



BOARD OF DIRECTORS MEETING

September 21, 2023
3:00 pm
City Commission Chambers

Chair: Carolyn Cummings

Agenda: Budget Workshop and Regular Meeting

I. AGENDA MODIFICATIONS **PAGE**

II. CITIZENS TO BE HEARD

In Person: Citizens desiring to speak must fill out a Speaker Request Form. The Chair reserves the right to limit the number of speakers or time allotted to each. Speakers are limited to 3 minutes.

Written Comments: Please provide written public comment by emailing Comments@BlueprintIA.org until 5 p.m. on September 20, 2023. This will allow ample time for comments to be provided to the IA Board in advance of the meeting. Comments submitted after this time will be accepted and included in the official record of the meeting.

Live Comments via WebEx: If you wish to provide comments live during the IA Board meeting via WebEx, please register to join at www.blueprintia.org by 5 p.m. on September 20, 2023, and WebEx meeting access information will be provided to you via email. Speakers are limited to 3 minutes.

III. BUDGET WORKSHOP

Workshop on Fiscal Year 2024 Proposed
Five-Year Capital Improvement Plan for the Blueprint
Intergovernmental Agency (continued from August 24, 2023)

IV. REGULAR MEETING

V. INFORMATIONAL ITEMS/PRESENTATIONS

- [Receipt and File:](#)
 - Blueprint Infrastructure Community Engagement Update
 - Draft Economic Vitality Leadership Committee September 6 and 12, 2023, and Citizens Advisory Committee September 7, 2023 Minutes
 - Blueprint Infrastructure Q3 2023 Project Status Report
 - Blueprint Intergovernmental Agency FY 2021 & 2022 MWBE Annual Expenditure Report

VI. CONSENT

- | | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1. | Approval of the May 11, 2023 and August 24, 2023 Blueprint Intergovernmental Agency Board of Directors Workshop and Meeting Minutes | 123 |
| 2. | Ratification of the September 21, 2023, Blueprint Intergovernmental Agency Budget Workshop | 151 |
| 3. | Acceptance of the FY 2023 Annual Report of the Blueprint Intergovernmental Agency | 153 |
| 4. | Approval of the Updates to the Consolidated Minority Women Small Business Enterprise Policy and the Blueprint Procurement Policy as Approved in the 2022 Disparity Study Update | 193 |
| 5. | Approval of the 2024 Blueprint Intergovernmental Agency Meeting Schedule | 261 |
| 6. | Acceptance of a Status Update on the Capital Cascades Trail Segment 4 Project | 265 |

VII. GENERAL BUSINESS/PRESENTATIONS

- | | | |
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| 7. | Acceptance of Status Update on the Lake Lafayette & St. Marks Regional Linear Park Project and Analysis of a Trail on Apalachee Parkway | 407 |
| 8. | Consideration of Non-Competitive Project Funding Request by South Monroe Walls and Walls Distilling Company | 415 |
| 9. | Consideration of Non-Competitive Project Funding Request by Foodies Take Out and Delivery | 445 |

VIII. DIRECTOR DISCUSSION ITEMS

IX. ADJOURN

NEXT BOARD OF DIRECTORS MEETING: September 26, 2023

In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons needing a special accommodation to attend this meeting should contact Shelonda Meeks, Blueprint Office Manager, 315 South Calhoun Street, Suite 450, Tallahassee, Florida, 32301, at least 48 hours prior to the meeting. Telephone: 850-219-1060; or 1-800-955-8770 (Voice) or 711 via Florida Relay Service.

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MEMORANDUM

TO: Blueprint Intergovernmental Agency Board of Directors

FROM: Intergovernmental Management Committee
Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

LEAD STAFF/ Artie White, Director, PLACE
PROJECT TEAM: Autumn Calder, Director, Blueprint
Keith Bowers, Director, Office of Economic Vitality

DATE: September 21, 2023

RE: Workshop on Fiscal Year 2024 Proposed Five-Year Capital Improvement Plan for the Blueprint Intergovernmental Agency (continued from August 24, 2023)

At the August 24, 2023 IA Board meeting, the Blueprint Intergovernmental Agency Board of Directors directed staff to schedule an additional Workshop on the Proposed Blueprint Infrastructure Five-Year Capital Improvement Plan. This memorandum provides a summary of approved IA Board actions from that meeting, which includes direction to provide additional information on the Airport Gateway and North Monroe Gateway projects. **Attachment 1** provides the link to the budget materials presented to the IA Board at the May 11, 2023 and August 24, 2023 workshops, and **Attachments 3, 4, and 5** provide the supplemental information on the Airport Gateway, North Monroe Gateway, and Affordable Housing respectively.

At the August 24, 2023 workshop and meeting, the IA Board approved initial direction, as detailed below. IA Board direction is still requested on Budget Recommendations A, C, and D. Final direction from the IA Board received during this budget workshop will be incorporated into the final draft FY 2024-2028 Capital Improvement Plan and presented to the Blueprint Intergovernmental Agency for adoption on September 26, 2023.

Fiscal Year 2024 Budgetary Recommendations - IA Board Direction to Date

At the August 24, 2023 workshop and meeting, the IA Board approved including Recommendations B and E-J into the proposed FY 2024 Budget. In summary, these recommendations approved the operating budgets for both Infrastructure

and Office of Economic Vitality and budgetary fund transfers for the Blueprint Intergovernmental Agency, as well as the capital budget plan and specified policy changes for the Office of Economic Vitality. These approved recommendations are listed below and this direction will be incorporated into the Budget materials for the final public hearing and meeting on September 26, 2023:

- **Budget Recommendation B:** Allocate \$2,000,000 of the budgetary fund balance available from the FY 2022 budgetary surplus to the Northeast Park and allocate the remaining \$1,326,887 budgetary surplus to the Airport Gateway.
- **Budget Recommendation E:** Approve the Proposed FY 2024 Infrastructure Operating Budget) into the final draft FY 2024 budget plan.
- **Budget Recommendation F:** Approve the Proposed FY 2024 – 2028 OEV Capital Improvement Program into the final draft FY 2024 budget plan.
- **Budget Recommendation G:** Authorize the amendment of Policy 111, Future Opportunity Leveraging Fund, and Policy 112, Competitive Project Fund, to have the ability to accumulate additional funds in those accounts for future IA Board actions.
- **Budget Recommendation H:** Allocate \$870,749 of the budgetary fund balance available from the FY 2022 budgetary surplus to the Future Opportunity Leveraging Fund.
- **Budget Recommendation I:** Approve the FY 2024 update to the OEV Long-Term Project Funding Plan, to be incorporated into the final draft FY 2024 budget plan.
- **Budget Recommendation J:** Approve the Proposed FY 2024 OEV Operating Budget into the final draft FY 2024 budget plan.

Fiscal Year 2024 Budgetary Recommendations - IA Board Direction Needed

The following recommendations were included in the May 11, 2023 budget workshop materials but have not been acted upon by the IA Board:

- **Budget Recommendation A:** Reallocate \$11,349,508 in the FY 2023 budget as specified in the Proposed FY 2024 – 2028 Infrastructure Capital Improvement Program.

Budget Recommendation A requests reallocation of \$11,349,508 in the current FY 2023 to ensure funds are available to support projects expected to begin construction before the end of 2023. The \$11,349,508 is available from the Capital Circle Southwest Right of Way project (\$7,949,508) and the Lake Lafayette & St. Marks Regional Linear Park project (\$3,400,000). The Capital Circle Southwest Right of Way project was set up to facilitate the acquisition of right of way from Orange Avenue to Springhill Road for the Florida Department of Transportation prior to the scheduled construction of that roadway segment.

All right of way acquisitions have been completed, and FDOT has reimbursed Blueprint \$7,949,508 which is now available for reallocation to the NE Gateway Project which is ready for construction of Phase 1. Budget Recommendation A also proposes to reallocate \$3,400,000 million from the Lake Lafayette & St. Marks Regional Linear Park project to support construction of the Market District Placemaking project. The Market District Park is anticipated to be advertised in Fall 2023 and requires funding in the near-term to advance this project. New approaches for trail and sidewalk enhancements are being evaluated for the Lake Lafayette & St. Marks Regional Linear Park project. The existing funding in this project is not needed at this time and can be reallocated to support construction of the Market District project.

- **Budget Recommendation C:** Approve the Proposed FY 2024 – 2028 Infrastructure Capital Improvement Program into the final draft FY 2024 budget plan, which includes updates to the project cost estimates, implementation schedules, and financing plan. **Attachment 2** includes the draft Infrastructure Five-Year Capital Improvement Program.

Budget Recommendation C approves all project budget and funding schedule updates for inclusion in the FY 2024 – 2028 Infrastructure Capital Improvement Program. The proposed funding schedule follows all prior IA Board direction to date regarding prioritization and project implementation. Capital project allocations totaling \$308.31 million for FY 2024 - 2028 implement the IA Board's construction-ready strategy from June 18, 2018, and, as of FY 2024, 25 of 27 Blueprint 2020 projects will be in progress, via local or state-funded project phases, and by FY 2026, 12 of these projects will be fully funded.

Additional Information

- **Additional Information Airport Gateway:** As directed at the August 24, 2023 workshop and meeting, **Attachment 3** provides information on the Airport Gateway project, including cost estimate information for each segment, an evaluation of removing Segments C and D from the project, and an overview of planned improvements included in the Airport Gateway project in the Providence Neighborhood. Any additional direction given shall be incorporated into the Budget Public Hearing and meeting on September 26, 2023.
- **Additional Information North Monroe Gateway:** As directed at the August 24, 2023 workshop and meeting, **Attachment 4** provides requested information on the North Monroe Gateway project, including past, current, and future funding and improvements to implement the gateway improvements as well as the process should the IA Board direct the expansion of the project area beyond the current boundary via the Substantial Amendment process.
- **Update on Request for Additional Information on New Affordable Housing Opportunities:** At the August 24, 2023 Blueprint Intergovernmental Agency Board of Directors (IA Board) Budget Workshop, the IA Board directed staff to

bring back an item providing a review of affordable housing opportunities within the Blueprint Intergovernmental Agency. Consistent with that direction, **Attachment 5** presents an update on the development of that analysis and future agenda item.

- **Budget Recommendation D:** Approve the FY 2024 update to the Infrastructure Long-Term Project Funding Plan, to be incorporated into the final draft FY 2024 budget plan, which includes updates to the project cost estimates, implementation schedules, and financing plan. **Attachment 6** includes the draft Infrastructure Long-Term Project Funding Plan providing funding anticipated from 2024-2040.

Budget Recommendation D approves the annual update to the proposed Long-Term Project Funding Plan, which enables the IA Board to see the full implementation and funding schedule for each project included in the Blueprint Infrastructure work program, through FY 2040. This tool is useful for providing long-term transparency regarding anticipated project costs and construction timelines and is updated each year to reflect revenue projections and project cost estimates.

Northeast Park – Funding Update

At the August 24, 2023 workshop and meeting, the IA Board approved a \$12 million budget and specific facilities and amenities for the Northeast Park. The proposed FY 2024-2028 Capital Improvement Plan, provided on May 11 and August 24, 2023 (included in Attachment A), allocated total funding for the Northeast Park at \$18 million. Consistent with IA Board direction, this project will now be funded at \$12 million, and action taken at the August 24 workshop with the IA Board's approval of Budget Recommendation B fully funds this project at \$12 million. Regarding the \$6 million in bond funding currently proposed for FY 2024, which is no longer needed to fund the Northeast Park project, staff will reduce the proposed FY 2024 bond by \$6 million unless directed otherwise by the IA Board. This action will increase the availability of sales tax revenue from FY 2025-2039 by reducing debt service payment.

Summary

The IA Board still needs to provide direction on Budget Recommendations A, C, and D as detailed above. Any direction provided will be included in the updated budget materials for the September 26, 2023 final public hearing on the Fiscal Year 2024 Budget.

Attachments

Attachment 1: [May 11, 2023](#) and [August 24, 2023](#) Budget Workshop Materials (via weblink)

Attachment 2: Infrastructure Five-Year Capital Improvement Program

Attachment 3: Status Update on the Airport Gateway Project, Evaluation of Segments C and D, and Overview of Planned Providence Neighborhood Improvements

Attachment 4: Status Update on the North Monroe Gateway Project and Evaluation of Project Expansion

Attachment 5: Update on the Review of Affordable Housing Opportunities Within the Blueprint Intergovernmental Agency

Attachment 6: Infrastructure Long-Term Project Funding Plan 2024-2040

STATUS UPDATE ON THE AIRPORT GATEWAY PROJECT

As requested at the August 24, 2023 Intergovernmental Agency Board of Directors (IA Board) meeting, this item provides a status update on the Airport Gateway including additional detail on the estimated cost for each segment, a preliminary evaluation of removing Segments A, B, C, D and Levy Avenue from the project, and details on the planned improvements and beautification within the Providence Neighborhood.

PROJECT BACKGROUND

The Airport Gateway creates an attractive, safe, and multimodal gateway between Downtown and the Tallahassee International Airport (Airport). The current project budget estimate is \$117.8 million. The project ensures visitors arriving and departing via the Airport travel upon one of the two interconnected, seamless, and aesthetically pleasing routes that reflect local beauty and vitality. The project helps achieve long-standing community goals, including:

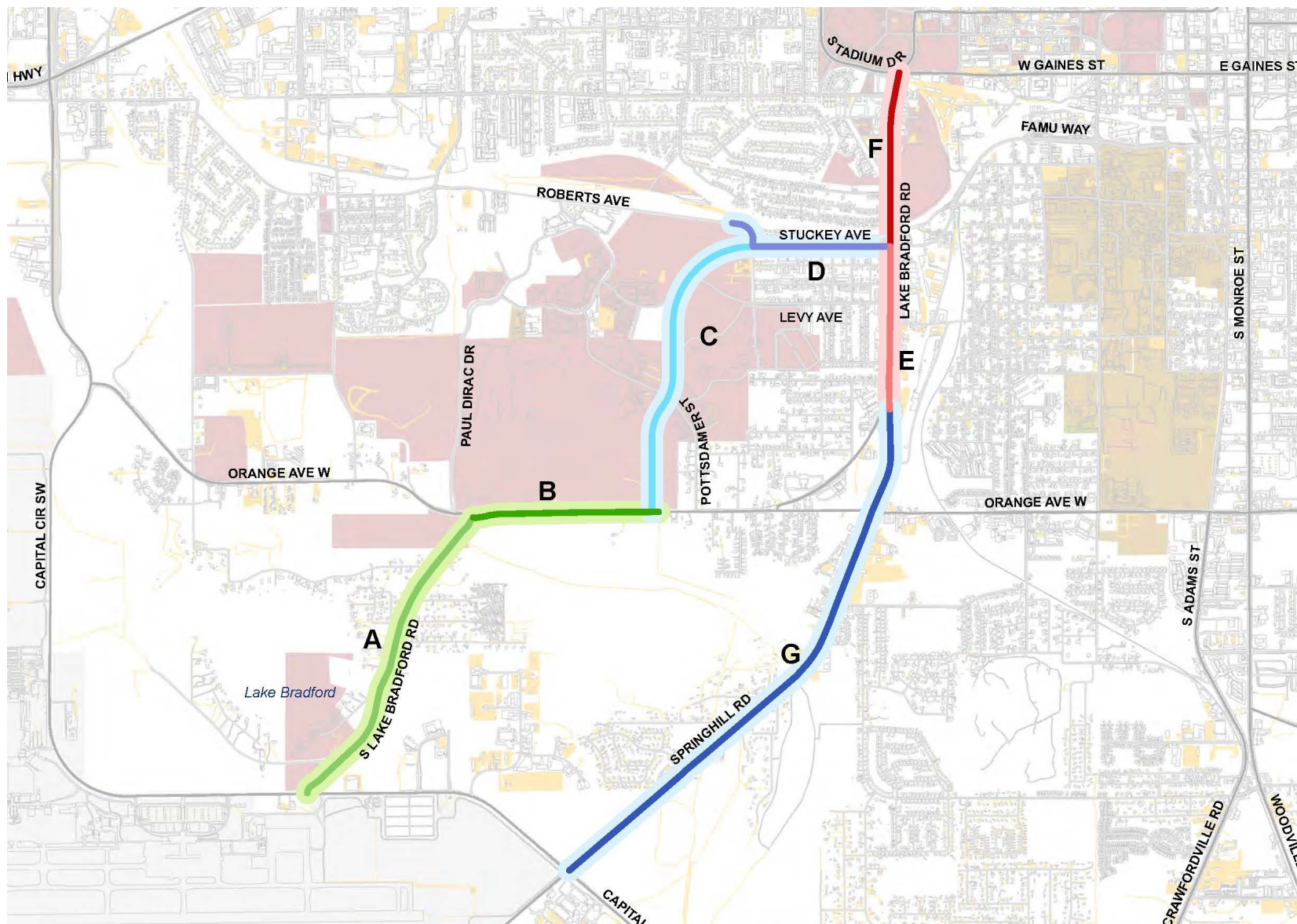
- Supporting growth of the high-tech sector by improving access to the 208-acre Innovation Park, including the National High Magnetics Field Lab, which currently generates \$500 million per year in economic impact and supports 3,330 direct and indirect jobs within the Tallahassee Metropolitan Statistical Area (MSA);
- Providing multiple enhanced gateways to downtown, Innovation Park, Florida A&M University (FAMU), and Florida State University (FSU) from the Airport;
- Protecting neighborhoods by redirecting traffic away from residential areas to dedicated entrances to Innovation Park & the FAMU-FSU College of Engineering;
- Expanding investment in Southwest Tallahassee-Leon County through mobility and safety enhancements; and,
- Providing seven miles of new and enhanced roadways and over 12 miles of new sidewalks and trails.

The project alignment, as shown in Figure 1 on the following page, was unanimously approved by the IA Board on March 1, 2018. A full report as to the reasons this project was expanded at that time, including public engagement and the opportunity to link Blueprint, Innovation Park, and FSU projects to leverage the individual investments toward a greater, and shared, public utilization and benefit, is included in the agenda materials from that date as Attachment A. The current project budget estimate is \$117.8 million with \$6.2 million in Blueprint funds encumbered or expended to date (\$4.7 million expended; \$1.5 million encumbered).

In 2022 an economic impact analysis was completed for Blueprint 2020 projects, including the Airport Gateway, which is provided as Attachment B. Based on the 2021 project cost estimate of \$82 million, the below findings were developed by FSU's Center for Economic Forecasting and Analysis (CEFA):

- The construction activities were forecast to have an Economic Output of \$125.6 million, creating 723 jobs and \$38.6 million in wages.
- The construction of the Airport Gateway was associated with producing \$8.6 million in State, Local, & Federal tax revenues.

Figure 1. Airport Gateway



EVALUATION OF SEGMENTS A, B, C, D AND LEVY AVENUE IMPROVEMENTS

As requested at the August 24, 2023 IA Board workshop and meeting, this section provides an evaluation of Segments C (New Roadway) and D (Stuckey Avenue) and consideration of the removal of these segments from the project. Segments A (South Lake Bradford Road), B (Orange Avenue), and Levy Avenue, which currently serves as the primary entrance to Innovation Park, are also included in the following analysis as the improvements on these roadways are intertwined with the planned enhancements of Segments C and D. Segments A, C, D, and Levy Avenue have a total estimated cost of approximately \$40.1 million, of which \$3.4 million has been encumbered or expended (\$2.4 million expended; \$1 million encumbered). The combined amount needed for future funding allocation is \$36.7 million. Note Segment B (Orange Avenue) is assumed to be funded by FDOT and no local funds are planned or programmed for Segment B at this time. Blueprint is working with FDOT to incorporate locally-preferred improvements, including intersection realignments and enhancements, into their future project.

Segments A, B, C, D, and Levy Avenue create a gateway entrance to downtown Tallahassee from the Airport via connections to Innovation Park, FAMU, FSU and FAMU Way. The implementation of Segments C and D is intended to enhance ease of access and visibility to the Innovation Park campus area while mitigating existing and future traffic impacts on the surrounding neighborhoods. Supporting the growth and development of Innovation Park is consistent with community goals and has the potential to further the recent trend of positive economic growth for the Tallahassee-Leon County community. This trend includes the expansion of Danfoss Turbocor, construction of the Interdisciplinary Research and Commercialization Building, and construction of the North Florida Innovation Lab, all within Innovation Park. The Airport Gateway creates the transportation network needed to support the forecasted growth in jobs within the Innovation Park area, and increases the visibility of, and access to, the research centers and associated private businesses.

In addition, current access to Innovation Park and the FAMU-FSU College of Engineering is through residential areas, specifically the Providence and Callen neighborhoods. Traffic heading into Innovation Park utilizes Levy Avenue that bifurcates the Providence Neighborhood and Pottsdamer Street through the Callen Neighborhood. With the creation of a gateway entrance to Innovation Park through the implementation of Segments C and D, neighborhood 'cut-through' traffic is reduced. Based on traffic modeling, with Segments C and D constructed, traffic on Levy Avenue through Providence will be reduced by 80%. Similarly, traffic on Pottsdamer Street through Callen is reduced by 40% for northbound trips and 75% for southbound. Reduction of 'cut-through' traffic implements a large component of the Providence Neighborhood Renaissance Plan, as first approved in 2003 and refreshed in 2022. By providing dedicated entrances as part of the Airport Gateway Project, traffic to Innovation will be redirected away from these residential areas, thereby reducing the burden that growth on the campuses and corresponding business centers could place on the surrounding neighborhood streets.

South of Innovation Park, Segments A and B complete the connection to the Tallahassee International Airport via Orange Avenue and South Lake Bradford Road. The new Airport entrance, currently under construction, will align directly via a new traffic signal with Segment A. In 2021, FDOT completed a PD&E study for Orange Avenue and found

widening to four-lanes was warranted from Monroe Street west to the Paul Dirac intersection. As part of Segment B, South Lake Bradford is planned to be realigned to connect with Paul Dirac Drive at a proposed roundabout.

Supported by stakeholders to date, Segments A, B, C, D and Levy Avenue propose new multimodal facilities that improve safety for people walking, biking, and using transit. Segments C, D, and Levy Avenue specifically include beautification of the Providence Neighborhood through implementation of the transportation improvements. The design to date for these roadways incorporates various community-supported improvements into the Airport Gateway project including traffic mitigation and safety enhancement improvements along Levy Avenue and construction of a neighborhood park on land in the area to be donated by FSU as further described below. Should Segments C and D not be constructed, the reduction in traffic volume is not anticipated on Levy Avenue. Without the reduction in traffic volume on Levy Avenue, the currently proposed improvements would not be suitable, as Levy Avenue would continue to serve as the primary entryway to Innovation Park. Similarly, the recommended gateway improvements on Segments A and B, including intersection improvements, may not be required or implemented.

Segment C is the subject of a Letter of Intent (LOI) between Blueprint and FSU approved on March 1, 2018 included as Attachment C. The LOI is binding and valid and reflects FSU's current support of the project. However, FSU Administration has confirmed that their position on the project is neutral, and that they defer to the IA to make decisions on the project that are in the best interest of the community. The LOI stipulates various obligations by Blueprint and FSU. Commitments by FSU include a \$3 million contribution towards the construction of Segment C, the dedication of an easement for the roadway, dedication of up to 2 acres towards a community park, and a commitment to maintain the multimodal facilities, landscaping, and lighting along Segment C. Removal of Segment C from the Airport Gateway would terminate the LOI and the associated obligations, including the funding contribution and dedication of the park area for the Providence Neighborhood.

Funding Analysis

Segments A, C, D, and Levy Avenue have a total estimated cost of approximately \$40.1 million, of which \$3.4 million has been encumbered or expended (\$2.4 million expended; \$1 million encumbered). The combined amount needed for future funding allocation is \$36.7 million. Construction funding for these segments has not yet been allocated. Note, Segment B (Orange Avenue) is assumed to be funded by FDOT and no local funds are planned or programmed for Segment B at this time. Currently, construction of Segment C and Levy Avenue is planned to be fully funded in FY 2024 through the proposed bond issue in spring 2024. Segments A and D are planned to be funded following the construction of Segment G (Springhill Road), which is currently in design. It is important to note that should the IA Board direct changes to Segments A, B, C, D and/or Levy Avenue, additional enhancements may be necessary to the remaining Airport Gateway segments (E, F, and/or G) due to the redistribution of vehicular traffic. Should the IA Board direct Blueprint to remove these or any other segments from the Airport Gateway project, the proposed bond issue could be reduced or the funding reallocated within the draft FY 2024 – 2028 capital budget to reflect the revised funding priority. Reducing the bond issue would increase sales tax revenue availability annually through 2040.

Cost Breakdown by Segment

A detailed cost breakdown per segment is provided as Attachment D, and a detailed description of the improvements provided by each segment, including current status and estimated costs, are included below:

Segment A: Lake Bradford from Orange Avenue to Capital Circle (1.17 miles)

- *Status:* Segment is in planning, preliminary engineering, and data collection.
- *Total Estimated Cost (2023):* \$3.6 Million
 - *Total Encumbered or Expended:* \$440,000 (\$390,000 Expended; \$50,000 Encumbered)
- *Description:* Improvements to Lake Bradford Road from Orange Avenue to Capital Circle are intended to maintain the rural character of the existing corridor. Improvements may include construction of a multiuse trail, sidewalk, resurface existing 2-lane road, roundabout and other strategies to slow vehicular traffic, and signage to direct downtown traffic to and from the Airport away from this segment of Lake Bradford Road. This segment is closely coordinated with the planned FDOT improvements along Orange Avenue as noted below.

Segment B: Orange Avenue from New Road to Lake Bradford (south) (0.82 miles)

- *Status:* This segment is being managed and funded by FDOT as Orange Avenue is a state roadway. The Orange Avenue PD&E study was completed in 2021 and was fully funded by FDOT. Funding for future phases, including design, right of way acquisition and construction, have not yet been funded by FDOT.
- *Total Estimated Cost (2023):* \$39.4 Million (*FDOT funding*)
 - *Total Encumbered or Expended:* \$1.9 Million (*FDOT funding*)
- *Description:* Orange Avenue is a State facility, and as such, improvements will be determined by FDOT. Per the current design plans, proposed preliminary improvements for the portion from South Lake Bradford Road to South Monroe Street include expansion to a 4-lane road, construction of a shared use path, sidewalk, landscaping, and lighting. Proposed preliminary improvements for the portion from South Lake Bradford Road to Capital Circle SW include construction of a 2-lane divided roadway, a shared use path, sidewalk, landscaping, and lighting. As part of this segment, South Lake Bradford is planned to be realigned to connect with Paul Dirac Drive at a proposed roundabout.

Segment C: New Road from Orange Avenue to Stuckey Avenue (1.16 miles)

- *Status:* Segment is under design with 60% plans expected in October 2023. Upon review of the 60% plans by Blueprint, the project team is ready to proceed with preparation of the permit applications.
- *Total Estimated Cost (2023):* \$16.6 Million (*\$13.3M Blueprint; \$3M FSU*)
 - *Total Encumbered/Expended:* \$2.2 Million (\$1.35 Million Expended; \$850,000 Encumbered)

- *Description:* This segment will increase access to, and visibility of, parcels controlled by FAMU, FSU, and the Leon County Research and Development Authority. It will be designed to mitigate impacts on the Callen and Providence Neighborhoods. The road will be constructed on right of way contributed by FSU, who has committed \$3 million for construction. Prior investments by FSU for preliminary analysis and land work total \$225,000. Preliminary improvements include construction of a 2-lane divided roadway, a shared use path, sidewalk, landscaping, and lighting. The design of Segment C also includes the proposed realignment of the Roberts Avenue intersection with Iamonia Street to address safety concerns associated with existing roadway geometry at this intersection.

Segment D: Stuckey Avenue (0.49 miles)

- *Status:* Segment is in planning, preliminary engineering, and data collection.
- *Total Estimated Cost (2023):* \$18.8 Million
 - *Total Encumbered or Expended:* \$620,000 (\$530,000 Expended; \$90,000 Encumbered)
- *Description:* The improvements on Stuckey Avenue are intended to match the high level of quality as seen on FAMU Way. All improvements will be planned and designed to be consistent with the goals and strategies contained within the Providence Neighborhood Plan Refresh as completed in 2022. Improvements may include addition of a landscaped median, construction of shared use path, sidewalk, landscaping, and lighting.

Expansion of the right of way to accommodate the planned improvements will require property acquisition from private landowners. As the project progresses through design, possible alignments will be analyzed for right of way impacts. As with all Blueprint projects, the Airport Gateway project team is mindful of impacts to property owners along the project corridor. The project team will evaluate project needs and identify ways to minimize right of way impacts with a particular focus on avoiding relocations. The project right of way impacts are a balancing act of meeting the project needs, protecting natural features, avoiding critical infrastructure, preserving local businesses, and avoiding residential relocations.

Levy Avenue: Iamonia Street to Lake Bradford Road (0.48 miles)

- *Status:* Segment is under design with 60% plans expected in October 2023. Upon review of the 60% plans by Blueprint, the project team is ready to proceed with preparation of the permit applications.
- *Total Estimated Cost (2023):* \$1.1 Million
 - *Total Encumbered or Expended:* \$150,000 (\$140,000 Expended; \$10,000 Encumbered)
- *Description:* The improvements on Levy Avenue are intertwined with the planned enhancements of Segments C and D and therefore should be considered in tandem with improvements to those two roadways. Improvements to Levy Avenue focus on speed reduction and beautification. A median and on-street parking is

proposed to minimize asphalt width and help reduce speed along the corridor. To enhance the aesthetics of the corridor, landscaping is proposed in the median and parking bulb outs, stamped asphalt is planned at intersections, and pavers along the median near the Heart of the Hill.

Planned Improvements Within the Providence Neighborhood

Numerous improvements, including beautification, are planned for the Providence Neighborhood and tied to the construction of Segments C (New Roadway), D (Stuckey Avenue) and Levy Avenue. Through the implementation of Segment D, the high-level quality aesthetic, landscape, and safety improvements seen on FAMU Way is planned to be extended into the Providence Neighborhood. In addition, through the creation of a dedicated gateway to Innovation Park and downtown through Segments C and D, the traffic on Levy Avenue is reduced by 80%. The relocation of traffic from Levy Avenue to Stuckey Avenue facilitates returning Levy Avenue to a neighborhood street. Both of these are objectives of the 2022 Providence Neighborhood Plan Refresh. The estimated cost of the Segment D improvements, inclusive of roadway, multimodal, and landscaping enhancements and property acquisition to provide these improvements is \$18.9 million.

Beautification will complement safety improvements planned for the Levy Avenue corridor throughout the Providence Neighborhood. Through coordination with representatives from the neighborhood, the proposed concept for Levy Avenue focuses on speed reduction, landscaping, and placemaking to complement the Heart of the Hill improvements recently implemented by the City. The concept for Levy Avenue is included as Attachment E. Presently, 60% plans are in development for Levy Avenue and are scheduled to be complete in October 2023. The estimated cost of all roadway, landscaping, and placemaking improvements on Levy Avenue is \$880,000.

As specified within the LOI between FSU and Blueprint, FSU is to grant a license agreement on up to 2 acres for a community park. Through this LOI, Blueprint has committed to fund the construction of the park and the City will maintain the completed community park. Although a final location has not been identified, preliminary locations focused on land that was previously part of Alumni Village along Levy Avenue. This location was selected for its central location to the Providence neighborhood and proximity to the Heart of the Hill as defined in the Providence Neighborhood Plan Refresh.

Should Segment C be removed from the Airport Gateway project, the LOI would be terminated, and it is not expected that FSU would provide the 2 acres for the Providence Neighborhood community park. Should the IA Board desire to proceed with the Providence Neighborhood community park, property would need to be purchased by Blueprint. Regarding specific amenities, a site and a concept plan for the park has not been developed and therefore a detailed cost estimate is not currently available. An allowance for the construction of the park, up to \$500,000, is included within the Segment C aesthetics budget.

Lastly, as part of the implementation of Segments C and D, neighborhood signage was proposed to enhance the sense of the place, inform travelers about the neighborhoods, and designate the gateway corridors. This neighborhood signage would be provided for the Providence Neighborhood as part of the Segment D and Levy Avenue improvements. The cost estimate for this signage is \$50,000.

Should these segments not be constructed as part of the Airport Gateway, some beautification and park improvements may still be implemented although the scope for such improvements would need to be refined. Using the same cost estimate methodology as for the rest of the project, the total estimate for the beautification of Stuckey Avenue and the acquisition and construction of a park is \$14.1 million, as detailed in Attachment D. The estimate is based on adding a median, landscaping and lighting along the roadway. Although an analysis has not been done, it is expected that to add the median and preserve the bike lanes will require right of way, this reduced right of away allowance is included in the estimate. In addition, the estimate includes the cost of acquiring land for a park and a \$500,000 allowance for construction of the park.

As noted previously, should Segment C not be implemented, the reduction in traffic volume on Levy Avenue is not expected to occur and the proposed improvements may not be suitable for the higher volume. Should the proposed improvements be implemented on Levy Ave, the estimated cost of \$880,000 remains the same. Landscaping opportunities are limited throughout the corridor without the construction of the median, but an estimate for landscaping only using a similar estimating methodology would be \$250,000.

REMAINING SEGMENT DETAILS (SEGMENTS E, F, G, & UNIVERSITY GREENWAY)

The current estimate for the remaining segments comprising the Airport Gateway project is \$77.7 million. For Segments E, F, and G, and the University Greenway, a total of \$2.83 million in Blueprint funds have been encumbered or expended to date (\$2.3 million expended; \$530,000 encumbered). Should the IA Board direct changes to Segments A, B, C, D, and/or Levy Avenue, additional enhancements may be necessary to the below segments due to the redistribution of vehicular traffic. A detailed breakdown of current cost estimates by segment is provided as Attachment D.

Segments E and F: Lake Bradford Road and Springhill Road from Gaines Street to Orange Avenue (1.6 miles)

- *Status:* Segments are in planning, preliminary engineering, and data collection.
- *Total Estimated Cost (2023):* \$30 Million
 - *Total Encumbered or Expended:* \$1.18 Million (\$940,000 Expended; \$240,000 Encumbered)
- *Description:* The gateway style of improvements along Lake Bradford Road will complement the nearby Gaines Street and FAMU Way roadway improvements and support further redevelopment by creating an aesthetically pleasing and safe pedestrian, bicycle and vehicular corridor. Improvements for this segment are planned to occur within the existing right of way. Improvements may include roadway-resurfacing, construction of medians, sidewalks, bike lanes, landscaping, lighting, and neighborhood entrance signs.

Segment G: Springhill Road from Orange Avenue to Capital Circle (1.73 miles)

- *Status:* Segment is under design. For the portion from Capital Circle SW to 2,100 feet north, 60% plans are expected in October 2023. For the remaining portion of

the segment, 60% plans are scheduled for second quarter 2024. Upon review of the 60% plans by Blueprint, the project team is ready to proceed with preparation of the permit applications.

