoc Committee should be an item on the next meeting agenda.**

**Chair Register called for a motion on the formation of an Ad Hoc Committee for Strategic Planning. Commissioner Condon moved approval; seconded by Councilmember Amaro. Motion carried.**

Next Meeting Date: Thursday, June 5, 2025

Adjournment: Meeting adjourned at 9:54 a.m.

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Darryl Register  
Chair

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Elizabeth Payne  
Chief Executive Officer

# Agenda Item

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## MEMORANDUM

**DATE:** MAY 28, 2025

**TO:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** <sup>DS</sup>  
DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** APRIL 2025 FINANCIAL REPORT

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The Northeast Florida Regional Council posted a Net Income of \$31,131 for the month of April and a Year-to-Date Net Income of \$69,564.





Regional Council - Agencywide				Represents 58% of Fiscal Year	Budget Variance
	Adopted Budget 24/25	April 2025	YTD		
<b>Revenues</b>					
County Dues	\$ 694,757	57,896	405,275	58%	0%
Local Government Technical Assistance	\$ 416,296	25,201	135,179	32%	-26%
Transportation Disadvantaged (TD)	\$ 182,895	12,968	140,808	77%	19%
Hazardous Analysis	\$ 14,077	818	6,722	48%	-10%
Local Emergency Preparedness Committee (LEPC)	\$ 80,000	1,483	49,378	62%	4%
Hazardous Materials Emergency Preparedness (HMEP) Program	\$ 79,000	5,365	49,282	62%	4%
Small Quantity Generator (SQG) Program	\$ 5,000	-	-	0%	-58%
Florida Department of Health	\$ 5,000	1,866	7,533	151%	93%
Healthcare Coalition	\$ 748,712	131,506	374,409	50%	-8%
CDBG North Florida Resiliency Plan	\$ 120,000	9,066	64,940	54%	-4%
CDBG Mitigation Assessment and Planning	\$ 159,852	6,923	57,702	36%	-22%
Military Installation Resilience Review (MIRR)	\$ 700,000	16,026	45,400	6%	-52%
National Coastal Resilience Program	\$ 55,566	1,255	12,431	22%	-36%
Florida Department of Environmental Protection (FDEP)	\$ 150,000	33,209	76,957	51%	-7%
Florida Commerce	\$ -	5,434	36,336	0%	-58%
Economic Development Administration (EDA)	\$ 70,000	11,338	39,289	56%	-2%
Disaster Recovery Coordinator	\$ 82,513	7,860	52,507	64%	6%
Regional Leadership Academy (RLA)	\$ 4,900	670	2,603	53%	-5%
Other Revenue	\$ 15,950	1,525	10,993	69%	11%
<b>TOTAL REVENUES</b>	\$ 3,584,518	\$ 330,410	\$ 1,567,744	44%	
<b>TRANSFER FROM GENERAL FUND</b>	\$ -	\$ (31,131)	\$ (69,564)		
<b>TOTAL REVENUE/GENERAL FUND</b>	\$ 3,584,518	\$ 299,279	\$ 1,498,179	42%	
<b>Expenses</b>					
Salaries and Fringe	\$ 1,848,213	139,716	1,002,161	54%	-4%
Contract/Grant Direct Expenses	\$ 1,264,351	139,790	278,127	22%	-36%
Indirect - Allocated Expenses*	\$ 234,425	13,851	113,543	48%	-10%
General Fund Expense*	\$ 237,529	5,922	104,348	44%	-14%
<b>TOTAL EXPENSES</b>	\$ 3,584,518	\$ 299,279	\$ 1,498,179	42%	
<b>Net Income (loss)</b>	\$ -	31,131	\$ 69,564		

Northeast Florida Regional Council  
Balance Sheet  
April 2025

	<b>FY 23/24</b> <b>April 2024</b>	<b>FY 24/25</b> <b>April 2025</b>
<b>ASSETS</b>		
Cash	2,077,251	2,278,340
Accounts Receivable	767,160	748,595
Pension Deferred Outflows	425,550	498,205
WJCT Security Deposit	7,400	-
<b>Total Current Assets</b>	<b>3,277,360</b>	<b>3,525,140</b>
<b>Property and Equipment:</b>		
Office Furniture and Equipment	322,371	261,430
Less Accumulated Depreciation	206,952	171,552
<b>Total Property and Equipment, net</b>	<b>115,419</b>	<b>89,878</b>
<b>Total Assets</b>	<b>3,392,779</b>	<b>3,615,019</b>
<b>LIABILITIES</b>		
Accounts Payable	34,947	34,776
Accrued Salaries and Leave	115,477	123,520
Deferred Revenue	180,406	249,839
Pension Liability	1,355,550	1,417,225
Pension Deferred Inflows	49,234	124,127
<b>Total Liabilities</b>	<b>1,735,614</b>	<b>1,949,488</b>
<b>EQUITY</b>		
<b>Equity and Other Credits:</b>		
Retained Earnings	1,657,165	1,665,531
<b>Total Equity and Other Credits</b>	<b>1,657,165</b>	<b>1,665,531</b>
<b>Total Liabilities, Equity and Other Credits</b>	<b>3,392,779</b>	<b>3,615,019</b>

## YTD Comparison

	23/24 Net Income (Loss)	24/25 Net Income (Loss)	23/24 Cash Balance	24/25 Cash Balance
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### AGENCYWIDE

