

Backup Documents



American Rescue Plan Act Recovery & Resilience Plan

STATE AND LOCAL FISCAL RECOVERY FUNDS

PHASE 1 – October 19, 2021

ARPA Expense Category	Project Name
1.1 COVID-19 Vaccination	Lee Memorial Health System Mobile Vaccine
1.10 Mental Health Services	Youth Behavioral Health Baker Act Services - Staffing and Capacity
1.10 Mental Health Services	Adult Behavioral Health Staffing Recruiting and Retention
2.1 Household Assistance: Food Programs	Food Distribution Program Enhancement to Address Food Insecurity for Impacted Households
2.9 Small Business Economic Assistance (General)	Small Business Resiliency Assistance
2.9 Small Business Economic Assistance (General)	Small Business Technical Assistance
2.11 Aid to Tourism, Travel, or Hospitality	Digital Infrastructure Recovery Program for Tourism Businesses Experiencing Negative Economic Impact
2.11 Aid to Tourism, Travel, or Hospitality	Tourism Industry Partner Video/Photography Asset Subsidy to Assist With Small Business Economic Recovery
2.11 Aid to Tourism, Travel, or Hospitality	International Tourism Marketing to Recover from Economic Losses in Tourism from Canada, Germany and the United Kingdom
2.11 Aid to Tourism, Travel, or Hospitality	Reimbursement Grant to Incentivize Local Meeting Bookings to Rebound from Negative Economic Impact to the Tourism Industry
2.11 Aid to Tourism, Travel, or Hospitality	VCB/EDO/Sports Development Videography & Photography Assets for Tourism Marketing to Counteract Negative Economic Impact
3.3 Education Assistance: Academic Services	Support Non-Profit, Extended Learning and After-School Programs that Address Educational Disparities
3.6 Healthy Childhood Environments: Child Care	Support Non-Profit Childcare Providers to Increase Capacity and to Provide Scholarships
3.11 Housing Support: Services for Unhoused Persons	Increase Street Outreach and Case Worker Staff to Address Housing Stability Needs
3.13 Social Determinants of Health: Other	Nonprofit Human Services & Capacity Building
5.17 Broadband: Other projects	Broadband Gap Analysis
7.1 Administrative Expenses	Management Consultant



Implementation Plan	
Project Name	
Lee Memorial Health System Mobile Vaccine [ARPA Expense Category 1.1]	
Requested Funding	
\$250,000	
Project Summary	
<p>Lee County will grant Lee Memorial Health System up to \$250,000 of American Rescue Plan Act funds as reimbursement for providing a mobile vaccine program.</p> <p>The mobile vaccine program will provide vaccines for the pediatric population, ages 12-18, at Lee County School locations and various other locations in underserved communities.</p> <p>The mobile COVID-19 vaccination station will consist of a pediatric ambulance staffed by a team of healthcare professionals. The team will include:</p> <ul style="list-style-type: none"> • one (1) Emergency Medical Technician, • one (1) Customer Service Representative, • one (1) Pharmacist (or one (1) Pharmacy Technician), and • two (2) Registered Nurses to administer COVID-19 vaccinations. <p>Lee Health will provide the equipment and supplies to operate the vaccination sites, including but not limited to: COVID-19 vaccinations, ancillary medical supplies, PPE, tables, chairs, office supplies, and other miscellaneous supplies.</p>	
Implementation Tasks	
Tasks/Deliverables	Status
Lee County and Lee Memorial Health System Sub-Recipient Agreement	
1. Draft Reporting Template	
2. Document how the sub-award program is designed (with equity in mind) and how the program will measure equity at various stages	
3. Document the plan for community engagement	
4. Draft Sub-Recipient Agreement	
5. BoCC review of Sub-recipient Agreement	
Fund Distribution/Reimbursement Process	
Reporting Back to Lee County	



Implementation Plan

Project Name

Youth Behavioral Health Baker Act Services— Staffing and Capacity

[ARPA Expense Category 1.10]

Funding Request

\$4,000,000

Project Summary

The COVID-19 pandemic has significantly increased the number of Baker Act cases among youth. For example, in April 2020, 32 youth were Baker Acted; in April 2021, 94 were Baker Acted. This demand in cases is coupled with staff recruiting and retention challenges. These complications have caused Saluscare, the primary crisis stabilization unit for Baker Act patients and their families, to reduce its available capacity. Additionally, this crisis has increased the cost for Saluscare for Baker Act related care by 225%.

This grant funding to Saluscare will respond to these COVID-19 related impacts by funding a national recruiting campaign. Additionally, the grant will fund enhanced pay, benefits, and training program to improve job attractiveness. This project will also enhance preventive outpatient family and youth services to help prevent Baker Acts. Finally, this project will add capacity by recruiting additional behavioral health partners to offer behavioral health services to youth and families in crisis.

