




2016 Flood
Business Recovery
Survey Report



CEDAR RAPIDS

City of Five Seasons®



“The flood of 2016 was a harrowing time for us at Lion Bridge. The community and the city government came together to help businesses and citizens in a way that made me so proud to be a Cedar Rapiidian. Between the volunteers helping to empty our building and the 10 foot berm the city built to protect Czech Village, I had no doubt we would be back no matter where the river crested.

We thankfully avoided flooding, moved everything back in within two days and, thanks to long hours by city inspectors, passed all inspections and opened in time for our Saturday crowd. I love my city, and am so excited for its continued renaissance.”

- Quinton McClain
LION BRIDGE BREWING COMPANY

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IN SEPTEMBER 2016 we watched Cedar Rapids successfully organize and execute a citywide effort to protect against a historic flood event. The sense of urgency and overwhelming urge to help was largely driven by memories of 2008. Our entire community demonstrated an intense desire to prevent a similar tragedy that would impact our city, residents and businesses for years to come. That fight created an enormous amount of pride and unity in our city. It was also a reminder that what happened in 2008 could happen again.

During the September 2016 flood fight, approximately \$10M was spent on temporary protection measures. Our preliminary assessment of local impact estimates economic loss to Cedar Rapids businesses in excess of \$25.7 million as a result of this flood event. Without all of the hard work in preparation and response the economic losses would have been far higher.

We understand the challenge of potential flooding and want to be as responsive as possible to the needs of our business community. That is a large reason for conducting this survey; the data collected will help us improve and better support businesses in the future. Continued investment from the business community is vital to the ongoing success of our City, and we plan to do our part to help business owners feel confident in that investment.

Much has been done to protect our community since 2008. We have made tremendous progress, but the work is not done. A long-term solution is needed to ensure we are not experiencing these types of expenses and losses more regularly. An ongoing partnership between public and private entities in this effort is necessary in order to achieve the highest possible outcome. We appreciate the local business community's collaboration on this ongoing effort. These contributions show a continued confidence in the potential of this community, and determination to contribute to growing a vibrant, flourishing city.

Sincerely,

Cedar Rapids Mayor Ron Corbett

Cedar Rapids City Manager Jeff Pomeranz



WHEN CEDAR RAPIDS SAW THE SECOND HIGHEST CREST EVER of the Cedar River in September 2016, it not only interrupted business in the evacuation area, it impacted our entire community. While the scenes taking place in our core districts of Downtown, Czech Village, NewBo, Kingston Village and even the MedQ Regional Medical District were often most visible, we also witnessed the broader community rallying together to protect these and other vital assets.

As an evacuee and as the voice of the business community, the Economic Alliance marveled at the magnitude of selfless cooperation during the event and the earnest economic resilience as soon as the threat had passed. Everyone who was part of these shared accomplishments should be proud.

With hindsight, it's clear that effective collaboration between the public and private sector is a major reason why Cedar Rapids avoided even larger economic losses. Events like the 2016 Flood once again show that things work best when employers, residents and government all function together as a team.

While the positive effect of public-private partnership is especially visible during times of disaster, it's worth noting that this type of collaborative partnership can drive success in anything from pursuit of flood mitigation and management of flood risk to economic development. Over the long-term, we have real opportunity to leverage public-private partnerships to focus efforts on supporting and enhancing the economic advantage of Cedar Rapids as a location to do business. Progress is always made step-by-step, but we get to desired outcomes faster when we work together.

Thank you to business leaders for your steadfast support. Your presence and many commitments to the community are an important vote of confidence in economic recovery. Thank you to the residents of Cedar Rapids for showing you care about what the future of Cedar Rapids looks like. Thank you to the City of Cedar Rapids for tireless efforts in pursuit of short and long-term flood control. We look forward to working with you all to move Cedar Rapids further toward an even more successful and prosperous future.

Sincerely,

Douglas Neumann
Interim President & CEO,
Cedar Rapids Metro Economic Alliance

Ted Townsend
President & CEO, Unity Point – St. Luke's Hospital
Board Chair, Cedar Rapids Metro Economic Alliance



Executive Summary

After any natural disaster, economic recovery occurs over a variety of time frames. Within each phase of recovery, businesses perform many individual tasks relating to their short-term, immediate and long-term needs.¹ However, to be successful, every step of the recovery process involves commitments large and small from both the public and private sectors alike. Post-disaster economic recovery scenarios often present many complex challenges, which typically require a mix of deliberation and action to address. Therefore, all stakeholders benefit from early access to best available information about scale of economic losses caused by disaster events.

Given the extent of the 2016 Flood in Cedar Rapids, there is a need to support ongoing business recovery by identifying those conditions in the City economy which were most impacted. In the United States, detailed information about the financial and economic cost of flood losses for local areas is either not easily accessible from one source or not fully available in months immediately following a natural disaster. In response to this information gap, Cedar Rapids Economic Development Services staff initiated a survey program to gather information necessary to document costs

and adverse conditions affecting the local business community as a result of the 2016 Flood.

A primary purpose of the 2016 Flood Recovery Survey is to provide an estimate of total economic losses for companies doing business in Cedar Rapids. By working to discover what is the full cost to the local economy, the tangible consequences of the recent flood event may be better understood, and that information used as an aid in future decision-making. The survey also answers related questions of how, or to what degree, local business establishments were impacted by flooding through analysis of survey data.

By measuring economic losses associated with the 2016 Flood, it is possible to better comprehend how private assets and public systems relate thereby helping to reduce risks from manmade or natural hazards.² In this way, reaching an improved understanding of risks in the near term helps foster an outcome more favorable toward economic growth over the long term by increasing a community's resilience. Higher resilience correspondingly decreases uncertainty surrounding business disruption and interruption potential.³

1 Small Business Administration, *Disaster Preparedness and Recovery Plan (2016)*, retrieved online.

2 Godshalk, David R., *Urban Hazard Mitigation: Creating Resilient Cities, Natural Hazards Review*, American Society of Civil Engineers, (2013), page 137.

3 National Intelligence Council, *Global Trends: The Paradox of Progress (2017)*, page 65.

For all of these reasons, Cedar Rapids Economic Development Services (EDS) staff initiated a business recovery survey project following the 2016 Flood Event. The survey was created through a collaboration of City staff, economic development partner organizations, and individuals who served as part of a business recovery task force after the 2008 Flood. Multiple meetings of that working group revised the recovery survey's scope of questions, utilizing the insight and perspective gained from prior business recovery efforts in Cedar Rapids. Comments from the working group were incorporated as the basis for revisions to the final survey form.

Beginning the week of October 9, 2016, business owners and major employers, commercial property owners, residential landlords and non-profits in the 28 foot evacuation zone were contacted. Businesses received marketing communications detailing the survey project through multiple channels including: daily press conferences, the City of Cedar Rapids website, and direct emails via the Economic Development Services' marketing database. Alternately, economic development staff also initiated contact with impacted businesses by phone or email. In all cases, objectives of outreach were the same: increase awareness and visibility of the planned

recovery survey with the goal of learning more about how the 2016 Flood had impacted the operations of businesses across Cedar Rapids.

In addition to working with City staff on the survey project, site visits to impacted companies included representatives from the City of Cedar Rapids, Cedar Rapids Metro Economic Alliance, Alliant Energy, and MidAmerican Energy. Major employers were targeted for these meetings, but a range of different business types and firm sizes were visited. Meeting with economic developers allowed business owners a chance to complete the survey, highlight any current needs, and voice feedback on any issues of concern going forward.

At the conclusion of the recovery survey program in mid-December, the process had yielded a total of 141 responses from local businesses. The resulting dataset was analyzed to estimate total economic losses for Cedar Rapids business and industry as a result of flooding. That general summary forms the basis of the findings presented in this report. Accordingly, the 2016 Flood Business Recovery Survey helps ensure that information about the scale of economic loss from the flood event area are available to all organizations active in long-term recovery — from the local and regional to state and federal levels.

“Those of us who were here in 2008 and experienced the devastation of that event understood all too well what we were facing and what we had to do to avert a game-changing disaster. We ended up shutting down the plant for about 5 days and utilizing all of our 235 site employees, plus at times up to 100 contractor employees, to fight off the water. It took about 900 tons of sand and 10,000 tons of clay to build the temporary walls we needed around the site perimeter. As the water crested, we had up to 23 diesel pumps operating to keep the site dry. It was inspiring to me to see not only what we accomplished, but how the city so effectively coped with the situation. It's easy to lose sight of the fact that this was the second worst flood in city history.”

- Erwin Froehlich
INGREDION

Summary of Findings

- The 2016 Flood Recovery Survey gives a comprehensive picture of the economic cost of recent flooding on private sector business in Cedar Rapids, Iowa. Review of survey data supports or reinforces a number of key points relating to flood impact on the local economy.
- Based on sample data, total economic losses to Cedar Rapids business and industry area estimated are to be in excess of \$25.7 million.
- Estimated total economic losses resulting from the 2016 flood provide strong evidence to help confirm the scale of benefits a long-term, permanent flood control solution will offer business and industry in Cedar Rapids.
- Large companies in Cedar Rapids reported flood damages and costs in excess of \$21 million.
- For large companies located in Cedar Rapids, flood mitigation, lost sales volume, and lost productivity, and miscellaneous other costs ranked as the highest categories of flood related expenses.
- Large employers witnessed comparatively low levels of economic losses in areas such as damage to machinery and equipment, damage to supplies and inventory and lost payroll. For damage to machinery and equipment as well as supplies and inventory, the percentage of costs were 0.5% of total cost or less. Payroll related costs were also low measuring only 2.1% of total costs for the largest impacted employers. These data points provide important evidence highlighting the resilience, adaptability and flexibility of industry in Cedar Rapids.
- Small and Medium-Sized Enterprises (SMEs) reported flood loss amounts of nearly \$4.2 million.
- During the 2016 Flood, small businesses experienced significant losses in all impact categories assessed by the survey.
- SMEs had higher losses than larger firms in the following categories: lost sales volume, lost payroll, costs associated with site clean-up and re-opening business establishments, damages to machinery and equipment, as well as damages to supplies and inventory.
- Small and Medium-Sized Enterprises face a multitude of costs relating to flood recovery beyond damage to structures and real property, site protection and clean-up/re-opening. Many of these costs are not covered by insurance as flooding is a common policy exemption.
- Over 95% of the companies reporting working capital shortfalls, or the use of debt service to cover extra flood related costs, were small businesses
- Because small businesses face limited options for financial assistance in post-disaster recovery scenarios, the Cedar Rapids City Council acted immediately to provide \$75,000 in seed funding to the Jobs and Small Business Recovery Fund.
- To date, City investment in the Jobs and Small Business Recovery Fund has leveraged an additional \$183,158 in private contributions and 44 small businesses financial assistance applications have been approved dispersing \$155,605 in grant dollars to Cedar Rapids enterprises.