October	\$ 9,014	\$ 7,921	\$ 2,430,628	\$ 2,105,273
November	\$ 28,148	\$ (10,020)	\$ 2,442,307	\$ 2,091,118
December	\$ 46,934	\$ 10,233	\$ 2,254,171	\$ 2,012,370
January	\$ 54,754	\$ 19,381	\$ 2,330,658	\$ 2,407,132
February	\$ 70,318	\$ 21,762	\$ 2,188,836	\$ 2,277,517
March	\$ 86,943	\$ 38,434	\$ 2,021,882	\$ 2,198,028
April	\$ 79,901	\$ 69,564	\$ 2,077,251	\$ 2,278,340
May	\$ 91,660		\$ 2,136,499	
June	\$ 105,330		\$ 1,780,669	
July	\$ 117,153		\$ 1,940,218	
August	\$ 120,255		\$ 1,876,280	
September	\$ 82,616		\$ 2,013,847	



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## MEMORANDUM

**DATE:** MAY 28, 2025

**TO:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** <sup>D.S.</sup> DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** APRIL 2025 INVESTMENT REPORT

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### Bank Account Interest

	<u>FY 23/24</u>	<u>FY 24/25</u>
April Interest	\$ 1,440	\$ 1,396
Year to Date Interest	\$ 9,484	\$ 9,701

### Florida Local Government Investment Trust

	<u>FY 23/24</u>	<u>FY 24/25</u>
Current Balance	\$18,707	\$19,919



# Agenda Item

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## MEMORANDUM

**DATE:** JUNE 3, 2025

**TO:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** <sup>DS</sup>  
DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** PROPOSED AMENDED BUDGET FY 24/25

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The proposed amended budget for fiscal year 2024/2025 is attached for your review and consideration at the June 2025 meeting.



NORTHEAST FLORIDA REGIONAL COUNCIL  
PROPOSED AMENDED BUDGET  
FISCAL YEAR 2024/2025

Presented June 5, 2025

Agencywide	Original Budget 10/01/24- 9/30/25	Proposed Amended Budget 10/1/24- 09/30/25	Budget Change
<b>Revenues</b>			
County Dues	\$ 694,757	\$ 694,757	\$ -
Local Government Technical Assistance	\$ 416,296	\$ 400,684	\$ (15,612)
Transportation Disadvantaged (TD)	\$ 182,895	\$ 212,000	\$ 29,105
Hazardous Analysis	\$ 14,077	\$ 14,417	\$ 340
Local Emergency Preparedness Committee (LEPC)	\$ 80,000	\$ 90,000	\$ 10,000
Hazardous Materials Emergency Preparedness (HMEP) Program	\$ 79,000	\$ 84,959	\$ 5,959
Florida Department of Environmental Protection (FDEP)	\$ 150,000	\$ 148,000	\$ (2,000)
Small Quantity Generator (SQG) Program	\$ 5,000	\$ 5,000	\$ -
Florida Department of Health	\$ 5,000	\$ 17,000	\$ 12,000
Healthcare Coalition	\$ 748,712	\$ 748,712	\$ -
Department of Commerce	\$ -	\$ 40,369	\$ 40,369
CDBG North Florida Resiliency Plan	\$ 120,000	\$ 113,000	\$ (7,000)
CDBG Mitigation Assessment and Planning	\$ 159,852	\$ 105,000	\$ (54,852)
Military Installation Resilience Review (MIRR)	\$ 700,000	\$ 290,000	\$ (410,000)
National Coastal Resilience Program	\$ 55,566	\$ 42,617	\$ (12,949)
Economic Development Administration (EDA)-CEDS	\$ 70,000	\$ 60,000	\$ (10,000)
Economic Development Administration (EDA)-Visioning	\$ -	\$ 20,000	\$ 20,000
Disaster Recovery Coordinator	\$ 82,513	\$ 89,167	\$ 6,654
Regional Leadership Academy (RLA)	\$ 4,900	\$ 5,950	\$ 1,050
Other Revenue	\$ 15,950	\$ 16,467	\$ 517
<b>TOTAL REVENUES</b>	<b>\$ 3,584,518</b>	<b>\$ 3,198,099</b>	<b>\$ (386,419)</b>
<b>Expenses</b>			
Salaries/Fringe	\$ 1,848,213	\$ 1,740,309	\$ (107,904)
Contract/Grant Direct Expenses*	\$ 1,264,351	\$ 924,236	\$ (340,115)
Indirect Allocated Expenses*	\$ 234,425	\$ 201,354	\$ (33,071)
General Fund Expenses*	\$ 237,529	\$ 250,483	\$ 12,954
<b>*Excludes Salaries &amp; Fringe</b>			
<b>TOTAL EXPENSES</b>	<b>\$ 3,584,518</b>	<b>\$ 3,116,382</b>	<b>\$ (468,136)</b>
<b>Projected Net Income (loss)</b>	<b>\$ -</b>	<b>\$ 81,717</b>	<b>\$ 81,717</b>



**Northeast Florida Regional Council  
Proposed Amended Budget Narrative  
FY 24/25**

**REVENUES**

**County Dues**

The seven member governments of the Northeast Florida Regional Council jointly participate financially in the annual operation of the Council. Calculations are based on a rate of \$0.41 per capita, using 2018 BEBR population tables.

Baker	\$11,337
Clay	\$86,934
Duval	\$390,673
Flagler	\$44,080
Nassau	\$33,927
Putnam	\$29,922
St. Johns	\$97,884

**TOTAL FY 24/25: \$694,757**

**Agency Programs**

The budget is based on Local Government Technical Assistance (\$400,684), Transportation Disadvantaged (TD) \$212,000, Hazardous Analysis (\$14,417), Local Emergency Preparedness Committee (LEPC) \$90,000, Hazardous Materials Emergency Preparedness (HMEP) \$84,959, Florida Department of Environmental Protection (FDEP) \$148,000, Small Quantity Generator (SQG) Program (\$5,000), Florida Department of Health (\$17,000), Healthcare Coalition (\$748,712), Department of Commerce (\$40,369), CDBG North Florida Resiliency Plan (\$113,000), CDBG Mitigation Assessment and Planning (\$105,000), Military Installation Resilience Review (MIRR) \$290,000, National Coastal Resilience Program (\$42,617), Economic Development Administration (EDA) for CEDS( \$60,000), Economic Development Administration (EDA) For Visioning (\$20,000), Disaster Recovery Coordinator (\$89,167), Regional Leadership Academy (RLA) \$5,950

**TOTAL FY 24/25: \$ 2,486,875**

**Other Revenue**

Other revenue is revenue from interest income and other miscellaneous sources.