Implementation Tasks

Tasks/Deliverables	Status
Lee County and SalusCare Sub-Recipient Agreement	
1. Draft Reporting Template	Underway
2. Determine funding allocation	
3. Document how the overall program is designed with equity in mind and how the program will measure equity at various stages	
4. Document how the overall program is evidence-based or evidence-producing	
5. Document the plan for community engagement	
6. Draft Sub-Recipient Agreement	
7. Board consideration of Sub-Recipient Agreement	

Fund Distribution/Reimbursement Process

Compliance Reporting Back to Lee County



Implementation Plan

Project Name

Adult Behavioral Health Services Staffing Recruiting and Retention

[ARPA Expense Category 1.10]

Funding Requested

\$5,000,000

Project Summary

The COVID-19 pandemic has significantly increased the number of behavioral health related cases among adults. This demand in cases is coupled with staff recruiting and retention challenges. These complications have caused Saluscare, the primary crisis stabilization unit for Baker Act patients and other behavioral health services to reduce its available capacity. Pre-COVID-19, Saluscare had capacity for 30 beds for adults; in September 2021 they have capacity for only 20. Additionally, this crisis has increased the cost for Saluscare for Baker Act related care by 225%.

This grant funding to Saluscare will respond to these COVID-19 related impacts by funding a national recruiting campaign. Additionally, the grant will fund enhanced pay, benefits, and training program to improve job attractiveness. This project will also enhance preventive outpatient services to help prevent Baker Acts. Finally, this project will add capacity by recruiting additional behavioral health partners to offer behavioral health services to families in crisis.

Implementation Tasks

Tasks/Deliverables	Status
Lee County and SalusCare Sub-Recipient Agreement	
1. Draft Reporting Template	Underway
2. Determine funding allocation	
3. Document how overall program is designed with equity in mind and how program will measure equity at various stages	
4. Document how the overall program is evidence-based or evidence-producing	
5. Document the plan for community engagement	
6. Draft Sub-Recipient Agreement	
7. Executed Sub-Recipient Agreement	
8. Board consideration of Sub-Recipient Agreement	

Fund Distribution/Reimbursement Process

Compliance Reporting Back to Lee County



Implementation Plan

Project Name

Food Distribution Program Enhancement to Address Food Insecurity for Impacted Households

[ARPA Expense Category 2.1]

Funding Request

\$5,000,000

Project Summary

The severe COVID-19 related recession—and its concentrated impact among low-income workers—has amplified food insecurity. Additionally, the U.S. Department of Agriculture is ending the local Farmers to Families Food Box. As a result, to maintain distribution capacity, food banks will now have to purchase produce and other food goods that previously were provided at no cost.

This program will provide grants to Lee County food distribution agencies to maintain food distribution capacity. These grant funds will be used to purchase food goods, logistical/operational equipment, and supplies for food storage and distribution. The agencies that will receive this grant include Harry Chapin Food Bank, Midwest Food Bank, and Community Cooperative and Salvation Army.

Proposed allocation breakdown:

Harry Chapin Food Bank	\$2,750,000
Midwest Food Bank	\$1,320,000
Community Cooperative	\$465,000
Salvation Army	\$465,000

Implementation Tasks

Tasks/Deliverables	Status
Lee County and Food Bank Sub-Recipient Agreements	
1. Draft Reporting Template	Underway
2. Determine allocation breakdown	
3. Document how overall program is designed with equity in mind and how program will measure equity at various stages	
4. Document how the overall program is evidence-based or evidence-producing	
5. Document the plan for community engagement	
6. Draft Sub-Recipient Agreement(s)	
7. Board consideration of Sub-Recipient Agreement(s)	

Fund Distribution/Reimbursement Process

Compliance Reporting Back to Lee County

Implementation Plan

Project Name

Small Business Resiliency Grants

[ARPA Expense Category 2.9]

Funding Requested

\$4,000,000

Project Summary

Many small businesses and nonprofit organizations had to close their businesses temporarily due to the COVID-19 pandemic. Others that could operate suffered economic harm and revenue losses as customers stayed home.

Many businesses had to carry the financial burden to retrofit their businesses to accommodate the new social distancing and sanitation norms.

This program provides small businesses and nonprofits funds to receive \$10 to 20,000 in grant funds, depending on need. The program will target those who didn't receive PPP funds or could only obtain \$50,000 or less in the Federal PPP Program. Additionally, the program will target businesses and nonprofits in Qualified Census Tracts and Low to Moderate Income designated areas. The grant may be used for rent or mortgage payments, payroll, utility costs, or other eligible costs such as safety improvements related to the COVID pandemic.

Applicants are required to participate in the technical assistance program before submitting a grant application.

Implementation Tasks

Tasks/Deliverables

Status

Tasks/Deliverables	Status
1. Determine Eligibility	Underway
2. Map Qualified Census Tracts and Low-Mod Income Areas	Completed
3. Build Application in Neighborly	
4. Train EDO Staff	
5. Initial Consultations Appointed with Technical Assistance Providers	
6. Market Program Through Partners	
7. Launch Grant	
8. Staff Reviews Applications for Eligibility	
9. Weekly Approval of Applications	
10. Process for Payment	
11. Monitor and Evaluate Program	



Implementation Plan

Project Name

Small Business Technical Assistance Grants

[ARPA Expense Category 2.9]

Funding Requested

\$500,000

Project Summary

Many small businesses and nonprofit organizations had to close their businesses temporarily due to the COVID-19 pandemic. Others that could operate suffered economic harm and revenue losses as customers stayed home.

Many businesses had to carry the financial burden to retrofit their businesses to accommodate the new social distancing and sanitation norms.

Funds and programs that could help were not equitable. For example, manufacturers and construction firms received help; hospitality businesses often did not. Therefore, restaurants, bars, and hotels have suffered the highest rates of job loss. In addition, the loans were first-come, first-served basis. This approach favored businesses that had existing relationships with lenders and the resources to navigate the application process.