“Our downtown location was only impacted because we were in the Evacuation Zone, the actual flooding did not impact our physical presence. We did vacate the first floor in preparation and we used a lot of man hours to be ready in advance. We were able to operate out of our Factory location until we could become operational again downtown.

However, I would say the city did an excellent job of planning, preparing and particularly communicating on a daily basis that was both informative and reassuring to the entire community.”

- John O'Deen
KLINGER PAINT

Process Outline

To administer an effective survey project, Cedar Rapids Economic Development services (EDS) first developed a list of businesses within the original evacuation area. That data set contains specific contact information for individual companies. A list of selected business contact information available from marketing data sources was combined with contact lists for the original 28' evacuation area supplied by the Cedar Rapids Metro Economic Alliance as well as the Czech Village NewBo Main Street Program. Subsequently, this information was cross-referenced with data provided by Go Cedar Rapids. The combined data product became the custom list used to contact all survey participants.

In addition to accessing sources of existing data, EDS staff encouraged businesses to register for flood recovery information updates through the City of Cedar Rapids website. Approximately, 30 additional businesses were added to the City's marketing database through a self-registration process. All businesses which registered received an invitation to participate in the recovery survey. Cedar Rapids Information Technology (IT) staff merged this data into the contact list of approximately 1100 local companies. Moreover, IT staff supported outreach efforts generally by updating the City website's flood page with information about the recovery survey project.

Once a list of evacuation zone businesses was available, business outreach and marketing communications efforts were initiated to evacuation zone businesses. Establishments were sent an announcement outlining the survey on Monday, October 10th with a follow-up reminder the Friday of that same week. City economic development staff then worked with partner organizations to encourage business survey participation in specific areas of the City throughout the months of October and November. All businesses that registered with the City for Flood Updates received a copy of the survey form.

Two versions of the survey were created. One form was targeted toward small business owners, while another was modified slightly to better identify major employer needs. The focus in creating the survey was to design a tool that could obtain relevant data from both major employers and Small and Medium-Sized Enterprises (SMEs).

A variety of techniques were used to ensure a high rate of business participation. Major employers located in the 28' Evacuation Zone were visited by joint City of Cedar Rapids/Economic Alliance staff calls. All other evacuation zone businesses completed the survey online or with staff during an on-site visit. Local businesses that applied for assistance under the Small Business Recovery Grant program, administered by the Cedar Rapids Metro Economic Alliance, were likewise required to complete a copy of the survey form.

While the exact number of businesses affected by the 2016 Flood is not known, it is possible to conclude that reach of the survey was on target. Virtually all businesses responding to the survey engaged in capital spending to some type of site preparation, mitigation, or incurred extra flood related costs.

Based on the number of commercial and industrial properties within the evacuation zone as a placeholder measure for business establishments, the margin of error for the survey is +/- 6.15%. The confidence level (or the chance that true values fall within survey values) equals 90%. Additionally, the survey response rate was approximately 23%. Announcements sent by Economic Development Services during the flood had an open rate around 50% with a corresponding click through rate of around half that amount.

Analysis

Design of 2016 Flood Recovery Survey intended to obtain comprehensive information about flood losses in Cedar Rapids. To this end, the survey tool needed to be applicable to a range of individual businesses regardless of employment size. Approximately, one-fifth of the businesses surveyed were large companies in base industries (i.e., export-based companies selling goods and services primarily outside Cedar Rapids) with remaining participants fitting a basic definition of small business in the service sector. While there is no one universally accepted definition, the United States Small Business Administration considers as firms with 500 employees or less as classifying as a small business.⁴ This definition is helpful in conveying the fact that small business is an inclusive term which can apply to any number of different firm sizes and stages of business growth.

The analysis of 2016 Flood Recovery Survey data contained in this section has a number of principal aims. First, a tabulation of loss information reported by individual companies participating in the survey project has been used to create a citywide estimate of total private sector economic loss caused by recent flooding. Next, analysis tabulates reports from businesses on types of costs and impacts. In so doing, there is also an opportunity to utilize this analysis as a means to identify and prioritize needs in the recovery process. Using an approach guided by data will ensure the local recovery programs have maximum impact. It is also clear that these efforts to learn more about the economic cost of current flooding benefit overall resiliency efforts which can help reduce and lessen future disaster impacts.⁵

In total, 141 survey responses received at the time this report was written. Around 80% were from commercial businesses. This category should be understood to include retail and service sector companies. About 7% of participating businesses self-reported as industrial firms. The remainder consisted of nonprofits or income property owners.

Economic Loss Estimate

The 2016 Flood Recovery Survey sought to define and implement a method capable of estimating the magnitude of total economic losses incurred by Cedar Rapids businesses. Because different types of businesses in Cedar Rapids were contacted, survey results quantify the amount of flood related losses in specific itemized categories independently of firm size. The purpose behind this broad approach was to acquire the data necessary to support an informed estimate of economic losses experienced throughout the private sector in Cedar Rapids. As such, the 2016 Recovery Survey attempts to provide a full picture of all economic losses associated with the flood event.

Furthermore, the economic loss estimate outlined in this report should be understood to exclude any costs incurred by the City of Cedar Rapids or other public sector entities. Presenting a picture of economic losses experienced by the private sector yields significant benefits to the economic recovery process as well as long-term economic development. Local information gathering efforts targeted current recovery needs to reach a deeper level of engagement with existing industry. The sum total of these efforts contributes substantially to the supporting framework for strategy development and execution of economic recovery at the community level.⁶

4 **Note:** For most industries, the U.S. Small Business Administration (SBA) generally defines the term *small business* as having an employee count of less than 500 full time workers. However, the precise number of employees required to classify under SBA small business size standards may vary based on several factors, including industry and revenue as measured in terms of average annual receipts. However, using data obtained from the United States Census Bureau's Business Dynamics Survey, it is possible to calculate the mean (or average) number of employees at business establishments in the Cedar Rapids Metropolitan Statistical Area as equaling 16 workers in 2014. Therefore, the term SME as used in analysis of data collected in this survey project should be understood an inclusive reference to different possible firm employment sizes.

5 Economic Development Administration, *Resilience in Economic Development Planning*, (October 2014), retrieved online, page 6. (**Note:** When applied in the context of economic development strategy, this action not only supports the growth of assets and capacities that aid in disaster recovery, but can be utilized to increase the competitive advantages offered by a place to retain investment capital and attract new firms.)

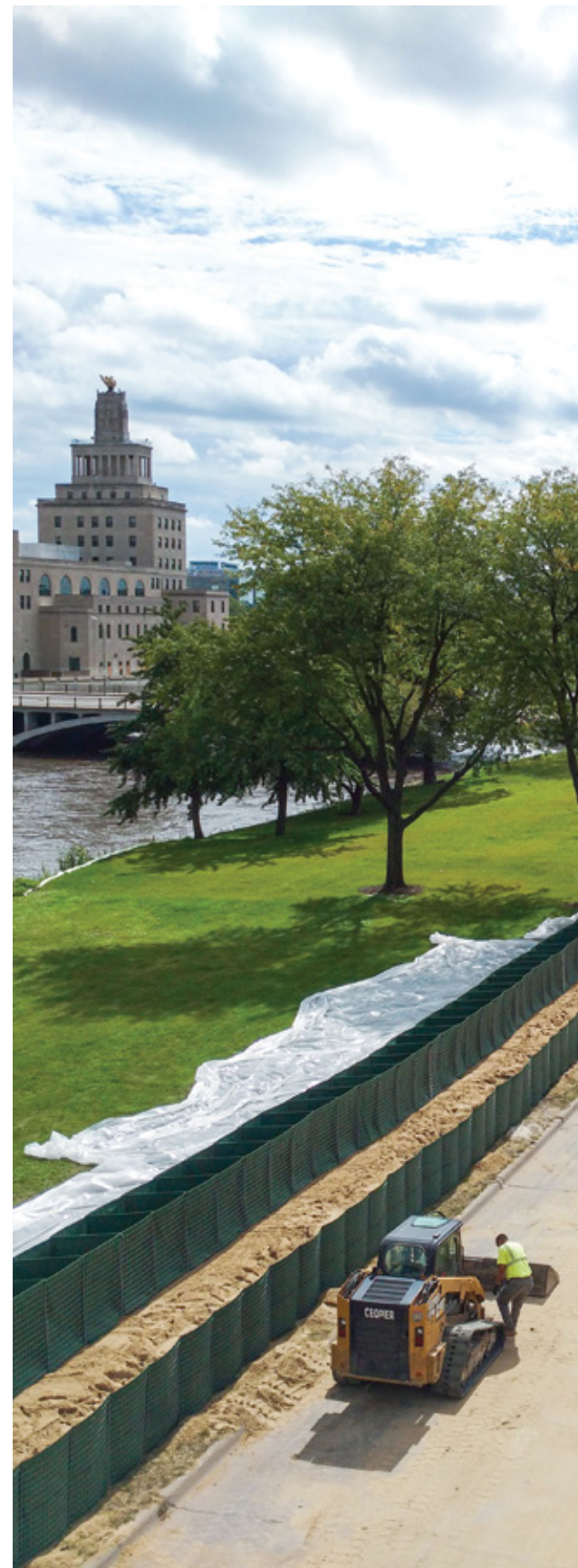
6 Blair, Michon and Conway, *Communities that Work Partnership Playbook*, The Aspen Institute (2016), retrieved online.