- *Total Estimated Cost (2024): \$46 Million (Note, additional improvements could be required if Segments C and D are removed due to the redistribution of traffic.)*
 - *Total Encumbered or Expended: \$1.64 Million (\$1.35 Million Expended; \$290,000 Encumbered)*
- *Description: Springhill Road improvements will convey the gateway entrance into Downtown from the Airport and will include aesthetic and bicycle/pedestrian safety enhancements that will benefit the surrounding neighborhoods and businesses. While there is broad acknowledgement that expanding the roadway to four lanes may not be warranted at this time, there is a benefit to acquiring the right of way needed now. As a result, the concept includes the commitment for right of way acquisition along Springhill Road to accommodate future widening to four lanes. Additional improvements may include construction of a divided 2-lane roadway, multiuse trail, sidewalk, landscaping, lighting, and the bridge replacement at Munson Slough.*

This segment is being closely coordinated with the ongoing FDOT projects at Capital Circle SW, Orange Avenue, and the bridge replacement over Munson Slough. Through the coordination of these projects, Blueprint is leveraging via FDOT approximately \$1 million for the stormwater facility to treat the section of Springhill from Capital Circle to 2,100 linear feet north and \$4.3 million towards the bridge replacement over Munson Slough.

University Greenway Trail - Innovation Park Segment (1.55 miles)

- *Status: Segment is in planning, preliminary engineering, and data collection.*
- *Total Estimated Cost (2024): \$1.7 Million*
 - *Total Encumbered or Expended: \$0*
- *Description: The Innovation Park segment of the University Greenway Trail is a multiuse trail intended to provide a critical connection between the Florida State University (FSU) Rec SportsPlex, Mabry Manor neighborhood, Innovation Park, FSU Golf Course, the Florida A&M University (FAMU)-FSU College of Engineering, and the multimodal facilities being considered as part of the Airport Gateway. The project's schedule is being coordinated with the planned transmission line replacement by the City.*

The project budget estimates are based on FDOT long range planning estimates with adjustments for segment specific considerations as appropriate. As segments progress through the design process these estimates will be adjusted as necessary. More detailed estimates are typically developed as part of the 60% plans when design elements and specific material quantities have been finalized allowing for the development of a more accurate opinion of probable cost.

PROCESS TO AMEND THE PROJECT

Should the IA Board desire to amend the project description for the Airport Gateway to remove Segments A, B, C, D and/or Levey Avenue, a substantial amendment to the Interlocal Agreement would be required. Pursuant to Part V, Section 10, of Blueprint's Interlocal Agreement, any addition, deletion, or amendment to a substantial degree of any Blueprint project in Exhibit I or II of the Interlocal Agreement requires the IA Board to hold two public hearings and consider recommendations of the Citizen Advisory Committee (CAC), Technical Coordinating Committee (TCC), and Intergovernmental Management Committee (IMC) before a super-majority vote of both the IA Board members who are County Commissioners, and the IA Board members who are City Commissioners.

SUMMARY

The Airport Gateway creates an attractive, safe, and multimodal gateway between Downtown and the Tallahassee International Airport (Airport). The Airport Gateway represents expanded investment in Southwest Tallahassee-Leon County through improving the overall mobility and safety by enhancing/constructing seven miles of roadway and over 12 miles of new sidewalks and trails. The current project budget estimate is \$117.8 million with \$6.2 million in Blueprint funds encumbered or expended to date (\$4.7 million expended; \$1.5 million encumbered).

As requested at the August 24, 2023 IA Board workshop and meeting, this item provides an evaluation of Segments C (New Roadway) and D (Stuckey Avenue) and consideration of the removal of these segments from the project. Segments A (South Lake Bradford Road), B (Orange Avenue), and Levy Avenue, which currently serves as the primary entrance to Innovation Park, were also included in the analysis as the improvements on these roadways are intertwined with the planned enhancements of Segments C and D. Segments A, C, D, and Levy Avenue have a total estimated cost of approximately \$40.1 million, of which \$3.4 million has been encumbered or expended (\$2.4 million expended; \$1 million encumbered). Note Segment B (Orange Avenue) is assumed to be funded by FDOT and no local funds are planned or programmed for Segment B at this time.

Segments C and D are intended to enhance ease of access and visibility to the Innovation Park campus area while mitigating existing and future traffic impacts for the Providence and Callen neighborhoods. The implementation of these segments allow FAMU Way level aesthetics, landscaping, and safety enhancements to be extended into the Providence Neighborhood as well as returning Levy Avenue to a neighborhood street. If Segments C and D were not implemented, the currently proposed Segments A, B, and Levy Avenue improvements would not be recommended for implementation. Additionally, the FSU obligation associated with Segment C would terminate, including a commitment for land for a 2-acre community park, and cut-through traffic would continue to use neighborhood streets.

Currently, construction of Segment C and Levy Avenue is planned to be fully funded in FY 2024, and Segments A and D are planned to be funded following the construction of Segment G (Springhill Road), which is currently in design. FDOT has not yet funded Segment B for design or construction. Should the IA Board direct Blueprint to remove these or any other segments from the Airport Gateway project, the proposed bond financing could be reduced, or the funding reallocated within the draft FY 2024 – 2028

capital budget. It is important to note that should the IA Board direct changes to Segments A, B, C, D or Levy Avenue, additional enhancements may be necessary to the remaining Airport Gateway segments (E, F, and/or G) due to the redistribution of vehicular traffic.

Should the IA Board desire to amend the project description for the Airport Gateway, a substantial amendment to the Interlocal Agreement would be required.

Attachments:

- A. March 1, 2018 Airport Gateway IA Board Agenda Item:
[https://go.boarddocs.com/fla/talgov/Board.nsf/files/AW95QR7A3683/\\$file/Item%20%2312%20Airport%20Gateway%20Amendment_.pdf](https://go.boarddocs.com/fla/talgov/Board.nsf/files/AW95QR7A3683/$file/Item%20%2312%20Airport%20Gateway%20Amendment_.pdf)
- B. Economic Impact Analysis, Center for Economic Forecasting, 2022
- C. Letter of Intent between Blueprint and FSU and Amendments
- D. Project Phase Cost Estimate Detail by Segment
- E. Levy Avenue Concept



An Economic Impact Analysis of Eighteen Blueprint Projects and Three Traffic Flow Analyses – Final Report

**Prepared for: The
Blueprint
Intergovernmental
Agency (BIA)**



**By: The Florida State
University Center
for Economic
Forecasting and
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May, 2022

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Executive Summary

The Blueprint Intergovernmental Agency (BIA) was created by the Leon County Government and the City of Tallahassee, to govern the project management structure for the project planning and construction of the Blueprint 2000 and 2020 projects.¹ The Blueprint program has provided strategic investments in infrastructure that often lead to new growth opportunities. The Blueprint 2020 program, which is also referred as the 2020 Penny Sales Tax Extension Projects, is the second phase of the Blueprint Plan.² There are several components of the Blueprint Plan that link together and focus on numerous aspects and benefits to the community. As stated in the report “Blueprint 2000 and Beyond”, a key to solving our local challenges is “first to view economic, environmental, and social values as complementary and interdependent. Then we can begin to design long-range solutions that have “synergy” – multiple benefits to our community that become greater than their sum.”³

In 2022, the BIA commissioned the Florida State University Center for Economic Forecasting and Analysis (FSU CEFA) to conduct an economic impact analysis of 18 Blueprint 2020 construction projects in order to provide the economic impacts of those 18 projects in the market area. This report also includes an analysis of the economic impact of the traffic flow of three of those projects.

The FSU CEFA research team worked with the BIA team relating to the data collection effort. Data provided from previous traffic flow engineering studies comprised the lion’s share of the data for each of the three projects. The construction cost, or input data for the economic impact analysis of the 18 projects were then categorized into primarily construction types of activities. Economic models were developed (using the input data) for each individual construction project activity, and generated the following economic impact results.

As shown in Table ES1, the projects generated total economic impacts of:

- 5,865 jobs;
- Over \$310 million in income (wages);
- Over \$992 million in total economic output (sales/revenues), and;
- State and local annual taxes generated are \$8,221,350.

¹ <http://blueprint2000.org/about-blueprint/history/>

² <http://www.leonpenny.org/>

³ http://blueprint2000.org/DocSearch/download_store/Performance%20Report%20final.pdf

Table ES1. The Direct, Indirect, and Induced Economic Output, Jobs Created, and Income Generated Based on the Construction Activities Relating to the Eighteen BIA Projects

Grand Total Economic Measure	Economic Output (Sales/Revenues)	Employment or Jobs	Income or Wages
Airport Gateway	\$125,586,297	723	\$38,609,964
NW Connector Tharpe St.	\$107,162,851	628	\$33,418,334
NE Corridor Connector Bannerman Rd.	\$119,533,037	727	\$38,423,896
NE Gateway Welaunee Blvd.	\$146,753,722	855	\$45,569,299
Capital Circle SW	\$220,743,280	1,325	\$70,159,392
Capital Cascades Trail-Segment 4	\$34,779,917	230	\$11,899,671
Orange Ave./Meridian Placemaking	\$13,125,410	62	\$3,631,096
Market District Placemaking	\$19,152,602	126	\$6,552,910
Lake Lafayette & St Marks Regional Park	\$35,543,309	234	\$12,160,860
Monroe-Adams Corridor Placemaking	\$14,573,441	83	\$4,036,104
Midtown Placemaking	\$48,605,705	275	\$13,461,317
Fairgrounds Beautification & Improvement	\$19,813,481	109	\$5,331,466
Northeast Park	\$20,867,950	137	\$7,139,804
College Ave Placemaking	\$14,100,375	83	\$4,397,149
Florida A&M Entry Points	\$3,265,383	18	\$843,850
Alternative Sewer Solutions	\$4,838,892	40	\$2,474,629
Tall. Leon County Animal Service Center	\$6,131,879	32	\$1,536,675
Magnolia Drive Trail	\$37,662,174	178	\$10,419,102
Grand Total	\$992,239,705	5,865	\$310,065,518

Economic Findings of the Three Traffic Flow Analyses by Project

The team was tasked with estimating the economic benefit to commuters of three Blueprint projects: Airport Gateway, Bannerman Road – NE connector, and Capital Circle SW. Table ES2 presents the maximum and minimum predicted annual economic benefits to all commuters for each route or segment under consideration and for each year for which the team has data. While each project is unique and requires unique assumptions, in general, this analysis involved several steps. The team used information from engineering reports to determine the nature of the construction proposed for each project. This allowed the team to determine how each project would affect average commute times. Due to uncertainty in this measure, the team estimated a range of differences in commute times based on different assumptions about average speeds and average wait times at traffic signals. Next, the team used data on the median wage in the Tallahassee area and the average cost per mile of operating a vehicle to determine how much commuters would benefit from reduce commuting times. Finally, the team used information from engineering reports to determine how many commuters would be affected by the commuters to calculate the total annual benefit to all Tallahassee commuters for each project.

Table ES2 shows the minimum and maximum benefits predicted for each route or segment under consideration in each project. The engineering reports used in each project chose different years for which to estimate traffic volumes. Therefore, the minimum and maximum benefits of each project are reported for different years in Table ES2. Nevertheless, it is possible to compare the annual minimum and maximum benefits of each project. Due primarily to the number of commuters expected to be affected, the Airport Gateway project is expected to have the greatest benefit to commuters, while Bannerman Road is expected to have the smallest benefit to commuters, although the benefit of Bannerman Road is still expected to be substantial.

Table ES2. Summary of the Minimum and Maximum Total Predicted Annual Benefits to Commuters from the Results of the Three Traffic Analyses

Min.and Max. Total Predicted Annual Benefits from the Results of the Three Traffic Analyses			
Airport Gateway			
Segment/Route	Year	Minimum	Maximum
Route 1 (Stuckey Avenue/Segment C)	2025	\$495,399.91	\$765,148.88
	2045	\$425,393.28	\$657,023.10
Route 2 (Pottsdamer Bypass)	2025	\$603,054.44	\$724,719.61
	2045	\$517,834.78	\$622,307.03
Bannerman Road			
Segment/Route	Year	Minimum	Maximum
Segment 1 (Meridian/Preservation)	2025	\$16,590.26	\$38,653.15
	2035	\$20,079.30	\$46,782.15
	2045	\$24,261.52	\$56,526.19
Segment 2 (Preservation/Tekesta)	2025	\$33,727.64	\$84,574.97
	2035	\$41,564.77	\$104,227.25
	2045	\$51,256.21	\$128,529.39
Capital Circle SW			
Segment/Route	Year	Minimum	Maximum
Segment 1 (Tennessee/Blountstown)	2035	\$66,583.73	\$215,705.04
Segment 2 (Blountstown/Orange)	2035	\$49,017.25	\$152,315.26
Segment 3 (Orange/Airport)	2035	\$28,523.23	\$93,100.20
Segment 4 (Airport/Springhill)	2035	\$30,257.59	\$96,476.57
Segment 5 (Springhill/Crawfordville)	2035	\$33,553.81	\$111,026.12

Introduction

The Blueprint Intergovernmental Agency (BIA) was created by the Leon County Government and the City of Tallahassee, Florida, to govern the project management structure for the project planning and the construction of the Blueprint 2000 and 2020 projects. The Blueprint projects aim to provide great strategic investments in infrastructure that often lead to new growth opportunities to benefit communities in the Leon County market⁴ area. By improving and expanding local roads, reducing traffic congestion, building new sidewalks to local schools, commercial areas and recreational amenities, reducing neighborhood flooding, and expanding green spaces, parks and natural areas, Blueprint projects create and promote jobs. The areas of Blueprint 2020 projects include “Connectivity”, “Getaways”, “Community Enhancement”, “Regional Mobility”, and “Quality of Life”. BIA’s founding principle is holistic planning, an approach where economic, environmental, and social values are complimentary and interdependent. As stated in the report of “Blueprint 2000 and Beyond”, a key to solving our local challenges is first to view economic, environmental, and social values as complementary and interdependent. Then we can begin to design long-range solutions that have “synergy” – multiple benefits to our community that become greater than their sum.” In 2022, the BIA commissioned the Florida State University Center for Economic Forecasting and Analysis (FSU CEFA) to conduct a traffic flow analysis and an economic impact analysis of 18 Blueprint projects in order to provide the estimates of the individual and overall economic impacts in the Leon County market area.

The three traffic flow economic analyses included:

1. Airport Gateway: New 1 mile roadway and addition of over 12 miles of new trails and bike/ped facilities.
1. NE Connector - Bannerman Road: Adding two new vehicle lanes to 2.6 miles of corridor. New 10' trails added 4 miles along corridor.
2. Capital Circle SW: Adding four new vehicle lanes to 5.6 miles of corridor. New bike lanes, sidewalk, and 10' trails added 5.6 miles along corridor.

⁴ The market area is defined as Leon, Jefferson, Gadsden, and Wakulla Counties (the Metropolitan Statistical Area, or MSA).

Blueprint Projects Summaries for Economic Impact Analysis

The 18 BIA project descriptions are summarized on the following pages⁵.

Capital Circle SW

The Capital Circle Southwest project is the final segment of Capital Circle's total 16.5 miles of improvements, and it will widen the road to six lanes. The project will also include bike lanes, a multi-use trail, and sidewalks and will run from West Orange Avenue to Crawfordville Road. The project further targets stormwater improvements, water quality enhancements, and land acquisition for the Capital Circle Southwest Greenway. Currently, the project is managed along with the Florida Department of Transportation. As of June 2022, the Department will advertise construction services in the summer of 2022 for the Orange Avenue to Springhill Road segment, with construction for the Crawfordville to Springhill Road segment scheduled in FY 2029.

Capital Cascades Trail – Segment 4

The 1.7-mile Capital Cascades Trail Segment 4 project is the final part of the Capital Cascades Trail plan that includes greater connectivity, water quality, recreational enhancements, and stormwater treatment. The fourth stretch will link nearby areas to the Capital Cascades Trail and the St. Marks Trail, improving mobility for Southside residents. Blueprint is pursuing a leveraging opportunity with the City of Tallahassee to construct new connections between neighborhoods, the St Marks Trail, and the fourth segment. Community participation, technical research of water quality treatment options, and the development of stormwater models and concept plans are the project's next steps.

Airport Gateway

The Airport Gateway, a project connecting the Tallahassee International Airport and Downtown Tallahassee, is one of Blueprint's most significant investments, with construction set to begin in 2023. The project will improve seven miles of roads, build over 12 miles of additional walkways, trails, and bicycle lanes, and improve safety in the surrounding neighborhoods of the Southside. The Airport Gateway will also aid the growth of the area's high-tech sector by providing improved transit connectivity.

⁵ Summarized from the following BIA project sheets: <https://blueprintia.org/current-projects/>

Magnolia Drive Trail

The Magnolia Drive Trail project, divided into five phases, targets increased connectivity between South Adams and Apalachee Parkway and utility improvements in the area.

Northwest Connector: Tharpe Street

The Northwest Connector Tharpe Street project provides funding to improve the Tharpe Street corridor between Ocala Road and Capital Circle Northwest. Additional planned improvements include increased connectivity and mobility by adding trails and sidewalks in northwest Leon County.

Northeast Connector: Bannerman Road

The Northeast Connector Bannerman Road project seeks to improve Bannerman Road by adding medians, widening the road to four lanes from Quail Common Drive to Preservation Road, and creating facilities to accommodate walking and biking. The project also includes the construction of two neighborhood sidewalk networks and the Orchard Pond Trail Extension and Meridian Greenways.

Northeast Gateway: Welaunee Blvd

The Northeast Gateway Welaunee Boulevard project, which leverages a Florida Department of Transportation State Infrastructure Bank loan, seeks to improve regional mobility and connectivity. These goals will be achieved through creating a new eight-mile Welaunee Greenway, extending Welaunee Boulevard to Roberts Road, and creating a two-lane extension of Shamrock Street to Welaunee Boulevard. By increasing mobility and connectivity, thus reducing transportation pressures, the project aims to protect canopy roads.

Orange Avenue/Meridian Placemaking

The Orange-Meridian Placemaking project consists of constructing a neighborhood park at the intersection of Orange Avenue and Meridian Street as well as improving the East Drainage Ditch between South Monroe and Meridian streets. Park design development and stormwater modeling for a segment replacement of the East Drainage Ditch are underway.

Market District Placemaking

The Market District Placemaking project targets the completion of a nine-acre Market District Park, including trails, gathering places, and recreational amenities, as well as the improvement of the general safety and connectivity of the Market District through roundabouts, streetscaping, multi-use trails, and landscaping.

Lake Lafayette and St. Marks Regional Park

The Lake Lafayette and St. Marks Park project will provide ecosystem restoration, incorporate flooding analysis provided by the Northwest Florida Water Management District, and improve the connectivity of public recreational lands east of Capital Circle Southeast.

Monroe-Adams Placemaking

The Monroe-Adams Corridor Placemaking project seeks to improve the appearance, comfort, and safety of public streets along the Monroe-Adams Corridor. To achieve this goal, preliminary surveying and concept design is being conducted, supported by engagement with relevant local stakeholders and residents. In addition, the project includes a leveraging opportunity with the Florida Department of Transportation.

Midtown Placemaking

The Midtown Placemaking project will fund the implementation of the Midtown Placemaking Action Plan, which includes streetscaping and intersections improvements. The first phase of improvements will target Thomasville Road from N. Monroe Street to 7th Avenue..

Fairgrounds Beautification and Improvements

The Fairgrounds Beatification and Improvements project, based on the findings of a late 2022 Fairgrounds Master Plan, will fund improvements to the current Tallahassee Fairgrounds. Upon completion of the current Master Plan process, the design of recommended improvements is planned to begin.

Northeast Park

The Northeast Park project involves constructing a fifty-acre park in Northeast Tallahassee adjacent to Montford Middle and Roberts Elementary schools.

College Ave Placemaking

The College Avenue Placemaking project will fund construction, stormwater improvements, streetscaping, and gateway enhancements along College Ave.

Florida A&M Entry Points

The Florida A&M Entry Points project will fund the development of Florida A&M University entry points, including road improvements and turn signals, at the intersections of Osceola Street and Adams Street, as well as Perry Street and Gamble Street.

Alternative Sewer Solutions Study

The Alternative Sewer Solutions project analyzes cost-effective options to improve water quality throughout Leon County by identifying alternatives to conventional septic systems. The project's first phase, which was divided into five tasks and is funded by Blueprint, began in November 2019. The first three reports have been completed, with the fourth task involving public engagement undertaken in August 2021. The final task involves Onsite Sewage Treatment & Disposal System (OSTDS) Retrofit Implementation Scenarios, which are currently underway.

Tallahassee-Leon County Animal Service Center

The Animal Service Center project seeks to improve animal health and well-being at the Animal Service Center through renovations to dog kennels and the shelter medicine area, and the addition of quarantine yards. These improvements are largely based on a 2021 Needs Assessment completed by Animal Arts Inc.

This report is organized as follows: the "Introduction" summarizes the genesis of the BIA and BIA projects. The next section, "Methodology and Data", provides the basic steps of model and data preparation. The next section "Economic Modeling Results" provides detail on the economic impact and traffic flow analysis findings. The last section outlines the study's summary conclusions. In addition, the "Literature Review" section discusses studies relating to the theories of traffic flow analysis and economic impact assessment, and the detailed results of the traffic flow analysis are included in Appendices A, B and C, respectively.

Methodology and Data – Traffic Flow Analysis

The team was tasked with determining the economic benefits of the new traffic patterns that would emerge following the completion of three infrastructure projects, Airport Gateway, Bannerman Road, and Capital Circle Southwest. Because the three projects differ in their scope and their expected impact on traffic patterns, there are differences in the methodological approach used for each project. However, some methodological assumptions are the same between the three projects and are highlighted here.

When making decisions about infrastructure spending, one important tool used by policymakers is a benefit cost analysis (BCA).⁶ In this type of analysis, policymakers research and discover the costs associated with building a project as well as the benefits to both users and the governing bodies involved. As this report is focused on the benefits to commuters that will use the projects under consideration, the team used two common measures of the benefits to commuters of new roadway construction, the value of time spent in transit and maintenance costs associated with travel time.

The three projects rely on the same assumptions for the maintenance costs consumers incur by travelling. Maintenance costs per mile of travel are estimated by the Bureau of Transportation statistics.⁷ Maintenance costs also include fuel costs. This figure was multiplied by the assumed average travel speed for each model in terms of miles per second to get the average annual cost per second as shown below:

$$\frac{\text{cost of maintenance}}{\text{second}} = \frac{\text{cost of maintenance}}{\text{mile}} * \frac{\text{distance traveled (in miles)}}{\text{second}}$$

The cost of car maintenance per second is then used to create the annualized cost of car maintenance per commuter as shown below.

$$\frac{\text{annual vehicle maintenance cost}}{\text{commuter}} = \text{amount of time delayed (in sec)} * \frac{\text{cost of maintenance}}{\text{second}} * \text{annual factor}$$

The three projects also rely on the same assumptions for the cost of delays commuters incur by spending time commuting. To calculate the annual cost of delayed time per commuter FSU CEFA used the following equation from the University of Texas' 2021 Urban Mobility Report:⁸

$$\frac{\text{annual delay cost}}{\text{commuter}}$$

⁶ Nathaniel Coley (2012). "Spotlight on Benefit-Cost Analysis." *Public Roads*. U. S. Department of Transportation Federal Highway Administration. <https://highways.dot.gov/public-roads/marchapril-2012/spotlight-benefit-cost-analysis>.

⁷ Bureau of Transportation Statistics (2021). "Average Cost of Owning and Operating an Automobile." <https://www.bts.gov/content/average-cost-owning-and-operating-automobilea-assuming-15000-vehicle-miles-year>.

⁸ <https://mobility.tamu.edu/umr/>

$$= \text{amount of time delayed (in sec)} * \text{value of personal time (in sec)}^9$$

$$* \text{vehicle occupancy}^{10} * \text{annual factor}^{11}$$

Finally, the team calculates the total cost of delayed time per commuter as follows:

$$\frac{\text{annual total cost}}{\text{commuter}} = \frac{\text{annual vehicle maintenance cost}}{\text{commuter}} + \frac{\text{annual delay cost}}{\text{commuter}}$$

The methodologies, assumptions, and data that are unique to each project are outlined below. In particular, each project uses a similar methodology to *An Economic Impact Analysis of the Welaunee Boulevard Extension* (referred to as the Welaunee report) conducted previously by the research team.¹² However, due to data difference, changes to the methodology needed to be made.

Methodology and Assumptions - Airport Gateway Project

The research team used information from the traffic flow analysis conducted in 2021 by HAS Consulting Group and Half Associates, Inc.¹³ to estimate the benefits to commuters of the construction of a new roadway connecting Stuckey Avenue, Levy Avenue, Roberts Avenue, Pottsdamer Street, and Orange Avenue. The Blueprint Airport Gateway report refers to this new road as Segment C. While many other improvements are being considered in the Airport Gateway project, due to the preliminary state of planning and lack of data, the research team chose to focus on the impact of the construction of this segment. While some of the other proposed improvements may impact traffic speed and flow (e.g., new medians, innovative intersection designs, etc.), it is not possible to determine their economic impacts at this time.

This study uses a similar methodology to *An Economic Impact Analysis of the Welaunee Boulevard Extension* (referred to as the Welaunee report) conducted previously by the

⁹ Calculated as a per-second value of the median hourly wage of Tallahassee, \$17.45. With rounding, the per second value of time comes out to be about \$0.01.

¹⁰ 1.5 as noted by the Urban Mobility Report, 2021. <https://mobility.tamu.edu/umr/>

¹¹ 365 for the number of days in the year

¹² Harrington, Julie and Shane Whitney. *An Economic Impact Analysis of the Welaunee Boulevard* (2021). FSU Center for Economic Forecasting and Analysis. <https://negatewayhome.files.wordpress.com/2021/05/bia-final-draft-5-13-21.pdf>

¹³HSA Consulting Group and Half Associates, Inc. *Airport Gateway Stage I Traffic Report* (2021). https://blueprintia.org/wp-content/uploads/Airport-Gateway-Stage-I-Traffic-Report_Final.pdf

research team.¹⁴ However, due to data limitations, additional assumptions and modifications must be made. The Welaunee report used a traffic study that included estimates of travel times for peak hours in the study area.¹⁵ As the Airport Gateway project has not entered the intersection design phase, travel time data has not yet been collected. In addition, proposed intersection designs have not yet been produced. Therefore, it is not possible to accurately model delay times at intersections that will be affected by the plans. Finally, the previous study used peak hour directional traffic volumes to calculate the benefits to consumers based on the reasoning that peak hour commuters would derive the most benefit from the road construction. In the current study, because levels of service on predicted routes are not expected to be different between the Build and No-Build scenarios, none of the expected benefits stem from differences in level of service. Instead, they are expected to stem from shorter distances travelled when commuting.

Taking into consideration these limitations and differences, the study team relies on the changes in predicted annualized average daily traffic (AADT) volumes and measured distances on existing and proposed roadway sections paired with assumptions about average travel speeds and estimates of average wait times at intersections. Because the benefits to consumers are expected to stem from shorter distances travelled when commuting, all commuters are expected to benefit from this project, regardless of the time of day they travel. Therefore, AADT volumes are more appropriate than peak-hour, peak directional flows as a measure of the number of commuters who will benefit from the project. To avoid over-reliance on one set of assumptions, the team produced estimates based on different travel speeds and wait times to produce a range of benefits to commuters. One way to interpret this range is as benefits to commuters in peak hours (slow average speed, long signal delay time) and benefits to commuters in off-peak hours (fast average speed, short signal delay time).

Data – Airport Gateway Project

The input data used for analysis is based on the Airport Gateway Stage I Traffic Report. The report makes two primary predictions concerning traffic flows. First, the construction of Segment C and the downgrading of Levy Street to a neighborhood street will reroute 80% of the traffic on Levy Street to Stuckey Avenue. Second, the construction of Segment C will

¹⁴ Harrington, Julie and Shane Whitney. *An Economic Impact Analysis of the Welaunee Boulevard* (2021). FSU Center for Economic Forecasting and Analysis. <https://negatewayhome.files.wordpress.com/2021/05/bia-final-draft-5-13-21.pdf>

¹⁵ Kimley Horn. *Project Traffic Analysis Report: Northeast Gateway: Welaunee Boulevard* (2021). https://negatewayhome.files.wordpress.com/2021/12/ne-gateway-ptar_final_2021-12_ss.pdf

reroute 40% of northbound and 75% of southbound traffic that currently uses Pottsdamer Street to Segment C. Therefore, the total benefits data for this analysis come from the difference in annual average daily traffic (AADT) volumes along Stuckey Avenue, Levy Street, Lake Bradford Road, Pottsdamer Street, and two sections of proposed Segment C. For ease of analysis, the new construction is grouped into two sections. “Route 1” refers to the route taken by traffic rerouted away from Levy Avenue and through Stuckey Avenue. “Route 2” refers to the route taken by traffic rerouted away from Pottsdamer Street and onto the new Segment C. Table 1 contains the predicted AADT volumes for the segments predicted to be affected by the new segment depending on if the proposed Segment C is constructed (the “Build” and “No Build” scenarios), as well as the difference in predictions. To calculate differences in average travel times, the team also needed measurements of each of the relevant sections. Lengths for each section were measured using the Google Maps© measuring tool. These measurements are provided in Tables 2-3, along with the difference in the length of each route under the Build and No-Build conditions.

Based on current speed limits on Stuckey Avenue and Levy Street (25 mph and 30 mph), the team determined that the average speed of motorists should be approximately 30 – 35 mph. Therefore, the team uses average speeds of 25, 30, 35, and 40 mph in its calculations to account for errors in this assumption. The team also determined that motorists using Stuckey Avenue as a through route rather than Levy Street would encounter one fewer signaled intersection on Lake Bradford Road. Using simulation results from a 2018 study,¹⁶ the team estimates that the difference in delay times at this signal will be 12 seconds. However, as there is uncertainty in this measure, we also report the analysis with a delay of 7 seconds and a delay of 17 seconds.

Table 1. Airport Gateway Predicted AADT Volumes for the Build and No Build Scenarios¹⁷

Predicted AADT Volumes		
	2025	2045

¹⁶ Andronov, R., & Leverents, E. (2018). Calculation of vehicle delay at signal-controlled intersections with adaptive traffic control algorithm. In *MATEC Web of Conferences* (Vol. 143, p. 04008). EDP Sciences. https://www.matec-conferences.org/articles/mateconf/abs/2018/02/mateconf_yssip2017_04008/mateconf_yssip2017_04008.html

¹⁷ HSA Consulting Group and Half Associates, Inc. *Airport Gateway Stage I Traffic Report* (2021). https://blueprintia.org/wp-content/uploads/Airport-Gateway-Stage-I-Traffic-Report_Final.pdf

Segment	Build Model	No Build Model	DIFFERENCES	Build Model	No Build Model	DIFFERENCES
Stuckey Avenue, Lake Bradford to Segment C	7,932	3,120	4,812	7,487 ¹⁸	3,355	4,132
Levy Avenue, Lake Bradford to Segment C	835	4,468	(3,633)	907	4,614	(3,707)
Lake Bradford Road, Stuckey to Levy	21,533	23,718	(2,185)	23,771	25,824	(2,053)
Pottsdamer Street, Orange Avenue to Segment C	1,235	2,000	(765)	1,543	2,500	(957)
Segment C, Orange to Pottsdamer	765	-	765	957	-	957

¹⁸ The engineering report predicts that after 2025 some traffic will divert into McCaskill Avenue and Lake Avenue, reducing AADT's through Stuckey Avenue somewhat.

Table 2. Airport Gateway Route Distances for Route 1

Build and No-Build Routes and Distances, Route 1			
Route 1			
Segment	Build	No-Build	Difference
Stuckey Avenue, Lake Bradford to Segment C	0.4932	0.0000	
Segment C, Stuckey to Levy	0.3388	0.0000	
Levy Street, Lake Bradford to Segment C	0.0000	0.4932	
Lake Bradford Road, Stuckey to Levy	0.0000	0.2055	
Total Distance	0.8320	0.6986	

Table 3. Airport Gateway Route Distances for Route 2

Build and No-Build Routes and Distances, Route 2			
Route 2			
Segment	Build	No-Build	Difference
Pottsdamer Street, Orange Avenue to Segment C	0.4436	0.0000	
Orange Avenue. Segment C to Pottsdamer	0.2352	0.0000	
Segment C, Orange Avenue to Pottsdamer	0.0000	0.4686	
Total Distance	0.6788	0.4686	

Methodology and Assumptions – NE Connector – Bannerman Road Project

The research team used information from the traffic flow analysis conducted by RS&H, Inc.¹⁹ to estimate the benefits to commuters of widening a section of Bannerman Road to four lanes and constructing turn lanes on another section. The traffic flow analysis concluded that without these improvements the level of service of Bannerman Road would degrade significantly between now and the design year of 2045. This section estimates the reduction in travel time for peak hour, peak direction commuters on Bannerman Road given the proposed construction takes place.

This study uses a similar methodology to *An Economic Impact Analysis of the Welaunee Boulevard Extension*.²⁰ However, some modifications were made to fit the unique circumstances of Bannerman Road. The Welaunee report used a traffic study that included estimates of travel times for peak hours in the study area.²¹ As the Bannerman Road project has not entered the intersection design phase, travel time data has not yet been collected. In addition, proposed intersection designs have not yet been produced. Therefore, it is not possible to accurately model delay times at intersections or projected travel times at peak hour for peak directional traffic that will be affected by the plans.

Taking into consideration these limitations, the study team relies on the changes in predicted levels of service along sections of roadways paired with assumptions about average travel speeds and estimates of average wait times at intersections. To avoid over-reliance on one set of assumptions, the team produced estimates based on different travel speeds and wait times to produce a range of possible benefits to commuters.

Data– NE Connector – Bannerman Road Project

The data on which this analysis is based comes from the *Final Engineering Report: Northeast Connector Corridor (Bannerman Road)*. The report estimates the level of service provided by Bannerman Road along three segments under several construction scenarios as well as the scenario where no action is taken. The two segments under consideration are between North Meridian Road and Preservation Road (Segment 1), Preservation Road and Tekesta Drive

¹⁹RS&H, Inc. *Final Engineering Report: Northeast Connector Corridor (Bannerman Road)* (2021). <https://content.wearersandh.com/northeast-connector-corridor/fer-without-appendices.pdf>

²⁰ Harrington, Julie and Shane Whitney. *An Economic Impact Analysis of the Welaunee Boulevard* (2021). FSU Center for Economic Forecasting and Analysis. <https://negatewayhome.files.wordpress.com/2021/05/bia-final-draft-5-13-21.pdf>

²¹ Kimley Horn. *Project Traffic Analysis Report: Northeast Gateway: Welaunee Boulevard* (2021). https://negatewayhome.files.wordpress.com/2021/12/ne-gateway-ptar_final_2021-12_ss.pdf

(Segment 2). As Blueprint has selected one of the scenarios to move forward with, this report only uses the projected figures from the “No-Build” scenario where no action is taken and the “Build” scenario labelled “Build Alternative 1” in the Engineering Report. The Build scenario involves widening Segment 2 and a portion of Segment 3 to four lanes and building turn lanes in Segment 1. The report uses 2045 as the design year and predicts peak hour, peak direction volumes for 2025, 2035, and 2045.