This program will provide funds to sub-recipients to provide technical assistance to disproportionately effected small businesses and nonprofits. The community partners that may offer this service to businesses include SCORE, SBDC, Catalyst, SRMA and Goodwill. The service that will be provided will include, but not be limited to, business mentoring and advising related to hiring, operating efficiencies, and sustainability.

Proposed funding breakdown:

Small Business Development Center (SBDC)	\$125,000
Catalyst	\$150,000
SCORE	\$25,000
SWFL Impact Partners	\$100,000
Goodwill	\$50,000
Southwest Regional Manufacturers Association (SRMA)	\$50,000

Implementation Tasks

Tasks/Deliverables	Status
1. Determine Eligibility and ARPA guidelines	Underway
2. Share guidelines with partners to present their plan	
3. Staff reviews program for feasibility for ARPA funds	
4. Draft sub-recipient agreements for participating agencies	
5. Partner agency executes agreement	
6. County executes agreements	
7. Process for payment	
8. Monitor and Evaluate Program	

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**American Rescue Plan Act
Lee County Visitor & Convention Bureau**

<p>Project Name Digital marketing program for Lee County tourism related businesses experiencing negative economic impact as a result of the pandemic. Funding Requested: \$350,000</p> <p style="text-align: right;">[ARPA Expense Category 2.11]</p>
<p>Project Summary Help for Lee County small businesses to respond to the negative economic impacts of the pandemic, including aid to impacted industries such as tourism, travel, and hospitality. The VCB and Visit Florida’s third-party vendor will help Lee County businesses optimize digital destination marketing to mitigate future impacts on travel by improving the quality of digital information available to consumers about local tourism businesses. The project will provide technical assistance and training for approximately 90 businesses through hands-on assistance and a series of virtual workshops.</p>
<p>Implementation Plan</p>

Vendors required?	Yes. Vendor will be a third party vendor of the state’s tourism agency, Visit Florida, and specialize in the utilization of new technology to position businesses as industry leaders.
Documentation of program qualification criteria and required documentation	Program summary attached
System selection for application management	<ul style="list-style-type: none"> - Simpleview CRM (Add-On) for online application - Survey software (Simpleview or Survey Monkey) - VCB data analytics tools (Google, Tableau, etc.)
Identify resources (application processing, review coordination, fiscal, etc.)	<ul style="list-style-type: none"> - Receipt of application and supporting documentation (VCB Marketing Coordinator) - Application processing and approval (VCB Marketing) - Application review including supporting documentation, approval, and submission to Lee County Clerk of Courts for payment (VCB Marketing and Fiscal Manager) - Check disbursement to vendor (Clerk of Courts) - Mail check via trackable method to vendor - Review and analyze data (vendor+ VCB marketing coordinator)
Determine data needed for compliance reporting and tracking	<p>Vendor will provide a report outlining improvements and measurable reach, including:</p> <ul style="list-style-type: none"> o Number of businesses enrolled/completing the program o Percentage of businesses with complete profiles before/after the program o Measurable increase in intent to visit businesses versus prior to optimization o Satisfaction survey of participants may be developed

Communications Plan

- VCB marketing and communications plan targeting eligible Lee County businesses
- VCB marketing and communications staff to communicate with local media including television, radio and social media.
- VCB communication with Procurement and Lee Clerk's office
- Promote the program on VCB partner web-site, local Chambers, Lee County Economic Development
- Social media posts promoting the program to local businesses

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August 2021

Digital Infrastructure Recovery Program

Lee County Visitor & Convention Bureau

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Background

The global COVID-19 Pandemic has accelerated changes to how consumers discover local businesses, as well as how the fundamental path to purchase works. The vast majority of all discovery begins online, with Google owning more than 80% of the online search market. Products such as Google's Top sights, maps and individual Google My Business listings play a dominant role in consumer journeys. Businesses that do not have a robust, accurate and up-to-date profile on Google, as well as other major discovery and planning platforms such as Yelp and Facebook, are less and less likely to be discovered and patronized as consumers rapidly return to local communities. It is critical that Lee County help build up the digital literacy of the local business community in order to help individual businesses compete, as well as raise the overall profile of the destination in the world's largest online platforms.

Statement of Work & Objectives

Miles Partnership will work with the Lee County Visitor & Convention Bureau (VCB) on a Digital Destination Optimization program aimed at understanding and measurably improving the completeness, depth, and quality of information available to consumers about Lee County's individual businesses.

- 1) Work with the VCB to assist in understanding and improving how Lee County, FL businesses are presented across the world's largest digital platforms
- 2) Working directly with local businesses to provide actionable "how to's" and best practices, as well as hands-on assistance for individual businesses, through a series of virtual workshops and a Digital Marketing Acceleration Program

This proposal will be implemented through a VISIT FLORIDA Destination Optimization Support Program, which reduces the overall cost of services and stretches recovery dollars to work harder to rebuild your local business community. All elements of this program can also be implemented or expanded outside of the VISIT FLORIDA program as well, and there is the ability to customize this strategy to best serve Lee County's specific objectives.