There are a number of benefits to having a local data collection program as part of the post-disaster economic recovery process.⁷ Some of the most important advantages of local information gathering in post-disaster economic recovery include the following:

1. Comprehensive flood losses summaries are typically not available to aid business recovery efforts.
2. A local information gathering program eliminates gaps and lag which often hinder data aggregation.
3. In the absence of a single survey, existing data sources of economic loss may be incomplete/inconsistent.
4. Risk of future economic losses can be managed more effectively by the public and private sectors and information exchange helping to minimize risk of future flood loss is improved.
5. Data collection supports a community's resiliency efforts and that in turn helps both new and existing industry grow competitive advantage over the long-term.
6. While no two disaster events are identical, it also equally true that comparative analysis is not possible without a local data collection effort. Such efforts help to continuously improve performance throughout the disaster planning cycle.

These reasons outlined above underscore the importance of delivering a timely estimate of total economic loss resulting from a natural disaster. The 2016 Flood Recovery survey in Cedar Rapids evaluated the following categories of flood related costs.

- Reported **damages to structures and real property**
- Reported **damages to machinery and equipment**
- Reported **damages to office supplies and inventory**
- Reported cost of flood **mitigation activities** undertaken to protect site or operations
- Reported **damages** resulting from **site clean-up and re-opening** of impacted business establishments (excludes wages)
- Reported cost of **lost sales volume**
- Reported **payroll lost**
- Reported **lost rents**
- Reported cost of **lost productivity**



Tables in this section summarize 2016 Flood losses. The first table assesses how flood losses (as measured in dollars) are distributed between small businesses and major employers. Although losses occurred across all business types, SMEs were most strongly impacted by dollar losses in the categories rents, sales volume, payrolls, and damage to inventory and supplies as well as costs associated with re-opening a business.

TABLE. 2016 FLOOD LOSSES AS PERCENTAGE OF TOTAL LOSS DOLLARS BY BUSINESS TYPE IN CEDAR RAPIDS, IOWA

IMPACT CATEGORY	LARGE EMPLOYERS	SMALL AND MEDIUM-SIZED ENTERPRISE (SMEs)
Reported damages to structures and real property	6.0%	5.3%
Reported damages to machinery and equipment	0.5%	2.1%
Reported damages to office supplies and inventory	0.2%	2.7%
Reported cost of flood mitigation activities undertaken to protect site or operations (excludes wages)	20.5%	9.9%
Reported damages resulting from site clean-up and re-opening of impacted business establishments (excludes wages)	4.5%	7.2%
Cost of lost sales volume	31.4%	44.8%
Reported payroll lost	2.1%	8.4%
Reports for all other losses	16.2%	4.2%
Reported lost rents*	NA	NA
Cost of lost productivity in terms of reported number of Full-Time Equivalent (FTE) job hours not worked due to flood*	18.5%	14.2%

Source: City of Cedar Rapids, Economic Development Services, 2016.

***Note:** Lost rents have substantial financial impacts on the business entities which reported deficits in this area. For these firms, rental income may be primary or the sole means of revenue generation. However, given the smaller number of business entities engaged in the ownership of income property represented in the survey, this information has been excluded from analysis in the table above. This is due to the fact that the nominal dollar amounts would not translate into percentages which convey accurately the scale and effect of this type of flood loss.

****Note:** (n) =141 [Large Employers = 35, SMEs = 106]

In contrast, major employers had higher levels of flood costs from lost productivity, flood mitigation (site protection) activities, and miscellaneous losses. Because industrial sites tend to be larger in size and more intensive land uses, it is easy to see how this could be the case for major employers. Although in an interesting point of opposition to this trend, site clean-up and re-opening costs were lower as a percentage of total flood related costs for larger companies than small business. However, this could be viewed as a possible indicator of a greater economy of scale being realized by larger companies within that cost category or industrial users seeking to improve temporary measures to the level of permanent site protection. When considering why larger firms recorded less damage to machinery and equipment, supplies and inventory, and payroll losses, it is chiefly worth remembering that larger companies located near the Cedar River have successfully adapted operations since the 2008 Flood.

This next table evaluates the frequency of loss type experienced by large companies and SMEs. The total percent of businesses reporting impacts from within the survey sample as a whole are given in this table.

TABLE. 2016 FLOOD SURVEY SUMMARY TABLE FOR COST IMPACT BY BUSINESS TYPE IN CEDAR RAPIDS, IOWA

IMPACT CATEGORY	LARGE COMPANY	SMALL & MEDIUM-SIZED ENTERPRISES (SMEs)	TOTAL NUMBER OF FIRMS REPORTING IMPACTS	PERCENT TOTAL OF FIRMS REPORTING IMPACTS
Reported damages to structures and real property	9	15	24	17%
Reported damages to machinery and equipment	4	17	21	15%
Reported damages to office supplies and inventory	3	27	30	21%
Reported cost of flood mitigation activities undertaken to protect site or operations (excludes wages)	17	61	78	55%
Reported damages resulting from site clean-up and re-opening of impacted business establishments (excludes wages)	11	45	56	40%
Cost of lost sales volume	12	93	105	74%
Reported payroll lost	11	61	72	51%
Reports for all other losses	12	31	43	30%
Reported lost rents	NA	11	11	8%
Cost of lost productivity in terms of reported number of Full-Time Equivalent (FTE) job hours not worked due to flood	19	56	75	53%

Source: City of Cedar Rapids, Economic Development Services, 2016.

Note: (n) =141

TABLE.

TOTAL 2016 FLOOD LOSSES TO BUSINESSES BY CATEGORY IN CEDAR RAPIDS, IOWA

IMPACT CATEGORY	INCURRED EXPENSES	OTHER EXPENSES (ESTIMATED)	TOTAL
Reported damages to structures and real property	89,700	1,409,000	1,498,700
Reported damages to machinery and equipment	35,940	181,800	217,740
Reported damages to office supplies and inventory	17,142	189,800	206,942
Reported cost of flood mitigation activities undertaken to protect site or operations (excludes wages)	508,207	4,134,809	4,643,016
Reported damages resulting from site clean-up and re-opening of impacted business establishments (excludes wages)	137,901	1,190,500	1,328,401
Cost of lost sales volume	3,108,192	5,784,575	8,892,767
Reported payroll lost	164,060	750,258	914,318
Reports for all other losses	129,891	3,319,050	3,448,941
Reported lost rents	0	75,000	75,000
Cost of lost productivity in terms of reported number of Full-Time Equivalent (FTE) job hours not worked due to flood*	0	4,547,123	4,547,123
TOTAL	\$4,191,032	\$21,581,915	\$25,772,947

Source: City of Cedar Rapids, Economic Development Services, 2016.

***Note:** Calculated value based on actual FTE hours of lost production time as reported in aggregate by 139 firms participating in this survey project. Bureau of Economic Analysis, *Interactive Data: Gross Domestic Product by Metropolitan Region*, retrieved online at <http://www.bea.gov/itable>. Bureau of Labor Statistics, *Employment, Hours, and Earnings - State and Metro Area (Current Employment Statistics - CES)*, retrieved online at <https://www.bls.gov/sae>.

** (n) =141

The survey documents total economic losses resulting from the 2016 Flood in Cedar Rapids, Iowa. It shows a loss amount exceeding \$25.7 million. Of this total, around \$19.7 resulted to businesses in the upper quartile of employment size, while more than \$6 million of adverse economic impact resulted to smaller firms. In a few instance, large employers were not able to share all cost data relating to flood losses, meaning that the total for economic loss citywide would have been higher if that information had been available.

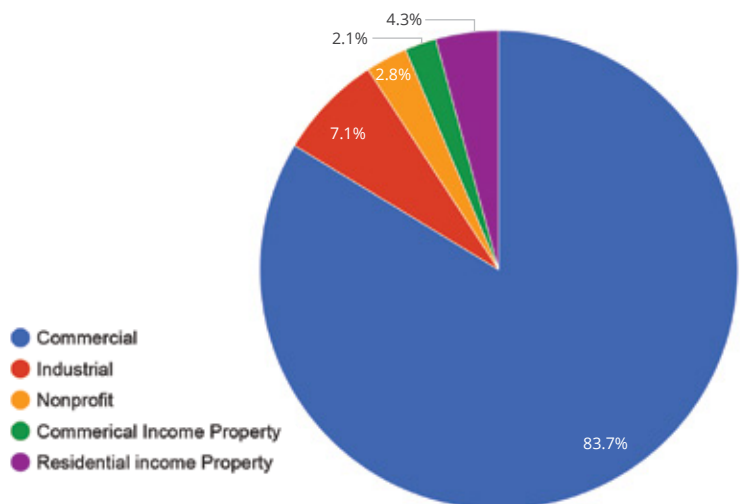


Survey Data Summary

Preceding sections of this report have detailed survey design, process and methodology. Information contained in this section of the report covers response to selected survey questions. Summary results for each question are provided with figures to aid analysis.