**TOTAL FY 24/25: \$16,467**

## **EXPENDITURES**

### **Salaries/Fringe**

This line item consists of all staff salaries, leave and fringe benefits which include the employer's share of Social Security, Medicare, health/life insurance, Florida Retirement System contributions, worker's compensation, unemployment compensation and group disability.

**TOTAL FY 24/25: \$1,740,309**

### **Contract/Grant Direct Expenses**

This line item includes all expenses charged directly to a contract or grant such as program-specific supplies, cellphones, printing, travel, advertising, equipment, training, and consultant/professional services.

**TOTAL FY 24/25: \$924,236**

### **Indirect – Allocated Expenses**

Includes such expenses as telephone service, technology services, office maintenance, copier usage, lease and storage space rental, depreciation, general supplies and printing, postage, periodicals/subscriptions, liability insurance, audit expense and accounting system maintenance. (Excludes salaries/fringe)

**TOTAL FY 24/25: \$201,354**

**General Fund Expenses:** Includes all expenses related to the Chief Executive Officer (excluding salary/fringe), Council Board expenses, publications, and initiatives, Council membership dues, vehicle fleet maintenance and other expenses that are not allowable charges to contracts or grants.

**TOTAL FY 24/25: \$250,483**

## **Budget Format**

Historically, the Council has presented its budget in essentially this same format. It is considered a “flexible” budget as allowed for enterprise funds where it is sometimes difficult to estimate the demand for services and, therefore, the level of spending needed to meet demand.

### **Budget Assumptions Related to Significant Changes from FY 24/25 Original Budget**

#### **REVENUES**

- ❑ **The current per capita rate for County Dues is \$ .41 per capita.** County Dues remains at level funding for fiscal year 2024/2025, using 2018 Bureau of Economic Business Research (BEBR) per capita population tables.
- ❑ Local government revenues for emergency preparedness contracts increased during the fiscal year, however, a slight decrease is estimated in local government revenues overall due to contract extensions for resiliency contracts that will be completed in fiscal year 2025/2026.
- ❑ CDBG revenues for mitigation assessment and planning and the creation of a North Florida Resiliency Plan for the Health and Medical Lifeline decreased because of contract extensions. Both these contracts will be completed in fiscal year 2025/2026.
- ❑ The Council received funding for ongoing state and federal contracts such as Healthcare Coalition, Hazardous Analysis, TD, LEPC, HMEP and EDA. The Council was also awarded a contract from the Florida Department of Commerce to conduct a Shrimping Market Study and a five-year contract from EDA for community visioning.
- ❑ The Military Installation Resilience Review (MIRR) and National Coastal Resilience Program grants have received grant extensions which have reallocated some of the anticipated revenues for these grants into fiscal year 2025/2026.

#### **EXPENDITURES**

- ❑ Salaries/Fringe decreased due to a vacant planner position that the Council has not been able to fill.
- ❑ Contract/Grant Direct Services Expenses are expected to decrease with the extension of the MIRR. A substantial portion of that grant is for contractual services. Expenditures for those contractual services will be reallocated to fiscal year 2025/2026.
- ❑ Indirect Allocated Expenses are expected to decrease with a decrease in office operational costs due to the move at the end of last fiscal year.
- ❑ General Fund Expenses are expected to increase slightly with the addition of a legal services contract and potential website upgrades.

# Agenda Item

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## **MEMORANDUM**

**DATE:** JUNE 3, 2025

**TO:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** <sup>DS</sup>  
DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** PROPOSED BUDGET FY 25/26

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The proposed budget for fiscal year 2025/2026 is attached for your review and consideration at the June 2025 meeting.



NORTHEAST FLORIDA REGIONAL COUNCIL

PROPOSED BUDGET

FISCAL YEAR 2025/2026

Presented June 5, 2025

Agencywide	Proposed Budget 10/01/25- 9/30/26
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<b>Revenues</b>
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County Dues	\$ 694,757
Local Government Technical Assistance	\$ 302,632
Transportation Disadvantaged (TD)	\$ 212,000
Hazardous Analysis	\$ 8,500
Local Emergency Preparedness Committee (LEPC)	\$ 90,000
Hazardous Materials Emergency Preparedness (HMEP) Program	\$ 80,000
Florida Department of Environmental Protection (FDEP)	\$ 100,000
Small Quantity Generator (SQG) Program	\$ 5,000
Florida Department of Health	\$ 17,000
Healthcare Coalition	\$ 748,712
CDBG North Florida Resiliency Plan	\$ 18,265
CDBG Mitigation Assessment and Planning	\$ 43,075
Military Installation Resilience Review (MIRR)	\$ 719,099
National Coastal Resilience Program	\$ 150,774
Economic Development Administration (EDA)-CEDS	\$ 80,000
Economic Development Administration (EDA)-Visioning	\$ 160,000
Community Foundation of Northeast Florida	\$ 25,000
Regional Leadership Academy (RLA)	\$ 5,950
Other Revenue	\$ 15,650

<b>TOTAL REVENUES</b>	<b>\$ 3,476,414</b>
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<b>Expenses</b>
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Salaries/Fringe	\$ 1,749,282
Salaries/Fringe-Merit Increase	\$ 34,501
Contract/Grant Direct Expenses*	\$ 1,341,025
Indirect Allocated Expenses*	\$ 211,280
General Fund Expenses*	\$ 215,027

**\*Excludes Salaries & Fringe**

<b>TOTAL EXPENSES</b>	<b>\$ 3,551,115</b>
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<b>Projected Net Income (loss)</b>	<b>\$ (74,701)</b>
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**Northeast Florida Regional Council  
Proposed Budget Narrative  
FY 25/26**

**REVENUES**

**County Dues**

The seven member governments of the Northeast Florida Regional Council jointly participate financially in the annual operation of the Council. Calculations are based on a rate of \$0.41 per capita, using 2018 BEBR population tables.