Hagan Consulting Services used Bluetooth device tracking technology to calculate speeds along Bannerman Road between collection points near Tekesta Drive and Suda Trail. The results of this data collection provide good estimates of peak hour travel speeds along the segments being examined. Table 4 contains the results of this analysis. Peak hour travel times are very similar no matter which direction traffic is flowing, indicating that there is little difference in traffic volumes between the eastbound and westbound traffic along Bannerman Road. Therefore, the proposed construction is likely to impact both directions of travel equally.

Table 4. Bannerman Rd. Predicted Peak Hour, Peak Direction Volumes in the Build Scenario

Bannerman Road							
		Speed (mph)					
Date/Time	Direction	Median	85%ile	95%ile	Mean	Min	Max
2/11/2020 7 - 9 AM	Eastbound	38.55	41.42	42.41	38.47	34.67	42.69
	Westbound	39.43	43.04	44.61	40.45	37.43	46.96
2/11/2020 4 - 6 PM	Eastbound	40.20	43.40	47.84	40.81	34.43	49.19
	Westbound	39.58	42.44	43.04	39.73	36.89	43.04
2/12/2020 7 - 9 AM	Eastbound	41.99	44.71	49.64	42.09	34.67	52.17
	Westbound	39.43	42.69	44.61	39.51	34.21	46.53
2/12/2020 4 - 6 PM	Eastbound	39.89	43.04	45.19	40.67	37.16	49.19
	Westbound	39.13	39.86	44.74	38.55	32.28	49.19
2/13/2020 7 - 9 AM	Eastbound	41.17	43.06	44.80	40.99	36.63	47.39
	Westbound	42.69	45.95	49.71	42.55	36.89	51.65
2/13/2020 4 - 6 PM	Eastbound	38.55	43.40	43.40	39.62	36.89	43.40
	Westbound	39.58	43.81	48.61	40.34	34.21	51.14
Average AM	Eastbound	40.57	43.06	45.62	40.52	35.32	47.42
	Westbound	40.52	43.89	46.31	40.84	36.18	48.38
Average PM	Eastbound	39.55	43.28	45.48	40.37	36.16	47.26
	Westbound	39.43	42.04	45.46	39.54	34.46	47.79

This study used the number of peak hour, two-way commuters predicted in the Build Scenario as the number of individuals affected for calculating total benefits. As shown in Table 5, peak hour two-way volumes are predicted to increase significantly along Bannerman Road between now and the design year. While peak hour, peak direction volumes are not predicted to be significantly different between the Build and No-Build scenarios, the report predicts that the level of service provided by Segments 1 and 2 will degrade significantly without improvements. In particular, the volume-to-capacity ratio (V/C) is expected to be 1.18 for Segment 1 and 1.21 for Segment 2 for peak directional volumes at peak hours by 2045 if no action is taken. In contrast, the Build scenario is expected to keep an acceptable level of service, with V/C's of 0.80 and 0.51 for Segments 1 and 2, respectively.

Table 5. Bannerman Rd. Predicted Peak Hour, Peak Direction Volumes in the Build Scenario

		Peak Hour Peak Two-Way Volumes			
		Limits	2025	2035	2045
Segment 1	Meridian/Preservation		718	869	1050
Segment 2	Preservation/Tekesta		964	1188	1465

In addition to differences in traffic flows, this report needs estimates of the value to individuals and expected maintenance costs of time spent in transit and measurements of the road segments to be modified. For the value of time spent in transit, we use the median annual wage of all occupations in Tallahassee.²² Expected maintenance costs come from the Bureau of Transportation Statistics.²³ Road segments were measured using the Google Maps measuring tool.

Based on current speed limits along Bannerman Road (45 mph), the team determined traffic should ordinarily be in free flow in the Build scenario and that the average speed of motorists should be approximately 50 mph. In the No-Build scenario, the roadway is expected to be operating over capacity, which means that traffic will not be in free-flow and average speeds will be slower. Without specific travel time data, the team cannot make an accurate prediction of how much slower traffic will be in the No-Build scenario. Therefore, the team

²² Retrieved from JOBSeq: <https://jobseq.eqsuite.com>

²³ Bureau of Transportation Statistics (2020). *Average Cost of Owning and Operating an Automobile*. <https://www.bts.gov/content/average-cost-owning-and-operating-automobilea-assuming-15000-vehicle-miles-year>

assumes that travel speeds will be approximately 5 – 10 mph slower in the No-Build Scenario. For completeness, the team also calculates the case when average travel speeds are 15 mph slower. In addition, there are two existing signalized intersection along Bannerman Road. As intersection designs have not been completed, the research team only models signal delay at these intersections. Using simulation results from a 2018 study,²⁴ the average delay at these intersections will be about 12 seconds in the Build scenario. In the No-Build scenario, this intersection is expected to be operating over capacity. Estimating delays at intersections that are saturated is a developing science and beyond the scope of this analysis. Instead, to account for uncertainty in this measure, the team models the average additional delay at this signal as 5, 10, and 15 seconds more than in the Build scenario. As heavier traffic is associated with longer wait times at signalized intersections, the team creates three scenarios combining the longer signal delays with slower average speeds. Table 6 shows the difference in average travel times for peak hour, peak directional commuters under each case for each segment of Bannerman Road. The level of service provided by Segment 3 is not expected to change significantly between the Build and No-Build scenarios and therefore no analysis is conducted on this segment.

Table 6. Bannerman Rd. Reduction in Travel Times Between Build and No-Build Scenarios

Reduction in Average Travel Times			
	Difference in Average Speed and Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Difference in Travel Time, Segment 1 (seconds)	43	30	18
Difference in Travel Time Segment 2 (seconds)	21	36	53

Methodology and Assumptions – Capital Circle SW Project

²⁴ Andronov, R., & Leverents, E. (2018). Calculation of vehicle delay at signal-controlled intersections with adaptive traffic control algorithm. In *MATEC Web of Conferences* (Vol. 143, p. 04008). EDP Sciences. https://www.matec-conferences.org/articles/mateconf/abs/2018/02/mateconf_yssip2017_04008/mateconf_yssip2017_04008.html

The research team used information from the traffic flow analysis conducted by Kimley Horn & Associates, Inc.,²⁵ to estimate the benefits to commuters of widening Capital Circle Southwest (CCSW) to six lanes between Tennessee Avenue and Crawfordville Road. The team updated the projections made in this report to include traffic counts from 2019. Using these counts, the team determined that although traffic has not grown as much as anticipated along this road, the level of service of CCSW will still be unacceptably low by 2035 without the CCSW widening project. This section estimates the reduction in travel time for peak hour, peak direction commuters on CCSW given the proposed construction takes place.

When making decisions about infrastructure spending, one important tool used by policymakers is a benefit cost analysis (BCA).²⁶ In this type of analysis, policymakers research and discover the costs associated with building a project as well as the benefits to both users and the governing bodies involved. As this report is focused on the benefits to commuters that use CCSW, the team used two common measures of the benefits to commuters of new roadway construction, the value of time spent in transit and maintenance costs associated with travel time.

This study uses a similar methodology to *An Economic Impact Analysis of the Welaunee Boulevard Extension*²⁷ and *An Economic Impact Analysis of the Airport Gateway Project* conducted previously by the research team.²⁸ However, some modifications were made to fit the different circumstances of CCSW. The Welaunee report used a traffic study that included estimates of travel times for peak hours in the study area.²⁹ No travel time data has been collected for CCSW, therefore, it must be estimated from the level of service of CCSW.

Taking into consideration these limitations, the study team relies on the changes in predicted levels of service along sections of roadways paired with assumptions about average travel

²⁵Kimley-Horn and Associates, Inc. *Design Traffic Memorandum and Capacity Analysis Report: Capital Circle Southwest (SR 263)*. (2021). <https://content.wearersandh.com/northeast-connector-corridor/fer-without-appendices.pdf>

²⁶ Nathaniel Coley (2012). "Spotlight on Benefit-Cost Analysis." *Public Roads*. U. S. Department of Transportation Federal Highway Administration. <https://highways.dot.gov/public-roads/marchapril-2012/spotlight-benefit-cost-analysis>.

²⁷ Harrington, Julie and Shane Whitney. *An Economic Impact Analysis of the Welaunee Boulevard* (2021). FSU Center for Economic Forecasting and Analysis. <https://negatewayhome.files.wordpress.com/2021/05/bia-final-draft-5-13-21.pdf>

²⁸ Harrington, Julie and Morgan Holland. *An Economic Impact Analysis of the Airport Gateway Project*. (2022). FSU Center for Economic Forecasting and Analysis. (not yet published)

²⁹ Kimley Horn. *Project Traffic Analysis Report: Northeast Gateway: Welaunee Boulevard* (2021). https://negatewayhome.files.wordpress.com/2021/12/ne-gateway-ptar_final_2021-12_ss.pdf

speeds. To avoid over-reliance on one set of assumptions, the team produced estimates based on different travel speeds to produce a range of possible benefits to commuters.

Data – Capital Circle SW Project

The data on which this analysis is based comes from three sources, the *Design Traffic Memorandum and Capacity Analysis Report: Capital Circle Southwest (SR 263)* from Kimley-Horn, FDOT traffic counts from 2019,³⁰ and the FDOT *2020 Quality/Level of Service Handbook*.³¹ The Kimley-Horn report projects the level of service provided by Capital Circle Southwest based on 2005 traffic counts. Because the traffic counts are old in this report, the team examined FDOT updated counts and determined that the traffic forecasts in the Kimley-Horn report were inaccurate and new forecasts should be made. To update the forecasts, the team used a linear trend between the Average Annual Daily Traffic (AADT) counts calculated by Kimley Horn and those supplied by FDOT and extrapolated to 2035, the design year of this project. In some cases, this linear trend predicted declining traffic counts. Because declining traffic counts are unlikely, the team used the current traffic counts as the 2035 estimates for these instances. To calculate peak-hour, peak-direction commuters, the team used the same assumptions as the Kimley-Horn report.³²

The Kimley-Horn report also does not estimate the level of service of CCSW for a “no-build” scenario. Therefore, the team used the 2020 FDOT Quality/Level of Service Handbook Tables to approximate the level of service along Capital Circle Southwest in 2035 assuming no construction takes place. The team uses the difference in the predicted level of service as the basis for predicting differences in travel time, maintenance costs, and overall costs to consumers. Table 7 shows the segments under consideration, predicted peak hour, peak direction volumes for 2035, and their predicted level of service under the “build” and “no-build” scenarios.

Table 7. CCSW Predicted Peak Hour, Peak Direction Volumes in the Build Scenario

Segments, Volumes, and Levels of Service				
Segment	Limits	Peak-hour, Peak Direction	Level of Service,	Level of Service, Build

³⁰ <https://tdaappsprod.dot.state.fl.us/fto/>

³¹ FDOT. *2020 Quality/Level of Service Handbook*. (2020). https://fdotwww.blob.core.windows.net/sitefinity/docs/default-source/planning/systems/systems-management/document-repository/qlos/fdot_qlos_handbook_june-2020.pdf?sfvrsn=98f689a7_2

³² Specifically, the team assumes the same K-factor and D-factor.

		Volumes, 2035	No- Build	
1	Tennessee Street/Blountstown Highway	1,941	F	B
2	Blountstown Highway/Orange Avenue	1,735	F	B
3	Orange Avenue/Airport	799	D	B
4	Airport/Springhill Road	955	D	B
5	Springhill Road/Crawfordville Road	868	E	B

In addition to differences in traffic flows, this report needs estimates of the value to individuals and expected maintenance costs of time spent in transit and measurements of the road segments to be modified. For the value of time spent in transit, we use the median annual wage of all occupations in Tallahassee.³³ Expected maintenance costs come from the Bureau of Transportation Statistics.³⁴ Road segments were measured using the Google Maps© measuring tool.

Based on current speed limits along CCSW (45 mph), the team determined traffic should ordinarily be in free flow in the Build scenario and that the average speed of motorists should be approximately 50 mph. In the No-Build scenario, the level of service of the roadway is expected to be much lower, which means that traffic will not be in free-flow and average speeds will be slower. Without specific travel time data, the team cannot make an accurate prediction of how much slower traffic will be in the No-Build scenario. Therefore, the team assumes that travel speeds will be approximately 5 – 10 mph slower in the No-Build Scenario. For completeness, the team also calculates the case when average travel speeds are

³³ Retrieved from JOBSeq: <https://jobseq.egsuite.com>.

³⁴ Bureau of Transportation Statistics (2020). *Average Cost of Owning and Operating an Automobile*. <https://www.bts.gov/content/average-cost-owning-and-operating-automobilea-assuming-15000-vehicle-miles-year>

15 mph slower. In addition, each segment has one existing signalized intersection. Therefore, the research team also includes expected signal delays along each segment to calculate differences in travel time between the build and no-build scenarios. Using simulation results from a 2018 study,³⁵ the team estimates that the average delay at each intersection will be about 10 seconds less in the Build scenario. To account for uncertainty in this measure, the team models the average additional delay at this signal as 5, 10, and 15 seconds. As heavier traffic is associated with longer wait times at signalized intersections, the team creates three scenarios combining the longer signal delays with slower average speeds. Table 8 shows the difference in average travel times for peak hour, peak directional commuters under each case for each segment of CCSW.

Table 8. CCSW Reduction in Travel Time Between Build and No-Build scenarios

Reduction in Travel Times			
	Difference in Average Speed and Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Difference in Travel Time, Segment 1 (seconds)	69	42	19
Difference in Travel Time Segment 2 (seconds)	50	31	14
Difference in Travel Time Segment 3 (seconds)	73	44	20
Difference in Travel Time Segment 4 (seconds)	61	37	17
Difference in Travel Time Segment 5 (seconds)	-82	-49	-22

Methodology and Data – Economic Impact Analysis

Economic Impact Analysis (IMPLAN)

³⁵ Andronov, R., & Leverents, E. (2018). Calculation of vehicle delay at signal-controlled intersections with adaptive traffic control algorithm. In *MATEC Web of Conferences* (Vol. 143, p. 04008). EDP Sciences. https://www.matec-conferences.org/articles/mateconf/abs/2018/02/mateconf_yssip2017_04008/mateconf_yssip2017_04008.html

The next step in this research study is the economic impact analysis. FSU CEFA used a well-established analytical tool known as the Impact Analysis for Planning, or IMPLAN[®] model. The theoretical framework is input-output (I/O), developed by Wassily Leontief, for which he received the Nobel Prize in 1973. IMPLAN, founded in 1993, is a widely accepted integrated I/O model that is used extensively by state and local government agencies to measure proposed legislative and other program and policy economic impacts across the private and public sectors. There are several advantages to using IMPLAN:

- It is calibrated to local conditions using a relatively large amount of local county level and state of Florida specific data;
- It is based on a strong theoretical foundation; and
- It uses a well-researched and accepted applied economics impact assessment methodology supported by many years of use across all regions of the U.S.

The basic assumption of the IMPLAN model is that the fundamental information in I/O analysis involves the flow of products from each industrial sector (producer) to each of the industrial sectors considered as consumers. Similar to REMI, IMPLAN assumes uses the Regional Purchase Coefficient (RPC) approach to regionalize the technical coefficients. The primary sources of employment and earnings data are County Business Patterns' data and Bureau of Economic Analysis (BEA) data.

The economic impact model used for this analysis was specifically developed for the counties of Florida, and includes 534 sectors, 25 institutional sectors, and most recent dataset³⁶ – year 2020 data. IMPLAN's principal advantage is that it may be used to estimate direct, indirect, and induced economic impacts for any static (point-in-time) economic stimulus. IMPLAN uses an economic multiplier approach to estimating impacts. Consistent with standard practice, the direct impacts, as well as the indirect and induced impacts, are calculated for the 18 BIA projects' Tallahassee market area. This study evaluates the 18 BIA projects' economic impacts, measured in terms of economic output (the value of industry production), local employment or jobs, income or wages, and taxes (federal, state & local).

Data – Economic Impact Analysis

³⁶ Florida 2020 data was released at the end of December 2021, and used in this study.

The FSU CEFA research team obtained the most recent BIA project construction cost/expenditure data from the BIA team³⁷ in early April 2022. Table 9 displays the cost data.

It is expected that the 18 BIA projects will generate the following types of economic impacts in the Tallahassee market area:

- Direct Impacts. Direct impacts relate to: a) the short-term business activity associated with BIA-related construction, etc., and; b) the ongoing economic activity associated with the 18 BIA related-businesses or firms.
- Indirect Impacts. Indirect impacts will result when local firms directly impacted by the 18 BIA projects, in turn purchase materials, supplies or services from other firms.
- Induced Impacts. Induced impacts relate to the consumption and spending of employees of firms that are directly or indirectly affected by the 18 BIA projects. These would include all of the goods and services normally associated with household consumption (i.e., housing, retail purchases, local services, etc.).

³⁷ BIA data provided by: Ms. Megan Doherty, Planning Manager, BIA and Mike Alfano, Principal Planner, BIA.

Table 9. The Estimated Total Construction and Other Costs of the Eighteen Projects

Project	FY22-23 Cost Estimates	Construction Cost Estimates	Other Cost Estimates
Airport Gateway	\$81,878,632	\$73,910,000	\$7,968,632
Northwest Connector: Tharpe Street	\$68,819,874	\$55,055,899	\$13,763,975
Northeast Corridor Connector: Bannerman Rd	\$74,219,381	\$41,943,860	\$32,275,521
Northeast Gateway: Welaunee Boulevard	\$94,678,000	\$78,708,000	\$15,970,000
Capital Circle SW	\$138,832,000	\$91,000,000	\$47,832,000
Capital Cascades Trail - Segment 4	\$20,000,000	\$16,000,000	\$4,000,000
Orange Avenue/Meridian Placemaking	\$8,209,611	\$6,567,689	\$1,641,922
Market District Placemaking	\$11,013,598	\$8,810,878	\$2,202,720
Lake Lafayette and St. Marks Regional Park	\$20,438,984	\$16,351,187	\$4,087,797
Monroe-Adams Corridor Placemaking	\$8,532,961	\$6,826,369	\$1,706,592
Midtown Placemaking	\$28,459,347	\$22,767,478	\$5,691,869
Fairgrounds Beautification and Improvement	\$12,100,000	\$9,800,000	\$2,300,000
Northeast Park	\$12,000,000	\$10,500,000	\$1,500,000
College Avenue Placemaking	\$9,055,246	\$7,244,197	\$1,811,049
Florida A&M Entry Points	\$1,940,410	\$1,552,328	\$388,082
Alternative Sewer Solutions	\$2,475,295	\$1,980,236	\$495,059
Tallahassee-Leon County Animal Service Center	\$3,800,000	\$3,600,000	\$200,000
Magnolia Drive Trail	\$23,556,734	\$18,845,387	\$4,711,347

* in 2022 \$

Economic Modeling Results – Traffic Flow Analysis

Before examining the results of each traffic flow analysis, it is important to note some differences between the analysis and how they affect the results. In addition, the team also highlights some important observations.

First, the three projects differ in the sources of the predicted economic benefits and the commuters expected to be affected by the Build scenarios. Traffic routes along Bannerman Road and Capital Circle SW will not change in length. Therefore, the benefits to commuters along Bannerman Road and Capital Circle SW stem from the improvement in the levels of service under the Build models. Since the Build models will have a higher capacity than the No Build models, commuters are expected to traverse Bannerman Road and Capital Circle SW more quickly due to the reduction in signal delays and increased average speeds. On the other hand, the Airport Gateway project predicts that average speeds will be the same under the Build and No Build scenarios. Therefore, the benefits to commuters of the Build scenario for Airport Gateway stem primarily from reduced travel distance and reduced signal delays.

Additionally, it is important to note that Bannerman Road and Capital Circle SW use a different measure of traffic flows than the Airport Gateway project. Improved levels of service are at their most useful during peak hours, therefore, the Bannerman Road and Capital Circle SW analyses use peak hour flows to measure of commuters who will benefit from the Build scenarios. In contrast, the Airport Gateway project predicts shorter commuting distances, which benefit commuters regardless of when the commute occurs. Therefore, the Airport Gateway project uses AADT flows as its measure of commuters who will benefit from the Build scenario. Since AADT flows are much larger than peak hour flows, many more commuters are expected to benefit from the Airport Gateway project than from Bannerman Road and Capital Circle SW. Finally, the travel time data provided by Blueprint indicate that for Bannerman Road there is no practical difference in travel times between eastbound and westbound traffic. Therefore, Bannerman road uses peak hour two-directional traffic while Capital Circle SW uses peak hour, peak directional traffic.

The team only calculates benefits for the years used in each engineering report, however, it is important to note that the benefits of each project operate over the life of the project, not just for a handful of years. Without predictions of traffic flows for other years, it is not possible to calculate the total benefit of the projects without making assumptions about the growth rates of traffic, changes in average speeds, and changes in average signal delays between years. Nevertheless, the total benefits over the life of the projects will be much greater than the annual benefits listed here. Finally, these analyses do not take construction costs into consideration and are therefore not full benefit cost analyses.

Airport Gateway Project Results

The results of the analysis are presented in Tables 10-11 and a more detailed breakdown of benefits is presented in Appendix C. Total benefits from the new construction in Route 1 are not predicted to exceed \$0.44 per commuter, per day, or \$159 per commuter, per year. Total benefits for Route 2 are not expected to exceed \$0.41 per commuter, per day, or \$150.61 per commuter, per year.

In addition to calculating the benefits to each individual driver, Tables 10-11 calculate the total benefit to all commuters expected to use the new routes in 2025 and 2045. The predicted total benefit in a year is between \$495,399 and \$765,148.88 for Route 1 in 2025 and between \$425,393 and \$657,023 for Route 1 in 2045. For Route 2, the predicted total benefit in a year is between \$603,054 and \$724,719 in 2025 and between \$517,834 and \$622,307 in 2045.

The benefits to commuters for stem from the predicted changes in traffic patterns from the study conducted by HAS Consulting Group and Halff Associates, Inc.³⁸ For Route 1, If Stuckey Avenue is upgraded to a through street and Levy Avenue is downgraded to a neighborhood street, the traffic analysis predicts that 80% of the traffic that currently uses Levy Avenue will shift to using Stuckey Avenue. Because the typical commuting route using Stuckey Avenue is expected to be slightly shorter than the Levy Avenue Route and will avoid one signalized intersection, commuters are expected to save some time using the new route. The team estimates the value of time savings to be between \$0.28 and \$0.44 per commuting based on maintenance costs and the value of productive time. Based on projected traffic volumes, total annual benefits to all commuters are expected to be between \$495,399.91 and \$765,148.88 in 2025 and between \$425,393.28 and \$657,023.10 in 2045.

³⁸ HSA Consulting Group and Halff Associates, Inc. *Airport Gateway Stage I Traffic Report* (2021). https://blueprintia.org/wp-content/uploads/Airport-Gateway-Stage-I-Traffic-Report_Final.pdf

Table 10. Airport Gateway Total Benefits to Commuters, Route 1

Total Benefits for Commuters				
Route 1 (Stuckey Avenue)				
7 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.32	\$0.30	\$0.29	\$0.28
Average annual benefit per commuter	\$116.31	\$109.62	\$105.49	\$102.95
Annual benefit, all commuters, 2025	\$559,687.13	\$527,486.97	\$507,596.63	\$495,399.91
Annual benefit, all commuters, 2045	\$480,595.85	\$452,946.00	\$435,866.43	\$425,393.28
12 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.38	\$0.36	\$0.36	\$0.35
Average annual benefit per commuter	\$137.66	\$132.58	\$130.07	\$129.15
Annual benefit, all commuters, 2025	\$662,418.01	\$637,992.27	\$625,876.34	\$621,454.05
Annual benefit, all commuters, 2045	\$568,809.48	\$547,835.42	\$537,431.64	\$533,634.28
17 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.44	\$0.43	\$0.42	\$0.43
Average annual benefit per commuter	\$159.01	\$155.55	\$154.65	\$155.34
Annual benefit, all commuters, 2025	\$765,148.88	\$748,497.56	\$744,156.06	\$747,508.18
Annual benefit, all commuters, 2045	\$657,023.10	\$642,724.84	\$638,996.85	\$641,875.27

For Route 2, If Segment C is constructed, the traffic analysis conducted by HAS Consulting Group and Halff Associates, Inc. predicts that 40% of the traffic that currently uses Pottsdamer Street will shift to using the new segment. Because the new segment provides a shorter route into the Innovation Hub area, commuters are expected to save some commuting time by using the new route. The team estimates the value of this time savings to be between \$0.34 and \$0.41 per commuting trip based on maintenance costs and the value of productive time. Based on projected traffic volumes, total annual benefits to all commuters are expected to be between \$603,054.44 and \$724,719.61 in 2025 and between \$517,834.78 and \$622,307.03 in 2045.

Table 11. Airport Gateway Total Benefits for Commuters, Route 2

Total Benefits for Commuters				
Route 2 (Pottsdamer Bypass)				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.41	\$0.38	\$0.36	\$0.34
Average annual benefit per commuter	\$150.61	\$138.83	\$130.88	\$125.32
Annual benefit, all commuters, 2025	\$724,719.61	\$668,054.73	\$629,801.08	\$603,054.44
Annual benefit, all commuters, 2045	\$622,307.03	\$573,649.66	\$540,801.76	\$517,834.78

NE Connector – Bannerman Road Project Results

Tables 12-13 present the results of this analysis. The benefits from the Bannerman Road project primarily stem from the improved levels of service predicted in the Build Model. Improved levels of service mean that commuters are expected to traverse Bannerman Road at faster average speeds and spend less time waiting at traffic signals.

For Segment 1, the team finds that individual commuters will save between \$0.09 and \$0.21 per trip in time benefits, or between \$23.11 and \$53.83 annually. Because maintenance benefits primarily stem from reduced wait times, deceleration, and acceleration at traffic signals, there is not expected to be any savings in maintenance costs along Segment 1. Given the projected number of peak hour, two-directional commuters along Segment 1 for each year in the engineering report, the total annual benefits of between \$16,590.26 and \$38,653.15 in 2025, between \$20,079.30 and \$46,782.15 in 2035, and between \$24,261.52 and \$56,526.19 in 2045.

Table 12. Bannerman Rd. Total Benefits to Commuters, Segment 1

Total Benefits for Commuters, Segment 1			
	Difference in Average Speed		
	15 mph	10 mph	5 mph
Average daily benefit per commuter	\$0.21	\$0.14	\$0.09
Average annual benefit per commuter	\$53.83	\$37.30	\$23.11
Average annual benefit for all peak hour, peak direction commuters, 2025	\$38,653.15	\$26,781.28	\$16,590.26
Average annual benefit for all peak hour, peak direction commuters, 2035	\$46,782.15	\$32,413.55	\$20,079.30
Average annual benefit for all peak hour, peak direction commuters, 2045	\$56,526.19	\$39,164.82	\$24,261.52

Table 13. Total Benefits to Commuters, Segment 2

Total Benefits for Commuters, Segment 2			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.34	\$0.23	\$0.13
Average annual benefit per commuter	\$87.73	\$60.89	\$34.99
Average annual benefit for all peak hour, peak direction commuters, 2025	\$84,574.97	\$58,702.16	\$33,727.64
Average annual benefit for all peak hour, peak direction commuters, 2035	\$104,227.25	\$72,342.49	\$41,564.77
Average annual benefit for all peak hour, peak direction commuters, 2045	\$128,529.39	\$89,210.23	\$51,256.21

Capital Circle SW Project Results

Tables 14-15 present the results of this analysis. The benefits from the Capital Circle SW project primarily stem from the improved levels of service predicted in the Build Model. Improved levels of service mean that commuters are expected to traverse Capital Circle SW at faster average speeds and spend less time waiting at traffic signals.

The team found the largest benefit for Segment 5, where individual commuters will benefit between \$38.64 and \$127.86 annually. Other segments are expected to have less benefits, with the smallest expected benefits going to Segment 2. Along this segment, commuters are expected to save between \$0.11 and \$0.34 per trip or \$28.26 to \$87.80 annually.

Adding up the benefits to individual commuters over all commuters expected to use each segment of Capital Circle SW gives the total benefit to commuters in 2035, the only year examined by the engineering report that is still in the future. Overall, the team expects commuters to benefit the least from the widening of Segment 3, where annual benefits to all commuters are expected to be between \$28,523.23 and \$93,100.20. Commuters are expected to benefit the most from the widening of Segment 2 due to the high volumes of traffic that use this segment. Annual benefits to all commuters are expected to be between \$66,583.73 and \$215,705.04 along Segment 2.

Table 14. CCSW Total Benefits to Commuters

Total Benefits for Commuters			
Segment 1			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.43	\$0.27	\$0.13
Average annual benefit per commuter	\$111.14	\$70.72	\$34.31
Average annual benefit for all peak hour, peak direction commuters, 2035	\$215,705.04	\$137,262.24	\$66,583.73
Segment 2			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.34	\$0.22	\$0.11
Average annual benefit per commuter	\$87.80	\$57.11	\$28.26
Average annual benefit for all peak hour, peak direction commuters, 2035	\$152,315.26	\$99,070.56	\$49,017.25
Segment 3			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.45	\$0.28	\$0.14
Average annual benefit per commuter	\$116.58	\$73.90	\$35.72
Average annual benefit for all peak hour, peak direction commuters, 2035	\$93,100.20	\$59,013.10	\$28,523.23

Table 15. CCSW Total Benefits to Commuters, Cont.

Total Benefits for Commuters, Cont.			
Segment 4			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.39	\$0.25	\$0.12
Average annual benefit per commuter	\$101.02	\$64.82	\$31.68
Average annual benefit for all peak hour, peak direction commuters, 2035	\$96,476.57	\$61,904.02	\$30,257.59
Segment 5			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.49	\$0.31	\$0.15
Average annual benefit per commuter	\$127.86	\$80.48	\$38.64
Average annual benefit for all peak hour, peak direction commuters, 2035	\$111,026.12	\$69,880.82	\$33,553.81

Economic Modeling Results – Economic Impact Analysis

The economic impact findings of the 18 BIA projects are shown in Table 16 are estimated to be a total of 5,865 jobs, over \$310 million in income or wages and over \$992 million in total economic output. The project team estimated both the direct impact of a change in economic activity and the indirect and induced impacts as described in the methodology section. Tables 17 and 18 depict the total direct, indirect, and induced, and fiscal impacts associated with BIA’s construction cost data. The fiscal impacts include the expected federal, in addition to state and local taxes collected within the Tallahassee market area. It includes income tax paid by employees, social insurance tax (including employee and employer paid contributions), corporate profit tax, property tax, sales tax, motor vehicle license taxes, fees, among others. The FSU CEFA research team estimates that state and local taxes generated by the additional economic activity will be about \$8,221,350.³⁹

³⁹ All impacts are presented as impacts to the Tallahassee market area, with monetary figures presented in current (2022) dollars. The economic impact analysis does not include any quality of life nor opportunity costs (alternative investment) valuation. Small differences in the estimates (and totals) may occur due to rounding.

Table 16. The Total Economic Impacts⁴⁰ Based on the Construction Activities Relating to the Eighteen BIA Projects

Grand Total Economic Measure	Economic Output (Sales/Revenues)	Employment or Jobs	Income or Wages
Airport Gateway	\$125,586,297	723	\$38,609,964
NW Connector Tharpe St.	\$107,162,851	628	\$33,418,334
NE Corridor Connector Bannerman Rd.	\$119,533,037	727	\$38,423,896
NE Gateway Welaunee Blvd.	\$146,753,722	855	\$45,569,299
Capital Circle SW	\$220,743,280	1,325	\$70,159,392
Capital Cascades Trail-Segment 4	\$34,779,917	230	\$11,899,671
Orange Ave./Meridian Placemaking	\$13,125,410	62	\$3,631,096
Market District Placemaking	\$19,152,602	126	\$6,552,910
Lake Lafayette & St Marks Regional Park	\$35,543,309	234	\$12,160,860
Monroe-Adams Corridor Placemaking	\$14,573,441	83	\$4,036,104
Midtown Placemaking	\$48,605,705	275	\$13,461,317
Fairgrounds Beautification & Improvement	\$19,813,481	109	\$5,331,466
Northeast Park	\$20,867,950	137	\$7,139,804
College Ave Placemaking	\$14,100,375	83	\$4,397,149
Florida A&M Entry Points	\$3,265,383	18	\$843,850
Alternative Sewer Solutions	\$4,838,892	40	\$2,474,629
Tall. Leon County Animal Service Center	\$6,131,879	32	\$1,536,675
Magnolia Drive Trail	\$37,662,174	178	\$10,419,102
Grand Total	\$992,239,705	5,865	\$310,065,518

⁴⁰ Including Direct, Indirect and Induced Impacts.

* in 2022 \$

Table 17. The Direct, Indirect, and Induced Output Impacts Based on the Construction Activities Relating to the Eighteen BIA Projects

Output	Direct	Indirect	Induced	Total
Airport Gateway	\$81,878,628	\$20,127,614	\$23,580,055	\$125,586,297
NW Connector Tharpe St.	\$68,819,870	\$17,933,593	\$20,409,388	\$107,162,851
NE Corridor Connector Bannerman Rd.	\$74,219,377	\$21,847,278	\$23,466,382	\$119,533,037
NE Gateway Welaunee Blvd.	\$94,677,995	\$24,245,446	\$27,830,281	\$146,753,722
Capital Circle SW	\$138,831,993	\$39,063,271	\$42,848,016	\$220,743,280
Capital Cascades Trail-Segment 4	\$20,000,000	\$7,512,522	\$7,267,396	\$34,779,918
Orange Ave./Meridian Placemaking	\$8,209,612	\$2,697,971	\$2,217,827	\$13,125,410
Market District Placemaking	\$11,013,598	\$4,136,995	\$4,002,009	\$19,152,602
Lake Lafayette & St Marks Regional Park	\$20,438,984	\$7,677,416	\$7,426,909	\$35,543,309
Monroe-Adams Corridor Placemaking	\$8,532,962	\$3,575,602	\$2,464,877	\$14,573,441
Midtown Placemaking	\$28,459,346	\$11,925,439	\$8,220,920	\$48,605,705
Fairgrounds Beautification & Improvemt	\$12,100,000	\$4,457,563	\$3,255,918	\$19,813,481
Northeast Park	\$12,000,000	\$4,507,513	\$4,360,437	\$20,867,950
College Ave Placemaking	\$9,055,247	\$2,359,683	\$2,685,445	\$14,100,375
Florida A&M Entry Points	\$1,940,411	\$809,633	\$515,339	\$3,265,383
Alternative Sewer Solutions	\$2,475,296	\$852,255	\$1,511,341	\$4,838,892
Tall. Leon County Animal Service Center	\$3,800,001	\$1,393,446	\$938,432	\$6,131,879
Magnolia Drive Trail	\$23,556,735	\$7,741,584	\$6,363,855	\$37,662,174
Grand Total	\$620,010,055	\$182,864,824	\$189,364,827	\$992,239,706

* in 2022 \$

Table 18. The Direct, Indirect, and Induced Jobs Impacts Based on the Construction Activities Relating to the Eighteen BIA Projects, Cont.