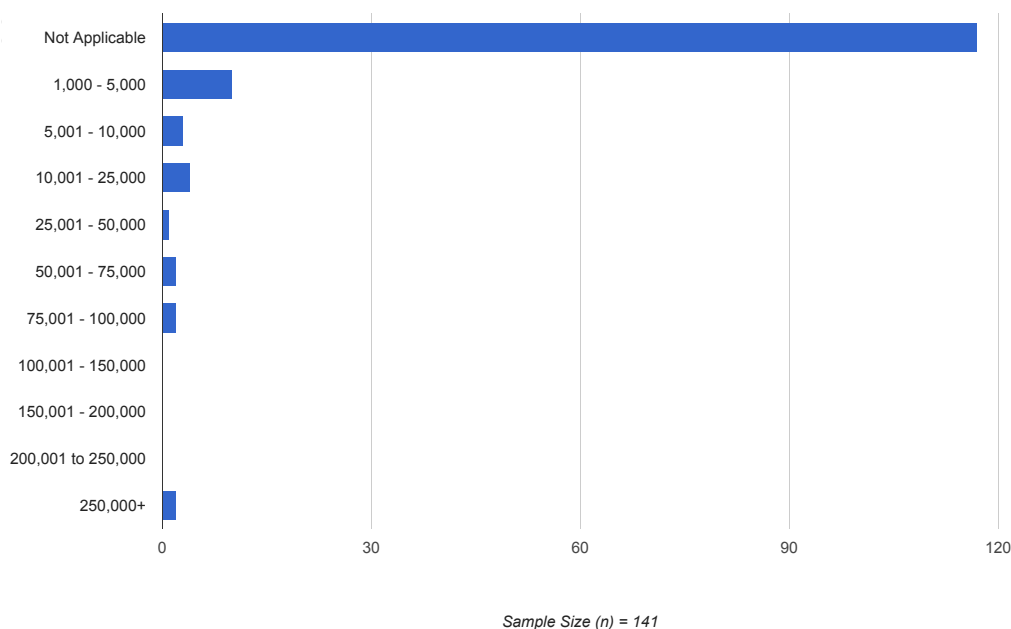
The figure shown here indicates the composition of the recovery survey sample. The 2016 Recovery Survey intended to provide a comprehensive estimate of the types of economic losses that transpired for different types of business and industry.

WHAT TYPE OF BUSINESS DO YOU OPERATE?



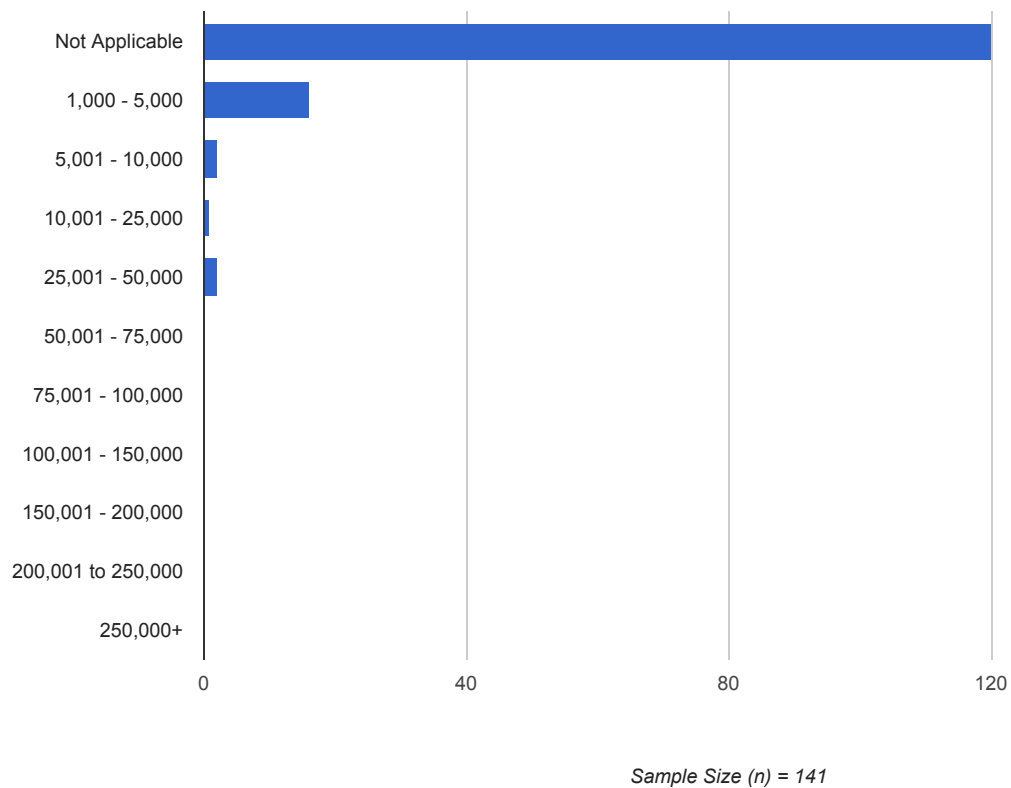
Within the 2016 Flood Recovery Survey sample, 17% of businesses reported some type of damage to structures or real property. More than half of the businesses reporting damages, however, reported physical damage in the lowest cost category of \$1,000 to \$5,000. There were several cases where companies experienced higher dollar values of physical damage, and these examples serve as a reminder that the flood produced physical damages that had a significant impact on the operations of a number of companies locally.

ESTIMATED TOTAL DOLLAR AMOUNT IN DAMAGES TO STRUCTURES AND/OR REAL PROPERTY

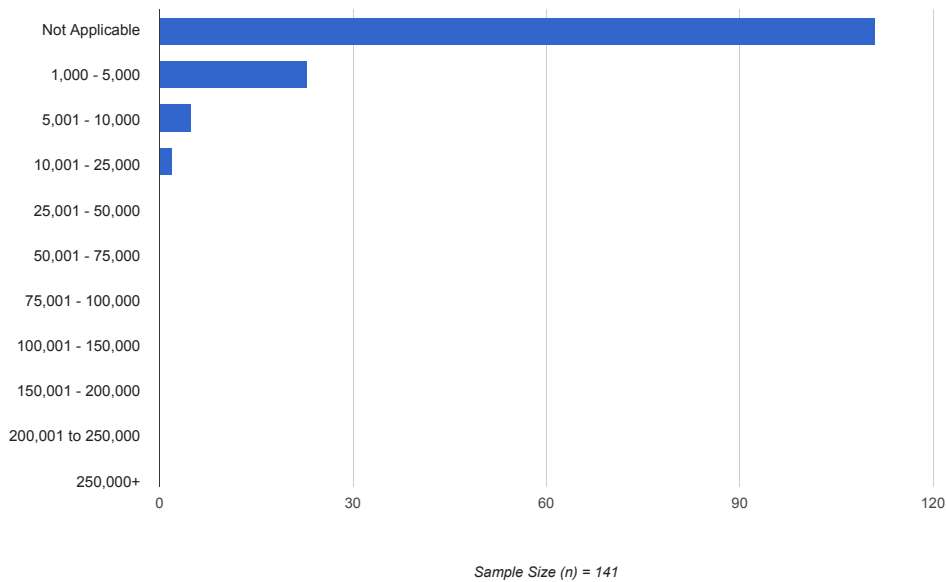


About 15% of companies reported some type of flood related damage to machinery and equipment. Three quarters of the 21 companies that reported damage to machinery and equipment saw damage less than \$5,000. Economic development staff heard from many companies that had modified the placement of equipment after the 2008 Flood, and it seems reasonable to attribute lower dollar losses in this category to such changes in operating practice.

ESTIMATED TOTAL DOLLAR AMOUNT IN DAMAGES TO MACHINERY AND EQUIPMENT

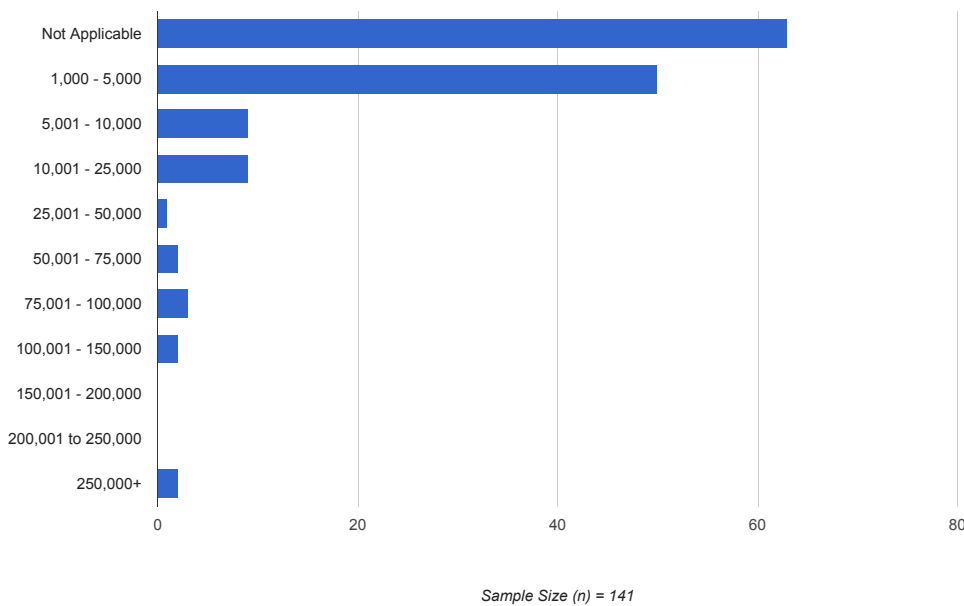


ESTIMATED TOTAL DOLLAR AMOUNT IN DAMAGES TO OFFICE SUPPLIES AND INVENTORY



The 2016 Flood Recovery Survey discovered that companies had a slightly higher level of losses of supplies and inventory than in the previous two categories. 30 companies (or around 21% of survey participants) reported some type of damage to inventory and supplies. Although approximately 77% of losses in this category were below \$5,000, 9 out of 10 businesses impacted by loss supplies and inventory were Small to Medium-Sized Enterprises, where those dollar amounts equal a higher percent of total assets under management.