Program Details

The program will have three distinct but related initiatives:

- 1) Destination Optimization Ongoing Support – 9 Months
- 2) Digital Marketing Acceleration Program for Local Businesses
- 3) Strategic Google Street View Capture

DESTINATION OPTIMIZATION ONGOING SUPPORT

This program builds off work previously completed by the Lee County VCB, with the goal of continuing to assess and improve overall representation and perception on the worlds' largest digital platforms. Key features and benefits include:

- Expanding beyond Google into other platforms, including Facebook, Yelp & Trip Advisor
- Customized to your market and needs with 12-week benchmarks and results reporting
- Unlimited “office hours” providing 1:1 business support for your industry
- Two Virtual education workshops on digital marketing topic of choice
- Google My Business Checkup Tool for business self-assessment
- Very little time/assistance required from county staff
- Wrap report of improvements and measurable reach
- 9-month program: Start date TBD based on Lee County’s preference

DIGITAL MARKETING ACCELERATION PROGRAM FOR BUSINESSES

This program will allow the county to reach out to specific groups of businesses for intensive, hands-on digital training that will create lasting, measurable improvements to the business’s visibility on major platforms as well as their ability to generate conversions. Key features and benefits include:

- Three four month programs, including a 12-week session for participating businesses
- Start date TBD (must be six weeks into ongoing support)
- Accommodates up to 90 businesses total (30 per 12-week program)
- 1:1 assessment with personalized plan and benchmarks
- Weekly posts of educational resources and live virtual training events
- Inclusion in “alumni” online group which includes ongoing education
- Reporting to Lee County VCB office on participants improvement
- Business partners can be recruited according to recovery priorities:
 - Verticals: Hotels, restaurants, retail, attractions, etc.
 - Geography: Downtown Fort Myers, Cape Coral, Sanibel/Captiva, etc.
 - DEI: Black- and/or women-owned businesses in partnership with local chambers of commerce, underrepresented districts, etc.

GOOGLE STREET VIEW PROGRAM

This program will allow the county to ensure that the experiences the 60%+ percent of consumers who use Google maps as part of their search and planning process have a complete, up-to-date, and compelling picture of the destination Post-pandemic. Using 8K cameras, this program will capture revitalized business districts as well as the natural beauty and experiences to be found in Lee County.

Additionally, new Street View allows Google to algorithmically identify new businesses and place them on maps, further expanding the robustness of the overall commercial offering in the destination, as well as allowing these businesses easier access to improving their own profiles within Google. Key features and benefits include:

- Audit of existing Street View coverage for the destination (including recently)
- 10-day shoot plan including both natural (rivers, bays, bike trails, etc.) and commercial areas
- All content creation, post-processing, and upload to Google
- Embeddable Street View links for use on any county websites
- Million-plus views in the first year after upload

Schedule

Schedule will be developed in collaboration with Lee County. Ongoing Support can begin as early as October 2021 with the Acceleration Program starting as soon as six weeks later. Programs will be scheduled to complete in accordance with any grant/funding stipulations.

Cost Estimates

9-Month Destination Optimization Ongoing Support	\$10,500
Digital Marketing Acceleration Program (3 rounds @ 30 businesses)	\$31,500
Google Street View Program (10-day shoot)	\$51,000
Total Proposal	\$93,000

**American Rescue Plan Act
Lee County Visitor & Convention Bureau**

<p>Project Name Tourism Industry Partner Video/Photography Asset Subsidy to Assist With Small Business Economic Recovery Funding Requested: \$500,000 [ARPA Expense Category 2.11]</p>
<p>Project Summary</p> <ul style="list-style-type: none"> o Help for Lee County small businesses to respond to the negative economic impacts of the pandemic, including aid to impacted industries such as tourism, travel, and hospitality. o Provide video/photography asset grant of up to \$5,000 for approximately 100 local tourism businesses. o Grant will be paid to the applicant after submitting proof of invoice and product from photo/video service provider and will assist tourism industry businesses in need of updated and refreshed photo and video assets to better position themselves marketing to prospective visitors and residents.
Implementation Plan

Vendors required?	<ul style="list-style-type: none"> - Local businesses will need to become vendors to accept the funding - Local businesses will select its photography vendor
Documentation of program qualification criteria and required documentation	Program eligibility attached
System selection for application management	<ul style="list-style-type: none"> - Simpleview CRM (Act-On) for online application (VCB) - Libris Photoshelter; digital visual asset management software (VCB)
Identify resources (application processing, review coordination, fiscal, etc.)	<ul style="list-style-type: none"> - Receipt of application and supporting documentation (VCB Marketing Coordinator and Fiscal) - Application processing and approval (VCB Marketing, Fiscal, Procurement) - Application review including supporting documentation, approval, and submission to Lee County Clerk of Courts for payment (VCB marketing, fiscal manager, Deputy Director or VCB Director, Procurement, Clerk of Courts) - W9, 1099, other documents as required by federal government - Check disbursement to (Clerk of Courts) - Mail check to business
Determine data needed for compliance reporting and tracking	<ul style="list-style-type: none"> - Number of applicants - Number of businesses enrolled/completing the program - Funding requests/funding disbursements - Percentage of businesses with complete profiles and photos added to VCB asset manager before/after the program

Communications Plan

- VCB marketing and communications plan targeting eligible Lee County businesses
- VCB marketing and communications staff to communicate with local media including television, radio and social media.
- VCB communication with Procurement and Lee Clerk's office
- Promote the program on VCB partner web-site, local Chambers, Lee County Economic Development
- Social media posts promoting the program to local businesses

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Lee County Video/Photography Asset Subsidy to Assist with Small Business Economic Recovery

Grant will assist locally-owned small businesses, physically located in Lee County to respond to the negative economic impacts of the pandemic to make a strong recovery.