Employment	Direct	Indirect	Induced	Total
Airport Gateway	456	108	159	723
NW Connector Tharpe St.	393	97	138	628
NE Corridor Connector Bannerman Rd.	448	121	158	727
NE Gateway Welaunee Blvd.	536	131	188	855
Capital Circle SW	821	215	289	1,325
Capital Cascades Trail- Segment 4	137	44	49	230
Orange Ave./Meridian Placemaking	31	16	15	62
Market District Placemaking	75	24	27	126
Lake Lafayette & St Marks Regional Park	140	44	50	234
Monroe-Adams Corridor Placemaking	43	23	17	83
Midtown Placemaking	142	78	55	275
Fairgrounds Beautification & Improvment	60	27	22	109
Northeast Park	82	26	29	137
College Ave Placemaking	52	13	18	83
Florida A&M Entry Points	9	5	4	18
Alternative Sewer Solutions	23	7	10	40
Tall. Leon County Animal Service Center	17	9	6	32
Magnolia Drive Trail	89	46	43	178
Grand Total	3,554	1,034	1,277	5,865

Table 19. The Direct, Indirect, and Induced Income Impacts Based on the Construction Activities Relating to the Eighteen BIA Projects, Cont.

Income	Direct	Indirect	Induced	Total
Airport Gateway	\$25,081,377	\$6,251,260	\$7,277,327	\$38,609,964
NW Connector Tharpe St.	\$21,499,175	\$5,620,371	\$6,298,788	\$33,418,334
NE Corridor Connector Bannerman Rd.	\$24,217,144	\$6,964,511	\$7,242,241	\$38,423,896
NE Gateway Welaunee Blvd.	\$29,401,765	\$7,578,494	\$8,589,040	\$45,569,299
Capital Circle SW	\$44,557,795	\$12,377,756	\$13,223,841	\$70,159,392
Capital Cascades Trail-Segment 4	\$7,194,441	\$2,462,354	\$2,242,876	\$11,899,671
Orange Ave./Meridian Placemaking	\$2,000,409	\$946,190	\$684,497	\$3,631,096
Market District Placemaking	\$3,961,834	\$1,355,969	\$1,235,107	\$6,552,910
Lake Lafayette & St Marks Regional Park	\$7,352,353	\$2,516,401	\$2,292,106	\$12,160,860
Monroe-Adams Corridor Placemaking	\$2,077,881	\$1,197,516	\$760,707	\$4,036,104
Midtown Placemaking	\$6,930,202	\$3,993,985	\$2,537,130	\$13,461,317
Fairgrounds Beautification & Improvemt	\$2,902,356	\$1,424,278	\$1,004,832	\$5,331,466
Northeast Park	\$4,316,665	\$1,477,413	\$1,345,726	\$7,139,804
College Ave Placemaking	\$2,828,839	\$739,522	\$828,788	\$4,397,149
Florida A&M Entry Points	\$415,082	\$269,725	\$159,043	\$843,850
Alternative Sewer Solutions	\$1,660,436	\$347,757	\$466,436	\$2,474,629
Tall. Leon County Animal Service Center	\$804,590	\$442,470	\$289,615	\$1,536,675
Magnolia Drive Trail	\$5,739,993	\$2,715,006	\$1,964,103	\$10,419,102
Grand Total	\$192,942,337	\$58,680,978	\$58,442,203	\$310,065,518

* in 2022 \$

Table 20. The Fiscal Impacts Associated with the Construction Activities Relating to the Eighteen BIA Projects

State, Local & Federal Taxes	Airport Gateway	NW Connector Tharpe St.	NE Corridor Connector Bannerman Rd.	NE Gateway Welaunee Blvd.
State & Local Taxes	\$580,296	\$527,769	\$667,915	\$709,273
Federal Taxes	\$8,098,928	\$6,966,625	\$7,906,414	\$9,517,346
Grand Total	\$8,679,224	\$7,494,394	\$8,574,329	\$10,226,619

State, Local & Federal Taxes	Capital Circle SW	Capital Cascades Trail-Segment 4	Orange Ave/ Meridian Placemaking	Market District Placemaking
State & Local Taxes	\$1,178,338	\$244,005	\$846,801	\$134,368
Federal Taxes	\$14,506,551	\$2,385,501	\$890,828	\$1,313,647
Grand Total	\$15,684,889	\$2,629,506	\$1,737,629	\$1,448,015

State, Local & Federal Taxes	Lake Lafayette & St Marks Regional Park	Monroe-Adams Corridor Placemaking	Midtown Placemaking	Fairgrounds Beautification & Improvement
State & Local Taxes	\$249,361	\$79,618	\$265,544	\$50,750
Federal Taxes	\$2,437,861	\$833,273	\$2,779,156	\$1,093,405
Grand Total	\$2,687,222	\$912,891	\$3,044,700	\$1,144,155

Table 21. The Fiscal Impacts Associated with the Construction Activities Relating to the Eighteen BIA Projects, Cont.

State, Local & Federal Taxes	Northeast Park	College Ave Placemaking	Florida A&M Entry Points	Alternative Sewer Solutions
State & Local Taxes	\$146,404	\$69,443	\$14,269	\$18,579
Federal Taxes	\$1,431,301	\$916,661	\$175,635	\$483,071
Grand Total	\$1,577,705	\$986,104	\$189,904	\$501,650

State, Local & Federal Taxes	Tall. Leon County Animal Service Center	Magnolia Drive Trail	Grand Total
State & Local Taxes	\$8,799	\$2,429,818	\$8,221,350
Federal Taxes	\$317,598	\$2,556,152	\$64,609,953
Grand Total	\$326,397	\$4,985,970	\$72,831,303

* in 2022 \$

The FSU CEFA study team estimated the total jobs created for the economic impact analysis of the 18 individual projects. Figure 1 displays the number of jobs created for the 18 projects. Due to the highest estimated total cost, the “Capital Circle SW” project is expected to generate the most jobs: 1,325. The numbers of direct, indirect, and induced jobs created are 821, 215, and 289 jobs, respectively. The project of “Florida A&M Entry Points” creates the least job positions due to the lowest construction cost and the project being more specific to a reduced footprint. As can be expected, for each project, with the exception of the “Alternative Sewer Solutions Study”, projects with higher total construction costs typically create a greater number of temporary jobs.

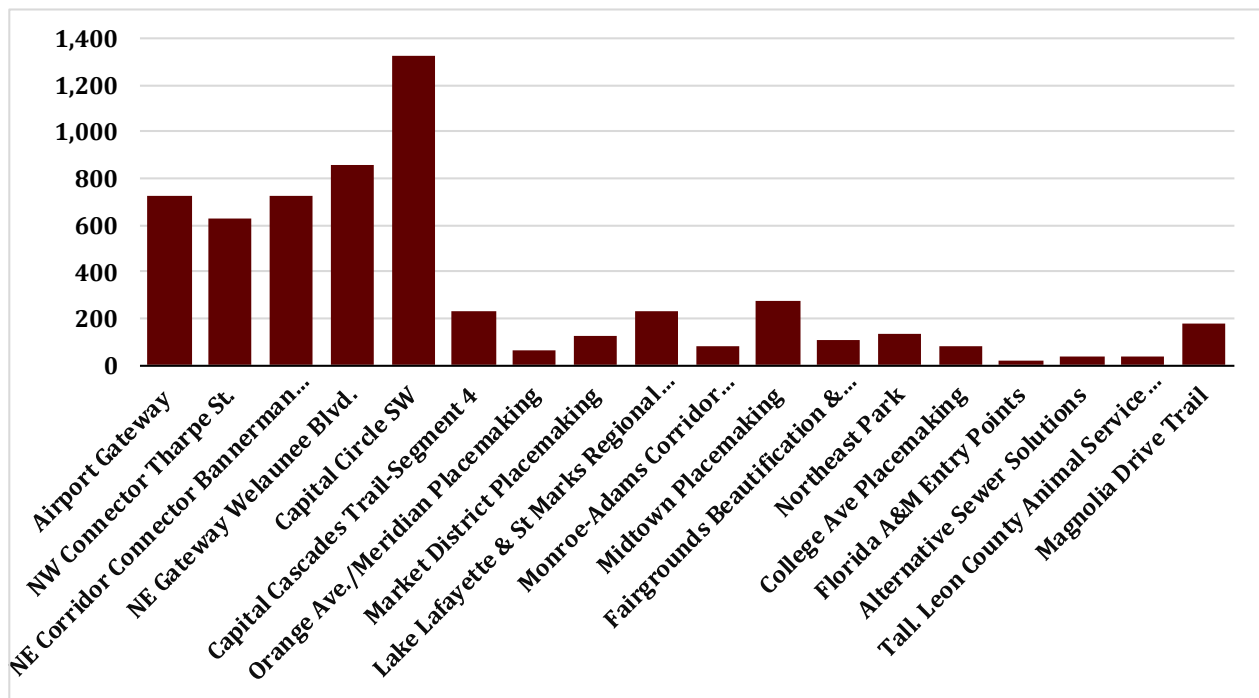


Figure 1. The Total Job Creation for Eighteen BIA Projects

Conclusions – Traffic Flow and Economic Impact Analysis

In 2022, the BIA commissioned the Florida State University Center for Economic Forecasting and Analysis (FSU CEFA) to conduct a traffic flow economic analysis for three projects, and an economic impact analysis of 18 BIA construction projects. This report represents the traffic flow economic analysis and economic impact results of all these 18 BIA projects' construction activities in the Tallahassee market area.

The FSU CEFA research team worked with the BIA team relating to the data collection effort. Data provided from previous traffic flow engineering studies comprised the lion's share of the data for each of the three projects. The construction cost, or input data for the economic impact analysis of the 18 projects were then categorized into primarily construction types of activities. Economic models were developed (using the input data) for each individual construction project activity, and generated the following economic impact results.

Economic Findings of the Three Traffic Flow Analyses by Project

Airport Gateway

The results of the analysis are presented earlier in the report. The team finds that the benefits to individual commuters from the new design will be minimal. At most, the time benefit to commuters using Route 1 (Stuckey Avenue) will gain \$0.27 per trip in less delay time and \$0.21 per trip in reduced vehicle costs. This translates to a maximum annual benefit per commuter of \$98.84 in reduced delay time and \$76.65 in maximum savings on maintenance costs per commuter. Total benefits from the new construction in Route 1 are not predicted to exceed \$0.44 per commuter, per day, or \$159 per commuter, per year. The results are similar for Route 2 (Pottsdamer Street bypass), with no more than \$0.26 per trip in reduced delay time and \$0.17 per trip in reduced maintenance per commuter, per day. This translates to \$93.62 in annual reduction of delay time per commuter and \$61.83 in reduced maintenance costs. Total benefits for Route 2 are not expected to exceed \$0.41 per commuter, per day, or \$150.61 per commuter, per year.

While the benefits to individual commuters are expected to be small, because of the number of commuters predicted to be using these routes the benefits to Tallahassee commuters overall may be substantial. In addition to calculating the benefits to each individual driver, the total benefits to all commuters expected to use the new routes in 2025 and 2045 were also calculated. The predicted total benefit in a year is between \$495,399 and \$765,148.88 for Route 1 in 2025 and between \$425,393 and \$657,023 for Route 1 in 2045. For Route 2, the predicted total benefit in a year is between \$603,054 and \$724,719 in 2025 and between \$517,834 and \$622,307 in 2045.

NE Connector – Bannerman Road Project

The research team found that the benefits to individual commuters from the new construction will be minimal. For Segment 1 (between North Meridian Road and Preservation Road), the team finds that individual commuters will save between \$0.09 and \$0.21 per trip in time benefits, or between \$23.11 and \$53.83 annually. Along Segment 2 (between Preservation Road and Tekesta Drive), the team finds that commuters will save between \$0.13 and \$0.34 per trip in in reduced maintenance cost and increased time benefits. Adding up the benefits to individual commuters over the total projected number of commuters on each segment, the team determined that the maximum total benefit for each segment per year for all commuters is \$56,526.19 for Segment 1 and \$128,529.39 for Segment 2.

Capital Circle SW Project

The research team found that the benefits to individual commuters from the new construction will be minimal. The team found the largest benefit for Segment 5, where individual commuters will save between \$0.15 and \$0.49 per trip in time benefits and reduced maintenance costs, or between \$38.64 and \$127.86 annually. Other segments are expected to have less benefits, with the smallest expected benefits going to Segment 2. Along this segment, commuters are expected to save between \$0.11 and \$0.34 per trip or \$28.26 to \$87.80 annually. Because of the high volumes of commuters that use CCSW daily, the aggregate benefits to all commuters are expected to be substantial. Adding the benefits to individual commuters over all commuters, the team expects the aggregate benefit to be the least from the widening of Segment 3, where annual benefits to all commuters are expected to be between \$28,523.23 and \$93,100.20. Commuters are expected to benefit the most from the widening of Segment 2 due to the high volumes of traffic that use this segment. Annual benefits to all commuters are expected to be between \$66,583.73 and \$215,705.04 along Segment 2.

Economic Impact Results of the 18 BIA Projects

As shown in Table 22, the projects generated total economic impacts of 5,865 jobs, over \$310 million in income or wages and over \$992 million in total economic output. The estimated state and local taxes generated are \$8,221,350. The total economic impacts of the 18 BIA projects are estimated to be a total of:

- 5,865 jobs;
- Over \$310 million in income (wages);
- Over \$992 million in total economic output (sales/revenues), and;
- State and local annual taxes generated are \$8,221,350.

Table 22. The Grand Total Direct, Indirect, and Induced Jobs Created Based on the Construction Activities Relating to the Eighteen BIA Projects

Grand Total Economic Measure	Economic Output (Sales/Revenues)	Employment or Jobs	Income or Wages
Airport Gateway	\$125,586,297	723	\$38,609,964
NW Connector Tharpe St.	\$107,162,851	628	\$33,418,334
NE Corridor Connector Bannerman Rd.	\$119,533,037	727	\$38,423,896
NE Gateway Welaunee Blvd.	\$146,753,722	855	\$45,569,299
Capital Circle SW	\$220,743,280	1,325	\$70,159,392
Capital Cascades Trail-Segment 4	\$34,779,917	230	\$11,899,671
Orange Ave./Meridian Placemaking	\$13,125,410	62	\$3,631,096
Market District Placemaking	\$19,152,602	126	\$6,552,910
Lake Lafayette & St Marks Regional Park	\$35,543,309	234	\$12,160,860
Monroe-Adams Corridor Placemaking	\$14,573,441	83	\$4,036,104
Midtown Placemaking	\$48,605,705	275	\$13,461,317
Fairgrounds Beautification & Improvement	\$19,813,481	109	\$5,331,466
Northeast Park	\$20,867,950	137	\$7,139,804
College Ave Placemaking	\$14,100,375	83	\$4,397,149
Florida A&M Entry Points	\$3,265,383	18	\$843,850
Alternative Sewer Solutions	\$4,838,892	40	\$2,474,629
Tall. Leon County Animal Service Center	\$6,131,879	32	\$1,536,675
Magnolia Drive Trail	\$37,662,174	178	\$10,419,102
Grand Total	\$992,239,705	5,865	\$310,065,518

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Appendix A: Literature Review – Traffic Flow Analysis

The economic costs of traffic delays and travel times have been studied for many years. Small (2012) reviews the different ways that travel time is valued in the economics literature and lays out future areas of research.⁴¹ De Jong & Bliemer (2015) note that an important measure that is often omitted is the cost of travel unreliability.⁴² As the current study does not have data on how travel times vary in the study area, the team cannot include this important measure in our analysis.

Traffic flow and travel time analyses are generally conducted to identify areas where infrastructure upgrades are needed and to examine the impacts of current upgrade plans. For recent examples of traffic flow and travel time analyses in Florida, see GOAL Associates (2014),⁴³ EP&R (2017)⁴⁴, and AECOM (2021).⁴⁵

Travel Costs

Travel time is one of the highest transportation costs, and travel time savings are often a primary justification for transportation infrastructure improvements. Considering this, economic costs and benefits to consumers have been carefully considered in the transportation, urban planning, and economics literature. Various studies have developed estimates and comparisons of travel time values. For example, Small (2012) reviews the different ways that travel time is valued in the economics literature and lays out future areas of research. Fosgerau (2019) contributes to the transportation literature by exploring the fundamental principles of valuing travel time with an emphasis on in-vehicle productivity and congestion pricing. Meunier (2019) examines how these valuations might change with mobility patterns, while Goodwin (2019) explores how such valuations might change in light of behavioral choices. In a comprehensive economic cost-benefit analysis, Acampa et al. (2019) compare the values and methods for estimating the value of time, using Italy and the

⁴¹ Small, K. A. (2012). Valuation of travel time. *Economics of transportation*, 1(1-2), 2-14.

⁴² de Jong, G. C., & Bliemer, M. C. (2015). On including travel time reliability of road traffic in appraisal. *Transportation Research Part A: Policy and Practice*, 73, 80-95.

⁴³ GOAL Associates (2014). *Traffic Study: Pedestrian Bridge Crossing over SW 8th Street/Tamiami Trail at SW 109th Avenue and Complete Street Improvements*.
https://facilities.fiu.edu/projects/BT_904/Traffic_studies/FIU-UniversityCity-Traffic-Study.pdf

⁴⁴ EP&R (2017). *Rawson Lane Draft Design Traffic Technical Memorandum*.
https://myescambia.com/docs/default-source/sharepoint-public-works/Transportation%20and%20Traffic/rawson-lane-draft-traffic-study.pdf?sfvrsn=fb18776d_2

⁴⁵ AECOM (2021). *US 1 Arterial Travel Time and Delay Study*. https://www.monroecounty-fl.gov/DocumentCenter/View/29910/2021ATTDS-wAppendix_2021-07-28?bidId=

United Kingdom as points of reference. According to Small (2012), areas for future research include studying the relationships between the transportation system and labor supply as a potential base for measuring the value of time, in addition to better understanding the effect of in-vehicle amenities and mobile communications devices on the value of time.

Travel Flow Reliability

In addition to travel costs, a significant benefit of improved traffic flow is reliability. Commuters and transporters can accurately predict the time that trips will take and plan accordingly. Unreliable travel time forces road users to plan for extra time to avoid late arrivals. Culotta et al. (2019) note that the value of the extra time road users plan to avoid late arrivals is generally greater than the average value of travel time. Given the difference, transportation and urban planners must incorporate the costs of unreliable travel in their analysis. “Assessing the Full Costs of Congestion on Surface Transportation Systems” (2009) provides an approach for estimating the costs of unreliability through developing a variability of travel time model. De Jong & Bliemer (2015) note that travel reliability has often been left out of traffic studies. With that being said, recent literature has increasingly focused on developing frameworks to assess and predict travel time reliability. For example, Appiah et al. (2021) quantify the factors influencing travel time reliability and investigate how to account for these factors in setting reliability targets and communicating progress. Additionally, Chen and Fan (2019) created a time series model, using vehicle data collected on roadways in Charlotte, North Carolina, to objectively predict time travel reliability under different days of week and weather conditions. The city of Tallahassee provided estimates of travel times for the Bannerman Road – Northeast Connector project, therefore these measurements were included in that analysis. However, for the Airport Gateway and Capital Circle SW projects, no estimates of travel time are available. Therefore, this measure was not included in those analyses.

Induced Demand Effects

A third important component to consider are the induced demand effects of infrastructure construction. When roadways become less congested following the construction of new infrastructure, this causes consumers to increase their usage of roadways, increasing congestion – often to the point where travel times return to where they were before the new construction. It is important to note that the size and significance of induced travel demand are likely to vary in different circumstances. According to the “Latest Evidence on Induced Travel Demand: An Evidence Review” (2018), induced demand is often most significant, following road infrastructure improvements, in urban areas and major road and highway

networks.⁴⁶ Hymel (2019) examined the causal link between highway infrastructure improvement and volume of vehicle travel in United States urban areas. The author found that highway capacity expansion generated a proportional increase in vehicle travel, based on estimates from a dynamic panel model. The authors of the “Latest Evidence on Induced Travel Demand: An Evidence Review” (2018) suggested that further research should identify specific sources of induced traffic demand in the short or long run. These are important for transport appraisal, where induced road traffic may come from other modes or result from growth due to development associated with the transport investment.

Recent Examples

Traffic flow and travel time analyses are generally conducted to identify areas where infrastructure upgrades are needed and examine current upgrade plans’ impacts. For recent examples of traffic flow and travel time analyses in Florida, see GOAL Associates (2014), EP&R (2017), and AECOM (2021). Because this study relies on estimates produced in the the engineering reports for each project, all the upstream assumptions in those reports apply to this one, as well.

⁴⁶ Latest evidence on induced travel demand: an empirical review. (2018). *Department for Transport*, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762976/latest-evidence-on-induced-travel-demand-an-evidence-review.pdf

Appendix B: Literature Review – Economic Impact Analysis

The FSU CEFA project team examines the local economic impacts of 18 infrastructure investment projects of Blueprint 2020 program. There are two main topical areas discussed in the literature review. The first area discussed in the following literature review is relevant to the definition and types of infrastructure investment. The second area described in this literature review is related to the economics of infrastructure and investment.

The United Nations defines infrastructure as “*the system of public works in a country, state or region, including roads, utility lines and public buildings.*”⁴⁷ Some researchers define and interpret infrastructure based on its various impacts and incidence. For example, in Fourie (2006), the levels of infrastructure are identified as local, national, and transnational. Infrastructure emerges subject to market failures. Public works infrastructure investment can be divided into broad categories: economic infrastructure and social infrastructure, or into detailed categories, as infrastructure investment is part of the capital accumulation and referred to as capital goods, as opposed to consumption goods. Figure B1 describes how infrastructure is typically categorized. In the broad category, economic infrastructure promotes economic activity while social infrastructure promotes the quality of life, i.e. the health, education, and cultural standards of the population. In the detailed category, infrastructure can be divided into five groups: “Rural”, “Urban”, “Core”, “Social”, and “Land-Intensive”.⁴⁸

The 18 projects provided by the Blueprint 2020 program are at the regional or local level, as the purpose of this study considers the economic impacts associated with infrastructure investment in the Tallahassee market area. As described in the project highlights, “Beautification and Improvements to the Fairgrounds”, “Lake Lafayette and St. Marks Regional Linear Park”, “Northeast Park”, and “Tallahassee-Leon Community Animal Service Center” can be identified as in the “Social Infrastructure” category. The five placemaking projects, which focus on community enhancement and the “Florida A&M Entry Points” project, can also be identified as in the “Social Infrastructure” category, as their purposes are to improve the sidewalks, crosswalks, lighting, and other living standards in residential, commercial, and university (educational) areas. The “Alternative Sewer Solution Study” is a project which includes a study to determine alternative methods of domestic wastewater

⁴⁷ Handbook on Geographic Information Systems and Digital Mapping, Studies in Methods, Series F, No. 79, United Nations Department of Economic and Social Affairs, Statistics Division, New York, 2000, Annex VI - Glossary.

⁴⁸ See: <http://nptel.ac.in/>

treatment and disposal in the unincorporated areas. It is related to water supply, sanitation, and sewerage, but also concerns public health.⁴⁹

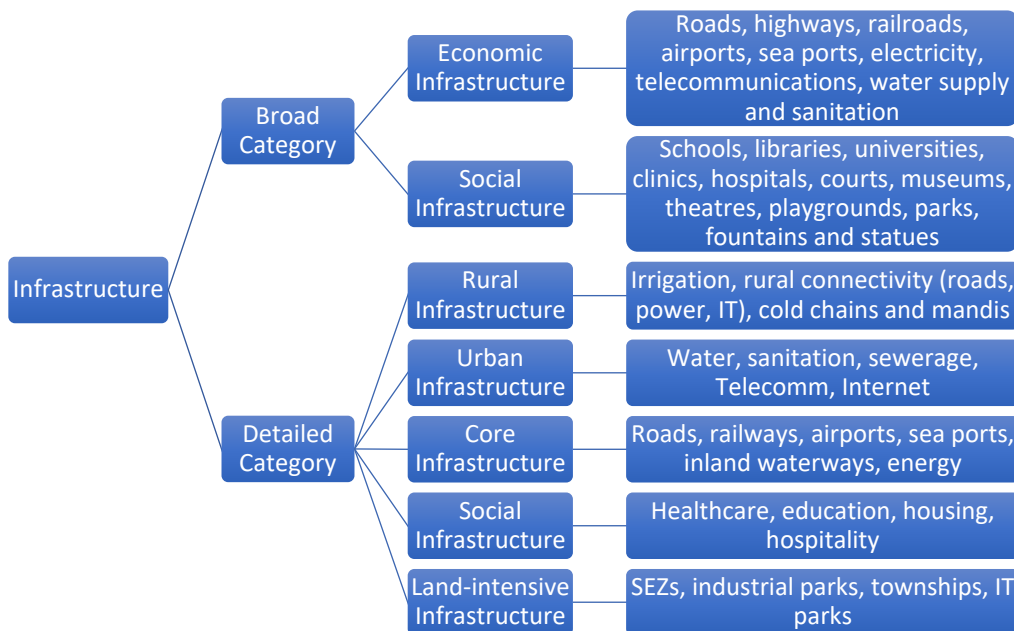


Figure B1. Standard Categorization of Infrastructure

The second subject area in the literature is related to the economics of infrastructure and investment. Infrastructure economics examines infrastructure from an economics perspective. Social infrastructure is the interdependent mix of facilities, places, spaces, programs, projects, services and networks that maintain and improve the standard of living and quality of life in a community. The representative literature concerning the economic impact analysis of social infrastructure includes: “Economic Benefits of Walkable and Bike Friendly Communities” (2013),⁵⁰ Bivens (2014), Fourie (2006), Fuller (2013), Perrine (2013), “The Economic Impact of Home Building in a Typical Local Area Income, Jobs, and Taxes Generated (2015)”,⁵¹ and Schanzenbach, Nunn, and Nantz (2017). More recently, the

⁴⁹ The “Alternative Sewer Solution Study” is identified as in the “Social Infrastructure” category as well.

⁵⁰ Association of Pedestrian and Bicycle Professionals (APBP)

⁵¹ National Association of Home Builders (NAHB)

literature has expanded through contributions from Glaeser, Poterba (2020),⁵² Snelson & Collis (2021),⁵³ Kelsey & Kenny (2021),⁵⁴ and Gould-Werth & Abbott (2021).⁵⁵

Economic Benefits of Walkable and Bike Friendly Communities (2013) reports the walking and cycling benefits category (economic value only). The improved active transport conditions and the walkable community design can be measured by improved local property values, project employment effects, and changes in household expenditures. Bivens (2014) estimates infrastructure investments' likely impact on overall economic activity, productivity, and the number and types of jobs, depending on how the investments are financed. Bivens indicates that infrastructure investments solve several pressing challenges in the U.S: how to simulate the short-run depressed labor market and how to provide satisfactory living standards growth for the vast majority of people in the long-run. The author also states that based on the building (residential and commercial, or private and publicly-owned) efficiency, the publicly owned buildings are the first place to start an infrastructure investment effort, which provides evidence to support the selection of commercial factors as criterion when ranking multiple projects. Fuller (2013) uses the investment amounts, jobs created directly and indirectly, and expenditures on housing, food, transportation, utilities, fuels and public services, apparels and services, and entertainment as indicators. Perrine (2013) presents that social infrastructure investment can assist economic development by providing opportunities for local ownership, entrepreneurship, employment and for partnerships and increase capacity to attract further investment. Snelson & Collis (2021) estimate the relationships between social infrastructure development and economic outcomes, conduct a return-on-investment analysis from an illustrative social infrastructure investment, and identify areas for further research. According to the authors, further research should focus on investigating the effectiveness of social infrastructure development in different localized conditions and better understanding

⁵² Glaeser, E. L., & Poterba, J. M. (2020). Economic Analysis and Infrastructure Investment. In *MIT Economics*. Massachusetts Institute of Technology. <https://economics.mit.edu/files/20919>

⁵³ Snelson, S., & Collis, J. (2021). The Impacts of Social Infrastructure Investment. In *Local Trust*. Frontier Economics. https://localtrust.org.uk/wp-content/uploads/2021/07/Frontier-Economics_the-impacts-of-social-infrastructure-investment.pdf

⁵⁴ Kelsey, T., & Kenny, M. (2021). *Townscapes 7. The Value of Social Infrastructure*. Bennett Institute for Public Policy. https://www.bennettinstitute.cam.ac.uk/wp-content/uploads/2020/12/Townscapes_The_value_of_infrastructure.pdf

⁵⁵ Gould-Werth, A. (2021, September 16). *Congressional investments in social infrastructure would support immediate and long-term U.S. economic growth*. Washington Center for Equitable Growth. <https://equitablegrowth.org/congressional-investments-in-social-infrastructure-would-support-immediate-and-long-term-u-s-economic-growth/>

associated policy interdependencies to inform broader social infrastructure investments. Kelsey & Kenny (2021) study the economic value of social infrastructure, with an emphasis on its impact on the vitality of downtown areas, employment rates, and human capital accumulation. The authors conclude by providing key policy recommendations to create a more robust and evidentially informed understanding, within the central government, of the value of improved and restored social infrastructure. Gould-Werth & Abbott (2021) present an analysis of the impact of congressional investments in social infrastructure on short-term and long-term economic growth. The authors studied key programs and areas considered in the 2022 FY budget reconciliation process: care infrastructure, paid family and medical leave, early care, education, and income support.

The measurement of criteria in this study shares the features in Fourie (2006), and Schanzenbach, Nunn, and Nantz (2017). Fourie (2006) states two approaches to assessing the economic impacts: the micro-economic benefit cost analysis measured in net present value (NPV) and the theory of clubs. Benefits (or negative costs) are classified as internal and external, direct and indirect, tangible and intangible, expected and unexpected. However, not all returns are measurable. There is a distorted rate of return and difficulty in measuring externalities by benefit-cost analyses. The theory of clubs divides people into two or more groups, enjoying its own public goods but not the other's. This approach is usually pronounced in the field of utilities and infrastructure for pricing and assessing the optimal level. Schanzenbach, Nunn, and Nantz (2017) provide an economic framework for evaluation of infrastructure investments and their methods of funding and finance, which are applied to analyze and assess the gap between insufficient American infrastructure investment and the demand for additional spending to maintain and expand. Problems faced include infrastructure aging, infrastructure benefit and positive externality, which project should be undertaken by the public sector, and how the projects should be financed. Glaeser & Poterba (2020) expand on the research by describing the conditions that characterize an optimal infrastructure investment program. The authors emphasize the necessity of extending project-based microeconomic cost-benefit analysis to incorporate the value of economy-wide macroeconomic and other externalities. They also identify procurement, project management, and expenditure on externality mitigation, where further research could identify paths to efficiency improvement. A guide to the economics of infrastructure investment is provided – an economic impact analysis remains a very broad concept until the following questions can be answered to make it more specific:

- Why should we invest in infrastructure?
- What projects should be selected?
- Who should decide?
- How should infrastructure investment be paid for?

Table B2 summarizes the structure of the guide to the economics of infrastructure investment in Schanzenbach, Nunn, and Nantz (2017). The study conducted by FSU CEFA responds to the following first two questions by explaining the required specific factors in the guide.⁵⁶

Table B2. The Structure of the Guide to the Economics of Infrastructure Investment in Schanzenbach, Nunn, and Nantz (2017)

Questions	Factors	Example Factors
Why should we invest in infrastructure?	<ul style="list-style-type: none"> • Productivity growth has diminished and interest rates have fallen • Infrastructure deficits have become large 	<ul style="list-style-type: none"> ▪ The magnitude of the economic returns to successful projects ▪ The share of spending that goes to less productivity projects ▪ Depreciation rate ▪ The share of spending that simply replaces previously planned by government ▪ The Fed. interest on borrowing ▪ The stimulus effects on the economy
What projects should be selected?	<ul style="list-style-type: none"> • A role of government • Benefits exceed costs 	<ul style="list-style-type: none"> ▪ Benefits including housing, transportation, health benefits ▪ Costs including costs to repair and maintain, and time span
Who should decide?	<ul style="list-style-type: none"> • A given level of government • Insulate decisions from political pressure where possible 	<ul style="list-style-type: none"> ▪ Local and/or state government
How should infrastructure investment be paid for?	<ul style="list-style-type: none"> • Implement user fees • Tax • Government debt • Public-Private Partnerships (PPPs) 	

⁵⁶ In summary, the four economic indicators selected for evaluating the investments in economic development are investment cost (time adjusted), project employment, change in local average property values, and change in local commercial property values.

Appendix C: Detailed Results of Traffic Analysis

This appendix contains tables that provide more details of the results of the traffic analyses.

For each project, expected future commute times were developed based on the effects construction would have on commuters. For Bannerman Road, the primary effect is the reduced commute distances in the Innovation Hub area. For Bannerman Road and Capital Circle SW, the primary effect is the improved level of service of the segments under consideration. Based on differences between the expected commute times between the Build and No Build scenarios, the team calculated the expected benefits stemming from reduced maintenance costs and from reduced time spent commuting. Maintenance costs are calculated by the Bureau of Transportation Statistics⁵⁷ and time is valued at the median wage for the Tallahassee area, \$17.45 per hour. Tables C1 through C6 show the maintenance and time costs calculated for each project.

⁵⁷ Bureau of Transportation Statistics (2021). "Average Cost of Owning and Operating an Automobile." <https://www.bts.gov/content/average-cost-owning-and-operating-automobilea-assuming-15000-vehicle-miles-year>.

Table C1. Airport Gateway Time Benefits for Commuters – Route 1 (Stuckey Avenue) and Route 2 (Pottsdamer Bypass)

Time Benefits for Commuters				
Route 1 (Stuckey Avenue)				
7 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.20	\$0.17	\$0.16	\$0.14
Average annual benefit per commuter	\$72.30	\$63.35	\$56.95	\$52.15
12 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.23	\$0.21	\$0.19	\$0.18
Average annual benefit per commuter	\$85.57	\$76.62	\$70.22	\$65.43
17 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.27	\$0.25	\$0.23	\$0.22
Average annual benefit per commuter	\$98.84	\$89.89	\$83.49	\$78.70
Route 2 (Pottsdamer Bypass)				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.26	\$0.22	\$0.19	\$0.17
Average annual benefit per commuter	\$93.62	\$80.23	\$70.66	\$63.49

Table C2. Airport Gateway Maintenance Benefits for Commuters

Maintenance Benefits for Commuters				
Route 1 (Stuckey Avenue)				
7 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.12	\$0.13	\$0.13	\$0.14
Average annual benefit per commuter	\$44.01	\$46.27	\$48.53	\$50.80
12 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.14	\$0.15	\$0.16	\$0.17
Average annual benefit per commuter	\$52.09	\$55.97	\$59.84	\$63.72
17 Second Signal Delay				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.16	\$0.18	\$0.19	\$0.21
Average annual benefit per commuter	\$60.17	\$65.66	\$71.15	\$76.65
Route 2 (Pottsdamer Bypass)				
	Average Speed			
	25 mph	30 mph	35 mph	40 mph
Average daily benefit per commuter	\$0.16	\$0.16	\$0.16	\$0.17
Average annual benefit per commuter	\$56.99	\$58.60	\$60.22	\$61.83

Table C3. Bannerman Rd. Time Benefits for Commuters

Time Benefits for Commuters			
Segment 1			
	Difference in Average Speed		
	15 mph	10 mph	5 mph
Average daily benefit per commuter	\$0.09	\$0.14	\$0.21
Average annual benefit per commuter	\$23.11	\$37.30	\$53.83
Segment 2			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.10	\$0.18	\$0.26
Average annual benefit per commuter	\$26.86	\$45.79	\$66.80

Table C4. Bannerman Rd. Maintenance Benefits for Commuters

Maintenance Benefits for Commuters			
	Difference in Average Signal Delay		
	15 sec	10 sec	5 sec
Average daily benefit per commuter	\$0.08	\$0.06	\$0.03
Average annual benefit per commuter	\$20.93	\$15.11	\$8.13
Note: The only expected difference in maintenance costs comes from the difference in the expected delay at two signalized intersections in Segment 2 between the build and the no-build scenario.			