Baker	\$11,337
Clay	\$86,934
Duval	\$390,673
Flagler	\$44,080
Nassau	\$33,927
Putnam	\$29,922
St. Johns	\$97,884

**TOTAL FY 25/26: \$694,757**

**Agency Programs**

The budget is based on Local Government Technical Assistance (\$302,632), Transportation Disadvantaged (TD) \$212,000, Hazardous Analysis (\$8,500), Local Emergency Preparedness Committee (LEPC) \$90,000, Hazardous Materials Emergency Preparedness (HMEP) \$80,000, Florida Department of Environmental Protection (FDEP) \$100,000, Small Quantity Generator (SQG) Program (\$5,000), Florida Department of Health (\$17,000), Healthcare Coalition (\$748,712), CDBG North Florida Resiliency Plan (\$18,265), CDBG Mitigation Assessment and Planning (\$43,075), Military Installation Resilience Review (MIRR) \$719,099, National Coastal Resilience Program (\$150,774), Economic Development Administration (EDA) for CEDS( \$80,000), Economic Development Administration (EDA) For Visioning (\$160,000), Community Foundation of Northeast Florida (\$25,000), Regional Leadership Academy (RLA) \$5,950

**TOTAL FY 25/26: \$ 2,766,007**

**Other Revenue**

Other revenue is revenue from interest income and other miscellaneous sources.

**TOTAL FY 25/26: \$15,650**



## **EXPENDITURES**

### **Salaries/Fringe**

This line item consists of all staff salaries, leave and fringe benefits which include the employer's share of Social Security, Medicare, health/life insurance, Florida Retirement System contributions, worker's compensation, unemployment compensation and group disability.

**TOTAL FY 25/26: \$1,783,783**

### **Contract/Grant Direct Expenses**

This line item includes all expenses charged directly to a contract or grant such as program-specific supplies, cellphones, printing, travel, advertising, equipment, training, and consultant/professional services.

**TOTAL FY 25/26: \$1,341,025**

### **Indirect – Allocated Expenses**

Includes such expenses as telephone service, technology services, office maintenance, copier usage, lease and storage space rental, depreciation, general supplies and printing, postage, periodicals/subscriptions, liability insurance, audit expense and accounting system maintenance. (Excludes salaries/fringe)

**TOTAL FY 25/26: \$211,280**

**General Fund Expenses:** Includes all expenses related to the Chief Executive Officer (excluding salary/fringe), Council Board expenses, publications, and initiatives, Council membership dues, vehicle fleet maintenance and other expenses that are not allowable charges to contracts or grants.

**TOTAL FY 25/26: \$215,027**

## **Budget Format**

Historically, the Council has presented its budget in essentially this same format. It is considered a “flexible” budget as allowed for enterprise funds where it is sometimes difficult to estimate the demand for services and, therefore, the level of spending needed to meet demand.

### **Budget Assumptions Related to Significant Changes from FY 24/25 Amended Budget**

#### **REVENUES**

- ❑ **The current per capita rate for County Dues is \$ .41 per capita.** County Dues will remain at level funding for fiscal year 2025/2026, using 2018 Bureau of Economic Business Research (BEBR) per capita population tables.
- ❑ Local government revenues to assist with planning technical assistance, resiliency, and emergency preparedness services will continue in fiscal year 2025/2026. However, we do anticipate a decrease in revenues due to the uncertainty of funding and the completion of existing contracts in fiscal year 2025/2026.
- ❑ The Council expects to receive ongoing funding from state and federal contracts such as Hazardous Analysis, Healthcare Coalition, TD, LEPC, HMEP and EDA. The Council also anticipates receiving additional funding from FDEP for resiliency programs.
- ❑ Funding for CDBG contracts for the creation of a North Florida Resiliency Plan for the Health and Medical Lifeline and mitigation assessment and planning are expected to decrease as these contracts will be in the final stages of completed in fiscal year 2025/2026.
- ❑ Revenues for the Military Installation Resilience Review (MIRR) and National Coastal Resilience Program grant will increase as the bulk of the work on these programs will be completed in fiscal year 2025/2026.
- ❑ The Council is currently projecting a budget shortfall; However, the Council is actively pursuing various funding opportunities to offset the shortfall.

#### **EXPENDITURES**

- ❑ Salaries/Fringe staffing levels will remain unchanged. A two percent merit increase has been included in the budget for staff, contingent on funding being received to satisfy the projected budget shortfall.
- ❑ Contract/Grant Direct Services Expenses are expected to increase largely due to contractual services for the MIRR and National Coastal Resilience Program grants.
- ❑ Indirect Allocated Expenses are expected to increase slightly with an increase in technology services and lease costs.
- ❑ General Fund Expenses are expected to decrease from the previous fiscal year due to a decrease in meeting expenses, website, and office maintenance costs.

# Agenda Item

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📞 Phone: (904)-279-0880  
🌐 [www.nefrc.org](http://www.nefrc.org)  
✉ [info@nefrc.org](mailto:info@nefrc.org)





*Proudly serving the communities of Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns Counties*

## MEMORANDUM

**DATE:** JUNE 3, 2025

**TO:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**VIA:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** FARA ILAMI, REGIONAL RESILIENCY MANAGER 

**RE:** RFP – BAKER COUNTY TIDAL INUNDATION ANALYSIS RESULTS

The Northeast Florida Regional Council released a Request for Proposals (attached) on May 8, 2025, for a consultant to conduct a Tidal Inundation Analysis for the Baker County Vulnerability Assessment. This vulnerability assessment is funded by the Florida Department of Environmental Protection's Resilient Florida Grant Program. Council staff will be performing most of the components of the vulnerability assessment; the consultant will be responsible for conducting an analysis for the tidal component, which will be included in the final report and deliverables.