Maximum grant award per business will be based on the number of employees as of January 1, 2020.

Additional requirements may apply as detailed in the grant application and any applicable county, state or federal laws or regulations.

Eligibility

- Business must be in negatively impacted industries such as tourism, travel and hospitality and registered to do business in Lee County, FL
- Must have experienced revenue loss or incurred unplanned costs substantially caused by COVID-19
- Applicants must be a for profit business with a physical storefront in Lee County
- Business must be currently open and operating
- Must have at least 1 and no more than XX full-time employees W-2 employees
- Must have been in operation on October 1, 2019
- Must not be part of a corporate chain or owned franchise

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**American Rescue Plan Act
Lee County Visitor & Convention Bureau**

<p>Project Name International tourism marketing to combat economic losses from Canada, Germany and the United Kingdom Funding Requested: \$1,200,000 [ARPA Expense Category 2.11]</p>
<p>Project Summary</p> <p>Increase digital and co-op marketing budget \$200,000 annually for two years (FY22 and FY23) in three key international markets – Canada, Germany and the United Kingdom. By allocating extra resources, we will increase the amount of messaging to potential international visitors.</p>
<p>Implementation Plan</p>

<p>Vendors required?</p>	<p>VCB's advertising agency of record, MMGY Canada – VoX International Germany, Austria, Switzerland - Global Communications Experts (GCE) United Kingdom & Scandinavia – Four Communications <i>*all vendors are currently BoCC approved with contracts in place</i></p>
<p>Documentation of program qualification criteria and required documentation</p>	<p>FY 2021-22 International Marketing Plan in development with VCB and vendors. Increased visitation from Europe to the US will begin in November 2021.</p>
<p>System selection for application management</p>	<ul style="list-style-type: none"> - VCB data analytics tools (Sales, Downs Germaine, Adara, Arrivalist, Visit Florida, Brand USA, US Travel Association) - Online digital media buys including Expedia, Booking.com, Brand USA, Visit Florida, tour operators, travel agencies, etc.
<p>Identify resources (application processing, review coordination, fiscal, etc.)</p>	<ul style="list-style-type: none"> - International marketing plan created (VCB staff, MMGY, international vendors) - International marketing plan submitted for review and approval (Deputy & VCB Executive Director) - VCB Fiscal Manager review of marketing activities and costs - Procurement review of marketing activities and costs - Additional BoCC approvals if needed - VCB Fiscal Manager to work with MMGY Accounts Payable - MMGY and vendor/Contractor invoices submitted to Lee County Clerk of Courts for payment - Check disbursement to vendor (Clerk of Courts)
<p>Determine data needed for compliance reporting and tracking</p>	<ul style="list-style-type: none"> - VCB will publish the International Marketing Plan on its website - International visitation measurement will begin November 2021 - Measurement of quarterly visitation (short-term accommodations) from Canada, Europe and other countries - RSW/Lee County Port Authority inbound passenger data - Visit FL, Brand USA, US Travel & Downs St. Germaine data

Communications Plan	Purchasing digital media placements only
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**American Rescue Plan Act
Lee County Visitor & Convention Bureau**

<p>Project Name Reimbursement Grant to Incentivize Local Meeting Bookings to Rebound from Negative Economic Impact to the Tourism Industry Funding Requested: \$100,000</p>	[ARPA Expense Category 2.11]
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<p>Project Summary This program will incentivize the meeting client to book their meeting or event within Lee County. Incentives allow lodging facilities to book groups to capture room nights and revenue, to attract new clients and retain existing clients. The amount would be determined based on the number of room nights generated by the event. Eligibility would be for any group booking between the start of the program and September 30, 2024.</p>

Implementation Plan

Vendors required?	<p>Yes Vendors/grantees must meet criteria established under eligibility guidelines for the program (attached) and must hold a meeting at a Lee County hotel by September 30, 2024.</p>
Documentation of program qualification criteria and required documentation	<p>Incentive program eligibility requirements is attached.</p>
System selection for application management	<ul style="list-style-type: none"> - Excel spreadsheet maintained by the VCB - VCB Simpleview CRM (customer relationship management) software - Lee County Procurement - vendor application and fiscal approval system - Lee County Clerk's office disbursement of payment
Identify resources (application processing, review coordination, fiscal, etc.)	<ul style="list-style-type: none"> - Receipt of application and all supporting documentation (VCB Sales) - Application processing and approval (VCB Sales) - Application review, approval, and submission to Lee County Clerk of Courts for payment (VCB Fiscal Manager) - Check disbursement (Clerk of Courts) - Mail check via trackable method to the meeting organization
Determine data needed for compliance reporting and tracking	<ul style="list-style-type: none"> - VCB Meetings Incentive Form - Lee County vendor application - IRS W9 Form - Copy of signed contract between hotel and client - Actualized room nights from Lee County hotel uploaded in VCB CRM
Communications plan	<p><i>Internal</i></p> <ul style="list-style-type: none"> -VCB Sales communication with Director of Sales -VCB Sales communication with qualifying meeting professionals -VCB Sales communication with hotel sales staff -VCB communication with Procurement and Lee Clerk's office <p><i>External</i></p> <ul style="list-style-type: none"> -Promote the incentive program on consumer facing web-site -Digital advertisements promoting the incentive to meeting professionals -Social media posts promoting incentive program -Public relations efforts to promote program -Education/webinars to meeting professionals with focus on the program