Table C5. CCSW Time Benefits for Commuters

Time Benefits for Commuters			
Segment 1			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.33	\$0.20	\$0.09
Average annual benefit per commuter	\$86.97	\$52.31	\$23.95
Segment 2			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.24	\$0.15	\$0.07
Average annual benefit per commuter	\$63.63	\$38.69	\$17.90
Segment 3			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.36	\$0.21	\$0.10
Average annual benefit per commuter	\$92.41	\$55.48	\$25.36
Segment 4			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.30	\$0.18	\$0.08
Average annual benefit per commuter	\$76.86	\$46.41	\$21.33
Segment 5			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter	\$0.40	\$0.24	\$0.11
Average annual benefit per commuter	\$103.69	\$62.06	\$28.28

Table C6. CCSW Maintenance Benefits for Commuters

Maintenance Benefits for Commuters			
	Difference in Average Speed and Average Signal Delay		
	15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
Average daily benefit per commuter, per segment	\$0.09	\$0.07	\$0.04
Average annual benefit per commuter, per segment	\$24.17	\$18.41	\$10.36
<p>Note: Differences in maintenance cost come from idle time at signalized intersections. Because each segment has the same number of signalized intersections, maintenance costs are expected to differ by approximately the same amount for each segment.</p>			

Appendix D: Present Discounted Value of Traffic Analysis Results

This section provides an estimate of the cumulative benefit to commuters of the three traffic analysis projects. The general procedure for this estimation is the same for each project, with a few minor differences. The engineering reports for each project only contain traffic estimates for specific years, typically the opening year and the design year. However, the benefits of each project are not confined to only those years, but instead are expected to accrue across the life of the project. To limit this report to only the more relevant results, the net present values are calculated of the total benefits to all commuters.

The first step in the analysis is to estimate the benefit of each project in the years between the project's completion and an appropriate date in the future. To do this, the team used a linear growth rate between years. The team chose to only calculate benefits up to year 2045 because the assumption of a linear growth rate in benefits likely becomes less accurate further into the future as traffic growth becomes less predictable. Next, the team discounted the expected benefits for each year using a three percent discount rate per year. Discounting is necessary to accurately compare benefits that arrive in the distant future to current costs. One way to view discounted benefits is as an estimate of how much money a typical person would be willing to invest today to be guaranteed to receive the benefit in the year it arrives. The formula used for discounting each annual benefit is:

$$D_t = \frac{B_t}{1.03^{t-t_0}}$$

where t is the year in which the benefit arrives, t_0 is the current year (2022), B_t is the raw benefit in year t and D_t is the discounted benefit. The final step in the calculation is to sum the discounted amounts. The following Figure is the present discounted value of the project.

Airport Gateway

Given the Airport Gateway project uses several combinations of expected average speeds and signal delays, the team selected three representative combinations to use in present discounted value calculations: 40 mph/7 sec delay, 35 mph/12 sec delay, and 30 mph/17 sec delay. Table D1 contains the results of this analysis.

Table D1: Net Present Value of Annual Benefits, Airport Gateway

Net Present Value of Annual Benefits, Airport Gateway		
Route 1: Stuckey Avenue		
Average Travel Speed and Signal Delay		
40 mph/7 sec	35 mph/12 sec	30 mph/17 sec
\$6,744,398	\$8,520,711	\$10,190,082
Route 2: Pottsdamer Bypass		
Average Travel Speed		
40 mph	35 mph	30 mph
\$8,210,012	\$8,574,142	\$9,094,929

NE Connector - Bannerman Road

The Bannerman Road project has the most straightforward benefits calculation. The only difference in methodology comes from the fact that there are three years of traffic estimates in the engineering report: 2025, 2035, and 2045. Therefore, the team needed to calculate two linear growth trends for this project, one for 2025 – 2035 and one for 2035 – 2045. Table D2 presents the results of this analysis.

Table D2: Net Present Value of Annual Benefits, Bannerman Road

Net Present Value of Annual Benefits, Bannerman Road		
Segment 1: Meridian Road/Preservation Road		
Difference in Average Travel Speed		
15 mph	10 mph	5 mph
\$671,962	\$465,577	\$288,412
Segment 2: Preservation Road/Tekesta Drive		
Difference in Average Travel Speed and Signal Delay		
15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
\$1,497,883	\$1,039,657	\$597,340

Capital Circle Southwest

The engineering report for Capital Circle SW was produced in 2010, and therefore the completion date of this project was not in the report. Using information from personal correspondence with Clay Hunter, PE, the team uses a completion date of 2027 for Segments 1 – 4. Segment 5 has no estimated completion date as it is not part of FDOT’s 5-year plan. However, this project is expected to take approximately 1,000 days to complete (2 ¾ years). Assuming the project begins immediately after Segments 1 – 4 are completed, the team estimates Segment 5 will be completed in 2030. The results of this analysis are in Table D3.

Table D3: Net Present Value of Annual Benefits, Capital Circle SW

Net Present Value of Annual Benefits, Capital Circle SW		
Segment 1: Tennessee St./Blountstown Hwy.		
Difference in Average Travel Speed and Signal Delay		
15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
\$2,989,946	\$1,902,629	\$922,935
Segment 2: Blountstown Hwy./Orange Ave.		
Difference in Average Travel Speed and Signal Delay		
15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
\$2,123,133	\$1,380,952	\$683,255
Segment 3: Orange Ave./Airport		
Difference in Average Travel Speed and Signal Delay		
15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
\$1,310,159	\$830,466	\$401,395
Segment 4: Airport/Springhill Rd.		
Difference in Average Travel Speed and Signal Delay		
15 mph, 15 second delay	10 mph, 10 second delay	5 mph, 5 second delay
\$1,349,640	\$865,994	\$423,282
Note: The completion time for Segment 5 (Springhill Rd to Crawfordville Rd) is not set, therefore, the completion date is estimated by the team to be in year 2030.		

LETTER OF INTENT

THIS LETTER OF INTENT (“LOI”) made and entered into this 1st day of March, 2018, by and between THE FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES, a public body corporate of the State of Florida, acting for and on behalf of The Florida State University (“FSU”) and LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY (“Blueprint”) (FSU and Blueprint may be hereinafter referred to collectively as the “Parties” or individually as a “Party”).

RECITALS

WHEREAS, FSU and Blueprint wish to enter into this LOI outlining each party’s proposed contributions to those segments of the Blueprint 2020 Amended Infrastructure Project 3, Airport Gateway (“Airport Gateway Project”) which impact FSU and Blueprint jointly so as to ensure that subsequent project improvements are provided to the Tallahassee and Leon County community in an effective and efficient manner; and

WHEREAS, the expanded scope of the Airport Gateway Project will provide gateway improvements for multiple roadways in southwest Tallahassee, ensuring visitors arriving and departing via the Tallahassee International Airport travel an aesthetically pleasing route that reflects our local beauty and vitality on any route that is taken; and

WHEREAS, Blueprint and Capital Regional Transportation Planning Agency entered into an agreement to perform the Southwest Area Transportation Plan; and

WHEREAS, the relationship between Blueprint and FSU will leverage dual plans created and efforts taken to date to create a single, coordinated infrastructure investment program that is equally complimentary and mutually beneficial for The Florida State University and the Tallahassee-Leon County community; and

WHEREAS, the Airport Gateway Project will continue the cohesive east-west corridor across Lake Bradford Road to seamlessly connect Florida A&M University, The Florida State University, Innovation Park and the Tallahassee International Airport; and

WHEREAS, linking the infrastructure improvements to a collaborative planning process between Blueprint and FSU, as well as the Southwest Area Transportation Plan, will minimize impacts on existing neighborhoods while maximizing benefits to the Tallahassee-Leon County community; and

WHEREAS, the expanded scope of the Airport Gateway Project distributes improvements throughout the transportation network helping to alleviate existing and future traffic impacts and extend quality of life improvements throughout southwest Tallahassee and Leon County; and

WHEREAS, the Airport Gateway Project will open up new economic opportunities and support existing businesses by enhancing access to, and visibility of Innovation Park; and

WHEREAS, the expanded scope of the Airport Gateway Project provides greater opportunity to work with and protect established neighborhoods; and

WHEREAS, the Airport Gateway Project is expected to increase private investment and redevelopment opportunities along multiple roadway corridors in the southwest area of Tallahassee and Leon County; and

WHEREAS, the Airport Gateway Project will provide substantial improvements in pedestrian, bicycle and vehicular safety and place a high priority on the protection of neighborhoods and significant environmental features in this environmentally sensitive area of the community; and

WHEREAS, the Airport Gateway Project is expected to compliment and showcase the significant investments by FSU in its southwest campus, including the planned renovation to the Don Veller Seminole Golf Course and Club; and

WHEREAS, Blueprint and FSU desire to enter into a LOI to accomplish the public purposes set forth in these recitals.

NOW, THEREFORE, in consideration of the following mutual promises and covenants, and other good and valuable consideration, the sufficiency of which is being acknowledged, FSU and Blueprint hereby agree as follows:

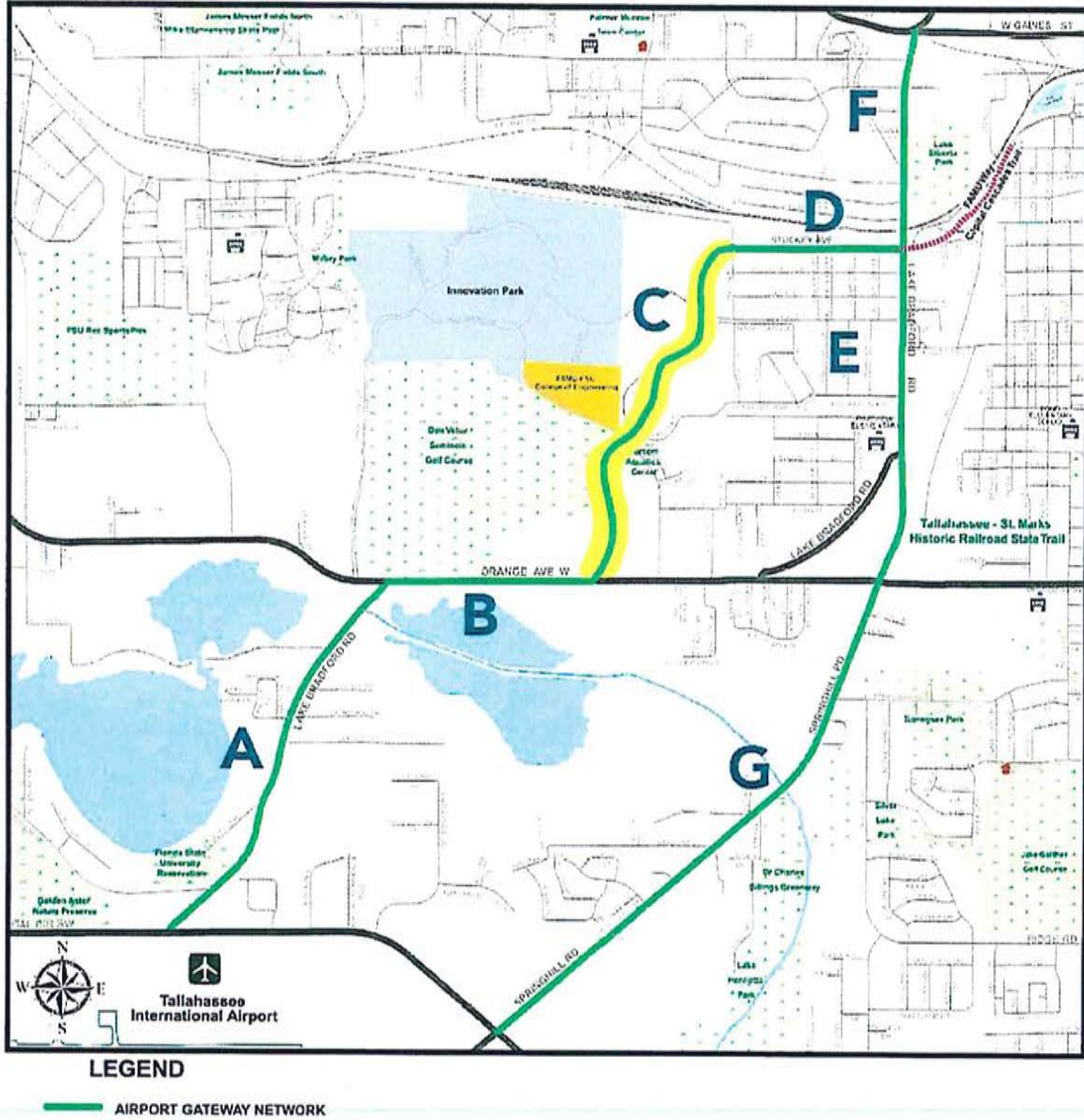
Section 1. Term.

The Term of this LOI shall commence on April 1, 2018, and shall continue until March 31, 2022, unless earlier terminated pursuant to the terms hereof. This LOI may be extended upon the mutual written agreement of the Parties.

Section 2. Blueprint 2020 Amended Infrastructure Project 3, Airport Gateway (Airport Gateway Project).

Figure 1, below, shows the boundaries of the Airport Gateway Project. In addition to implementing the improvements described in the original Blueprint 2020 Infrastructure Project 3, Airport Gateway, the project amendments created by the Airport Gateway Project would expand the enhancements to a network of roadways in the southwest area of the community. A description of the Airport Gateway Project is set forth in Exhibit 1. The roadway network within the Airport Gateway Project is intended to be divided into Segments A-G, with enhancements to include pedestrian and bicycle facilities, landscaping and other aesthetic improvements ("Improvements"), which will be incorporated throughout the Airport Gateway Project.

Figure 1. Airport Gateway Project Map, 2018



- Section 3. Blueprint and FSU Conceptual Obligations. Subject to further adjustment and modification following the completion of Southwest Area Transportation Plan, PD&E and/or project design, as described in Section 4, FSU and Blueprint shall have the following conceptual obligations under this LOI toward the construction of the proposed Airport Gateway Project roadway improvements:
- a. Segment A. (South Lake Bradford Road from Capital Circle to Orange Avenue):
 1. Blueprint agrees to fund the project design and construct Improvements to South Lake Bradford Road from Orange Avenue to Capital Circle.

2. FSU agrees to donate sufficient real property interest of approximately one acre for roadway improvements within this segment of the project. The actual real property interest donations may be in the form of an easement rather than fee simple title.

b. Segment C. (New Road):

1. Blueprint agrees to fund the project design and construct Improvements to the new roadway.

2. FSU agrees to donate sufficient real property interests necessary for the construction of roadway and multimodal facilities for this segment. The actual real property interest donations may be in the form of an easement rather than fee simple title. After construction of the roadway improvements, control of the roadway inside the back of curb to back of curb will be conveyed to the City of Tallahassee by grant of easement. Outside the curb of the roadway improvements, FSU will retain control of the land and will maintain in perpetuity the multimodal facilities, landscaping and lighting associated with the roadway corridor. FSU will also maintain in perpetuity the landscaped median within the roadway, but not the roadway itself, by way of a maintenance agreement with the City of Tallahassee. The roadway and all multimodal facilities will be public facilities accessible to the general public.

c. Segment D. (Stuckey Avenue):

1. Blueprint agrees to fund the project design and construct Improvements to Stuckey Avenue.

2. For that portion of Segment D running through FSU's campus, FSU agrees to donate sufficient real property interests necessary for the construction of roadway and multimodal facilities for this segment. The actual real property interest donations may be in the form of an easement rather than fee simple title. After construction of the roadway improvements, control of the roadway inside the back of curb to back of curb will be conveyed to the City of Tallahassee by grant of easement. Outside the curb of the roadway, FSU will retain control of the land and will maintain in perpetuity the multimodal facilities, landscaping and lighting associated with the roadway corridor. FSU will also maintain in perpetuity the landscaped median within the roadway, but not the roadway itself, by way of maintenance agreement with the City of Tallahassee. The roadway and all multimodal facilities will be public facilities accessible to the general public.

FSU agrees to authorize the license of real property on its campus, of up to two acres, for a neighborhood community garden and playground. Blueprint agrees to fund the cost of constructing the garden and playground, and the City of Tallahassee will maintain these community improvements on the property. FSU will enter into a maintenance agreement with the City of Tallahassee formalizing maintenance responsibilities for the playground and community garden.

d. Segments B, E, F and G as further described in Figure 1 only relate to Blueprint, and therefore, are not part of this LOI.

- e. Other. The Parties recognize the following additional contributions toward the costs of implementing the Airport Gateway Project:

FSU agrees to provide \$3 million, for utilization in providing the Improvements set out in this LOI, provided, however, this amount will be paid on or before the date construction is set to commence or September 1, 2022, whichever is later.

Further, the Parties acknowledge a contribution of \$225,000 by FSU for the initial due diligence expenses including preliminary survey, environmental survey, civil engineering, land planning, and other related costs, has already been made, however such amount shall be in addition to, and not as an offset of, the \$3 million contribution described above.

Section 4. Mutual Obligations.

a. SWATP, PD&E, AND/OR PROJECT DESIGN.

The Southwest Area Transportation Plan (“SWATP”) scope includes the review of public and private development opportunities including the evaluation of the growth of FSU and FAMU and corresponding impact on the transportation system in the southwest area of Leon County. The SWATP will include an analysis into the assumptions for the Airport Gateway Project. The SWATP involves a significant public involvement process, including focused neighborhood and targeted stakeholder meetings and public meetings. A Project Development and Environment Study includes engineering work, environmental analysis and public involvement. Project Design includes the actual design and permitting of the project.

b. Final Airport Gateway Project Agreement(s).

Once the conceptual corridor improvements are fully refined through the SWATP, PD&E, and/or Project Design, a final funding partnership between FSU and Blueprint shall be formalized in a binding final Airport Gateway Project Agreement(s) (“Joint Project Agreement, JPA”), which the Parties agree to negotiate in good faith. Upon execution of a final JPA between the Parties, this LOI shall automatically terminate and shall have no further force or effect. In the event that a final JPA is not entered into, this LOI shall automatically expire on March 31, 2022, and shall have no further force or effect, unless the Term is extended upon the mutual agreement of the Parties.

Section 5. FDOT Roadway and Funding Commitments.

The Parties are entering this LOI acknowledging that Segments B, E, and F are state roadways and as such, the Florida Department of Transportation (FDOT) will make the final determination regarding improvements on these roadways. Consistent with other state roadway improvements, it is assumed that FDOT will fund or partner in the funding of improvements along these corridors.

Section 6. Exhibits.

Exhibits 1 is attached hereto and made a part hereof as if set forth in its entirety below, to the extent that said Exhibit is not inconsistent with the provisions of this LOI. Exhibit 1 is described as follows:

- a. Exhibit 1 – Airport Gateway Project Description;

Section 7. Termination.

If either Party fails to comply with any of the terms or conditions of this LOI or defaults in any of its obligations under this LOI and shall fail, within thirty (30) calendar days after written notice from the other Party, to correct such default or noncompliance, the non-defaulting Party may, at its option, forthwith terminate this LOI as its sole and exclusive remedy. Either Party may terminate this LOI for convenience upon providing the other Party not less than thirty (30) days' advanced notice.

Section 8. Liability, Losses, or Damages.

Each Party is responsible for all personal injury and property damage attributable to the negligent acts or omissions of that Party and the officers, employees and agents thereof. Nothing herein shall be construed as an indemnity or a waiver of sovereign immunity enjoyed by any party hereto, as provided in Section 768.28, Florida Statutes, as amended from time to time, or any other law providing limitations on claims.

Section 9. General Provisions.

- a. Governing Law. This LOI shall be governed by and construed in accordance with the laws of the State of Florida.
- b. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this LOI shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this LOI shall be deemed a waiver of that right or power at any other time.
- c. Modification. This LOI shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- d. Binding Effect. This LOI shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- e. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this LOI, neither Party hereto shall have the right to assign this LOI or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this LOI, which consent shall not unreasonably be withheld.

- f. Entire Agreement. This LOI constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this LOI.
- g. Headings. Headings in this LOI are for convenience only and shall not be used to interpret or construe its provisions.
- h. Ambiguity. This LOI has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.
- i. Public Bodies. It is expressly understood between the Parties that FSU is a public body corporate under the laws of the State of Florida and that Blueprint is a special district under the laws of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by either of the Parties to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- j. Force Majeure. A Party shall be excused from performance of an obligation under this LOI to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this LOI. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- k. Conceptual Agreement. This LOI between the Parties is meant to formalize the intent of the Parties moving forward with regard to the Airport Gateway Project, and, ultimately, a final Joint Project Agreement. However, this LOI is not meant to establish a binding relationship between the Parties, but to merely reflect their conceptual agreement on the salient points to be included in a future final JPA. Therefore, neither party shall have a cause of action, at law or in equity, including claims for damages, injunctive relief, or estoppel, against the other in the event of, or arising out of, a default or breach of this LOI. Rather, the non-defaulting party's sole and exclusive remedy for any default is termination of this LOI.
- l. Severability. It is intended that each Section of this LOI shall be viewed as separate and divisible, and in the event that any Section, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.

- m. Subject to Appropriation and State Approval. All payment obligations of the Parties, if any, set forth herein shall be subject to appropriation of funding therefore by the applicable legislative bodies, and, further, the donation of any real property interests is subject to the approval and consent of the Board of Trustees of the Internal Improvement Trust Fund of the State of Florida; however, failure to appropriate funding adequate to meet such payment obligations or donate the necessary sufficient real property interests shall be deemed a default under this LOI.
- n. Survival of Obligations. Cancellation, expiration, or earlier termination of this LOI shall not relieve the Parties of obligations that by their nature should survive such cancellation, expiration, or termination.

IN WITNESS WHEREOF, the Parties hereto, through their duly authorized representative, have executed this LOI as of the date set forth above.

LEON COUNTY-CITY OF TALLAHASSEE
BLUEPRINT INTERGOVERNMENTAL
AGENCY

THE FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES, a public body
corporate of the State of Florida, acting for
and on behalf of The Florida State University

By: Mary Ann Lindley
Mary Ann Lindley, Chairman
Blueprint Intergovernmental Agency

By: John Thrasher
John Thrasher, President
Florida State University

ATTEST:

ATTEST:

City of Tallahassee Treasurer Clerk

By: James O. Cooke, IV
James O. Cooke, IV

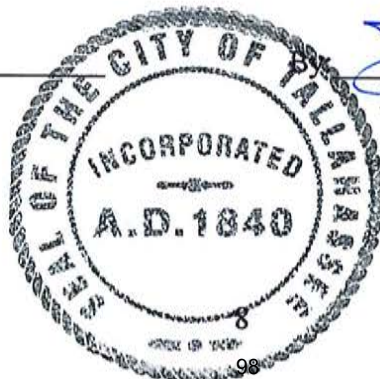
By: N/A

Approved as to Form:
Blueprint Intergovernmental Agency

Approved as to Form:
Florida State University

By: Patrick T. Kinni, Esq.
Patrick T. Kinni, Esq.

By: Dustin N. Dailey, Esq.
Dustin N. Dailey, Esq.



Description of Project, as Amended

Project 3, Airport Gateway: Springhill Road and Lake Bradford Road: Funding to perform roadway improvements to Springhill Road from Capital Circle Southwest to Orange Avenue, and Lake Bradford Road from Orange Avenue to Gaines Street, South Lake Bradford Road from Capital Circle Southwest to Orange Avenue, Stuckey Avenue from Roberts Avenue to Lake Bradford Road, a roadway (new roadway) through the FSU southwest campus area, and Orange Avenue from South Lake Bradford Road to the southern terminus of the new roadway (includes ROW, construction, gateway streetcaping, stormwater for roadway improvements, and enhanced landscape) (Exhibit 3, as amended).

Airport Gateway

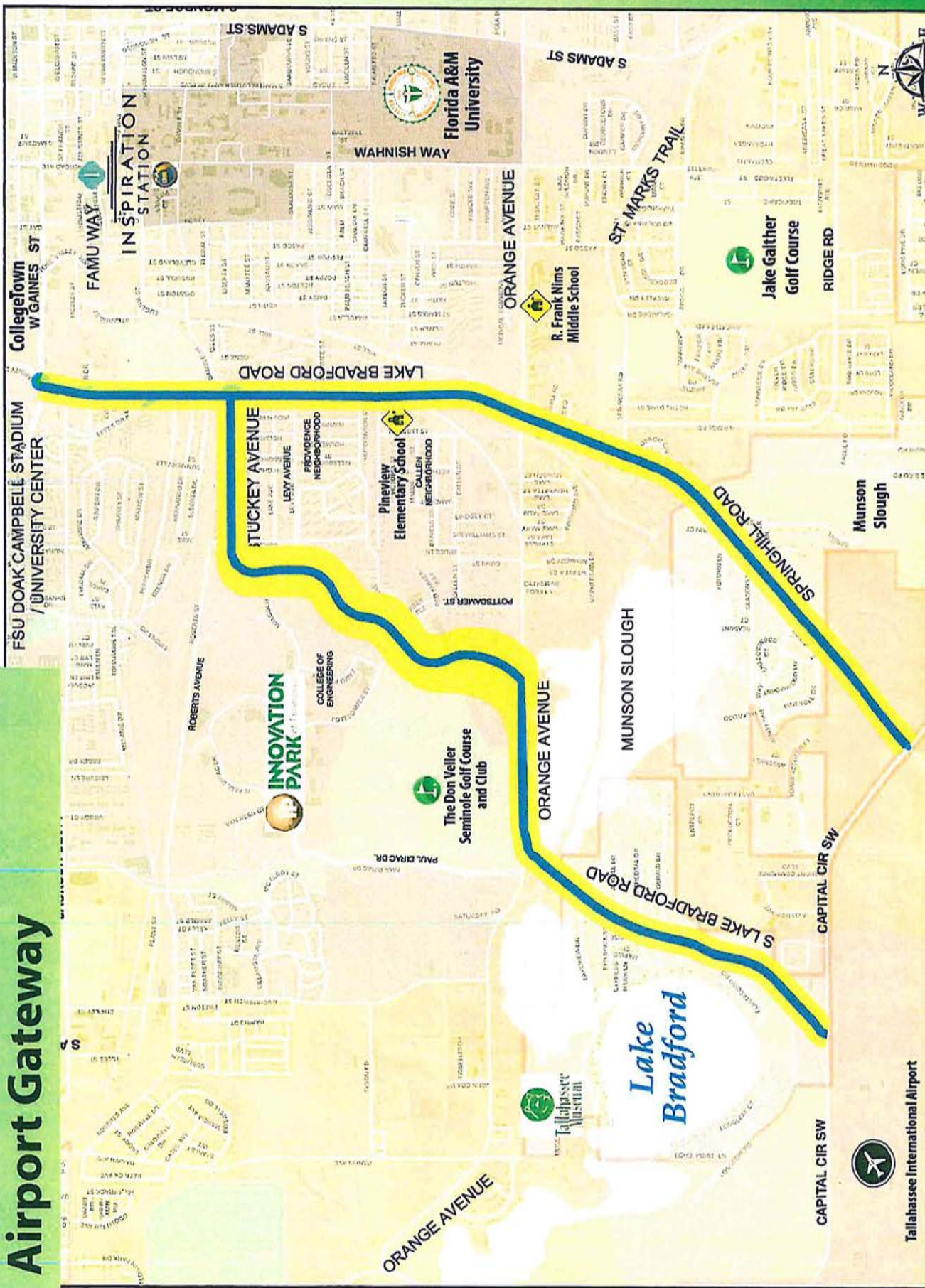


Exhibit 3, as Amended

Exhibit 1 - page 2 of 2

**AMENDMENT
EXTENDING LETTER OF INTENT
CONCERNING AIRPORT GATEWAY PROJECT**

This Amendment to the Letter of Intent ("LOI"), is made by and between the LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY ("Blueprint"), and the FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES, a public body corporate of the State of Florida, acting for and on behalf The Florida State University ("FSU"). Blueprint and FSU may be referred to as "Party" or collectively as the "Parties".

WHEREAS, Blueprint and FSU entered into a Letter of Intent with an effective date of April 1, 2018, outlining each Party's proposed contributions to segments of the Airport Gateway infrastructure project; and,

WHEREAS, the relationship between Blueprint and FSU will leverage dual plans created and efforts taken to date to create a single, coordinated infrastructure investment program that is complimentary and mutually beneficial for FSU and the Tallahassee-Leon County community; and,

WHEREAS, the Parties desire extend the LOI, and to continue their efforts to eventually enter into a Joint Project Agreement, as stated in Section 9(k) of the LOI; and,

WHEREAS, the LOI will terminate on March 31, 2022, unless extended by mutual written agreement of the Parties.

THEREFORE, in consideration of the foregoing premises, the Parties hereto agree that the LOI shall be amended as follows:

1. The above recitals are hereby incorporated into this Amendment as if fully stated herein.

2. Section 1 (Term) of the LOI, is amended to reflect a new termination date of **March 31, 2023**.

3. All other terms and conditions of the LOI shall remain in full force and effect. Except as otherwise expressly set forth herein, the terms and conditions contained in the LOI are unchanged. This Amendment sets forth the entire understanding between the Parties with regard to the subject matter hereof.


4. The effective date of this Amendment will be the last date it is signed by all Parties.

5. Each person signing this Amendment warrants that he or she is duly authorized to do so and to bind the respective Party.


IN WITNESS WHEREOF, the Parties hereto, through their duly authorized representatives, have executed this Amendment as of the date upon which the last Party signs below.

**LEON COUNTY - CITY OF TALLAHASSEE
BLUEPRINT INTERGOVERNMENTAL
AGENCY**

**THE FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES**



Benjamin H. Pingree, MPA, CEC, D
Director of PLACE




Richard D. McCullough
President

Date: 3-17-22

Date: 3-24-22

ATTEST:




James O. Cooke, IV
City of Tallahassee Treasurer-Clerk



APPROVED AS TO FORM:



Susan Dawson, Esq.
Blueprint Attorney



General Counsel



FLORIDA STATE UNIVERSITY
OFFICE OF THE PRESIDENT

**SECOND AMENDMENT
EXTENDING LETTER OF INTENT
CONCERNING AIRPORT GATEWAY PROJECT**

This Second Amendment to the Letter of Intent ("Second Amendment"), is made by and between the LEON COUNTY - CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY ("Blueprint"), and the FLORIDA STATE UNIVERSITY BOARD OF TRUSTEES, a public body corporate of the State of Florida, acting for and on behalf The Florida State University ("FSU"). Blueprint and FSU may be referred to as "Party" or collectively as the "Parties".

WHEREAS, Blueprint and FSU entered into a Letter of Intent with an effective date of April 1, 2018, as first amended March 24, 2022 (collectively the "LOI"), outlining each Party's proposed contributions to segments of the Airport Gateway infrastructure project; and,

WHEREAS, the relationship between Blueprint and FSU will leverage dual plans created and efforts taken to date to create a single, coordinated infrastructure investment program that is complimentary and mutually beneficial for FSU and the Tallahassee-Leon County community; and,

WHEREAS, the Parties desire to extend the LOI, and to continue their efforts to enter into a Joint Project Agreement ("JPA"), as stated in Sections 4 (b), and 9(k) of the LOI; and,

WHEREAS, the LOI will terminate on March 31, 2023, unless extended by mutual written agreement of the Parties.

THEREFORE, in consideration of the following mutual promises and covenants, and other good and valuable consideration, the receipt and sufficiency of which both Parties acknowledge, Blueprint and FSU hereby agree as follows:

1. The above recitals are hereby incorporated into this Second Amendment as if fully stated herein.

2. Section 1 (Term) of the LOI, is amended to state that the **termination date of the LOI shall be the effective date of the Parties' pending JPA, unless terminated earlier as provided herein.**

3. All other terms and conditions of the LOI shall remain in full force and effect. Except as otherwise expressly set forth herein, the terms and conditions contained in the LOI are unchanged. This Second Amendment sets forth the entire understanding between the Parties with regard to the subject matter hereof.

4. The effective date of this Second Amendment will be the last date it is signed by all Parties.



FLORIDA STATE UNIVERSITY
OFFICE OF THE PRESIDENT

5. Each person signing this Second Amendment warrants that he or she is duly authorized to do so and to bind the respective Party. To facilitate execution and delivery of this Second Amendment, the parties may execute and exchange executed counterparts by facsimile or e-mail in a PDF file to the other party or to the other party's counsel. Facsimile signatures or signatures in a PDF file shall have the same legal effect as original signatures.

IN WITNESS WHEREOF, the Parties hereto, through their duly authorized representatives, have executed this Second Amendment as of the date upon which the last Party signs below.