In total, the Council received one (1) response from Taylor Engineering. The proposal review committee included three (3) Council staff members. A table of scoring results is below.

Scoring Category	Possible	Scorer 1	Scorer 2	Scorer 3	Average
Prior experience	50	49	50	48	49
Methodology	30	30	28	25	28
Organization	10	5	5	5	5
Staff qualifications	10	10	10	10	10
Total	100	94	93	88	92

The committee unanimously agreed that Taylor Engineering should conduct the analysis.

### Recommendation

Authorize the CEO to negotiate and execute a contract with Taylor Engineering, not to exceed \$20,000.



**NORTHEAST FLORIDA REGIONAL COUNCIL**

**REQUEST FOR PROPOSAL**

**FOR**

**TIDAL INUNDATION ANALYSIS**

**FOR BAKER COUNTY VULNERABILITY ASSESSMENT**

May 8, 2025

Northeast Florida Regional Council  
40 E. Adams Street, Suite 320, Jacksonville, FL 32202  
Tel: (904) 279-0880  
<http://www.nefrc.org>  
Point of Contact: Donna Starling [dstarling@nefrc.org](mailto:dstarling@nefrc.org)

## I. Introduction

### A. Invitation

The Northeast Florida Regional Council (NEFRC) requests proposals from qualified vendors to conduct a tidal inundation analysis along the tidally influenced portion of the St. Marys River as part of the Baker County Vulnerability Assessment being conducted by NEFRC, based on the criteria listed in section II. Project Description. The total cost for this project is not to exceed \$20,000.

### B. List of Events

Action	Deadline (Eastern Time)
Request for proposal - released/published	Thursday, May 8, 2025
RFP questions from vendors due to the NEFRC	Wednesday, May 14, 2025 @ 4:00 pm
NEFRC response to RFP questions published	Friday, May 16, 2025 @ 4:00 pm
<b>Proposals due (Technical &amp; Price)</b>	<b>Thursday, May 29, 2025 @ 4:00 pm</b>
NEFRC approval of the award	Friday, June 6, 2025
Contract Awarded to vendor	June, 2025

#### RFP Questions and Response

To ensure consistent responses and provide correct information to all interested parties, questions regarding this Request for Proposals should be directed to Donna Starling [dstarling@nefrc.org](mailto:dstarling@nefrc.org) no later than **Wednesday, May 14, @ 4:00 p.m.**

Use subject line: **Baker VA TI Analysis Proposal Questions**

The NEFRC will post the responses to the Vendor RFP questions to the NEFRC website <https://www.nefrc.org/> no later than **Friday, May 16, 2025, @ 4:00 p.m.**

## II. Project Description

### A. Purpose

This Request for Proposal (RFP) is to obtain the services of a Vendor that provides environmental data analysis to assist the NEFRC in determining the extent, depth, and timing of tidal inundation along the tidally influenced portion of the St. Marys River (from the mouth to the furthest extent of the Florida-Georgia border that includes Baker County) as part of a Vulnerability Assessment (VA) being conducted by NEFRC for Baker County. A VA is a study undertaken to identify the impacts of different types of flooding on community assets in both the natural and built environments and is required of all counties pursuant to Florida Statutes section 380.093. The intent of this project is to predict potential future flooding in areas adjacent to the river and combine this information with other flood scenarios throughout Baker County analyzed for its VA.

#### Description of Entity

The NEFRC is a dynamic network of local governance, serving seven counties – Baker, Clay, Duval, Flagler, Putnam, Nassau, and St. Johns – and 25 municipalities. The mission of the NEFRC is to celebrate the unique assets of Northeast Florida and to engage its people, businesses, governments, and organizations. In doing so, the NEFRC communicates issues, convenes stakeholders, collaborates with others, and calculates, analyzes, and constructs solutions.

The NEFRC is a regional government agency created through the Florida Statutes. The NEFRC is governed by a 35-member Board, two-thirds elected officials and one-third gubernatorial appointees. The NEFRC receives funding from federal, state, and local governments.

## **B. Scope of Work**

The following provides a set of tasks to be completed by the vendor under this scope of work. These tasks are expected to be completed using GIS Data Standards approved by the Florida Department of Environmental Protection (FDEP). The project should include, but is not limited to, the following:

### **1) Design Analysis and Develop Methodology**

- a. Develop a plan for an analysis using an appropriate methodology that can determine the extent, depth, and timing of tidal inundation along the tidally influenced portion of the St. Marys River (see map showing the study area from the mouth of the river to the furthest extent of the Florida-Georgia border that includes Baker County) during normal fluctuations and/or extreme events, based on existing, publicly available data. The plan should include, but is not limited to, the following:
  1. Rectification of any differences in vertical datum or variables measured among different datasets (see datasets listed below)
  2. Method for QA/QC of comparisons of different datasets and outputs
  3. Use of historical data as a basis for comparable future conditions that cause fluctuations in river water levels due to normal or extreme tides
  4. Use of the planning horizons of the years 2040 and 2070.
- b. Conduct up to three (3) planning meetings with NEFRC staff on analysis design and development/refinement of the appropriate methodology.
- c. Submit a detailed plan to NEFRC describing the analysis design and methodology.