Lee County Visitor & Convention Bureau
“Sun, Sand & Savings” Meetings Incentive Program

Bring your meeting to The Beaches of Fort Myers & Sanibel and receive:

Total Actualized Room Nights	Incentive Amount
50 - 125	\$1,000
126 - 250	\$2,000
251 - 450	\$3,500
451 - 750	\$5,000
751 +	\$6,500

Eligibility Guidelines

- The “Sun, Sand & Savings” Meetings Incentive program has been established by the Visitor & Convention Bureau (VCB) to attract new meeting and convention clients to Lee County accommodations. Lee County accommodations which specialize in meetings and conventions clientele have yet to recover to pre-COVID19 revenue since business travel has not recovered. The meetings incentive program will be activated during the spring, summer and fall months only.
- The timeline for the meeting event to actualize is October 1, 2021 through September 30, 2024; **excluding January 20 - March 31 annually, our peak season for visitation.**
- To qualify for the offer, meeting planners must book a minimum of 10 rooms on a peak night and a minimum of 50 total room nights.
- The VCB reimburses the organization/business/association – not the meeting planner, nor hotel. This is a one-time incentive unless multiple year contracts are signed simultaneously.
- Offer applies to new meetings and conferences in Lee County, FL connected with accommodation room nights. Groups that have not met in Lee County for three years or more are eligible.
- The Lee County VCB must receive a copy of the proposal and signed contract for the offer to be valid.
- Offer does not apply to existing contracts or contracts moved / rebooked due to cancellation, and is subject to availability.
- Offer does not apply if Lee County is the only destination under consideration. Lee County accommodations cannot use this offer to compete against each other. The VCB reserves the right to rescind this incentive offer at any time.
- Offer does not apply to social groups (weddings, social events), sporting events or group tours.

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Lee County Accommodations Submission Guidelines

1. For eligibility, approval must be given by the VCB Director of Sales, prior to the incentive offer being official. Requests for the VCB meeting incentive without prior knowledge of the VCB may not be reimbursed.
2. Once approved and group is contracted, the following documents are needed to process the offer:
 - Copy of signed contract (Lee County Hotel and Vendor)
 - VCB Meeting Incentive Reimbursement Form (VCB)
 - Current year W9 form (IRS)
 - Lee County Vendor Application (Procurement)
3. The VCB will contact the designated individual at the property one week after the group departs to obtain actualized room pick up and revenue figures.
4. The group is reimbursed after receipt of the all the forms listed in #2 have been submitted to the VCB sales staff and final figures are provided.
5. Reimbursement will be issued by the Lee County Procurement at the conclusion of the meeting. Reimbursement is made to the business/organization via check payment sent by traceable mail. It may take 6-8 weeks for the client reimbursement.

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**American Rescue Plan Act
Lee County Visitor & Convention Bureau**

<p>Project Name VCB/EDO/Sports Development videography and photography assets for tourism marketing to counteract negative economic impacts. Funding Requested: \$350,000</p> <p style="text-align: right;">[ARPA Expense Category 2.11]</p>
<p>Project Summary</p> <p>Acquire updated and additional photo and video assets (including imagery stock, but not equipment) for use in marketing and social media efforts to promote local businesses that provide goods and services used by visitors and present-day images of a fresh, revitalized, and business ready Lee County. This is a marketing effort aimed at rebounding from the negative economic impacts on the tourism industry here.</p>
<p>Implementation Plan</p>

Vendors required?	MMGY Global (VCB advertising agency of record)
Documentation of program qualification criteria and required documentation	This is an internal Lee County project
System selection for application management	- AMS; asset management software (VCB/Sports/EDO) Economic Development may have a separate photo and video asset management software
Identify resources (application processing, review coordination, fiscal, etc.)	<ul style="list-style-type: none"> - Identification of photo and video needs (VCB, EDO and Sports) - Assess gaps in current stock (VCB, EDO, Sports) - Scout locations (MMGY, VCB, EDO, Sports) - Secure talent/vendors - Permitting & scheduling - Production oversight to ensure deliverables - Upload assets to AMS (asset management system)
Determine data needed for compliance reporting and tracking	<ul style="list-style-type: none"> - The request is to new create a plan around new Lee County image and video assets - Once the VCB creates new ads using the new images or video in and purchases the media containing the new photos/videos, only then can we determine industry measurements such as engagement, impressions, etc.
Communications Plan	Internal department communications



Implementation Plan

Project Name

Support Nonprofit, Extended Learning and Afterschool Programs that Address Educational Disparities

[ARPA Expense Category 3.3]

Funding Requested

\$1,600,000

Project Summary

School closures and transitions to remote education raised challenges for students. In addition, evidence has shown that educational disparities can worsen outcomes for low-income students during a crisis, such as the COVID-19 pandemic.

This project will provide grants to nonprofits that offer evidence-based or evidence-producing new, expanded, or enhanced programs to address educational disparities. For example, the program may provide tutoring, afterschool programs, extended learning, enrichment programs, and other educational assistance to enhance student academic learning.

Notice of funding will be issued to Partnering for Results agencies that offer youth programs that address educational disparities. The target populations for these programs will be from qualifying census tracts or part of disproportionately affected population groups.