LEON COUNTY – CITY OF TALLAHASSEE
BLUEPRINT INTERGOVERNMENTAL
AGENCY

THE FLORIDA STATE UNIVERSITY
BOARD OF TRUSTEES

Benjamin H. Pingree, MPA, CECD
Director of PLACE

Date: 2-6-23

Richard D. McCullough
President

Date: 3/13/23

ATTEST:

James O. Cooke, IV
City of Tallahassee Treasurer-Clerk

APPROVED AS TO FORM:

Susan Dawson, Esq.
Blueprint Attorney

APPROVED AS TO FORM:

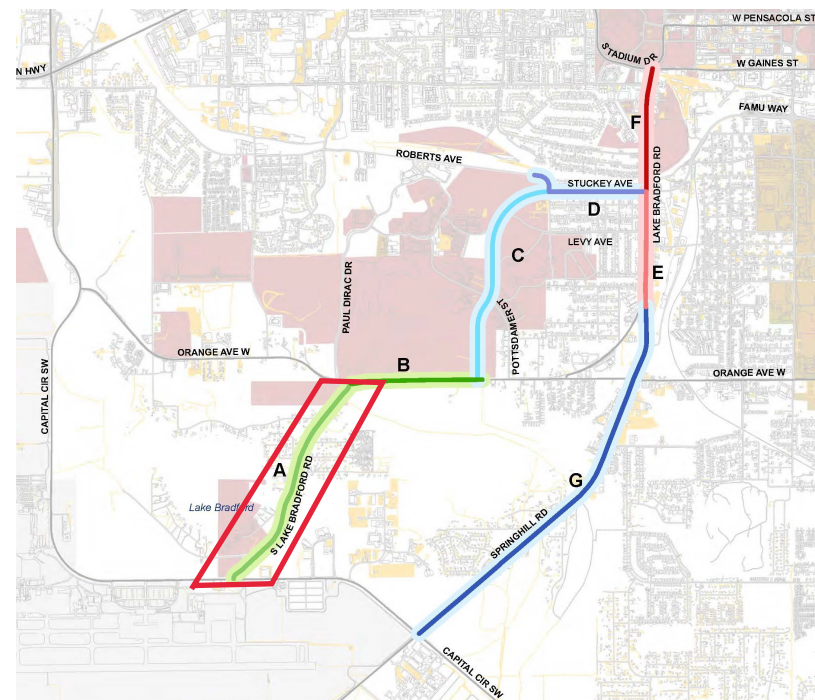
General Counsel

Airport Gateway- Segment A Cost Estimate (May 2023)

Segment A: South Lake Bradford from Orange Avenue to Capital Circle (1.17 miles)					
Description: Improvements may include construction of a shared use path, sidewalk, resurface existing 2-lane road, roundabout and other strategies to slow vehicular traffic, and signage .					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 1,000,000	\$ 1,000,000	Engineer's Estimate ²
Right of Way	0	LS	\$ -	\$ -	
Shared Use Path	1.22	Miles	\$ 896,000	\$ 1,093,120	FDOT Long Range Estimate ³
Traffic Calming and Roundabout	1	LS	\$ 800,000	\$ 800,000	Engineer's Estimate ²
Stormwater	1	LS	\$ 420,000	\$ 420,000	FDOT Long Range Estimate ³
Pedestrian Bridge	1	LS	\$ 260,000	\$ 260,000	Engineer's Estimate ²
			Segment Total:	\$ 3,573,120	
			Segment Encumbered or Expended:	\$ (440,000)	
			Segment Balance:	\$ 3,133,120	

Unit Legend:
 LS- Lump Sum
 EA- Each
 LF- Linear Feet

- Notes:
1. Contract executed February 2021 between Blueprint and Halff Associates for planning and design services.
 2. Cost estimate developed by team of multidisciplinary technical experts comprising the project team.
 3. FDOT Long Range Estimate includes Labor, Material, Maintenance of Traffic, Mobilization, and Contingency.

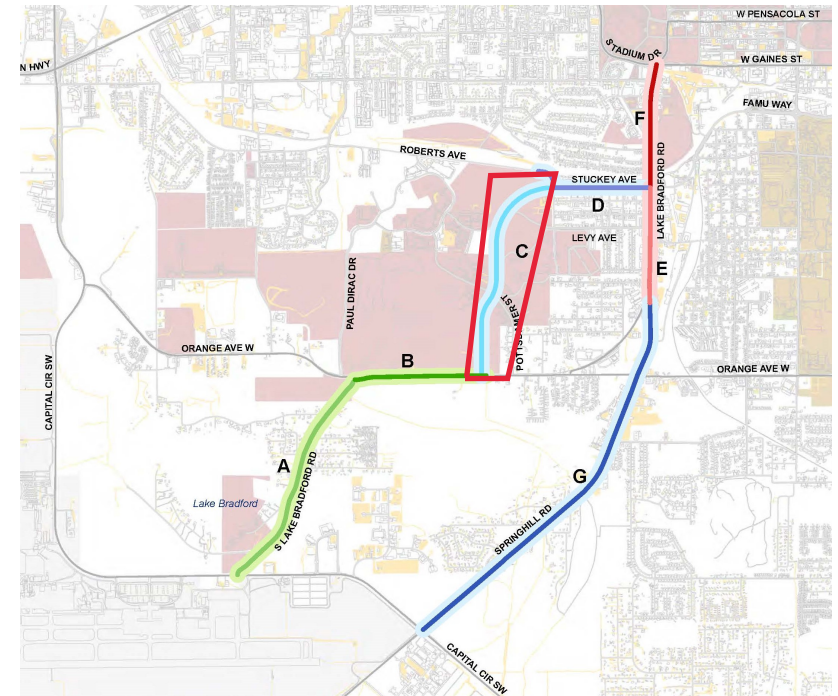


Airport Gateway- Segment C Cost Estimate (May 2023)

Segment C: New Road from Orange Avenue to Stuckey Avenue (1.16 miles)					
Description: Preliminary improvements include construction of a 2-lane divided roadway, a shared use path, sidewalk, landscaping, and lighting.					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 2,750,000	\$ 2,750,000	Engineer's Estimate ²
Right of Way	0	LS	\$ -	\$ -	
New Construction 2 Lane Undivided Urban	1.16	Miles	\$ 9,070,000	\$ 10,521,200	FDOT Long Range Estimate ³
Median	1.16	Miles	\$ 750,000	\$ 870,000	Engineer's Estimate ²
Multiuse Trail	1.16	Miles	\$ 896,000	\$ 1,039,360	FDOT Long Range Estimate ³
Aesthetics- Including Park	1.16	Miles	\$ 625,000	\$ 725,000	Engineer's Estimate ²
Stormwater	2	EA	\$ 350,000	\$ 700,000	Engineer's Estimate ²
			Segment Total:	\$ 16,605,560	
			Segment Encumbered or Expended:	\$ (2,200,000)	
			Segment Balance:	\$ 14,405,560	

Unit Legend:
 LS- Lump Sum
 EA- Each
 LF- Linear Feet

- Notes:
1. Contract executed February 2021 between Blueprint and Halff Associates for planning and design services.
 2. Cost estimate developed by team of multidisciplinary technical experts comprising the project team.
 3. FDOT Long Range Estimate includes Labor, Material, Maintenance of Traffic, Mobilization, and Contingency.



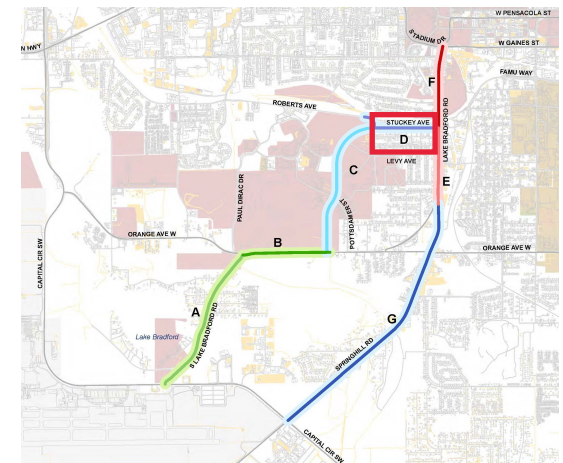
Airport Gateway- Segment D Cost Estimate (May 2023)

Segment D: Stuckey Avenue (0.49 miles)					
Description: Improvements may include addition of a landscaped median, construction of shared use path, sidewalk, landscaping, and lighting.					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 1,800,000	\$ 1,800,000	Engineer's Estimate ²
Right of Way	1	LS	\$ 10,000,000	\$ 10,000,000	Engineer's Estimate ²
New Construction 2 Lane Undivided Urban	0.49	Miles	\$ 9,070,000	\$ 4,444,300	FDOT Long Range Estimate ³
Median	0.49	Miles	\$ 750,000	\$ 367,500	Engineer's Estimate ²
Multiuse Trail	0.49	Miles	\$ 896,000	\$ 439,040	FDOT Long Range Estimate ³
Aesthetics	0.49	Miles	\$ 500,000	\$ 245,000	Engineer's Estimate ²
Retaining Walls- Reduces Right of Way Impact	1	LS	\$ 1,510,000	\$ 1,510,000	Engineer's Estimate ²
Segment Total:				\$ 18,805,840	
Segment Encumbered or Expended:				\$ (620,000)	
Segment Balance:				\$ 18,185,840	

Segment D: Stuckey Avenue (0.49 miles) Beautification and Park					
Description: Improvements may include addition of a landscaped median, landscaping, and lighting along the roadway and park amenities.					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 1,750,000	\$ 1,750,000	Engineer's Estimate ²
Right of Way (Including Park Site)	1	LS	\$ 6,000,000	\$ 6,000,000	Engineer's Estimate ²
New Construction 2 Lane Undivided Urban	0.49	Miles	\$ 9,070,000	\$ 4,444,300	FDOT Long Range Estimate ³
Median	0.49	Miles	\$ 750,000	\$ 367,500	Engineer's Estimate ²
Aesthetics	0.49	Miles	\$ 500,000	\$ 245,000	Engineer's Estimate ²
Park Amenities	1	LS	\$ 500,000	\$ 500,000	Engineer's Estimate ²
Retaining Walls- Reduces Right of Way Impact	1	LS	\$ 750,000	\$ 750,000	Engineer's Estimate ²
Revised Segment Total:				\$ 14,056,800	

Unit Legend:
 LS- Lump Sum
 EA- Each
 LF- Linear Feet

- Notes:
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 2. Cost estimate developed by team of multidisciplinary technical experts comprising the project team.
 3. FDOT Long Range Estimate includes Labor, Material, Maintenance of Traffic, Mobilization, and Contingency.



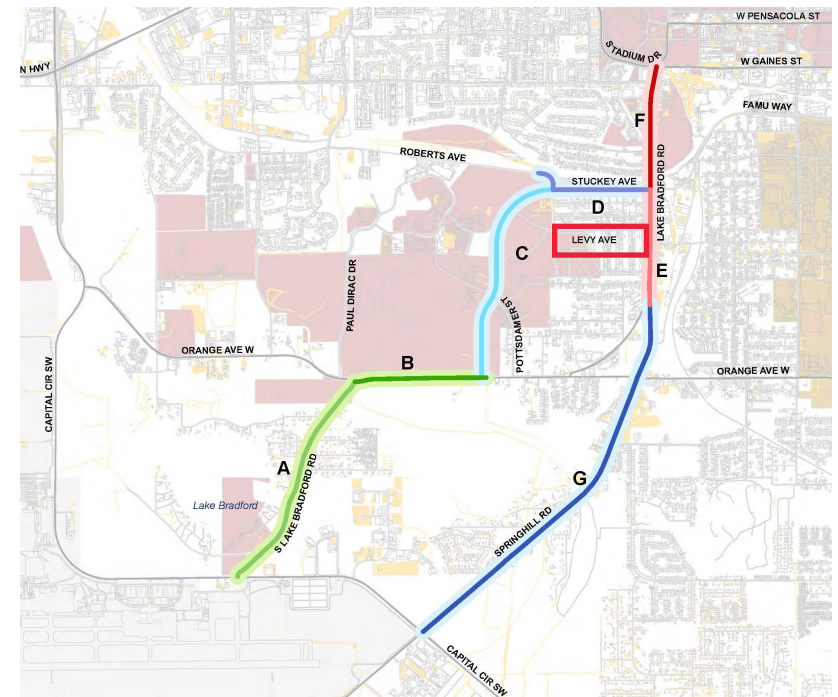
Airport Gateway- Levy Ave Cost Estimate (May 2023)

Levy Avenue: Iamonia Street to Lake Bradford Road (0.48 miles)					
Description: Preliminary improvements focus on speed reduction through roadway reduction and beautification through landscaping.					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 200,000	\$ 200,000	Engineer's Estimate ²
Right of Way	0	LS	\$ -	\$ -	
Mill & Resurface 4 Lane Urban at 75%	0.48	Miles	\$ 1,040,000	\$ 499,200	FDOT Long Range Estimate ³
Median	0.48	Miles	\$ 600,000	\$ 288,000	Engineer's Estimate ²
Landscape Bulb Outs	0.48	Miles	\$ 200,000	\$ 96,000	Engineer's Estimate ²
Segment Total:				\$ 1,083,200	
Segment Encumbered or Expended:				\$ (150,000)	
Segment Balance:				\$ 933,200	

Unit Legend:
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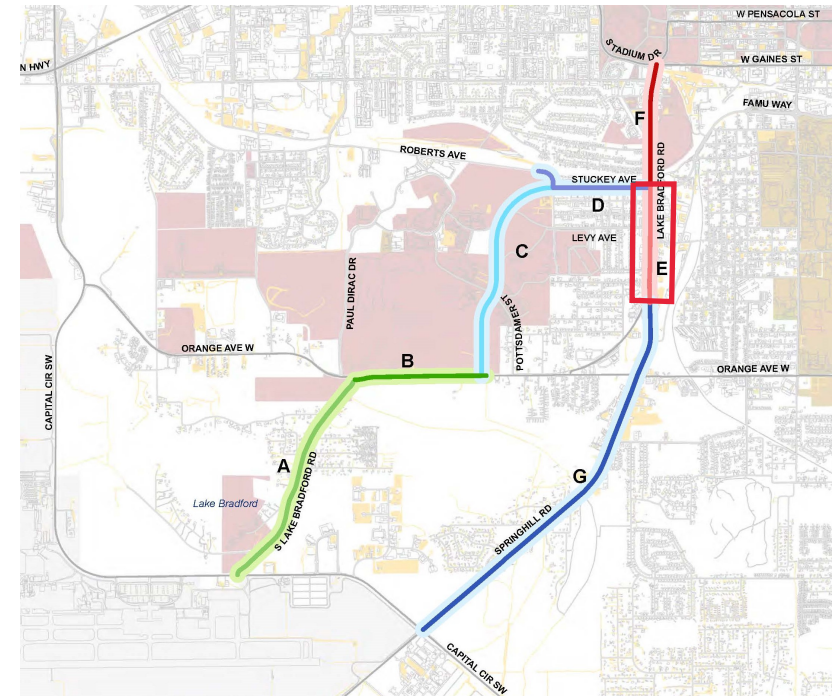
Airport Gateway- Segment E Cost Estimate (May 2023)

Segment E: Lake Bradford Road (0.96 miles)					
Description: Improvements for this segment are planned to occur within the existing right of way. Improvements may include roadway-resurfacing, construction of medians, sidewalks, bike lanes, landscaping, lighting, and neighborhood entrance signs.					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 2,500,000	\$ 2,500,000	Engineer's Estimate ²
Right of Way	0	LS	\$ -	\$ -	
New Construction 4 Lane Divided Urban	0.96	Miles	\$ 14,310,000	\$ 13,737,600	FDOT Long Range Estimate ³
Multiuse Trail	0.96	Miles	\$ 896,000	\$ 860,160	FDOT Long Range Estimate ³
Aesthetics	0.96	Miles	\$ 500,000	\$ 480,000	Engineer's Estimate ²
Segment Total:				\$ 17,577,760	
Segment Encumbered or Expended:				\$ (590,000)	
Segment Balance:				\$ 16,987,760	

Unit Legend:
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 EA- Each
 LF- Linear Feet

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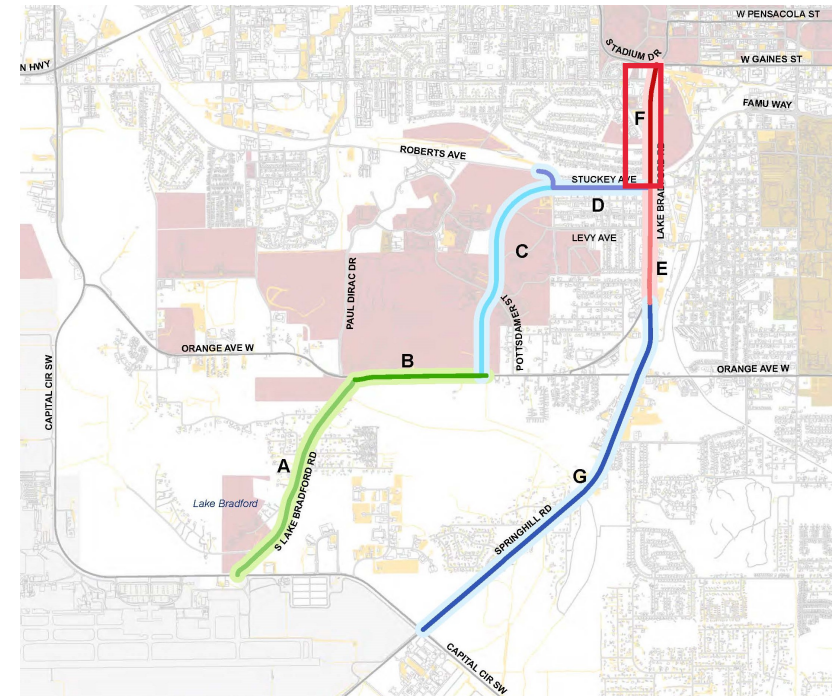
Airport Gateway- Segment F Cost Estimate (May 2023)

Segment F: Lake Bradford Road (0.63 miles)					
Description: Improvements for this segment are planned to occur within the existing right of way. Improvements may include roadway-resurfacing, construction of medians, sidewalks, bike lanes, landscaping, lighting, and neighborhood entrance signs.					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 2,500,000	\$ 2,500,000	Engineer's Estimate ²
Right of Way	0	LS	\$ -	\$ -	
New Construction 4 Lane Divided Urban	0.63	Miles	\$ 14,310,000	\$ 9,015,300	FDOT Long Range Estimate ³
Multiuse Trail	0.63	Miles	\$ 896,000	\$ 564,480	FDOT Long Range Estimate ³
Aesthetics	0.63	Miles	\$ 500,000	\$ 315,000	Engineer's Estimate ²
Segment Total:			\$ 12,394,780		
Segment Encumbered or Expended:			\$ (590,000)		
Segment Balance:			\$ 11,804,780		

Unit Legend:
 LS- Lump Sum
 EA- Each
 LF- Linear Feet

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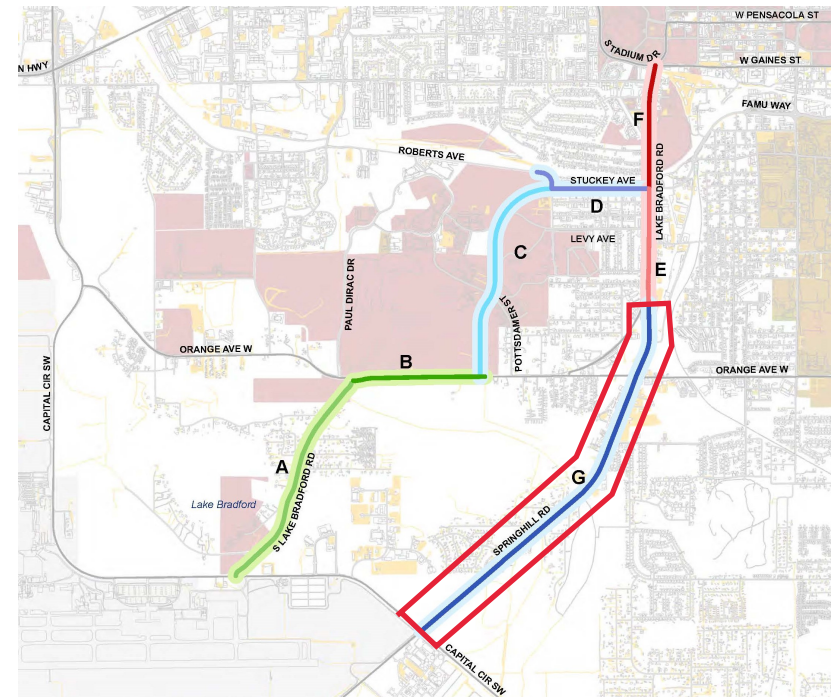
Airport Gateway- Segment G Cost Estimate (May 2023)

Segment G: Springhill Road from Orange Avenue to Capital Circle (1.73 miles)					
Description: Improvements for this segment may include construction of two lane divided roadway, multiuse trail, sidewalk, landscaping, lighting, and the bridge replacement at Munson Slough. The project also includes right of way acquisition along Springhill Road to accommodate future widening.					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 4,000,000	\$ 4,000,000	Engineer's Estimate ²
Right of Way	1	LS	\$ 20,000,000	\$ 20,000,000	Engineer's Estimate ²
New Construction 2 Lane Undivided Urban	1.73	Miles	\$ 9,070,000	\$ 15,691,100	FDOT Long Range Estimate ³
Median	1.73	Miles	\$ 750,000	\$ 1,297,500	Engineer's Estimate ²
Multiuse Trail	1.73	Miles	\$ 896,000	\$ 1,550,080	FDOT Long Range Estimate ³
Aesthetics	1.73	Miles	\$ 500,000	\$ 865,000	Engineer's Estimate ²
Springhill Road Bridge	1	EA	\$ 2,200,000	\$ 2,200,000	Engineer's Estimate ²
Stormwater	4	EA	\$ 420,000	\$ 1,680,000	FDOT Long Range Estimate ³
FDOT Estimated Leverage for G-1	1	LS	\$ (1,000,000)	\$ (1,000,000)	Engineer's Estimate ²
			Segment Total:	\$ 46,283,680	
			Segment Encumbered or Expended:	\$ (1,640,000)	
			Segment Balance:	\$ 44,643,680	

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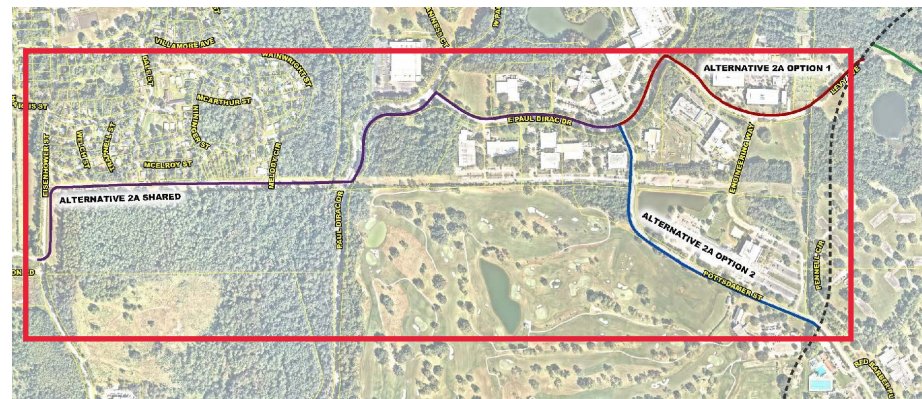
Airport Gateway- University Greenway Trail Cost Estimate (May 2023)

University Greenway Trail- Rec SportsPlex to Innovation Park (1.55 Miles)					
Description: A portion of the University Greenway Trail system proposing a multiuse path connecting the Rec SportPlex to Innovation Park.					
Line Item	Quantity	Unit	Unit Cost	Total Cost	Budgetary Status
Planning and Design- Contract with Halff & Associates ¹	1	LS	\$ 200,000	\$ 200,000	Engineer's Estimate ²
Right of Way	0	LS	\$ -	\$ -	
Multiuse Trail	1.55	Miles	\$ 896,000	\$ 1,388,800	FDOT Long Range Estimate ³
Pedestrian Bridge	1	LS	\$ 160,000	\$ 160,000	Engineer's Estimate ²
Segment Total:				\$ 1,748,800	
Segment Encumbered or Expended:				\$ -	
Segment Balance:				\$ 1,748,800	

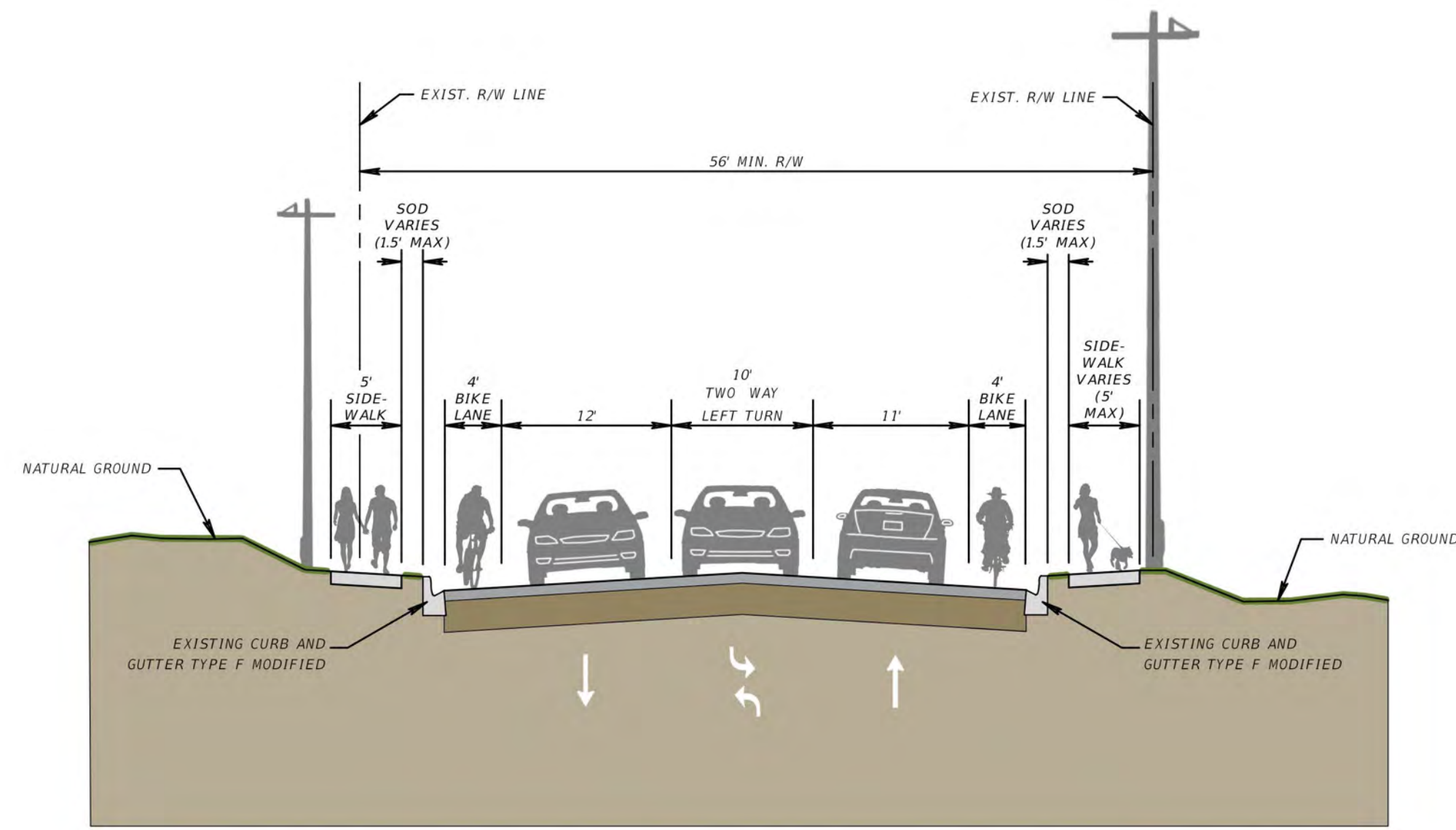
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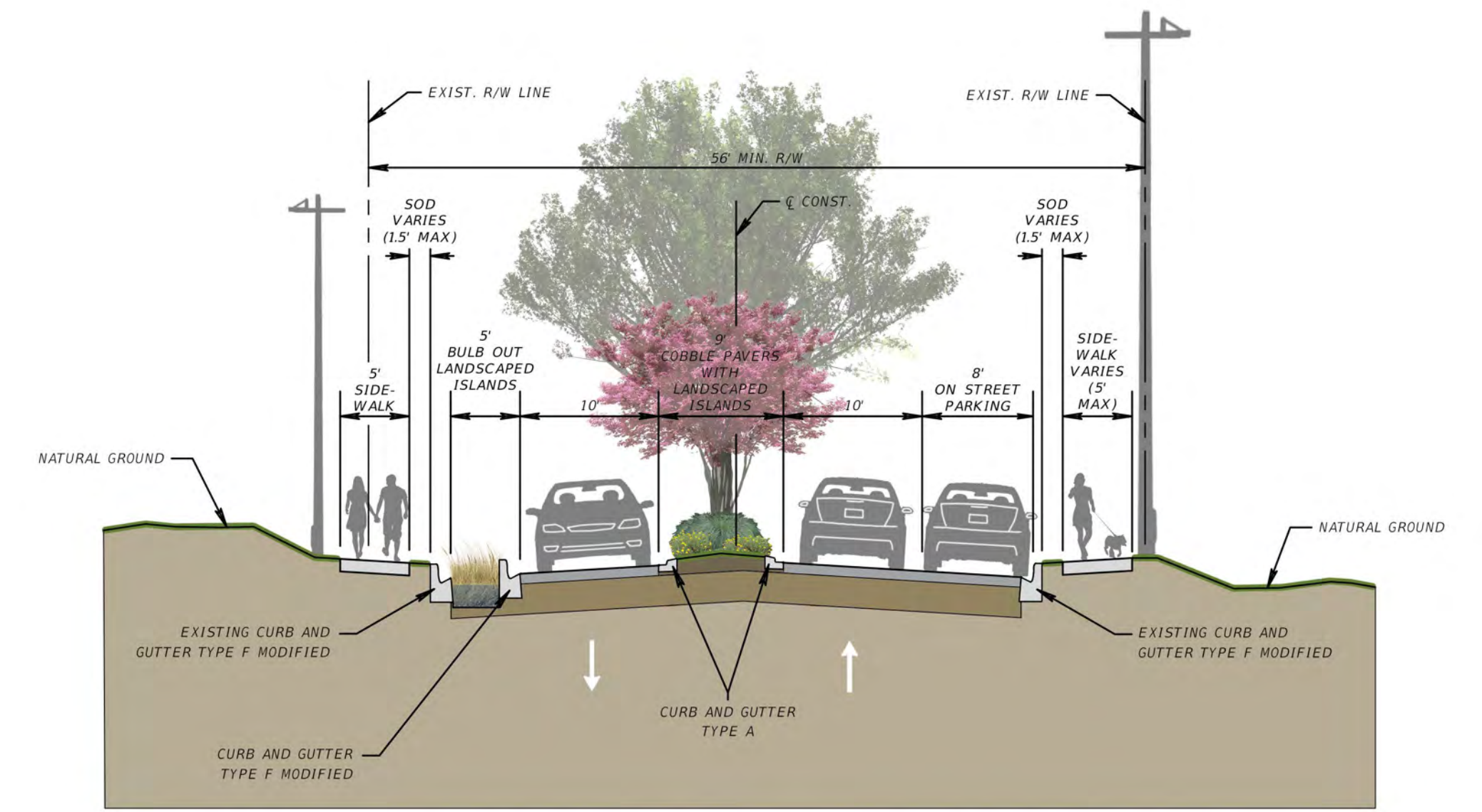
DRAFT - 4/11/22
FOR DISCUSSION PURPOSES ONLY



Existing Condition Section
Levy Avenue East of Iamonia Street



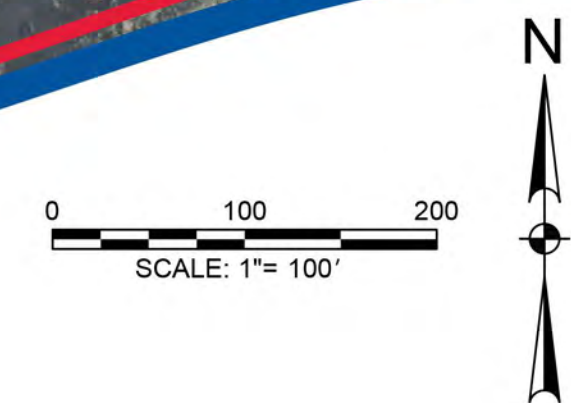
Holmes to Warwick Closeup



Proposed Section (C-C')
Levy Avenue East of Iamonia Street



LEVY AVENUE ENHANCEMENTS - DRAFT CONCEPT



STATUS UPDATE ON THE NORTH MONROE GATEWAY PROJECT AND EVALUATION OF PROJECT EXPANSION

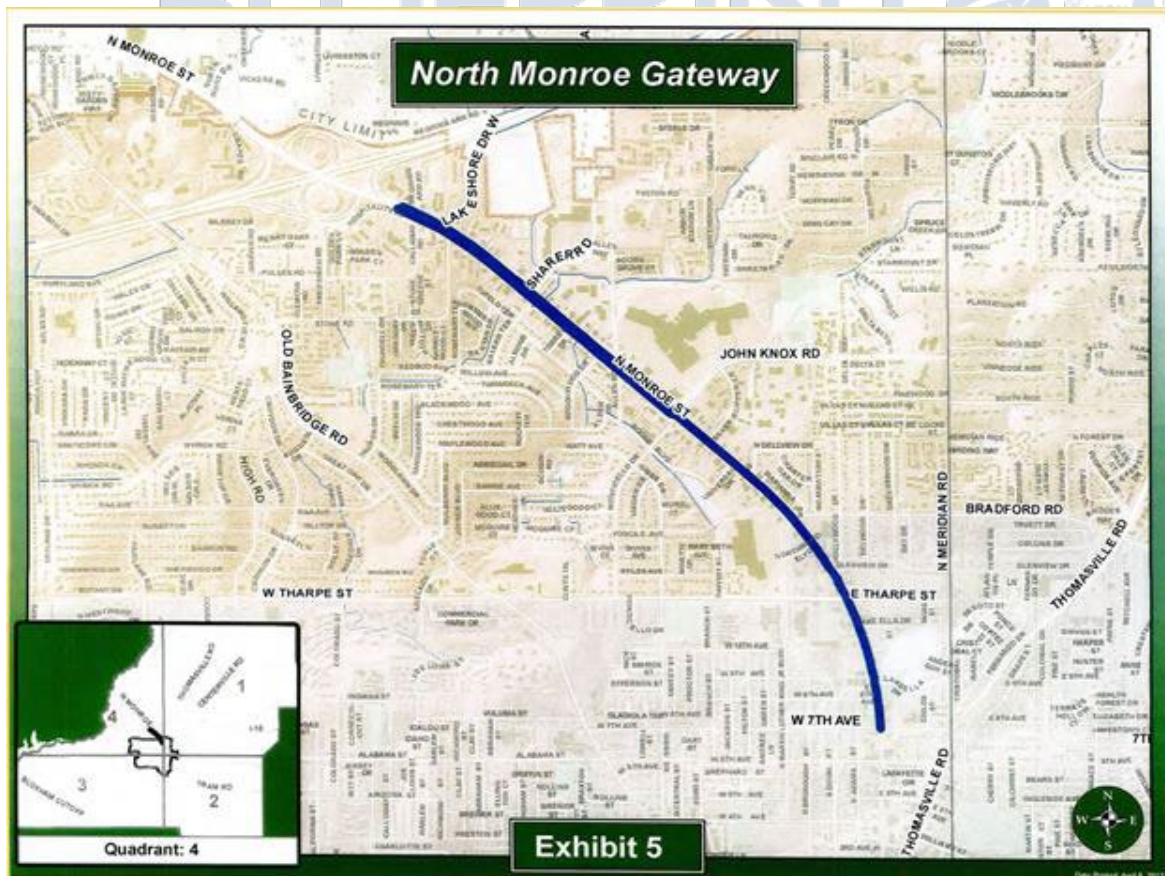
SUMMARY

At the August 24, 2023, Blueprint Intergovernmental Agency Board of Directors (IA Board) Budget Workshop, the IA Board directed staff to bring back an item providing options for expanding the North Monroe Gateway project (i.e., either reviewing any need for more amenities within the current project area and/or expanding the project scope north of Interstate 10). Consistent with that direction, this attachment presents information regarding the project history and goals of the North Monroe Gateway project, an overview of the previous and ongoing investment by FDOT and Blueprint, a summary of the FY 2024 – 2028 Blueprint capital budget recommendations and planned future Blueprint improvements, and the process for expanding the project scope, with initial cost estimates for similar project amenities north of I-10

PROJECT BACKGROUND

As defined in the 2015 Second Amended and Restated Interlocal Agreement, the North Monroe Gateway project provides: “funding to develop gateway enhancements for North Monroe Street from I-10 to 7th Avenue (includes signage, art, crosswalks and other pedestrian safety enhancements). The project map as provided in the Interlocal Agreement is included as Figure 1, below:

Figure 1. North Monroe Gateway Project Map



The original 2014 project cost estimate was \$9.4 million, and in FY 2023 the estimated cost for the project was \$12.1 million. Currently, a total investment of \$20.98 million (in both FDOT and Blueprint funding) has been completed or is planned along this corridor consistent with the goals of the Blueprint project, with construction of improvements ongoing through FY 2028. **To date, Blueprint has successfully partnered with FDOT to leverage over \$16 million in improvements on the North Monroe corridor**, to achieve the project goals. These investments are the result of years of relationship building with FDOT to elevate local priorities and align the goals of the North Monroe project with state fund programming.