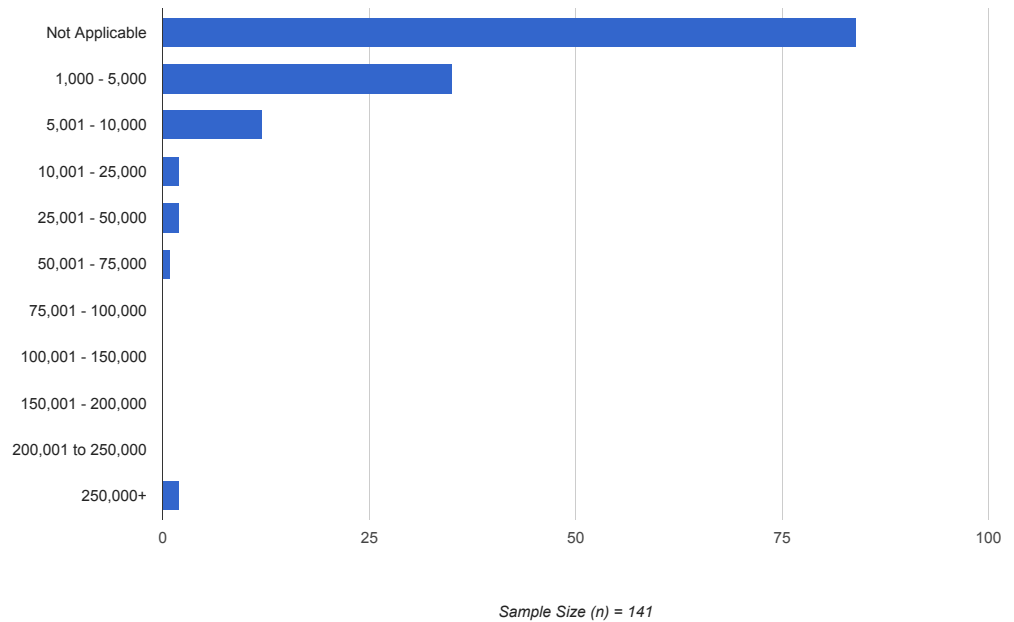
ESTIMATED TOTAL DOLLAR AMOUNT OF ANY ADDITIONAL FLOODING MITIGATION ACTIVITIES



The need to ensure adequate site protection was a challenge across business and industry. In total, 55% of businesses reported capital spending related to mitigation of impacts in advance of the flood event. Over one-third of the companies which engaged in capital spending for site protection spent in excess of \$5,000 and several companies spent over \$250,000 on such measures. What these data best represent is the fact that vulnerability to risk of inundation, or the perception of that there is flood risk at a given site, requires that significant action be taken at the site level.

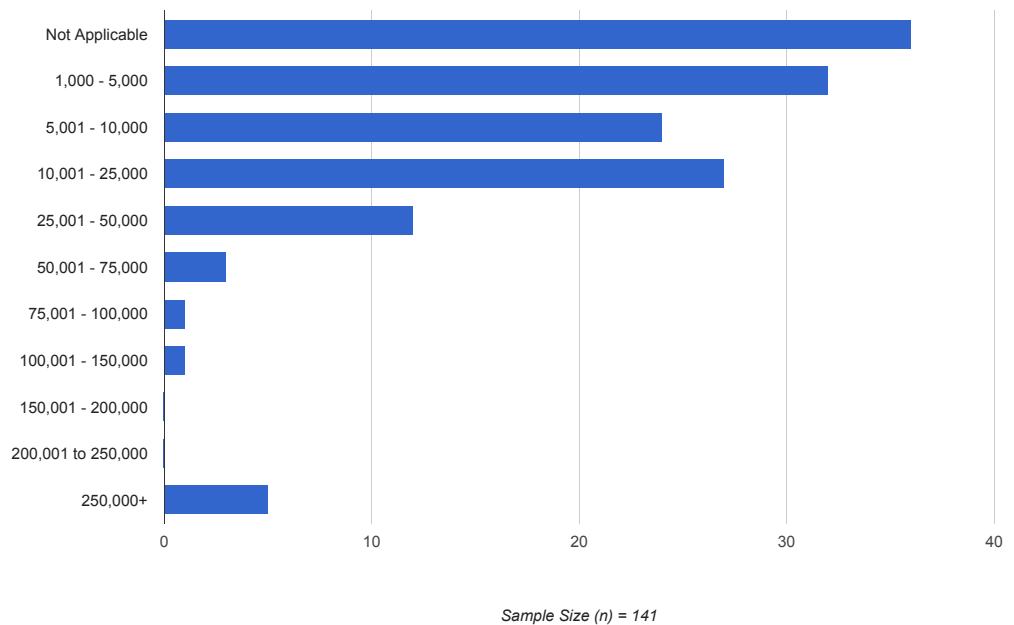
Approximately 40% of companies participating in the survey reported that they incurred or planned to make additional expenditures relating to site clean-up and/or re-opening. While this number is lower than the percentage of companies which undertook site mitigation, business visits revealed that a number of companies were studying how to incorporate temporary flood control measures into more permanent systems. Typically, companies interested in this course of action were industrial users located in proximity to the Cedar River.

ESTIMATED TOTAL DOLLAR AMOUNT IN DAMAGES RESULTING FROM SITE CLEAN-UP AND RE-OPENING OF YOUR BUSINESS

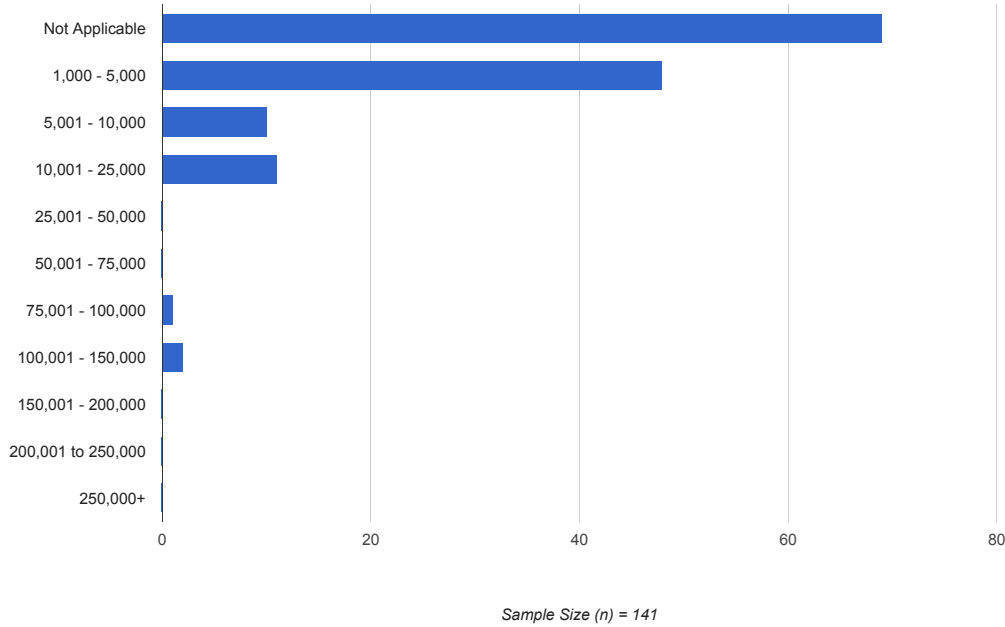


A large majority of companies surveyed as part of the 2016 Flood Recovery Survey reported some type of decreased sales. Impacts ranged from \$1,000 to \$50,000 with a number of individual cases recording higher lost sales volumes. Reasons for lost sales also were highly variable, encompassing a variety of causes from closure of operations to supply chain disruptions.

ESTIMATE OF SALES VOLUME LOST AS A RESULT OF 2016 FLOODING

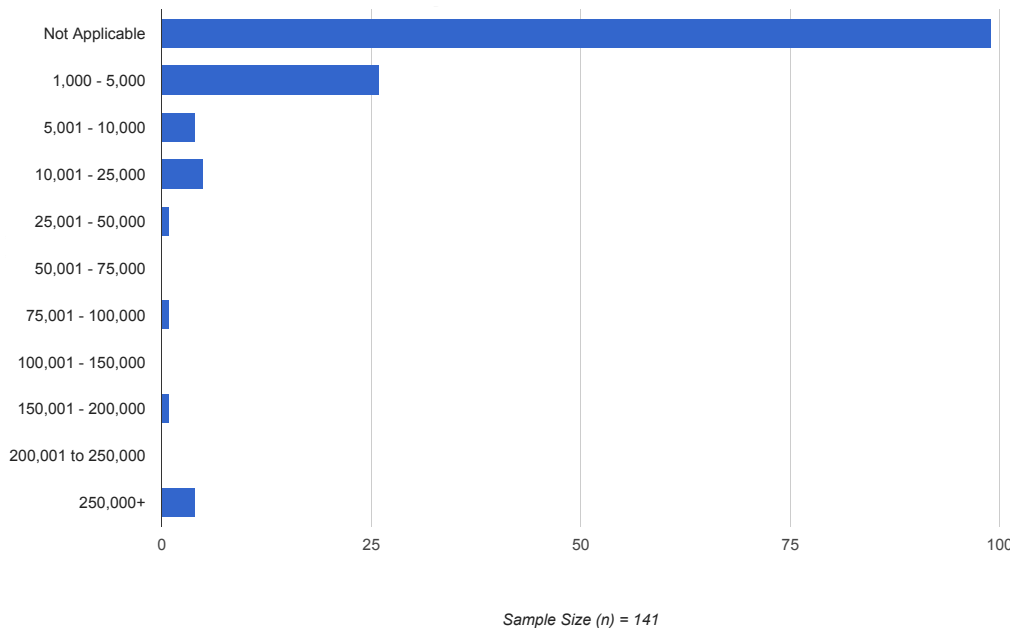


ESTIMATE OF PAYROLL LOST AS A RESULT OF 2016 FLOODING



Payroll loss due to flooding represents both planned spending on wages that could not be paid due inability of employees to work or wages that were paid despite no work being performed. The intent was a to arrive a comprehensive total for the amount of labor related cost that did not yield productivity during the 2016 flood. About half of the firms participating in the survey incurred some type of extra payroll related costs. However, the ratio of small businesses to large companies with payroll losses was 5:1. Economic development staff heard from many larger employers that contingency plans developed after the 2008 floods anticipated payroll related issues.