Implementation Tasks

Tasks/Deliverables	Status
Lee County Funding Opportunity	
1. Draft Reporting Template	Underway
2. Draft Notice of Funding Availability	
3. Determine Timeline for Application and Review processes	
4. Document how overall program is designed with equity in mind and how program will measure equity at various stages (included in NOFA)	
5. Document how the overall program is evidence-based or evidence-producing (included in NOFA)	
6. Document the plan for community engagement	
7. Document funding guidelines for program applications (included in NOFA)	
8. Document information to be collected in order to assess each application	
9. Document required budget template for grant applicants (calculation for acquiring units of service over time) (included in NOFA)	

10. Document data required for compliance reporting and tracking to US Treasury (performance measures) from grant applicants	
11. Approval of Application and Process for Applying	
12. Confirm Participation of Selection Committee - PFR Advisory Committee	
13. Draft Sub-Recipient Agreement(s) based on recommendations	
14. Board consideration of Sub-Recipient Agreement(s)	
Fund Distribution/Reimbursement Process	
Compliance Reporting Back to Lee County	

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Implementation Plan

Project Name

Support Nonprofit Childcare Providers to Increase Capacity

[ARPA Expense Category 3.6]

Funding Requested

\$3,000,000

Project Summary

The pandemic demonstrated the necessity of childcare providers. Childcare workers, in particular, have had a disproportionate share of the adverse health and economic impacts. The American Rescue Plan Act allows for new or expanded high-quality childcare to provide safe and supportive care for children. Childcare providers, like many other industries, are challenged with staff recruitment and retention and rising costs for providing services.

This program will make ARPA Funds available to the Early Learning Coalition of SWFL through a subrecipient agreement with Lee County. In addition, the Coalition will provide pass-thru grants to qualified childcare providers to pay for expenses related to expanding capacity, including staffing, training, and certifications.

Early Learning Coalition is a community partner and a local nonprofit agency that seeks to enhance the quality of children’s lives by providing families, early childhood educators, caregivers, and community partners with childcare resources.

Implementation Tasks

Tasks/Deliverables	Status
Early Learning Coalition and Lee County Sub Recipient Planning	
1. Draft Reporting Template	Underway
2. Draft Sub-Recipient Agreement with Early Learning Coalition	
3. Board consideration of Sub-recipient Agreement	
4. Document how subaward program is designed with equity in mind and how program will measure equity at various stages	
5. Document how the subaward program is evidence-based or evidence-producing	
6. Document the plan for community engagement	
Early Learning Coalition Grant Program Planning	
7. Document funding guidelines for grant program applications for nonprofit childcare providers	
8. Determine and document grant applicant eligibility documentation for nonprofit childcare providers	

9. Document information to be collected in order to assess each grant application	
10. Document required budget template for grant applicants (calculation for acquiring units of service over time)	
11. Document data required for compliance reporting and tracking to US Treasury (performance measures) from grant applicants	
12. System or process selection for grant applications	
13. Draft application design	
14. Approval of application design (to ensure ARPA compliance)	
15. System selection for reporting compliance from sub-sub recipients	
16. Review and Approve with Sub-Recipients their plan for NOFO to nonprofit childcare providers	
Early Learning Coalition Review Committee	
Early Learning Coalition Sub-sub Recipient Agreements	
Early Learning Fund Distribution/Reimbursement Process	
Early Learning Coalition Compliance Reporting Back to Lee County	

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Implementation Plan

Project Name

Increase Street Outreach and Case Workers Staff to Address Housing Stability Needs
 [ARPA Expense Category 3.11]

Funding Requested

\$1,800,000

Project Summary

The COVID-19 pandemic has increased the number of homeless. In May 2021, the number of households experiencing homelessness and seeking assistance with permanent housing was 422; it had grown to 649 by August 2021. As a result, existing Rapid Rehousing (RRH) providers prioritize using federal funding to provide rental assistance and incentives to landlords to encourage their participation in RRH programs.

Additional outreach staff and case managers are needed to assist clients in locating, obtaining, and maintaining permanent housing. This requested funding will pay for additional street outreach and case management staff for Continuum of Care (CoC) and Emergency Solutions Grant (ESG) funded homeless service providers. In addition, this funding will enable service providers to purchase essential supportive services supplies in bulk. These supplies and resources include basic furniture, household items, or assistance with bills.

Implementation Tasks

Tasks/Deliverables	Status
1. Draft Reporting Template	Underway
2. Draft Notice of Funding Availability	Underway
3. Determine Timeline for Application and Review processes	
4. Document how subaward program is designed with equity in mind and how program will measure equity at various stages	
5. Document how the subaward program is evidence-based or evidence-producing	
6. Document the plan for community engagement	
7. Document funding guidelines for program applications (included in NOFA)	
8. Document information to be collected in order to assess each application	
9. Document required budget template for grant applicants (included in NOFA)	
10. Document data required for compliance reporting and tracking to US Treasury (performance measures) from grant applicants	
11. Draft Sub-Recipient Agreement	

12. Board consideration of Sub-recipient Agreement	
Fund Distribution/Reimbursement Process	
Compliance Reporting Back to Lee County	

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Implementation Plan

Project Name

Nonprofit Human Services and Capacity Building Grant Program

[ARPA Expense Category 3.13]

Funding Requested

\$20,000,000

Project Summary

The COVID-19 public health emergency had disproportionate negative impacts in Lee County on various populations, geographies, and economic sectors along racial, ethnic, and socioeconomic lines. The crisis also negatively impacted community nonprofits' ability to provide services as donations and incoming aid declined and demand for service increased. The County's nonprofits need funds and enhanced expertise to support capacity-building to improve organizational health, enhance operational efficiency and effectiveness, and increase resilience for future crises.