At the March 9, 2023 meeting, the IA Board directed staff to bring back an agenda item to fund the North Monroe Gateway project within the next 1 or 2 years with minimal or no impact to other projects. To complete the project, the draft FY 2024 - 2028 Blueprint Infrastructure budget includes full funding for the North Monroe Gateway project at \$4.45 million. Additional improvements for the North Monroe corridor south of Interstate 10 were identified in the 2021 Citizens' North Monroe Task Force Report, including enhanced street lighting, improved transit stops, gateway 'Welcome' signage, landscaped medians, and special emphasis crosswalk. The Blueprint project budget of \$4.45 million fully funds all these improvements, as detailed herein.

FDOT IMPROVEMENTS – COMPLETED AND PLANNED (\$16.53 MILLION)

Since approval of the sales tax project in 2014, Blueprint has successfully partnered with FDOT to implement enhancements throughout the corridor that improve safety, expand multimodal options, and beautify this gateway into Tallahassee-Leon County consistent with the goals of the Blueprint project. Over \$10 million in improvements, detailed below, have been completed to date:

- Monroe Street Widening & Pedestrian Improvements - John Knox to Lakeshore Drive (2016): In collaboration with Leon County Government, FDOT constructed a new northbound lane, added a bicycle lane, installed curb and gutter, and reconstructed the sidewalks on the east side of the roadway.
- Monroe Street Medians - Tharpe Street to Seventh Ave (2017): FDOT funded the installation of landscaped medians and a pedestrian HAWK signal to provide a safe crossing for pedestrians across North Monroe Street from the Lake Ella area.
- Monroe Street Resurfacing Project - John Knox to Thomasville Road (2019): Blueprint worked with FDOT to integrate key improvements consistent with the North Monroe Gateway project, including brick paver-style crosswalk treatments from Tharpe Street to 7th Avenue, new crosswalks, ADA improvements, and new bicycle facilities.

An additional \$6.53 million will be invested by FDOT in the corridor over the next five years, as a direct result of Blueprint leveraging with FDOT and application submission to FDOT funding programs. Planned improvements, which are fully funded in the FDOT Five-Year Work Program, are currently underway as detailed below:

- Landscaped Medians – John Knox to Lakeshore Drive (Under Construction): As a result of a Blueprint application to FDOT's Standalone Landscaping Program,

FDOT is constructing enhanced landscaping in the medians on N. Monroe Street, from John Knox Road to Lakeshore Drive.

- Sidewalk - John Knox to Lakeshore Drive (In Design): FDOT is funding construction of a new sidewalk on the west side of North Monroe from John Knox Road to Lakeshore Drive, which will complete the network south of Interstate 10 and will cure an existing, significant gap in the sidewalk network. Construction funding is included in FDOT's FY 2024 – 2028 Work Program for FY 2025.

PROPOSED BLUEPRINT IMPROVEMENTS (\$4.45 MILLION)

Based on infrastructure improvements completed to date and the scope of the Blueprint project, \$4.45 million is the estimated cost to complete the North Monroe Gateway project. The approved FY 2023 – 2027 Capital Improvement Plan allocated \$250,000 to the project in FY 2023, and the draft FY 2024 – 2028 capital budget includes an additional \$4.2 million in FY 26 to complete funding of the project and accelerate implementation within five years. The remaining \$4.45 million in improvements were identified in the 2021 Citizen's North Monroe Task Force Report (Citizens' Report), a Leon County strategic initiative that created a 12-member Task Force to identify opportunities to enhance the quality of life along the segment between Fred George Road and Tharpe Street. The Citizens' Report included recommendations for 'Corridor Improvements' consistent with the goals and scope of the Blueprint project, including enhanced street lighting, improved transit stops, gateway 'Welcome' signage, landscaped medians, and pedestrian-oriented crosswalks. Many of the planned improvements will not require planning or right-of-way phases, which may enable improvements to be provided in the near term. These improvements, which are fully funded in the draft FY 2024 – 2028 capital budget, are detailed in Table 1, below:

Table 1. Proposed Blueprint North Monroe Gateway Project Improvements

<u>Improvement</u>	<u>Current Cost Estimate</u>
Welcome Signage	\$125,000
High Visibility Crosswalks/Restriping	\$250,000
Enhanced Median Landscaping	\$75,000
Enhanced Lighting	\$3,500,000
Improved Transit Stops	\$500,000
Total	\$4,450,000

Welcome Signage Cost Estimate: \$125,000

The Task Force found there to be an opportunity to provide local 'Welcome' signage and make the North Monroe Street interchange more aesthetically pleasing to visitors at or near the Interstate 10 interchange. Signage on a state roadway requires planning, coordination, and approval of FDOT.

High Visibility Crosswalks/Restriping: \$250,000

The Task Force Final Report identified high visibility crosswalks and the restriping of pavement markings as an example of where relatively low-cost improvements can have a large impact. Restriping of roadway markings and the installation of pattern pavement crosswalks at key intersections, based on high incidences of Bicycle and Pedestrian Crashes, are included in proposed improvements.

- N. Monroe & MLK/Northwood Center
- N. Monroe & Sharer Road
- N. Monroe & John Knox Road
- N. Monroe and Lakeshore Drive

Enhanced Landscaping Cost Estimate: \$75,000

The Task Force valued the ongoing efforts to encourage and support FDOT's installation of landscaping along the corridor and believes future landscaping projects would enhance the corridor. As discussed previously, Blueprint has secured an enhanced landscaping project with FDOT for medians between John Knox Road and Lakeshore Drive. Blueprint has identified \$75,000 in enhanced median landscaping above and beyond the planned FDOT project, to install and landscape a new median at the John Knox intersection.

Enhanced Lighting Cost Estimate: \$3,500,000

The Task Force identified lighting enhancements as another corridor improvement. As proposed, the Blueprint project will provide the Gaines Street style along the corridor to enhance both safety and aesthetics.

Improved Transit Stops Cost Estimate: \$500,000

The Task Force recommended upgrading bus stops along the Gateway corridor. Of the 18 StarMetro Stops along the Gateway project corridor, 12 have no seating, and 3 have only benches. As such, \$500,000 is estimated and included to upgrade the stops on the corridor, including exploring further enhancing shelters with unique designs and public art at community attractions and locations with high ridership along the corridor.

In summary, as detailed in the analysis of all prior sections, the current Blueprint project is being delivered with the next 5 years and with substantial leveraging of State dollars. The next section identifies opportunities for further improvements north of I-10, with preliminary analyses, should the IA Board seek to extend the project area via the substantial amendment process.

EXPANDING THE NORTH MONROE GATEWAY PROJECT

The North Monroe Gateway project goal is to improve North Monroe from 7th Avenue to I-10. To date, all improvements planned by FDOT and proposed for funding by Blueprint are consistent with the Blueprint project description as included in the Interlocal Agreement. The North Monroe Gateway project improvements are intended to create an attractive entryway from travelers utilizing the North Monroe/I-10 Interchange, the most heavily utilized interchange in Leon County. As directed by the IA Board at the August 24, 20223 meeting, options are provided below for expanding the project scope. The

potential improvements, described below, would develop an attractive entryway into the Tallahassee-Leon County community for travelers utilizing US Highway 27 (N. Monroe Street). The Citizens' Report provided recommendations for infrastructure improvements north of I-10 to the intersection with Fred George Road, which coincides with the location of the Tallahassee-Leon County Planning Department's 2013 Lake Jackson Town Center "Sense of Place" Initiative. The Citizens' Report recommended improvements, described below, have an estimated cost of \$15 million, should the project be expanded from I-10 north to Fred George Road by the IA Board.

- Enhanced Median Landscaping – Interstate 10 to Fred George Road: Median enhancements consistent with those currently under construction from John Knox to Lakeshore Drive could be extended north of I-10 to Fred George Road. The estimated cost of enhanced medians for the 1.7-mile distance is \$2.5 million.
- Completing Sidewalk Gaps– Interstate 10 to Fred George Road: The Citizen's Report identified approximately two miles of sidewalk gaps along North Monroe corridor between I-10 and Fred George Road. These gaps create a significant barrier to pedestrian connectivity for the over 1,000 residential units, seven hotel properties, 30 office properties, two preschools, a state park, and numerous retail properties, between I-10 and Fred George Road, who directly access the North Monroe corridor.

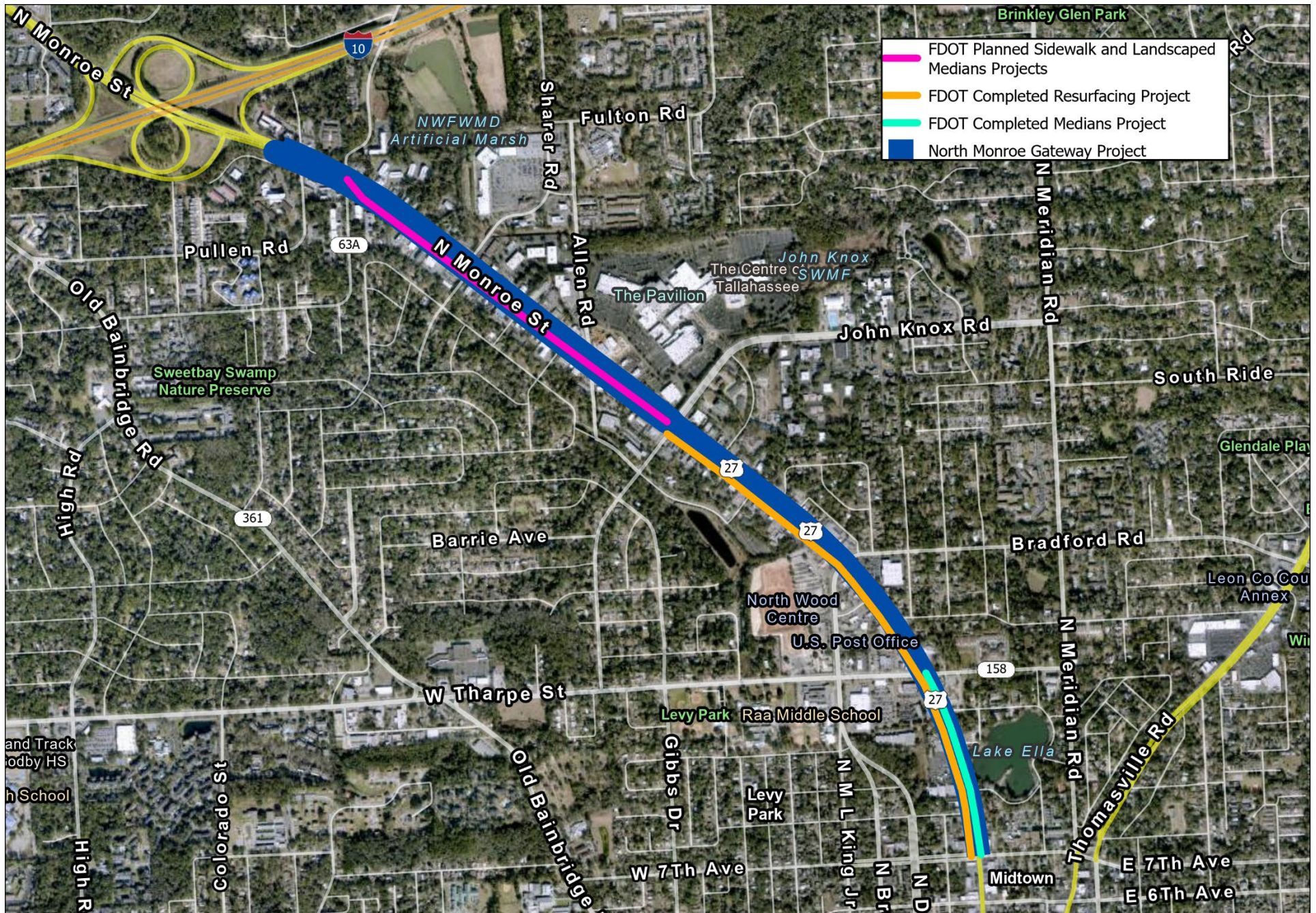
Using the most recent total project cost estimates for FDOT's sidewalk project from John Knox Road to Lakeshore Drive, the estimated total cost is \$12.5 million for 2 miles of sidewalk. Further analysis would be required to determine feasibility and costs.

Expanding project limits north of I-10 to this intersection would require the IA Board to initiate the substantial amendment process, described below, as well as provide direction regarding funding levels for the expanded project and timing of funding. Currently, no uncommitted funding exists in the Blueprint Infrastructure capital budget until FY 2039. IA Board direction would be required to direct funding from other projects to the North Monroe Gateway project to support the expansion of the project prior to that date. Limited bonding capacity is available for the Blueprint program beyond the current planned financing.

PROCESS TO AMEND THE PROJECT

Should the IA Board desire to expand the North Monroe Gateway project beyond the scope of improvements or area outlined in the Second Amended and Restated Interlocal Agreement (i.e., north of Interstate 10), a substantial amendment would be required. Pursuant to Part V, Section 10, of Blueprint's Interlocal Agreement, any addition, deletion, or amendment to a substantial degree of any Blueprint project in Exhibit I or II of the Interlocal Agreement requires the IA Board to hold two public hearings and consider recommendations of the Citizen Advisory Committee (CAC), Technical Coordinating Committee (TCC), and Intergovernmental Management Committee (IMC) before a super-majority vote of both the IA Board members who are County Commissioners, and the IA Board members who are City Commissioners.

FIGURE 1. Map of North Monroe Corridor with Planned and Completed Improvements



UPDATE ON THE REVIEW OF AFFORDABLE HOUSING OPPORTUNITIES WITHIN THE BLUEPRINT INTERGOVERNMENTAL AGENCY

At the August 24, 2023 Blueprint Intergovernmental Agency Board of Directors (IA Board) Budget Workshop, the IA Board directed staff to bring back an item providing a review of affordable housing opportunities within the Blueprint Intergovernmental Agency. Consistent with that direction, this attachment presents an update on the development of that analysis and future agenda item that will be provided to the IA Board at the November 7, 2023 meeting. To that end, Blueprint and OEV staff have initiated a thorough review of the permissible use of sales tax funds for affordable housing from both infrastructure funds and economic development funds. This review will include legal research for permissible uses of sales tax proceeds for affordable housing; study of other Florida communities that have utilized local option sales tax (infrastructure or OEV portions) for this purpose; and coordination with City of Tallahassee and Leon County housing experts to discuss opportunities for implementation should the IA Board choose to move forward with an affordable housing project within the Blueprint Intergovernmental Agency.

Furthermore, OEV's analysis will include an examination of the few municipalities that currently leverage surtax funds for affordable housing endeavors. The agenda item will aim to identify best practices, lessons learned, the legal framework and compatibility factors that can be applied effectively to Leon County's unique context.

The IA Board has previously taken action to address affordable housing through the Blueprint Intergovernmental Agency. On December 12, 2019, the IA Board was provided an agenda item detailing the process by which infrastructure sales tax funds could be used for affordable housing as well as policy revisions that could provide additional affordable housing opportunities. At that meeting, the IA Board approved a revision to the Blueprint Real Estate Policy that requires Blueprint to consult with the City and County affordable housing offices to determine whether property is suitable for dedication as affordable housing before the property is declared as surplus.

As provided in the December 12, 2019 item, affordable housing is not a project specified in the Second Amended and Restated Interlocal Agreement governing the Intergovernmental Agency for the infrastructure program of work. The IA Board may approve the use of penny sales tax dollars for affordable housing land acquisition by adding affordable housing to the Interlocal Agreement following two public hearings, input of the CAC, TCC, and IMC, and a supermajority vote. This process to add the project to the Interlocal Agreement can be initiated by the IA Board at any future meeting, including at the November meeting when the full report on this matter is presented. A budget amendment can be approved for OEV at any future meeting or an amendment to the infrastructure budget can be completed at the conclusion of the substantial amendment process. Action on Affordable Housing is not required at this workshop to implement any future project funded through the Infrastructure Program or Office of Economic Vitality Fiscal Year 2024 budgets to be adopted by the IA Board.

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Blueprint Intergovernmental Agency Board of Directors Agenda Item #1

September 21, 2023

Title: Approval of the May 11, 2023 and August 24, 2023 Blueprint Intergovernmental Agency Board of Directors Workshop and Meeting Minutes

Category: Consent

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Artie White, Director, PLACE
Autumn Calder, Director, Blueprint Intergovernmental Agency
Susan Dawson, Blueprint Attorney
Keith Bowers, Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This agenda item presents the summary meeting minutes for the May 11, 2023 and August 24, 2023 Blueprint Intergovernmental Agency Board of Directors (IA Board) meetings and budget workshops and requests the IA Board's review and approval of the minutes as presented.

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the May 11, 2023 and August 24, 2023 Blueprint Intergovernmental Agency Board of Directors Meeting and Budget Workshop Minutes.

OPTIONS:

Option 1: Approve the May 11, 2023 and August 24, 2023 Blueprint Intergovernmental Agency Board of Directors Meeting and Budget Workshop Minutes.

Option 2: IA Board Direction.

Attachments:

1. Draft Summary Minutes of the Blueprint Intergovernmental Agency Board of Directors Meeting and Budget Workshop on May 11, 2023.
2. Draft Summary Minutes of the Blueprint Intergovernmental Agency Board of Directors Meeting and Budget Workshop on August 24, 2023.

Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Date: September 21, 2023
To: Board of Directors
From: Artie White, PLACE Director
Subject: Summary Minutes to Board of Directors' Meeting of May 11, 2023

MEMBERS PRESENT

COUNTY	CITY
Commissioner Carolyn Cummings, Vice Chair	Commissioner Curtis Richardson, Chair
Commissioner Nick Maddox	Mayor John Dailey
Commissioner David O'Keefe	Commissioner Jeremy Matlow
Commissioner Brian Welch	Commissioner Jacqueline Porter
Commissioner Rick Minor	Commissioner Dianne Williams-Cox
Commissioner Bill Proctor	
Commissioner Caban (Telephonically)	

I. AGENDA MODIFICATIONS

There were no agenda modifications.

Commission Minor moved to allow Commissioner Caban to participate virtually. Commissioner Williams-Cox seconded the motion. The motion passed unanimously.

Passed 9-0 (weighted: 53-0)

Commissioners Matlow and Maddox were not present at the time of the vote.

II. CITIZENS TO BE HEARD

Robert Blackledge spoke on behalf of the business incubation program provided by DOMI. He expressed a desire for the company to partner with OEV to scale the impacts from the program.

Max Epstein spoke about the Capital Cascades Segment 4 Project. He requested an informational item and discussion on the history of the project and that projected budget and funding be brought back at the June Budget workshop. He also spoke about the plans for Airport Gateway Project.

Stanley Sims spoke about the funding for the southside projects and their relation to projects on the east and west sides of Tallahassee. He also requested guidance about when proposals for small businesses should be brought during IA Board meetings. Finally, Mr. Sims spoke about improvements to Tharpe Street.

Dustin Rivest spoke about Foodies Takeout and Deliver App. He stated that the App benefits the local economy by retaining funds locally.

Shauna Smith spoke on behalf of the Capital Park Action Committee about the Fairgrounds improvement project. Ms. Smith spoke about the need for improved baseball facilities and amenities on the southside.

III. INFORMATIONAL ITEMS/PRESENTATIONS

There were no motions or actions taken on the following informational items:

- Receipt and File:
 - Blueprint Infrastructure Community Engagement Update
 - Citizens Advisory Committee April 27, 2023 Minutes

IV. CONSENT

Mayor Dailey moved to accept all Consent Items. Commissioner Williams-Cox seconded the motion. The motion passed unanimously.

Passed 11-0 (weighted 65-0)

Commissioner Caban was absent at the time of the vote.

1. Approval of the March 9, 2023 Blueprint Intergovernmental Agency Board of Directors Meeting Minutes
2. Ratification of the May 11, 2023 Blueprint Intergovernmental Agency Budget Workshop
3. Acceptance of the Fiscal Year 2022 Annual Comprehensive Financial Report for the Blueprint Intergovernmental Agency

V. GENERAL BUSINESS/PRESENTATIONS

4. *Authorization to Advertise and Award Construction Services for the Market District Placemaking Project*

PLACE Director, Ben Pingree, introduced the item with a summary of the project and staff recommendations. He provided the Board with the option for a full presentation on the project. The Market District Placemaking Project includes the construction of the Market District Park and pedestrian, safety, and intersection improvements within the Market District area. The cost estimate for the Market District Project is \$16,758,547, including \$10,237,839.00 for the Park and \$4,675,000.00 for the pedestrian safety and trail improvements.

Following the introduction from Director Pingree, Max Epstein spoke about the cost of the Market District project and the high interest rates. Mr. Epstein suggested reviewing the project to make cuts to stay within the original project budget.

Commissioner Welch spoke in favor of the Market District Placemaking Project. He explained that the area was in need of beautification and placemaking improvements. He supported the Market District Park and the current design plan.

Commissioner Welch moved to accept Staff recommendation for Options 1 and 2. The motion was seconded by Mayor Dailey.

Option 1: Authorize Blueprint to advertise and award, pursuant to Blueprint's Procurement Policy, construction services for the Market District Placemaking Project.

Option 2: Authorize Blueprint to enter into a Joint Project Agreement with the City of Tallahassee and adjacent property owners for parking to support the Market District Park.

Passed 9-2 (weighted 55-10)

Commissioners O'Keefe and Proctor voted in opposition. Commissioner Caban was absent at the time of the vote.

Commissioner O'Keefe requested clarification on whether there was enough funding in the current budget without reallocating funds from the Lake Lafayette project since funding for all projects including the Market District Placemaking and the Lake Lafayette are to be discussed at the next budget workshop being held on June 15. Director Pingree explained that in accordance with the procurement process, Staff would wait until after acceptance of a complete budget before moving forward with procurement for services related to the Market District Placemaking project but that the Board could take action on the current motion. Director Pingree further explained that if the project was not fully funded following the acceptance of the completed budget, Staff would bring the project back before the Board for further direction. Commissioner O'Keefe explained that he would not support the current motion stating that he believes it assumes that there will budget reallocations and he would rather vote on the item after the discussion and acceptance of a complete budget.

Commissioner Minor stated that he supports the project but would not support the motion because of the additional funding needed for the project and the need to discuss all of the project budgets at the budget workshop scheduled for June 15.

Commissioner Minor made a substitute motion to table the motion to "accept Staff recommendation for Options 1 and 2 until June 15. The substitution was seconded by Commissioner Proctor. The substitution failed.

Failed 4-7 (weighted 22-43)

Commissioners Richardson, Minor, Proctor, and O'Keefe voted in favor of the substitute motion; Commissioners Dailey, Matlow, Porter, Williams-Cox, Maddox, Cummings, and Welch voted in opposition; and Commissioner Caban was absent at the time of the vote.

Following the comments from Commissioners O'Keefe and Minor about the issue of taking action before the budget workshop of June 15th, Blueprint Attorney, Susan Dawson, explained to the Board that under Robert's Rules of Order they have the ability to amend previously adopted actions.

Mayor Dailey inquired as to whether Staff considered purchasing the small parcel located near the Market District area near Sonny's and Bank of America to incorporate into the Market District Placemaking Project for more connectivity. Blueprint Director Calder explained that Staff was implementing the Placemaking Plan which was adopted in 2011 and that the Placemaking Plan does not include that concept. Mayor Dailey continued and explained that he supported the motion to move forward with the Project stating that the Project has been in the works since 2011, it will boost economic development in the area, and that it will enhance water quality.

Commissioner Matlow explained that he supported the motion to move forward with the Placemaking Project explaining that while the budget discussion is outstanding, the Project can continue to move forward unless the Board decides to completely defund the project budget on June 15th.

Commissioner Welch explained that he would not support the substitute motion but commits to working in good faith at the June 15th budget workshop to discuss funding options for all of the Blueprint projects. He stated that projects like the Placemaking project improve the quality of life for the people of Tallahassee and bring people to the community.

Commissioner Proctor explained that he would support the motion to table the action on the Market District Placemaking Project because of the decision to conduct the additional budget workshop on June 15th. He also discussed the project priorities for the Fairgrounds beautification and other southside projects.

Commissioner Cummings commended Staff for the work on the Project and stated that she supported the motion to move forward with the project but looks forward to thorough discussion of all the projects at the June 15th workshop.

Commissioner Porter stated that she was in support of moving forward with the project but is interested in what discussion Staff has had about the parcel Mayor Dailey discussed.

The Board passed Commissioner Welch's motion to accept Staff recommendation for Options 1 and 2.

5. Approval of the Northeast Park Project Scope, Revised Project Budget, and Authorization to Advertise and Award Construction Services

Blueprint Director Calder provided the Board with a brief description of the Northeast Park Project including the project scope, the budget updates, and the Project's next steps. Staff has completed a facility needs assessment including community engagement and survey to create the park concept. The 50-acre park concept includes four full size lighted baseball and softball fields with batting cages,

scoreboards, dugouts, and bullpens; one full size lighted multipurpose field; one basketball court with accessible features; four regulation pickleball courts; two lighted sand volleyball courts; playground and picnic shelters; walking trails; open lawn space for picnic or other uses; a community room; paved parking; electric vehicle charging stations; and a road connecting to both Centerville Road and Welaunee Boulevard. The cost estimate for the park is \$18 million plus borrowing costs for an estimated total of \$22 million after interest and debt service.

Susan Dickerson spoke on behalf of the Killlearn Homeowners Association and requested that the Board reconsider the park design to remove the access road connection to Centerville Road.

Kip West spoke in support of the Northeast Park Project and thanked the Board for the consideration of the Project.

Max Epstein spoke in favor of the project but encouraged the Board to consider the request from the Killlearn Homeowners Association. Mr. Epstein inquired about when a project needs a supermajority vote for as a "significant change," stating that the budget has been increased nearly 50% since project inception. He spoke about decreasing project scopes to save money.

Kendal Powell spoke in favor of the project. He expressed excitement about having the new facility in the northeast side of town for the little league teams in the area.

Attorney Gary Hunter spoke on behalf of Powerhouse, Inc.; the previous owner of the Northeast Park parcel, and expressed concern about the removal of the Centerville Road connection. Mr. Hunter stated that it was his client's understanding that there would be an access road connection included in the project plan at the time of sale of the parcel to Leon County and that his client fully expects such access road to remain in the plans. Mr. Hunter informed the Board that if the access road was not included in the park plans his client may not dedicate approximately 28 acres of land to Blueprint for stormwater ponds.

Herb Orman spoke against including the Centerville Road connection in the project plans based on a traffic analysis his homeowners association conducted.

Mike Wallace spoke on behalf of Pop Warner football in favor of the Northeast Park Project.

Commissioner Welch spoke about the need to have a park in the northeast side of Tallahassee, he stated that the sports teams and community members in the area have to travel to other parks throughout Tallahassee or rent space at Chiles High School. Commissioner Welch stated that the new park facilities would increase economic growth and benefit the people of northern Tallahassee.

Commissioner Welch moved to accept Staff recommendation for Options 1, 2, and 3 but amend the project plans to remove the Centerville Road connection. Commissioner Maddox seconded the motion. The motion was tabled pursuant to a substitute motion by Mayor Dailey.

Option 1: Approve the project scope as detailed in the conclusion section of this agenda item.

Option 2: Authorize a revised project budget of \$18 million.

Option 3: Authorize Blueprint to advertise and award, pursuant to Blueprint's Procurement Policy, a contract for construction of the Northeast Park.

Commissioner Maddox spoke in favor of the park. He stated that he believes there is a way to design the park and ensure that the people of Killlearn do not feel the burden of the increased traffic from the park.

Commissioner Williams-Cox spoke about the need to improve the baseball facilities at the fairgrounds' site and equitable distribution of access across the entire city of Tallahassee. She expressed concern about the increased budget of the park and inquired as to whether the park could be constructed within the \$12 million budget.

Commissioner O'Keefe spoke in favor of the park project as an opportunity to include greenspace in the developing community.

Commissioner Matlow spoke in favor of the project and the motions explaining that the Northeast Park and the Northeast Gateway are two separate projects that should be discussed separately. He stated he supports the amendment to remove the road connection to remain consistent with the historical commitments made to the communities in the surrounding areas.

Commissioner Cummings spoke in favor of the project but suggested that the Board and Staff explore options to construct the park at a lower cost than the current proposed budget increase.

Mayor Dailey spoke in opposition to the current park design. He stated that he believes the current design exceeds original scope and that the budget should be further examined. Mayor Dailey stated that he believes the park to be a regional tournament style facility that would overwhelm the local residential area and would like to see park design options that would reduce the size of the sports facilities and build a park within the \$12 million budget.

Commissioner Minor stated that he supports the construction of a Northeast Park but wants to have a thorough discussion of all the projects and review of the budget at the June 15th workshop.

Commissioner Proctor spoke about the scale of the Northeast Park and the need for facility improvements for the southside park at the Fairgrounds.

Commissioner Welch explained that Northeast Park was an area park and that the park facilities were identical to the facilities of the park built in Southwood. He further stated that the reduction of the budget to \$12 million without the opportunity to conduct a full budget discussion on June 15th would be premature. He further stated that all projects

have seen cost increases and that the proposed budget increases for the project were consistent with market increases.

Commissioner Porter requested that Staff bring back design and budget options for the park so that the Board could have a thorough discussion at the June 15th workshop.

Commissioner Proctor made a substitute motion to continue the Northeast Park Item to the June 15th budget workshop and meeting and have staff bring back options to reduce project budget to \$12 million and remove the Centerville Road connection. The substitution was seconded by Mayor Dailey. The substitution failed.

Failed 3-8 (weighted 19-46)

The motion fails with Board Members Dailey, Williams-Cox, and Proctor in favor and Board Members Matlow, Porter, Richardson, Maddox, Cummings, Minor, Welch, and O'Keefe dissenting; Commissioner Caban was absent at the time of the vote.

Commissioner Maddox moved to call the question on the original motion. The motion was seconded by Commissioner Welch. The motion failed.

Failed 6-5 (weighted 34-31)

The motion failed the 2/3 majority threshold with Mayor Dailey and Commissioners Porter, Williams-Cox, Cummings, and Proctor voting in opposition. Commissioner Caban was absent at the time of the vote.

Mayor Dailey made a substitute motion to postpone the Northeast Park Item to the June 15th meeting and have staff bring back design options. The substitution was seconded by Commissioner Proctor. The substitution passed.

Passed 6-6 (weighted 36-34)

Mayor Dailey and Commissioners Richardson, Williams-Cox, Cummings, Caban, Proctor voted in favor; Commissioners Matlow, Porter, Maddox, Minor, Welch, and O'Keefe voted in opposition. Commissioner Caban voted telephonically.

Commissioner Matlow requested clarification as to whether the motion was to revise the scope of the Northeast Park Project or the design of the park. Stating that he believed the design of the park to be based on the approved project scope. Mayor Dailey explained that the intent of his motion was for Staff to bring back design options for the amenities and layout of the park based on additional community engagement.

Commissioner Welch stated that the design elements of the Northeast Park are similar to those of the park located in Southwood and that he was confident that the park would meet the needs and desires of the residents in the Northeast community.

Commissioner Caban stated that he voted to postpone action on the Northeast Park so that the Board could have a holistic discussion on project budgets in June. He stated that he did not support the \$22 million budget for the park since the project budget for

the Tharpe Street corridor had to be reduced by nearly \$20 million in order to move it up on the priority list.

VI. DIRECTOR DISCUSSION ITEMS

Commissioner Richardson moved to have Staff bring back an agenda item and recommendation on the funding request from DOMI as an OEV non-competitive economic development project. The motion was seconded by Commissioner Williams-Cox. The motion passed unanimously.

Passed 9-0 (weighted 53-0)

Commissioner Maddox, Matlow, and Caban were absent at the time of the vote.

MOTION: Commissioner O’Keefe moved to have Staff bring back an agenda item and recommendation on the funding request from Foodies Takeout app as an OEV non-competitive economic development project. The motion was seconded by Commissioner Proctor. The motion passed unanimously.

Passed 9-0 (weighted 53-0)

Commissioners Caban, Richardson, and Proctor were absent at the time of the vote.

MOTION: Commissioner Porter moved to have Staff bring back an informational item with a status update on Capital Cascades Segment 4 Project. The motion was seconded by Commissioner Matlow. The motion passed unanimously.

Passed 9-0 (weighted 51-0)

Commissioners Caban, Matlow, and Maddox were absent at the time of the vote.

MOTION: Commissioner O’Keefe moved to have Staff bring back an agenda item that evaluates alternative path designs for the Lake Lafayette Trail Project that might be feasible. The motion was seconded by Commissioner Williams-Cox. The motion passed unanimously.

Passed 8-0 (weighted 46-0)

Commissioners Caban, Richardson, Maddox, and Proctor were absent at the time of the vote.

VII. ADJOURN

The meeting adjourned at 5:50 p.m.

*The next Blueprint Intergovernmental Agency Board of Directors’ Meeting and Budget Workshop is scheduled for **June 15, 2023, at 9:00 a.m.***

Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Date: September 21, 2023
To: Board of Directors
From: Artie White, PLACE Director
Subject: Minutes to Board of Directors' Meeting of August 24, 2023

MEMBERS PRESENT

COUNTY	CITY
Commissioner Carolyn Cummings, Chair	Commissioner Curtis Richardson
Commissioner Nick Maddox	Mayor John Dailey
Commissioner David O'Keefe	Commissioner Jeremy Matlow
Commissioner Brian Welch	Commissioner Jacqueline Porter
Commissioner Rick Minor (Virtually)	Commissioner Dianne Williams-Cox
Commissioner Bill Proctor	
Commissioner Christian Caban	

I. AGENDA MODIFICATIONS

Commission Caban moved to allow Commissioner Minor to participate virtually. Commissioner Richardson seconded the motion. The motion passed unanimously.

Passed 9-0 (weighted: 55-0)

Commissioners Proctor and Maddox were not present at the time of the vote.

Commissioner Welch moved to have the Northeast Park Agenda item taken from General Business for discussion and vote prior to the budget workshop. Commissioner Porter seconded the motion. The motion passed unanimously.