### **2) Collect Data and Conduct Analysis**

- a. Compile the data provided by NEFRC:
  1. NOAA data from tide gauge at the mouth of the St. Marys River
  2. USGS and/or other upriver gauge data in NAD27 for the St. Marys River
  3. NOAA hurricane and other storm event data
- b. Collect any other necessary data.
- c. Conduct the analysis according to the accepted plan.
- d. Finalize the results of the analysis, including a geodatabase conforming to the GIS Data Standards approved by the Florida Department of Environmental Protection.

### **3) Prepare Report**

- a. Prepare a report describing the background information and assumptions, data and methods used, results, and any conclusions that may be drawn from the analysis.
- b. The report should conform to standards of the Florida Department of Environmental Protection Scope of Work for VAs.

### **4) Close-Out/Final Deliverables**

- a. Provide NEFRC with all data in Excel and approved GIS format.
- b. Provide NEFRC with the report as described.
- c. Provide NEFRC with any additional materials used or generated from this analysis.
- d. Provide NEFRC with invoice.

### **C. NEFRC Responsibilities**

- 1) NEFRC Staff will:
  - a. Provide clarity on requirements in relation to the VA.
  - b. Attend planning and update meetings to review and approve methods and progress.
  - c. Provide data that NEFRC has already collected and curated.
  - d. Incorporate results/report into the corresponding portions of the VA and submit the entire project to the FDEP.

### **D. Technical Qualifications**

#### **1) Prior Experience**

The vendor should describe prior experience in conducting similar types of environmental analyses with multiple large datasets for purposes of determining future flood extent, depth, and timing. Experience should include analyses that involve both saltwater and freshwater, rectification of differences in datasets, and applying appropriate methods to predict future conditions.

#### **2) Technology**

Experience using ArcPro, or other ESRI based GIS platforms, to conduct analysis using data in this format. Additionally, the vendor should make sure the data sets are easily accessible and available to download by NEFRC and shareable with NEFRC partners.

#### **3) Organization**

The Vendor should describe its organization, size, and structure. Indicate, if appropriate, if the Vendor is a small or minority-owned business. Provide information about the team that will conduct the analysis.

#### **4) Staff Qualifications**

Describe the qualifications of staff assigned to the project.

#### **5) Small and/or Minority-Owned Businesses**

Efforts will be made by the NEFRC to utilize small businesses, minority, and women-owned businesses as established by the Small Business Administration (13 CFR 121.3-8). A Minority or Woman-Owned Business is defined as that which is certified by the State of Florida.

### **E. Required Certifications**

The Vendor selected for the project will submit the following certifications:

#### **Public Entity Crimes Certification**

In accordance with Florida Statutes section 287.133(3) (a), when awarded, the Vendor will complete and return the Public Entity Crimes Certification form.

#### **Drug-Free Workplace Certification**

In accordance with Florida Statutes section 287.087, when awarded, the Vendor will complete and return the Drug-Free Workplace Certification form.

## **III. Terms of Agreement**

It is expected that the contract shall be a fixed-fee contract that expires at the end of the calendar year, December 31, 2025.

The Vendor awarded the contract shall secure, maintain, and present insurance coverage reflecting the minimum insurance requirements by the State of Florida for general liability, professional liability, and worker's compensation to include employer's liability limits as required by the State of Florida. The vendor must also name the NEFRC as an additional insured on general liability and professional liability.



#### **IV. Proposal Details**

##### **A. Closing Submission Date**

Proposals must be submitted **no later than 4:00 p.m. on Thursday, May 29, 2025.**

##### **B. Inquiries**

To ensure consistent responses and to ensure consistent and correct information to all interested parties, potential respondents must submit all questions and requests for clarification in writing to Donna Starling [dstarling@nefrc.org](mailto:dstarling@nefrc.org). Use subject line: **Baker VA TI Analysis Proposal Questions**. All questions and answers will be posted at [www.nefrc.org](http://www.nefrc.org). No questions will be accepted after 4:00 p.m. on **Wednesday, May 14, 2025**.

Except for as provided above and for current business, during the bidding process, all prospective proposers are hereby prohibited from contacting any member of the Northeast Florida Regional Council's Board of Directors or employees in any respect during the solicitation and evaluation period. The violation of this rule shall result in the automatic disqualification of any response to a bid solicitation submitted by the violator.

##### **C. Conditions**

All costs incurred in the preparation of a proposal responding to this RFP will be the responsibility of the Vendor and will not be reimbursed by the NEFRC.

##### **D. Price**

The total cost for the analysis and associated deliverables is not to exceed \$20,000. Cost proposals for providing the services described above should include a cost breakdown of the Vendor's price to complete this project by task. For example, the Vendor should indicate the estimated number of hours by staff level, hourly rates, and total cost by staff level. Any out-of-pocket expenses should be indicated.

##### **E. Applicable Laws and Regulations**

The selected Vendor shall comply with all federal, State, and local laws, rules, and regulations.

##### **F. Right to Reject**

The NEFRC reserves the right to reject any and all proposals received in response to this RFP. A contract for the accepted proposal will be based on the factors described in this RFP. The NEFRC may request additional information from any proposer.

##### **G. Public Records**

Information supplied by the Vendor to the NEFRC is subject to the Florida Public Records Law. Florida law provides that municipal records shall at all times be open for personal inspection by any person, Section 119.01, F.S., The Public Records Law. Information and materials received by the NEFRC in connection with all Vendor' response shall be deemed to be public records subject to public inspection upon award, recommendation for award, or 30 days after bid opening, whichever occurs first. Section 119.071, F.S.