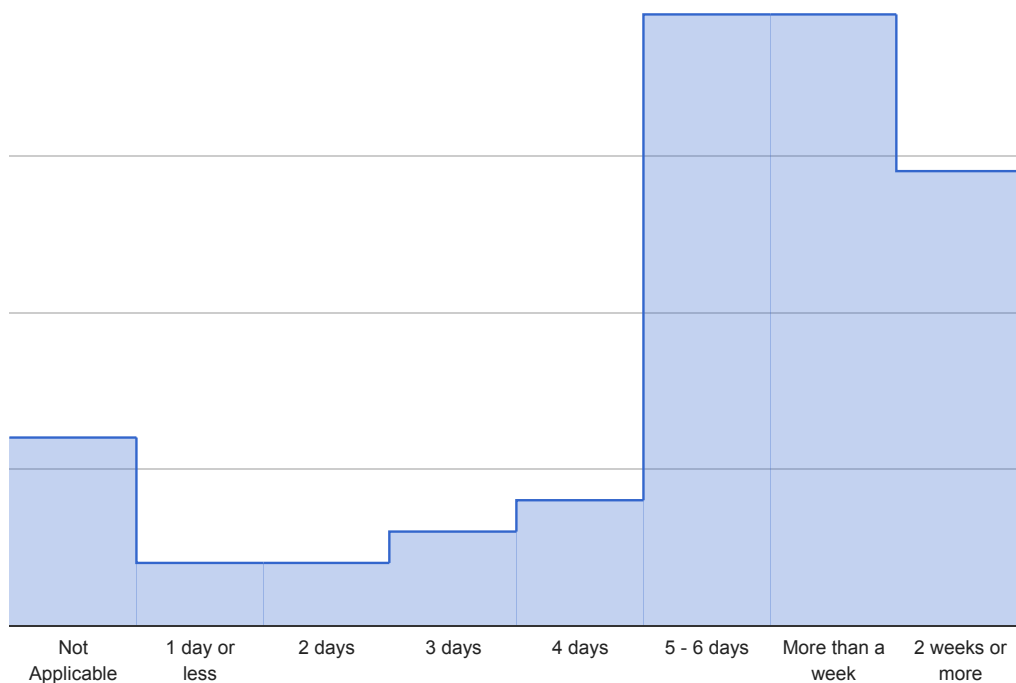
ESTIMATE OF ALL OTHER LOSSES AS RESULT OF 2016 FLOODING



All other losses functions as a placeholder category in the survey allowing firms to report any other significant costs they experienced. In general, it simplifies to say that the typical flood related costs that small businesses incurred fit well into the specific defined categories of loss covered by questions in the survey form. Most companies reporting additional cost items in this category were major employers with more complicated operations.

Firms reported varying lengths of business interruption or temporary closure. One quarter of firms experienced an inability to operate at the location of their business establishment for 4 days or less. Over half of the companies surveyed indicated that they were unable to operate normally for a period between 5 days and more than a week. The remaining 29 companies experienced business interruption lasting two weeks or more.

FOR HOW MANY DAYS WAS BUSINESS INTERRUPTED



NUMBER OF HOURS LOST

As part of the survey project, an attempt was made to measure the value of lost productivity. Firms were asked to report lost production time in number of Full Time Equivalent (FTE) hours.⁸ Gross Domestic Product (GDP) Data for the Cedar Rapids Metropolitan Statistical Area was obtained from the United States Department of Commerce, Bureau of Economic Analysis (BEA). Aggregate GDP data was divided by the total number of workers employed in the MSA. That calculation produced the annual share of GDP per worker, which was then further divided by annual work hours for FTE employment to yield the hourly rate of FTE GDP contribution. It was this rate that was used as the basis for calculating lost productivity.

Firms reported a widely distributed number of FTE hours of lost production time. The reason why may be explained by the fact that the total reported for a company depended on both the number of employees affected and the number of days of business interruption. Companies participating in the survey reported a loss of almost 85,000 hours of production time equaling approximately \$4.5 million negative economic impact in terms of GDP value lost from the Cedar Rapids economy.

NUMBER OF FIRMS PLANNING TO ELIMINATE JOBS

The number of firms planning to eliminate jobs as a result of the 2016 Flood is small. Only around 6.5% percent of survey responses indicated any plans to lay off workers. None of the large companies included in the recovery survey sampled reported plans to reduce workforce size. Among small businesses, total planned staff reductions reported numbered less than 10 jobs.

⁸ **Note:** Gross Domestic Product (GDP) Data for the Cedar Rapids Metropolitan Statistical Area (MSA) was obtained from the United States Department of Commerce, Bureau of Economic Analysis (BEA). Aggregate GDP data was divided by the total number of persons in the civilian workforce for the Cedar Rapids MSA, as measured in the Bureau of Labor Statistics *Quarterly Census of Employment and Wages*. That calculation produced the annual share of GDP per worker, which was then further divided by annual work hours for FTE employment to yield the value for a FTE employee's hourly workers contribution to metropolitan GDP. In 2014, the rate for FTE Employees' hourly GDP share was estimated to equal \$60.66.

“The 2016 flood impacted my business in a major way. I own a small retail coffee shop that has been in business for over 5 years. We were actually gearing up for a business move to a larger location about a block away, and slated to move in the end of October. The weekend of the flood changed so much. We had to evacuate the existing space, and then remained shut down until our new space (also impacted by the flood waters) was completed. So from a cash flow perspective, it was a huge impact. In addition, we have several part time employees who depend on the paycheck each payroll period. Being shutdown for almost 2 months hugely affected those employees as well as their livelihoods.”

- Brooke Fitzgerald
EARLY BIRD COFFEE CAFÉ

Insurance

From a business recovery and growth perspective, one area of particular relevance to any flood disaster event is the topic of business insurance coverage. The 2016 Flood Recovery survey contained a number of questions relating to insurance coverage for businesses in Cedar Rapids in an effort to begin to build a data set.

Specifically, companies were asked if they maintained any type of flood insurance policy coverage, whether any of their insurance policies contained coverage in the event of business interruption, and whether they planned to submit a claim. Companies were also asked to report the amount of any claims in process voluntarily. However, for the purposes of this survey project, no effort was made to differentiate between types of insurance claims in order to protect the confidentiality of business information.

Complete survey results show that the percentage of larger companies carrying flood insurance is higher than that of small businesses. On average, 64% of large employers carried flood insurance policies while 44% of small business owners had the same type of policy protection. The survey sample as a whole had a weighted average of 46% maintaining any type of flood insurance policy.

The margin of difference in levels of insurance coverage between large companies and SMEs can also be seen when considering business interruption insurance. Business interruption insurance covers loss of income suffered by businesses after a disaster. While business interruption insurance is typically not available as a separate policy, it may be added to commercial property owner's insurance or other types of insurance products. Data from the 2016 flood recovery survey showed that large companies were over 4 times as likely to have business interruption policy coverage in place as smaller enterprises. With that said, the numbers of businesses with active business interruption policy coverage was shown to be limited.

The table below summarizes results insurance related data collected as part of the 2016 Flood Recovery Survey. Smaller firms exhibited a reduced tendency to carry insurance coverage of any kind that could provide reimbursement or benefits in the event of a flood event.

TABLE. 2016 FLOOD SURVEY SUMMARY TABLE FOR COST IMPACT BY BUSINESS TYPE

	PERCENT OF FIRMS REPORTING COVERAGE BY FLOOD INSURANCE	PERCENT OF FIRMS REPORTING COVERAGE BY BUSINESS INTERRUPTION INSURANCE	PERCENT OF FIRMS REPORTING THE FILING OF INSURANCE CLAIMS	PERCENT OF FIRMS REPORTING PAYMENT FOR CLAIMS IN PROCESS
Large Companies	64%	21%	21%	14%
Small and Medium-Sized Enterprises (SMEs)	44%	5%	14%	10%
TOTAL (Weighted Average)	46%	6%	14%	10%

2016 Flood Recovery Survey data supports the conclusion that a low percentage of businesses reported plans to file any type of insurance claim or that an insurance claim was in any stage of the payment process. From comments provided by business owners, the flood recovery survey indicates a number of factors may have influenced this trend:

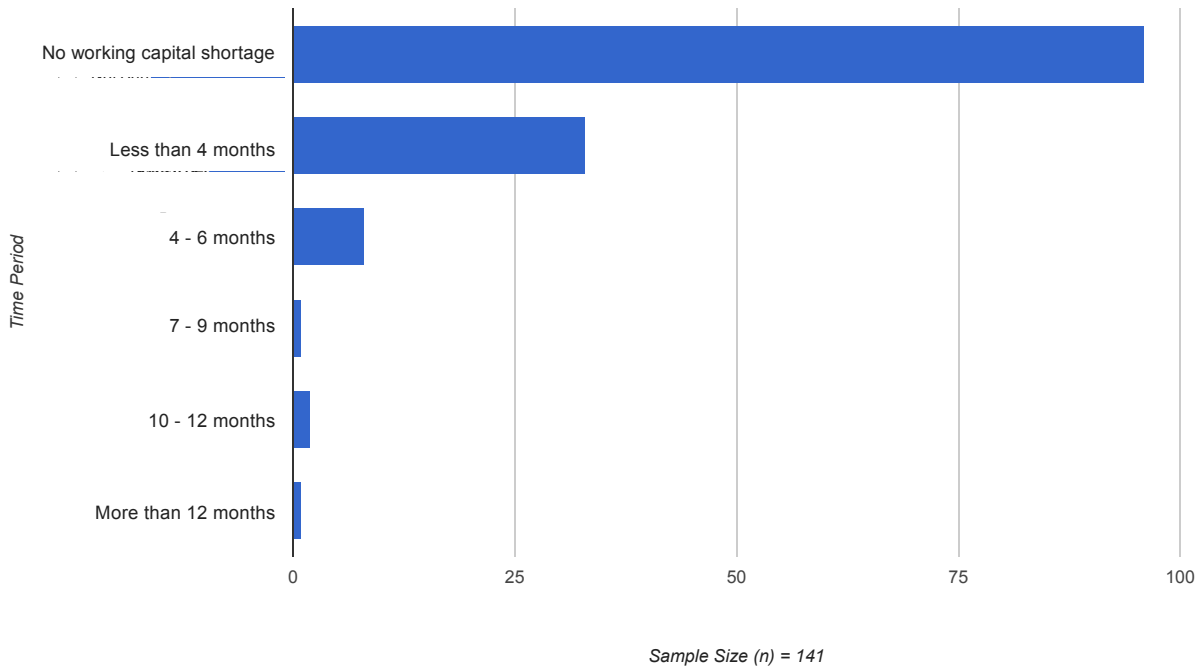
- Only a limited number of sites sustained direct physical damage to structures or real property of any type
- Low numbers of businesses in the 2016 Flood Recovery Survey carried business interruption insurance
- Unwillingness to file insurance claims due to the likelihood of higher future insurance costs
- Unwillingness to file insurance claims over concern program or policy classification under NFIP might change
- Flood costs are specifically exempted under business interruption insurance policy coverage
- Types of costs incurred as the result of the 2016 Flood are exempted

Working Capital

Regarding the financial impact of the 2016 Flood, the vast majority of firms participating in the survey, over 63%, reported that they had no need to assume new debt service expenses as a result of the flood. However, within the sample of 141 firms surveyed, 45 firms reported a shortage of working capital. Specifically, the survey found 33 firms reported working capital sufficient only for a period of no more than 4 months. In comparison, only 8 firms reported working capital sufficient to support operations for 4 to 6 months. An additional four companies had working capital available to last a year or longer.