The U.S. Treasury encourages jurisdictions to use ARPA funds for projects that respond to the disproportionate impact of COVID-19 on specific populations and provide technical and capacity-building assistance to community nonprofits.

To respond to these needs and to U.S. Treasury guidance, the County will partner with United Way to administer a pass-through grants program to human service nonprofits to deliver direct services programs. In addition, United Way will develop and administer a capacity-building program.

This program will offer human service nonprofits capacity-building assessments to identify gaps that may limit capacity. In addition, the nonprofits will be provided grants, training, and development resources to address their needs. The training and development options may include board and leadership development; fundraising and grant writing; strategic planning; fiscal management; communication, marketing, and public engagement; improvement of organizational culture; reporting, metrics and outcome setting; integration of technology and development of sustainable infrastructure, human resource management; partner and vendor relations; and programs and project management.

Implementation Tasks

Tasks/Deliverables	Status
United Way and Lee County Sub Recipient Planning	
1. Development of subrecipient agreement for United Way	In Progress
2. Board consideration of subrecipient agreement with United Way	

3. Document how the program is designed with equity in mind and how the program will measure equity at various stages	In Progress
4. Document how the program is evidence-based or evidence-producing	In Progress
5. Document the plan for community engagement	In Progress
6. Define method and schedule for reporting required performance and expenditure results	
7. United Way to assess its internal capacity needs	
8. United Way to develop its internal capacity building implementation plan	
United Way Nonprofit Grant Program Planning	
9. Document funding guidelines for grant program applications	In Progress
10. Determine and document grant applicant eligibility documentation	In Progress
11. Document information to be collected in order to assess each grant application	In Progress
12. Document required budget template for grant applicants (calculation for acquiring units of service over time)	In Progress
13. Document data required for compliance reporting and tracking to U.S. Treasury (performance measures) from grant applicants	In Progress
14. System selection for grant applications	
15. Draft application design	
16. Approval of application design	
17. System selection for reporting compliance from sub-sub recipients	
18. Develop eligible funding and required performance data reporting requirements for grant applicants	
19. Develop evidence-based or evidence-producing training strategies for grant applicants	
20. Develop capacity-building training strategy for grant applicants	
21. Determine NOFO kickoff training orientation for grant applicants	
United Way Application Review Committees	
Grant Funding Recommendations from United Way to Lee BoCC	
United Way Sub-sub Recipient Agreements	
United Way Fund Distribution Process	
United Way Ongoing Compliance Reporting back to Lee County	



Implementation Plan	
Project Name	
Consulting Services for a Gap Analysis of Lee County’s Broadband Services <div style="text-align: right;">[ARPA Expense Category 5.17]</div>	
Funding Requested	
\$100,000	
Project Summary	
<p>American Rescue Plan Act investments may include projects to establish or improve broadband service to unserved or underserved populations, provide internet services at sufficient speeds to permit a household to enable work-from-home or school-from-home.</p> <p>To understand the community’s need for broadband and where there might be gaps in service and speed requirements, County staff recommends a Broadband Availability and Adoption Gap Analysis.</p> <p>Lee County will solicit consulting services to:</p> <ul style="list-style-type: none"> • Evaluate existing broadband service capabilities and capacities; • Detail where gaps exist between capacity and demand; • Identify the demand and assess adoption rates for broadband access; • Identify areas that are unserved or underserved, from a broadband capability perspective; with a focus on low-income communities; • Review national, state, and local best practices to provide a Board with various options to address Lee County’s broadband needs; and • Recommend Board options (including cost details) to address the gaps in broadband services that are provided. 	
Implementation Tasks	
Tasks/Deliverables	Status
Lee County Scope Development	
1. Review of Draft Scope	In Progress
2. Hand-off to Procurement	
3. Procurement to prepare Request and Advertise	
Selection of Consultant	
Agreement with Consultant is Submitted to Board of County Commissioners for Consideration	



Implementation Plan	
Project Name	
Consulting Services for Oversight and Compliance of American Rescue Plan Funds [ARPA Expense Category 7.1]	
Project Summary	
<p>The County will solicit consulting services to ensure compliance with the American Rescue Plan Act.</p> <p>Services under consideration to be provided by the consultant includes ARPA compliance, reporting, and best-practice operational consulting for County and sub-recipients. Examples may include:</p> <ul style="list-style-type: none"> • Providing technical support for program management including project procurement and compliance; • Providing technical support and best practice advice regarding: <ul style="list-style-type: none"> ○ County and sub-recipient monitoring and management of ARPA fund uses; ○ Project documentation; ○ Tracking project and performance data; ○ Reporting and communication systems for the board, grant sub-recipient and grant fund beneficiaries. • Preparing internal and federal reports. 	
Implementation Tasks	
Tasks/Deliverables	Status
Lee County Scope Development	
1. Review of draft scope	Completed
2. Handoff to Procurement	Completed
3. Procurement to prepare request and advertise	In Progress
Selection of Consultant	
Agreement with consultant submitted to Board of County Commissioners for Consideration	