## V. Submission of Quote

All Proposals should be submitted in three (3) documents/sections and title the documents/sections as follows:

**Part I- Project/Scope Description**

**Part II- Technical Qualifications**

**Part III- Price Proposal**

**Proposals may be submitted via email or hard copy.**

To submit via email:

1. Send the **three pdf documents** described above to Donna Starling [dstarling@nefrc.org](mailto:dstarling@nefrc.org)
2. Use the subject line: **Baker VA TI Analysis Proposal – Your Company Name**
3. Failure to use the correct subject line on the email may disqualify the vendor
4. Email should be sent no later than **Thursday, May 29, 2025 @ 4:00 pm.**
5. **It is the vendor's responsibility to obtain email receipt confirmation of quote submittal.**

To submit via hard copy:

1. Quotes should be addressed to:  
**Northeast Florida Regional Council**  
**40 E. Adams Street, Suite 320**  
**Jacksonville, FL 32202**  
**Attention: Donna Starling – Baker VA TI Analysis Proposal**
2. Submit the three parts described above in hard copy form
3. Submit one (1) PDF/electronic version on a flash drive
4. Proposals must be **received** by the NEFRC on **Thursday, May 29, 2025.**

**Late proposals will not be considered.**

The NEFRC reserves the right to waive any immaterial inconsistencies in a proposal that might otherwise appear to make said proposal nonresponsive. Proposals may be judged nonresponsive and removed from further consideration if any of the following occur:

- The proposal is not received timely in accordance with the terms of this RFP.
- The proposal does not include all the required documentation.
- The proposal does not address the Scope of Work.

## VI. Evaluation Criteria

Evaluation of each proposal will be based on the following criteria:

<b>1 Prior experience</b>		
a. Experience conducting flood-related analysis with multiple, large datasets	0-10	
b. Experience rectifying differences in datasets - vertical datum, variables, etc.	0-10	
c. Experience working with GIS spatial analysis tools	0-10	
d. Experience comparing variables pertinent to saltwater vs. freshwater	0-10	
e. Experience with Vulnerability Assessments and FDEP data standards	0-10	
	<b>Experience</b>	<b>Up to 50 points</b>
<b>2 Description of proposed methodology</b>		
a. Description addresses all parts of the scope of work	0-10	
b. Appropriateness of the proposed method for the analysis	0-20	
	<b>Methodology</b>	<b>Up to 30 points</b>
<b>3 Organization type, size, and structure</b>		
a. Organization's capacity to complete the project in the specified timeline	0-5	
b. Minority-owned business	0-5	
	<b>Organization</b>	<b>Up to 10 points</b>
<b>4 Staff qualifications</b>		
a. Team composition adequate to conduct all parts of scope of work	0-5	
b. Prior experience of team members	0-5	
	<b>Staff qualifications</b>	<b>Up to 10 points</b>
	<b>Maximum Possible Points</b>	<b>100</b>

## VII. Review and Notification Process

The NEFRC may, at its discretion, request presentations by or meeting with any or all Vendors, to clarify or negotiate modifications of the Vendor's proposals.

However, the NEFRC reserves the right to make an award without further discussion of the proposals submitted. Therefore, proposals should be submitted initially on the most favorable terms, from both technical and price standpoints, which the Vendor can propose.

The NEFRC contemplates award of the contract to the responsible Vendor with the highest total points.

It is expected that the NEFRC will have a decision selecting the successful Vendor by June 6, 2025.

In accordance with Florida Statutes section 120.57, Any person who is adversely affected by the agency decision or intended decision shall file with the agency a notice of protest in writing within 72 hours after the posting of the notice of decision or intended decision. With respect to a protest of the terms,

**St. Marys River Tidal Study Area**

**Legend**

- State Boundaries
- County Boundaries
- Study Area (St. Marys River)

0 3 6 Miles

N

Florida Georgia

Nassau County

Duval County

Baker County

Jacksonville

St. Marys River

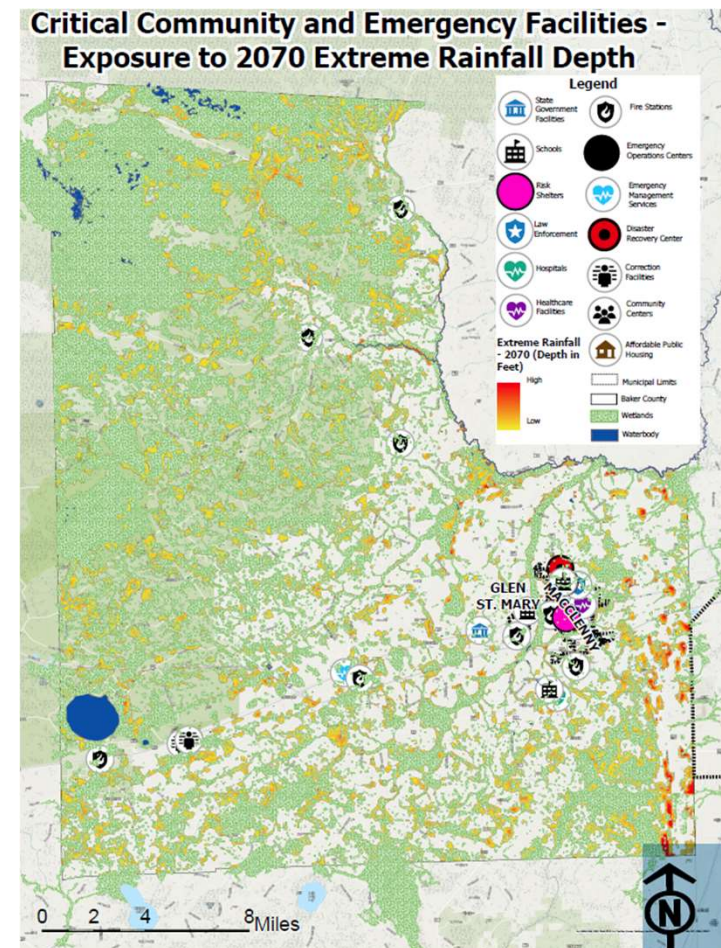
# Baker County Tidal Inundation Analysis RFP

## Background

- NEFRC is conducting a Vulnerability Assessment (VA) for Baker County with funding from the Resilient Florida Grant Program
- Other components of the VA have been analyzed (flooding resulting from extreme rainfall and the associated sensitivity of impacted areas)
- Methodology for analyzing tidal inundation along the St. Marys River is not within NEFRC expertise or capacity.