These data points suggest that while most firms reported no perceived shortage of working capital resulting from the 2016 Flood event, those companies that experience a need tended to see significant shortfalls. Moreover, in an important finding, the survey shows virtually all firms reporting limited supplies of working capital tended to be small businesses. The following figure shows the distribution of working capital needs among businesses represented in the sample.

FOR HOW MANY MONTHS DO YOU HAVE CASH ON HAND TO OPERATE POST-FLOOD?



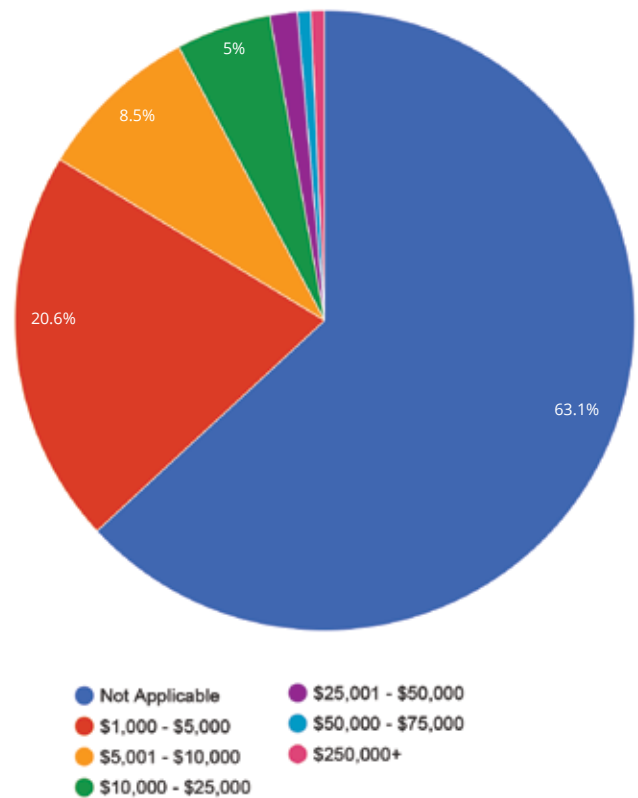
Debt Financing

With greatly reduced physical damage resulting to real property and structures than was seen with the 2008 flood, debt financing for business recovery has been less of an issue in 2016. The sample found 68% of businesses responded that they did not anticipate taking on additional debt services as a result of the flood.

In total, 52 companies surveyed reported that extra flood related costs would bring with it additional debt service expenses. Of those companies, a full 80% had costs that were less than \$10,000. The same trend noted with working capital availability can also be seen with debt financing: All but one of the companies in the survey taking on additional debt were found to be small businesses.

The next figure summarizes additional debt service as reported in the 2016 Flood Recovery Survey.

REPORTS OF ADDITIONAL DEBT LOAD, IF ANY, AS A RESULT OF FLOODING





Jobs And Small Business Recovery and Non-Profit Funds

The preceding sections on insurance coverage, working capital, and debt financing highlight some of the specific challenges small businesses face in the post-disaster recovery process. Small businesses especially either require access to financial assistance to maintain continuity of operations with the pre-flood levels or have specific needs that economic development programming can help to effectively address.⁹ Often, in practice, small businesses have few viable business assistance program options for post-disaster recovery.

As a consequence of recovery needs facing small businesses, the Jobs and Small Business Recovery Fund was created as a joint initiative of the City of Cedar Rapids and Greater Cedar Rapids Community Foundation (GCRCF) to help defray costs of flood mitigation, relocation and business disruption incurred by those in the flood evacuation zone. In addition, the Community Foundation opened the Nonprofit Recovery Fund 2016 to help with similar costs incurred by nonprofit organizations. Program administration was provided by staff from the Cedar Rapids Metro Economic Alliance. Response to the program was much greater than anticipated.

- The Cedar Rapids Council acted to provide seed funding in the amount of \$75,000 from our Revolving Loan Fund (RLF) at ECICOG which was originally created using disaster recovery dollars for small business in the 2008 flood inundation zone.
- The GCRCF seeded the non-profit fund with \$25,000 from their existing Presidents Fund.
- Linn County contributed \$25,000 of financial support to program efforts.
- The application period began immediately after the City Council approved funding on October 11, 2016 - January 19, 2017.
- 101 total applications were received for the Jobs and Small Business Recovery Fund, 91 qualified for the program.
- Nine applicants were deemed ineligible or referred to the Nonprofit Recovery Fund, seven were withdrawn.
- A seven person committee consisting of representatives from the NewBo Czech Village, Downtown District and Ellis neighborhood, along with individuals with grant making and finance experience determined eligibility requirements and criteria for applicants of the jobs program.
- The Nonprofit Fund raised \$90,107 making 21 grant awards.
- **Total contributions received to date for the Jobs and Small Business Recovery Fund are \$283,158.**
- The Gazette has pledged to give the Jobs and Small Business Recovery Fund \$8 of every \$10 of revenue from each copy of Epic Stand publication sold.

Securing Permanent Flood Protection

Cedar Rapids has not been idle since 2008. While measures have been put in place to significantly reduce our flood risk, permanent flood protection needs have never been so apparent.

This fall, residents will see the construction of the first permanent flood control measures since the adoption of the Flood Control System Master Plan in 2015.

The project consists of a levee which will run from south of the Sinclair site to 12th Avenue SE near the African American Museum. This levee will provide immediate protection for the NewBo District up to a 40 year flood — eliminating the need for temporary measures up to the 20 foot river crest. Upon completion of the entire Flood Control System, this levee will protect to the 2008 flood volume.

This \$14 million project also includes a 4.4 acre detention basin that will have the capacity to store rain water up to 4 feet deep, and a pump station with a capacity of 2,500 gallons per minute to pump rain

water back into the river. These improvements will be completed by the end of 2017.

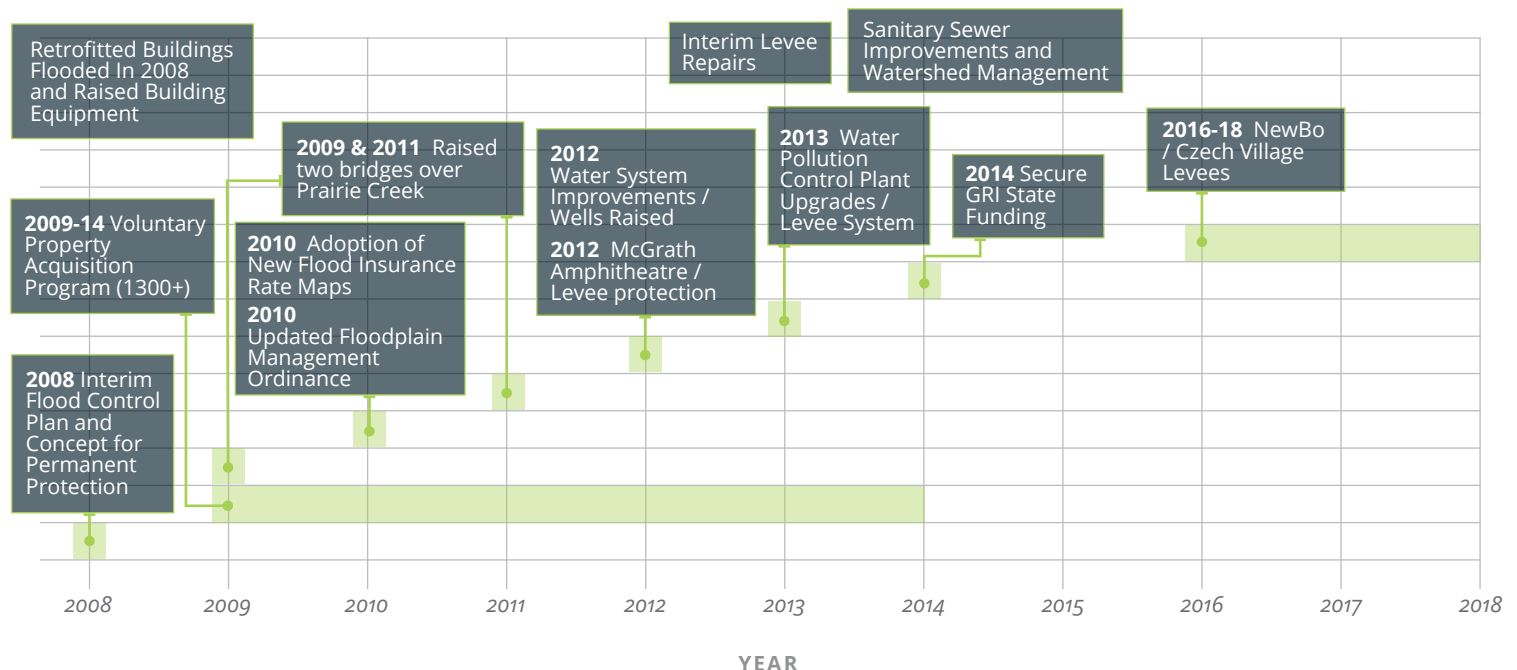
In addition to these measures in the Sinclair area, construction on a second pump station in NewBo Parking Lot 44 will also be underway in Fall 2016 and completed in 2018. These combined efforts represent a \$20 million investment in permanent flood control for the low-lying NewBo/Sinclair area.