## RFP and Review Process

- NEFRC released a Request for Proposals on May 8, 2025.
- One response was received from Taylor Engineering on May 29, 2025.
- Review committee consisted of 3 NEFRC staff.



# Baker County Tidal Inundation Analysis RFP

## Results

Scoring Category	Possible	Scorer 1	Scorer 2	Scorer 3	Average
Prior experience	50	49	50	48	49
Methodology	30	30	28	25	28
Organization	10	5	5	5	5
Staff qualifications	10	10	10	10	10
Total	100	94	93	88	92

## Recommendation

- Staff respectfully requests the Board to authorize the CEO to negotiate and execute a contract with Taylor Engineering, not to exceed \$20,000.

# Agenda Item

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Proudly serving the communities of Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns Counties

## MEMORANDUM

**DATE:** JUNE 3, 2025

**TO:** NEFRC PERSONNEL, BUDGET & FINANCE COMMITTEE

**FROM:** BETH PAYNE, CHIEF EXECUTIVE OFFICER 

**RE:** STRATEGIC PLANNING AD HOC COMMITTEE FOLLOW UP

---

As a follow up to the May Board of Directors meeting, a framework has been provided for strategic planning efforts for Northeast Florida Regional Council (NEFRC). Originally discussed as an 'Ad Hoc' Committee of the NEFRC, staff proposes a modified approach, using a working group structure during the 2025-26 Fiscal Year to address the current and future strategic needs of the Council. Logistics on structure, timeframe and subject matter will be discussed.

The proposed goal of the Strategic Planning Working Group:

*To collaboratively develop forward-looking strategic priorities for NEFRC by engaging stakeholders, analyzing strengths and weaknesses, and providing recommendations that ensure the agency's long-term success and impact.*





## ***Strategic Planning Working Group***

To collaboratively develop forward-looking strategic priorities for NEFRC by engaging stakeholders, analyzing strengths and weaknesses, and providing recommendations that ensure the agency's long-term success and impact.

- **Collaborative Development:** To foster a participatory and inclusive process in creating strategic priorities, ensuring input and buy-in from various internal and external stakeholders. This will be accomplished by:
  - **Stakeholder Engagement:** Identifying, involving, and gathering feedback from relevant individuals and groups (e.g., employees, other government agencies, partner organizations, etc.).
- **Forward-Looking:** Anticipates future challenges and opportunities, while also bolstering current services provided presently. This will be accomplished by:
  - **Establishing a Longer-Term Vision:** Discuss future trends at local, state and federal levels that may provide new opportunities for NEFRC.
- **Recommending Priorities:** To identify and propose the most critical areas of focus and resource allocation for the Council to achieve its mission effectively. This will be accomplished by:
  - **Prioritization:** Establishing clear criteria and processes for determining the most important strategic objectives and initiatives.
- **Ensuring Long-Term Success and Impact:** Develop strategies that sustain effectiveness and positive outcomes of the Council in fulfilling its mission. This will be accomplished by:
  - **Achieving Mission and Goals:** Ensuring strategic priorities directly supports the Council's overarching mission.
  - **Maximizing Impact:** Focusing on strategies that will have the most significant positive effect on the Council's local governments and partner agencies.
  - **Sustainability:** Developing strategies that are viable and effective over the long term.
  - **Evaluation:** Committing to a timely review of priorities and sharing successes and determining improvements.

## ***Logistics to be determined***

### ***Structure***

- Propose a working group to avoid heavy administration issues - quorum, minutes (only meeting summary needed), fewer advertising requirements. The Working Group would bring recommendations to the Personnel, Budget and Finance Committee for consideration.
- Is a Chair needed? Could have a Co-Chairs set up with a current and a former Board member.
- Makeup of the Working Group? Include Board Members and invite subject matter experts/stakeholders based on meeting topic.

### ***Timeframe***

- Begin process in September with a facilitated session for the NEFRC Board of Directors – a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to lay the foundation for the Working Group.
- The same exercise would also be completed with staff for their input.
- Working Group meetings would begin in the new fiscal year and be completed during the 2025-26 Fiscal Year, by September 30, 2026.
- Meetings can have a virtual component (potential for all virtual is TBD).

### ***Subject Matter***

Meetings may be arranged by subject matter, based on the output of the Board and staff SWOT analysis. This lessens the time commitment of participants, as key stakeholders only attend working group meetings with relevant subject matter.

#### **Potential ideas include:**

- Local government services - potential invitees: Local government staff – county managers, department heads
- Regionalism and its value – potential invitees: past and current board members, legislators, other elected officials
- Strategic Partnerships – potential invitees: partner agencies/organizations
- Innovation



**NORTHEAST FLORIDA  
REGIONAL COUNCIL**

## STRATEGIC PLANNING WORKING GROUP

*Collaborative Development of Strategic Priorities for NEFRC*



## THE GOAL OF THE WORKING GROUP

**To collaboratively develop forward-looking strategic priorities for NEFRC by engaging stakeholders, analyzing strengths and weaknesses, and providing recommendations that ensure the agency's long-term success and impact.**

# KEY ELEMENTS

**Collaborative Development through Stakeholder Engagement**

**Forward-Looking : Establishing a longer-term vision**

**Recommending Priorities**

**Ensuring Long Term Success and Impact**

# PROPOSED LOGISTICS



**STRUCTURE**  
*WORKING GROUP*



**TIMELINE**  
*FY 25-26*



**SUBJECT MATTER**  
*DETERMINED BY FACILITATED  
SWOT EXERCISE*