Plans are also moving forward for an earth berm on the Czech Village side of the river. Utility removals will begin Spring 2017 in preparation for levee construction in 2018 or 2019.

Cedar Rapids continues to pursue congressional funding, while making improvements through Community Development Block Grant funds and State funds for immediate flood control protection measures.

Learn more about the Flood Control System for permanent protection: www.cityofcr.com/floodcontrol.

PROGRESSION OF PROTECTION MEASURES





Natural Gas System Security and Preparation During 2016 Flooding – MidAmerican Energy Company and Cedar Rapids

MidAmerican Energy Company is prepared to support all customers and communities it serves when flooding threatens or impacts its natural gas system. This preparation is based on system knowledge, experience and collaboration with the impacted communities. The flooding of 2016 in the Cedar Valley area was a prime example of this preparation and collaboration.

MidAmerican worked with the city of Cedar Rapids to ensure safety during the event and expedient restoration after. Throughout the incident, MidAmerican worked with city officials to maintain strong communications and serve the needs of all who were impacted. This communication was the key to successfully managing the situation during the flood and after the waters receded.

As a result of the experiences and successful management of the 2016 incident, MidAmerican offers the following guidance for preparation for disconnections and reconnection to its system if a flood event impacts the Cedar Rapids area in the future.

DISCONNECTION

- Factors MidAmerican considers when interruption of service is possible:
 - Safety in the event of a gas leak — protect life and property
 - Flood projections utilizing NOAA models
 - Access to customer's property and MidAmerican equipment
 - Operating in conjunction with the city's evacuation planning
 - Customer installed flood protection measures
- MidAmerican Energy strives to provide timely communications with real-time information as flood projections are adjusted.
- MidAmerican staff attends all daily press briefings and maintains daily communication with news organizations while providing status updates.
- In the case of the 2016 Flood, MidAmerican originally projected service disconnection to about 2,500 customers; however, as flood models were adjusted the number of customers affected by disconnection was reduced to approximately 1,750.
- When MidAmerican facilities are impacted, temporary operation centers are identified and opened.

RECONNECTION

- Safety and protection of life and property is the number one priority in all decisions involving service reconnection.
- MidAmerican's objective is to re-establish gas service as safely and quickly as possible while following the city's restoration plan.
- MidAmerican staff works 24 x 7 to ensure customer's service is restored.
- Follow-up meetings with city officials and commercial and industrial customers are conducted to review lessons learned and options to improve operations in the event of future occurrences.
- MidAmerican personnel participate in follow-up sessions hosted by local groups involving city officials and other utilities to discuss operational plans and suggestions for improvement as a result of experiences.

Safety and security are the success measures for these events.



Alliant Energy has delivered on its significant commitment to improve the power grid in Cedar Rapids. These projects make energy more reliable in the event of floods or other natural disasters.

Since 2008, the energy company has spent more than \$30 million to make the power grid less susceptible to flooding. This doesn't include the tens of millions of dollars in other improvements to the power grid around the rest of the city.

Specifically, Alliant Energy has constructed two new, large substations. These two new units replace five smaller substations – most of which were located in the flood plain.

Because the new substations are located outside the flood plain, Alliant Energy was able to provide power to more customers during the height of the 2016 flood event.

In addition, energy crews found some of the critical equipment needed to reroute power was located in flood prone areas. In response, crews have redesigned the system and moved those critical pieces outside the flood plain.

Alliant Energy worked with customers to help them move their own critical electrical equipment. Before the flood of 2008, many large buildings in downtown Cedar Rapids placed the electrical equipment in the basement. The flood caused extensive damage and slowed down recovery and repair for each building. Since 2008, many customers were able to redesign and move critical equipment to higher floors.

The company increased the frequency that it reviews its flood mitigation plans to reflect system changes. Also, the company has used flood maps to better understand how different river levels affect the power grid.



Cedar Rapids Federal Flood Protection Funding

In May of 2014, a joint U.S. House-Senate conference committee approved the final version of the Water Resources Reform and Development Act (WRRDA). The bill was subsequently approved by both the House and Senate. This legislation authorized Congress to support \$73.13 million for the Cedar River, Cedar Rapids Flood Risk Management Project. To date, this project has not had funds appropriated by Congress. While City leaders continue to encourage our Congressional delegation to appropriate dollars to the project, it is imperative that community leaders send the same message. Senators Grassley and Ernst have both worked to ensure this project receives due consideration, but funding is needed. Below are ways you can help.

CALL TO ACTION IDEAS:

- 1)** Your national association membership means you have an opportunity to add Cedar Rapids flood protection funding to their advocacy efforts. Reach out to the legislative team of all the national associations you are members of and ask them to add Cedar Rapids flood protection funding to their advocacy outreach with members of congress and the administration. Also ask national association staff if they have additional advice or input of our advocacy efforts strategy.
- 2)** Your company may have an “in-house” lobbyist at your headquarter location. Request that they add Cedar Rapids flood protection funding to their advocacy outreach with members of congress and the administration. Also ask them if they have additional advice or input of our advocacy efforts strategy.
- 3)** You might participate in your company or association’s annual DC “fly-in”. Add Cedar Rapids flood protection funding to the “ask” list you talk about with members of congress and/or the administration.
- 4)** Invite Senator Grassley, Senator Ernst and Congressman Blum to your business to learn about what you do, meet with your employees and tour your office. During the time of their visit, make sure you talk to them about flooding funding. You might also offer a Q&A with your employees as something they might like to do. Encourage your employees to ask the question too.
- 5)** Ask your employees to call or email Senator Grassley, Senator Ernst and Congressman Blum’s office to urge flood funding for Cedar Rapids.

CONTACT INFORMATION FOR FEDERAL REPRESENTATION

Senator Grassley (DC)

202-224-6020

Senator Ernst (DC)

202-224-3254

Congressman Blum (DC)

202-225-2911

Senator Grassley (CR)

Fred Schuster, *Regional Director*

319-363-6832

Fred_Schuster@grassley.senate.gov

Senator Ernst (CR)

Sam Pritchard, *Regional Director*

319-365-4504

Sam.Pritchard@ernst.senate.gov

Congressman Blum (CR)

Michael Keefer, *District Representative*

319-364-2288

Michael.Keefer@mail.house.gov

TALKING POINTS (WITH FEDERAL OFFICIALS AND STAFF AND ADMINISTRATION OFFICIALS):

- Thank you for your work so far in our efforts to receive funding. (2 WRDA bills, request to change funding formula, speaking out, etc.) Reiterate the utmost importance of Cedar Rapids receiving these funds.
- Share personal stories from the '08 and/or '16 flood. Include any economic impact numbers you have.
- Congress has twice authorized with two overwhelming votes flood protection for Cedar Rapids, as directed by the Army Corps of Engineers. When is funding going to be appropriated and what else you can do to help us achieve funding?
- Governor Branstad listed funding for Cedar Rapids flood protection as one of Iowa's infrastructure priorities to the new Trump Administration. How can you build upon that?
- President Trump has indicated that one of his top priorities is rebuilding and strengthening America's infrastructure. What can you do to ensure his administration sees flood protection for Cedar Rapids as one of those top priorities?
- Ask what else can we do to urge the Army Corps to change the funding formula to make projects in cities like Cedar Rapids count as top priorities for federal investment?
- Ask Senator Grassley, Senator Ernst and Congressman Blum to continue contacting the administration about funding, as well as continue to talk to their colleagues in Congress about it.

“*Having been in the muck in 2008 and preparing for the 2016 flood, it was night and day. This time our City leaders were prepared and executed on a plan that protected the city and all of the work that has been done to reinvent Cedar Rapids. I could not be more proud of the work done by Mayor Ron Corbett, City Manager Jeff Pomeranz and the rest of the team at the City. They worked around the clock for us.*”

- Bruce Lehrman

INVOLTA

Business Resource List

CONVENTION & VISITORS BUREAU

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President & CEO, GO Cedar Rapids

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Downtown Executive Director

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Web: newbo.co

SCORE East Central Iowa

2750 First Avenue NE
Cedar Rapids, IA 52402

Phone: 319-362-6943

Nancy Geiger and Yongan Wu

Reference Librarians, Cedar Rapids Public Library

450 5th Ave SE,
Cedar Rapids, IA 52401

Phone: 319-261-7323

Email: geigern@crlibrary.org or wuy@crlibrary.org

Web: www.crlibrary.org

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PRIVATE PHILANTHROPY: IMPORTANT IN FLOOD RECOVERY

Thank you to the many businesses, organizations and individuals who donated to assist with our community's recovery from the September 2016 flood.

Despite extensive and effective preparation to prevent damage, homeowners, nonprofits and small businesses located within the flood zone experienced significant evacuation expenses and lost revenue. Private philanthropy played an important role in recovery.

Three funds were activated at the Greater Cedar Rapids Community Foundation to assist in flood recovery efforts: the Flood Fund was established to assist flood-impacted households; the Nonprofit Recovery Fund was established to assist flood-impacted nonprofits; and the Jobs and Small Business Recovery Fund was established in partnership with the City of Cedar Rapids, the Cedar Rapids Metro Economic Alliance, and the Small Business Development Center to assist small businesses.

Over \$400,000 has been raised for the three funds, including funding from the City of Cedar Rapids, the Community Foundation, other foundations, 30 corporations and 40 individuals. Funding was distributed to HACAP to serve households, to 21 flood-impacted nonprofit organizations, and to the Cedar Rapids Metro Economic Alliance Foundation to assist 91 small businesses with lost revenue and expenses related to flood mitigation.

A thank you note from a grant recipient states, "Please share our thanks with all who made the grant program possible. Let them know how much we appreciate their efforts, not only in times of crisis, but for what they do every day in our community."

When we come together, we can make a difference.