Passed 10-0 (weighted: 60-0)

Commissioners Maddox and Proctor were not present at the time of the vote and Commissioner Minor voted via Webex.

1. Approval of the Northeast Park Concept, Budget, and Authorization to Advertise and Award Construction Services (continued from May 11, 2023)

The following citizens were heard on the Northeast Park Item and the Budget Workshop:

Benny Powel spoke in favor of the four-field design concept for the Northeast Park.

Kendel Powel spoke in favor of the four-field design concept for the Northeast Park. He stated that he believes it is consistent with other County Park designs.

Steve Stewart spoke in favor of the Northeast Park but suggested that the four-field concept be reconsidered in favor of additional amenities indicated from the community survey.

Steve Givens spoke as the President of the Killlearn Homes Association and spoke against the inclusion of a Centerville Road access point.

Max Epstein spoke about project budgets, the consideration for debt service payments, surplus tax revenues, and project budget overages. He requested that the Board consider pausing all projects' progress for one year to evaluate project scopes and budgets.

Kip West spoke in favor of the four-field design concept for the Northeast Park and funding the project at \$18 million.

Danielle Tharpe spoke in favor of the Northeast Park with the four-field design concept.

Marsha LaPete spoke in favor of the Northeast Park but suggested redoing the community needs survey.

Bill Kelley spoke in favor of the Northeast Park.

Cheryl Collier Brown spoke against the \$18 million funding for the Northeast Park. She requested additional investment and amenities for the southside area of Tallahassee.

Stanley Sims spoke against the \$18 million funding for the Northeast Park. He suggested that funding be dispersed across Blueprint projects for additional pedestrian safety improvements.

Gifford Briggs spoke in favor of the Northeast Park and referenced the lack of soccer fields and other athletic fields in Tallahassee.

Attorney Gary Hunter spoke on behalf Powerhouse, Inc, and requested that the Centerville Road access point be reinserted into the Northeast Park design. He noted that without the Centerville access point the park would not be accessible until the completion of Welaunee Boulevard and that the owner of Powerhouse, Inc., would not dedicate the 28-acres needed for the stormwater treatment facilities necessary for the Northeast Gateway Project.

Tara Boyder spoke about the Blueprint budget and the need for affordable housing in Tallahassee.

Fred Hadley spoke about the lack of affordable housing.

Gita Pitter spoke about OEV funding for affordable housing.

William Phelan spoke about funding options for affordable housing from Blueprint or OEV. He suggested that the Board consider an amendment to the Interlocal Agreement that would allow for funding to be used for affordable housing.

James Houston spoke about affordable housing and the correlation between affordable housing and public safety.

Sylvia Jones spoke about affordable housing and requested that the Board direct OEV Staff to bring back an Agenda item about funding options for affordable housing.

Max Epstein requested \$100,000 loan from OEV to save the Jiles House from demolition in order to convert the property for a public purpose. He also spoke about the Airport Gateway project and requested that Blueprint construct one house for every house demolished for the project.

Dot Inman-Johnson spoke about projected revenue surpluses and requested funds be allocated for affordable housing and road improvements in lower income communities in Tallahassee.

Blueprint Attorney, Susan Dawson, discussed the position statements circulated by Commissioners Caban and Proctor to the other Board members. Attorney Dawson explained that the commissioners should be cautious when sending communications to one another because of potential violations of the Florida Sunshine Laws. She stated that neither Caban nor Proctor requested responses from the other commissioner and that no direct violation had not occurred but cautioned the commissioners from sending further communications to one another about business that could potentially come before the IA Board for official business. Finally, she explained that both position statements will be included in the IA Board Meeting materials as a public record.

Commissioner Proctor then asked about the proper steps to amend the Airport Gateway project. Attorney Dawson explained that changes to the Airport Gateway Project would need to follow the Substantial Amendment Process requiring an agenda item; input from the Intergovernmental Management Committee, the Technical Coordinating Committee, and the Blueprint Citizen Advisory Committee; and two public hearings.

Commissioner Welch moved to accept Northeast Park concept design option 1 with full funding for \$18 million. The motion was seconded by Commissioner O'Keefe. The motion was later amended by Commissioner Welch.

Commissioner Welch spoke in favor of the \$18 million funding the for the Northeast Park. He discussed the four-field park design and stated that ten of the eleven priority items from the community survey are included in the park. Commissioner Welch stated that he believed the park design was consistent with other county parks in the area.

Commissioner Williams cox inquired about when the park would be accessible without the Centerville access road. Blueprint Director Autumn Calder explained that without the Centerville access road, the park wouldn't be accessible until the completion of

the Welaunee Blvd construction. Following a question about to construction schedules from Mayor Dailey, Director Calder clarified that based on the current construction schedules for the two projects; Northeast Park would be completed by the end of 2024 and Welaunee Blvd would not be completed until 2026.

Commissioner Caban inquired about how the original \$12 million budget was increased to \$18 million in the 2023 FY proposed budget. Director Calder explained that the budget for the Northeast Park was updated based on technical analysis and the County's Parks and Recreation Department. She also stated that the budget increase also accounts for inflation and contingency.

Mayor Dailey spoke about the original \$12 million budget for the Northeast Park and stated that he would support the project with the two-field design at the original budget.

Commissioner Caban made a substitute motion to accept Northeast Park concept design option 2 with the \$12 million budget and direction to Staff to include a second access road. The substitute motion was seconded by Commissioner Williams-Cox. The motion was rescinded by Commissioner Caban to allow Commissioner Welch's amended motion.

Commissioner Proctor stated that he would not support moving forward with the Northeast Park without the inclusion of an access road and requested that staff provide design options that included an access point from Centerville Road. Commissioners Matlow, Williams-Cox, and Dailey all expressed concern about constructing the park without an access point other than Welaunee Blvd and requested clarification about the land dedication from Powerhouse, LLC, and the implications of not including the Centerville access road.

Powerhouse's attorney Gary Hunter explained that the original sale agreement for the parcels necessary for the Northeast Park included provisions for the inclusion of a Centerville access road and he explained that if the Centerville access road was not included with the park, his client would not dedicate the land necessary for the storm water treatment facilities for Welaunee Blvd.

Commissioner Maddox urged Powerhouse and Killearn Home Association to work together to mediate the Centerville access road issue.

Commissioner O'Keefe moved to call the question on the substitute motion. The motion was seconded by Commissioner Richardson. The motion failed the 2/3 threshold.

Failed 7-5 (weighted 37-33)

Mayor Dailey and Commissioners Porter, Richardson, Williams-Cox, and O'Keefe voting in favor. Commissioners Matlow, Maddox, Cummings, Caban, Minor, Proctor, and Welch voted in opposition. Commissioner Minor voted via Webex.

Commissioner Welch amended his original motion as follows: accept Northeast Park concept design Option #2 with the addition of shade structures for the playground and a concession stand and direct staff to provide an access option from Centerville Road. The amended motion was seconded by Commissioner Matlow.

Commissioner Matlow then moved to call the question on the amended motion. The motion to call the question was seconded by Commissioner O'Keefe.

The motion passed the 2/3 threshold 10-2 (weighted 58-12) Mayor Dailey and Commissioner Proctor voted in opposition. Commissioner Minor voted via Webex.

The amended motion passed unanimously.

**Passed 12-0 (weighted 70-0)
Commissioner Minor voted via Webex.**

II. CITIZENS TO BE HEARD (on the remaining agenda items)

Bill Lickson spoke on behalf of North Florida Innovation Labs. He announced their grand opening will take place in 150 days.

Bugra Demirel requested the Board consider increasing the threshold amount for noncompetitive projects to \$275,000 before a market analysis was required.

Max Epstein spoke about the proposed budget and project scopes. He also requested funding for the Jiles has from OEV.

Stanley Sims spoke about the \$100,000 threshold for a market analysis for noncompetitive projects.

Donna Cotterell spoke about the noncompetitive project \$100,000 threshold and requested the Board consider raising the amount to \$275,000.

Max Epstein reiterated his previous speaking points about the proposed budget, project budgets, and the Jiles House.

John Hendrick spoke about the need for affordable housing and requested that the Board consider allocating funding from OEV to housing.

Jacqueline Walker spoke about the Jiles House and requested a loan from either Blueprint or OEV to save the home from demolition on September 6.

III. **BUDGET WORKSHOP**

Workshop on Fiscal Year 2024 Proposed Operating Budget and Proposed Five-Year Capital Improvement Plan for the Blueprint Intergovernmental Agency (continued from May 11, 2023)

Blueprint Director Autumn Calder gave a detailed presentation of the Blueprint Infrastructure Capital and Operations budget. She stated that the proposed balanced budget implements all IA Board direction received over the past eight years, including approved project prioritization plans, and continues the progress achieved through the approval of the FY 2023 budget in September 2022.

OEV Director Keith Bowers, reviewed the 5-year budget for the Office of Economic Vitality. He explained that over the next five years, OEV will be positioned to provide an estimated \$17.69 million to support local businesses, entrepreneurs, targeted industries, and local workforce through the Targeted Business Program, Local Business and Workforce Development Program, Future Opportunity Leveraging Fund and Competitive Project Fund. The OEV budget fully funds all existing Office of Economic Vitality programs including funding for the Competitive Project Fund and the Future Opportunity Leveraging Fund totaling \$7.13 million over the next five years. Director Bowers requested the IA Board approve two amendments to the Project Funding Policy. He explained that the Future Opportunity Leveraging Fund (FOLF) and Competitive Project Fund (CPF) were the only projects funds managed by OEV and requested that the funding caps be removed to ensure that OEV was operating consistently with the approved policy.

Commissioner Proctor moved staff recommendation to accept the enumerated budget recommendations in the meeting materials. The motion was seconded by Commissioner Williams-Cox. Following discussion, the motion was ultimately rescinded by Commissioner Proctor to allow for discussion of individual projects.

- ***Recommendation A: Reallocate \$11,349,508 in the FY 2023 budget as specified in the Proposed FY 2024 – 2028 Infrastructure Capital Improvement Program (Attachment #4).***
- ***Recommendation B: Allocate \$2,000,000 of the budgetary fund balance available from the FY 2022 budgetary surplus to the Northeast Park and allocate the remaining \$1,326,887 budgetary surplus to the Airport Gateway.***
- ***Recommendation C: Approve the Proposed FY 2024 – 2028 Infrastructure Capital Improvement Program (Attachment #4) into the final draft FY 2024 budget plan, which includes updates to the project cost estimates, implementation schedules, and financing plan. Funding levels for Northeast Park will be determined under Agenda Item #5.***
- ***Recommendation D: Approve the FY 2024 update to the Infrastructure Long-Term Project Funding Plan (Attachment #5), to be incorporated into the final***

draft FY 2024 budget plan, which includes updates to the project cost estimates, implementation schedules, and financing plan.

- ***Recommendation E: Approve the Proposed FY 2024 Infrastructure Operating Budget (Attachment #3) into the final draft FY 2024 budget plan.***
- ***Recommendation F: Approve the Proposed FY 2024 – 2028 OEV Capital Improvement Program (Attachment #7) into the final draft FY 2024 budget plan.***
- ***Recommendation G: Authorize the amendment of Policy 111, Future Opportunity Leveraging Fund, and Policy 112, Competitive Project Fund, to have the ability to accumulate additional funding in those projects for future IA Board actions.***
- ***Recommendation H: Allocate \$870,749 of the budgetary fund balance available from the FY 2022 budgetary surplus to the Future Opportunity Leveraging Fund.***
- ***Recommendation I: Approve the FY 2024 update to the OEV Long-Term Project Funding Plan (Attachment #8), to be incorporated into the final draft FY 2024 budget plan.***
- ***Recommendation J: Approve the Proposed FY 2024 OEV Operating Budget (Attachment #6) into the final draft FY 2024 budget plan.***

Director Calder explained that any direction received from the Board during the Budget Workshop about individual projects and budget recommendations would be reflected in an updated budget proposal that could be reviewed and accepted by the Board during the September meeting.

Commissioner Maddox requested clarification between what is included in the Operational Budget and what is included in the Capital Improvements Projects (CIP) Budget. Director Calder explained that the Operations Budget covered all the operational expenses and costs necessary to run the Agency and the CIP Budget included all the expenses and costs related to the completion of the Blueprint Projects.

Commissioner Maddox made a substitute motion to accept staff budget recommendations E and J and all project budgets excluding the Airport Gateway, the North Monroe Gateway, the Fairgrounds, and the Northeast Gateway Projects. The substitute motion was seconded by Commissioner Matlow. The substitute motion was later rescinded.

Commissioner O'Keefe spoke about the staff recommendation to remove the caps from the FOLF and the CFP funds and stated that the Board should consider directing additional OEV funding be directed to local initiatives rather than solely being used for business recruit as an avenue for economic growth. Director Bowers explained that the

removal of the funds' caps would not impact the Board's ability to direct staff where to allocate those available funds.

Commissioner Maddox amended his substitute motion as follows: to accept staff budget recommendations E and J and all project budgets with no increase in costs as described on page 65 of the meeting materials excluding the Airport Gateway, the North Monroe Gateway, the Fairgrounds, the Northeast Gateway, and the Northeast Park Projects. The substitute motion was seconded by Commissioner Matlow. The amended substitute motion was later rescinded.

Following suggestions and requests from multiple commissioners to review individual project budgets; both Commissioners Proctor and Maddox rescinded their motions so the Board could review each project individually.

Commissioner Caban moved to waive the standing rules and review each project individually. The motion was seconded Commissioner Porter. The motion passed unanimously.

Passed 12-0 (weighted 70-0)

Commissioner Minor voted via Webex.

Commissioner Proctor moved to accept the project budgets for the first four projects listed on page 65 of the meeting materials. The motion was seconded by Commissioner Richardson. The motion passed unanimously.

- 1. Southside Gateway: Woodville Highway: \$39,188,521**
- 2. Capital Circle Southwest Orange to Crawfordville: \$500,000**
- 3. Orange Avenue: Adams to Springhill: \$43,674,749**
- 4. Westside Student Gateway: Pensacola Street: \$39,500,972**

Passed 12-0 (weighted 70-0)

Commissioner Minor voted via Webex.

Commissioner Caban read the position statements from himself and Commissioner Proctor about the Airport Gateway Project publicly. (See Position Statements). Commissioner Caban discussed his concerns about the project budget and the proposed project scope and suggested that the scope of the project be reviewed for alternatives that include improving existing travel corridors to avoid eminent domain takings for right of way needs and to increase cost saving opportunities. Director Calder explained that the Airport Gateway Project was in the preliminary planning phase and that right of way acquisitions would not be considered until 60% plans were completed. Commissioner Richardson inquired about the eminent domain and right of way acquisition processes. Attorney Dawson explained that to acquire any right of way parcels, Blueprint would first attempt to negotiate with land owners for the voluntary sale of any parcels before beginning any eminent domain procedures if they were required.

Commissioner Caban moved to direct staff to bring back additional project information for the Airport Gateway removing segments C&D and reallocating funding to beautification of the Providence Neighborhood and return with a detailed line item breakdown for the project. The motion was seconded by Commissioner Matlow. The motion passed unanimously.

Passed 11-0 (weighted 65-0)

Commissioner Maddox was out of the room at the time of the vote. Commissioner Minor voted via Webex.

Commissioner Richardson discussed the Providence Neighborhood stating that they have not raised the Airport Gateway Project as an issue and they submitted a written response to Commissioner Caban's position statement. (See Meeting Materials) Commissioner Richardson further stated that he believed amending the scope of the project was premature because of the Providence Neighborhood as they should be included in further discussion and it would be improper and in opposition to years of Board direction given to staff.

Commissioner Matlow discussed reviewing options to improve the current roadways leading to the airport while finding a way to save money that could be used for safety improvements in lower income neighborhoods surrounding the current project area.

Mayor Dailey spoke about the possible implications of changing the scope of the Airport Gateway Project. He stated that other local and state governmental entities have been progressing their projects based on Blueprint plans and directions and that changes to the scope of the Airport Gateway Project may have rippling effects across multiple entities.

Following the vote on the Airport Gateway Project, Commissioner Cummings tabled further discussion on individual projects, directed the Board to review the remaining Budget Recommendations, and directed Staff to determine possible dates for the Board to reconvene. Director Calder requested that the Board provide direction for the \$2 million allocation to the NE Park from fiscal year 2022 in Budget Recommendation B.

Commissioner Matlow moved to accept Staff Budget Recommendation B. the motion was seconded by Commissioner Porter. The motion passed unanimously.

Budget Recommendation B: Allocate \$2,000,000 of the budgetary fund balance available from the FY 2022 budgetary surplus to the Northeast Park and allocate the remaining \$1,326,887 budgetary surplus to the Airport Gateway.

Passed 11-0 (65-0)

Commissioner Maddox was out of the room at the time of the vote. Commissioner Minor voted via Webex.

Commissioner Richardson moved to accept Staff Budget Recommendation E through J. The motion was seconded by Commissioner Williams-Cox. The motion passed.

- *Recommendation E: Approve the Proposed FY 2024 Infrastructure Operating Budget) into the final draft FY 2024 budget plan.*
- *Recommendation F: Approve the Proposed FY 2024 – 2028 OEV Capital Improvement Program into the final draft FY 2024 budget plan.*
- *Recommendation G: Authorize the amendment of Policy 111, Future Opportunity Leveraging Fund, and Policy 112, Competitive Project Fund, to have the ability to accumulate additional funds in those accounts for future IA Board actions.*
- *Recommendation H: Allocate \$870,749 of the budgetary fund balance available from the FY 2022 budgetary surplus to the Future Opportunity Leveraging Fund.*
- *Recommendation I: Approve the FY 2024 update to the OEV Long- Term Project Funding Plan, to be incorporated into the final draft FY 2024 budget plan.*
- *Recommendation J: Approve the Proposed FY 2024 OEV Operating Budget into the final draft FY 2024 budget plan.*

Passed 9-2 (53-12)

Commissioners Porter and O’Keefe voted in opposition. Commissioner Maddox was out of the room at the time of the vote. Commissioner Minor voted via Webex.

IV. GENERAL BUSINESS/PRESENTATIONS

2. *Ratification of the August 24, 2023, Blueprint Intergovernmental Agency Budget Workshop*

Commissioner Porter move to ratify the budget actions from the workshop. The motion was seconded by Commissioner Richardson. The motion passed unanimously.

Passed 12-0 (70-0)

Commissioner Minor voted via Webex.

3. *Election of the Vice Chair*

Commissioner Richardson moved to nominate Commissioner Williams-Cox for Vice Chair. The motion was seconded by Mayor Dailey.

Commissioner Porter made a substitute motion to nominate Commissioner Matlow as Vice Chair. The motion was seconded by Commissioner O'Keefe.

The substitute motion failed 5-6 (weighted 29-36)

Commissioners Matlow, Porter, Cummings, Welch, and O'Keefe voted in favor. Commissioner Maddox was out of the room at the time of vote. Commissioner Minor voted via Webex.

Commissioner Richardson's original motion passed following the vote on the substitute motion that failed.

Passed 12-0 (70-0)

Commissioner Minor voted via Webex.

V. DIRECTOR DISCUSSION ITEMS

- 1) Commissioner Proctor moved to direct OEV staff to review the SOMO Walls noncompetitive project request and return with an agenda item. The motion was seconded by Commissioner Williams-Cox. The motion passed unanimously.**

Commissioner Caban disclosed that he would not participate in the vote because of a business relationship with Mrs. Demerel, the wife of the SOMO Walls developer.

Passed 10-1 (weighted 60-5)

Commissioner O'Keefe voted in opposition. Commissioner Caban abstained from the vote due to a conflict. (See Form 8B) Commissioner Minor voted via Webex.

Commissioner Proctor spoke in favor of providing a loan to preserve the Jiles House property. Commissioner Williams-Cox requested clarification on whether Blueprint or OEV could provide loans and further details on how a loan would be handled. Commissioner Proctor clarified that he would direct staff to evaluate the request

and the feasibility of supporting the Jiles House preservation effort. Director Calder explained that Blueprint could not consider the project proposal at this time as it is not one of the approved Blueprint Projects. Director Bowers explained that OEV would evaluate the proposal to determine if OEV could provide funding to the project consistent with Agency policy but stated that he did not believe it could be completed prior to the schedule demolition.

Commissioner Proctor stated that he believed a letter from the Chair of the IA Board, Commissioner Cumming, may be sufficient to delay demolition of the house.

Commissioner Willaims-Cox stated that she supports preserving the Jiles House property but expressed concern about establishing a precedent that the Board can be persuaded to waive Agency policies to expedite proposed projects. Mayor Dailey suggested that the Agency request a letter of intent from the entity requesting the funding to preserve the Jiles House and a formal proposal to ensure that OEV could properly evaluate the project.

Attorney Dawson explained that policy limitations on the use of the Economic Development funds: pursuant to Blueprint Policy 114, the project must serve a general public purpose and promote the local economy. She stated that OEV would need to evaluate the proposal to ensure the request satisfied those requirements before any money could be directed to the project.

Commissioner Porter spoke in favor of the project and stated that she believed that a museum does satisfy a public purpose and stimulates the local economy.

- 2) Commissioner Proctor moved to direct OEV staff to evaluate the Jiles House project proposal. The motion was seconded by Commissioner Porter. The motion passed unanimously.**

Passed 12-0 (weighted 70-0)

Commissioner Minor voted via Webex.

- 3) Commissioner Williams-Cox moved to direct staff to review affordable housing opportunities and bring back an agenda item. Commissioner Proctor seconded the motion. The motion passed unanimously.**

Commissioner Maddox requested guidance as to whether he needs to abstain from the vote since he works in the field of affordable housing. Attorney Dawson explained that he did not need to abstain from this vote since the Board was only providing direction to staff to develop an agenda item about affordable housing opportunities and not directing staff to work directly with a named entity or provide any funding.

Passed 12-0 (weighted 70-0)

Commissioner Minor voted via Webex.

- 4) **Commissioner Minor moved to direct staff to return with an agenda item that explores expanding the North Monroe Gateway. The motion was seconded by Commissioner Porter. The motion passed unanimously.**

Passed 12-0 (weighted 70-0)

Commissioner Minor voted via Webex.

- 5) **Commissioner Proctor moved to direct staff to return with an item about amending OEV Policy No. 114 requiring a market analysis for projects requesting more than \$100,000 to \$275,000. The motion was seconded by Commissioner Matlow. The motion passed unanimously.**

Passed 12-0 (weighted 70-0)

Commissioner Minor voted via Webex.

- 6) **Commissioner Caban moved to direct OEV staff to evaluate AgPro noncompetitive economic development project proposal and return with an agenda item. The motion was seconded by Commission Proctor. The motion passed unanimously.**

Passed 12-0 (weighted 70-0)

Commissioner Minor voted via Webex.

VI. ADJOURN

The meeting adjourned at 3:00 p.m.

*The next Blueprint Intergovernmental Agency Board of Directors' Meeting and Budget Workshop is scheduled for **September 21, 2023 at 3:00pm.***



Christian Caban

COMMISSIONER • DISTRICT 2

August 21st, 2023

Mayor Dailey
 Mayor Pro-Tem Williams-Cox
 Commissioner Richardson
 Commissioner Matlow
 Commissioner Porter

Chairman Maddox
 Vice Chair Cummings
 Commissioner Proctor
 Commissioner Minor
 Commissioner Welch
 Commissioner O'Keefe

Re: Blueprint, Airport Gateway

Dear my fellow Blueprint Board members:

I am writing to you today to express serious concerns about the Airport Gateway project we are set to discuss during this week's Blueprint meeting. In preparation for the budget workshop, I have been diving deep into this project; the scope, the cost, the plans but most importantly, the opportunity cost. My takeaway is there are some elements of this project that are gravely concerning to me, and I believe should be concerning to all of us as elected officials in Leon County.

First and foremost, we have yet another example of ballooning costs. The budget for this project is set to rise from roughly 82 million dollars to 123 million. We as a Board, have yet to see a line-by-line breakdown for which exact costs increased for this project. We are the public stewards of these funds. It is our duty to be fiscally responsible with our decision making and I am uncomfortable blindly approving such a significant cost increase without seeing a detailed breakdown of the cost overruns.

Second, as some of you may know, this project calls for an entirely new road (segment C) to be constructed through local neighborhoods on the southwest side of Leon County. When I asked staff whether or not they knew if residents would be displaced via eminent domain, their response was that they were not far enough along in the design phase to answer that question. How can we be certain about the new 123M figure if we are still in the early stages of the design phase and have significant unknown variables that need to be addressed?

After carefully examining the proposed plan and identifying these serious issues, I consulted with the County Administrator who also reiterated that the project planning is still in its infancy. Considering this, I believe redirecting our resources to improve existing travel corridors is the more fiscally responsible project scope and best serves our citizens.

OFFICE (850) 606-5300 | **MOBILE** (850) 544-6255 | **EMAIL** cabanc@leoncountyfl.gov
ADDRESS 301 South Monroe St. • 5th Floor • Tallahassee, FL 32301

At our coming meeting, I plan on proposing we direct staff to come back to us with an agenda item that consists of an analysis that does not utilize segment C or D of the planned Airport Gateway. This would remove the completely new road, avoid the costly and draconian use of eminent domain, speed up the project timeline, and allow us to allocate more resources to the redevelopment of our existing travel corridors.

Rather than creating a brand-new road through existing neighborhoods we should focus on beautifying and increasing pedestrian mobility on Lake Bradford Rd, Orange Ave, and Springhill Rd, from the airport to the urban core. I believe this will better serve our community and create more economic development, while simultaneously saving tens of millions of dollars in Blueprint funds.

I ask you to pause and imagine if 10 years ago instead of investing in Gaines Street, we created a new road through the FSU IM fields?

My fellow Board members, this Blueprint Sales Tax is a precious, finite resource we have been tasked with administering in a way that best improves our community and the lives of our citizens. We are stewards of these funds and it is our duty to make them stretch as far as possible while bringing as much impact as possible to our community. I believe the approval of a project with this level of uncertainty and massive cost overruns would be legislative misfeasance. I am committed to transparency and open communication throughout this process. I hope that we can come together in the spirit of innovation and collaboration to address these issues and build a magnificent Airport Gateway our community can be proud of.

Also, the NE Park should be built at the approved budget of 12M dollars and not the newly proposed 18M.

In service,



Christian Caban
Commissioner, District 2

cc: Vince Long, County Administrator
Reese Goad, City Manager



Bill Proctor
District 1

August 22, 2023

Blueprint I.A. Board of Directors
315 South Calhoun Street
Tallahassee, Florida 32301

Subject: Airport Gateway cited by Commissioner C. Cuban

Dear Blueprint Board Members:

I am leaning towards Commissioner Caban's bottom line that we should improve Springfield Road as opposed to building a brand-new road for FSU's pleasure and convenience at the inconvenience of citizens located in the cross paths of progress. Commissioner Caban has weighed in with perfect clarity about issues overlapping our districts.

It is simply untenable that the cost is projected to exceed \$40 million dollars from the original estimates for constructing a new road. Not a single shovel of dirt has been lifted. Not a single sheet of paper has been used to design the road. Not one neighbor or business owner has received an eminent domain check. Nothing has happened at all, and the project is now at a cost of \$123 million.

I fully support widening Springfield Road to accommodate the gateway to our International Airport. Years ago, Commissioners had a chance to purchase the right of way to widen Capital Circle and refused to see into what the future would hold. We have the existing Springfield Road and now is our best moment to widen it into a higher functioning pathway to reach the airport. This opportunity we should act on so that 40 years from now, our successors will not view us as Beavis and Butthead.... Small minded visionaries.

A Clear Voice,

Bill Proctor
Leon County Commissioner
District 1

cc: Vince Long, Leon County Administrator
Reese Goad, City Manager

Leon County Courthouse
301 South Monroe Street, Fifth Floor
Tallahassee, Florida 32301
Email: proctorb@leoncountvfl.gov

(850) 606-5361
FAX: (850) 606-5303

People Focused. Performance Driven

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME <u>Caban, Christian</u>		NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE <u>Blueprint IA Board</u>	
MAILING ADDRESS <u>301 South Monroe Street</u>		THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF:	
CITY <u>Tallahassee</u>	COUNTY <u>LEON</u>	<input checked="" type="checkbox"/> CITY	<input checked="" type="checkbox"/> COUNTY <input type="checkbox"/> OTHER LOCAL AGENCY
DATE ON WHICH VOTE OCCURRED <u>8/24/2023</u>		NAME OF POLITICAL SUBDIVISION: MY POSITION IS: <input checked="" type="checkbox"/> ELECTIVE <input type="checkbox"/> APPOINTIVE	

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office MUST ABSTAIN from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also MUST ABSTAIN from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Christian Caban, hereby disclose that on August 24, 20 23:

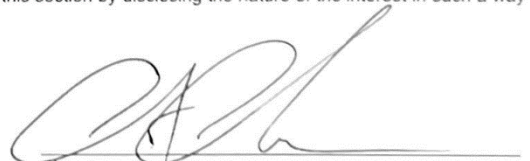
(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, _____;
- inured to the special gain or loss of my relative, _____;
- inured to the special gain or loss of Gina Demirel (Conn Associates Architects), by whom I am retained; or (I am her client)
- inured to the special gain or loss of _____, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

8/5/23
Date Filed


Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

Blueprint Intergovernmental Agency Board of Directors Agenda Item #2

September 21, 2023

Title: Ratification of the September 21, 2023 Blueprint
Intergovernmental Agency Budget Workshop

Category: Consent

**Intergovernmental
Management
Committee:** Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

**Lead Staff /
Project Team:** Artie White, Director, PLACE
Autumn Calder, Director, Blueprint
Keith Bowers, Director, Office of Economic Vitality

This agenda item seeks ratification of the actions approved by the Blueprint Intergovernmental Agency Board of Directors (IA Board) at the September 21, 2023 budget workshop portion of the meeting. Approval of this item will ratify the actions taken by the IA Board at the September 21, 2023, budget workshop portion of the meeting, which will be incorporated into the budget materials for the Second and Final Public Hearing Meeting on September 26, 2023, and memorialized by the minutes presented to the IA Board for approval at the November 7, 2023 meeting.

OPTIONS:

Option 1: Ratify the actions taken by the IA Board during the FY 2024 Budget Workshop portion of the meeting held on September 21, 2023.

Option 2: IA Board Direction.

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**Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #3
September 21, 2023**

Title: Acceptance of the FY 2023 Annual Report of the Blueprint Intergovernmental Agency

Category: Consent

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Artie White, Director, PLACE
Autumn Calder, Director, Blueprint
Keith Bowers, Director, Office of Economic Vitality
Shannon Allen, Communications Manager, Blueprint

STATEMENT OF ISSUE:

This item presents and seeks acceptance by the Blueprint Intergovernmental Agency Board of Directors (IA Board) of the Agency's Annual Performance Report (Report) pursuant to the IA Board Bylaws Section B-3(1) and the Second Amended and Restated Interlocal Agreement, Part IV, Section 2.B.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

Option 1: Accept the Blueprint Intergovernmental Agency FY 2023 Annual Report.

SUPPLEMENTAL INFORMATION:

The Tallahassee-Leon County Blueprint Intergovernmental Agency has had a successful year with many accomplishments and celebrations. This item provides highlights of the Agency’s Annual Performance Report, included as Attachment #1, as well as FY 2023 awards, milestones, and achievements for Blueprint Infrastructure and the Office of Economic Vitality (OEV).

BLUEPRINT INFRASTRUCTURE HIGHLIGHTS

In FY 2023, Blueprint Infrastructure completed six community improvements, partnered with the Florida Department of Transportation (FDOT) to leverage over \$90 million for local infrastructure projects, secured an additional \$4.6 million in grant funds, and won eight awards while celebrating many milestones and successes. Overall, 21 projects have been completed, are in construction, or are in design, as illustrated below in Table 1.

Table 1. FY 2023 Blueprint Infrastructure Progress Snapshot

Completed		In Construction	
1	Capital Cascades Trail 3DB Stormwater Facility	1	History and Culture Trail
2	Debbie Lightsey Nature Park	2	Capital Circle Southwest
3	Golden Aster Trail	3	Lake Jackson Greenway
4	St. Marks Trailhead	4	NE Corridor Connector: Bull Headley Sidewalk
5	Community Gathering Space	5	North Monroe Gateway: Medians
6	Hammock Garden at Coal Chute Pond		
In Design			
1	Animal Service Center	6	NE Corridor Connector: Bannerman Road
2	Lake Lafayette & St. Marks Regional Linear Park	7	NE Gateway: Welaunee Boulevard
3	Magnolia Drive Trail	8	North Monroe Gateway: Sidewalks
4	Market District Placemaking	9	Orange-Meridian Placemaking
5	Monroe-Adams Corridor Placemaking	10	Southwood Greenway

Once complete, the projects in Table 1, above, will provide over 26 miles in roadway improvements, 121 miles of bicycle and pedestrian facilities, over 348 acres of new or improved public space, and 7 new public parks.

In FY 2023, Blueprint leveraged approximately \$95 million in state and grant funding to support local projects. These investments are the result of years of relationship building with state agencies, including FDOT, to elevate local priorities and align objectives with state fund programming. Leveraging the sales tax revenues creates more opportunities for positive impacts on the quality of life, natural environment, and economic vitality for Tallahassee and Leon County residents and visitors.

Through Blueprint's partnership with FDOT in FY 2023, over \$90 million in state funding supported three Blueprint Infrastructure projects (listed below):

- \$710,707 in additional funding for enhancing North Monroe median landscaping, supplementing an application for landscape enhancements originally submitted by Blueprint.
- \$1.6 million for the Westside Student Gateway project design and engineering (PD&E).
- \$76.2 million for Capital Circle Southwest: Orange Ave to Springhill construction, implementing the PD&E design funded by Blueprint.
- \$11.5 million for Capital Circle Southwest Springhill to Crawfordville Road, implementing the PD&E design funded by Blueprint.

In FY 2023, Blueprint was awarded four grants totaling \$4.6 million in outside funding that was applied to three Blueprint Infrastructure projects (listed below):

- \$62,090 State Water-quality Assistance Grant (SWAG) Grant from the Florida Department of Environmental Protection (FDEP) for the FAMU Way Playground.
- \$572,052 Resilient Florida Grant from FDEP for the Orange/Meridian Placemaking Project.
- \$1.5 million Transportation Regional Incentive Program (TRIP) Grant from the Florida Department of Transportation (FDOT) for the Northeast Gateway: Welaunee Boulevard project.
- A \$2.5 million TRIP grant was awarded in FY 2023 but will be applied in FY 2025 from FDOT for the Northeast Gateway: Welaunee Boulevard Project.

OFFICE OF ECONOMIC VITALITY HIGHLIGHTS

Throughout FY 2023, the Agency's dedicated efforts have translated into a series of celebrated successes and accomplishments that will have a lasting impact on the Tallahassee-Leon County community.

Through the direction of the IA Board, the Agency's key economic development accomplishments in Fiscal Year 2023 are listed below:

- Focused on 15 active projects with the potential to create over 1,800 jobs, \$99.4 million in income or wages, and \$298 million in total economic output.

- Certified 204 firms, with an additional 378 firms certified by the Florida Office of Supplier Diversity (OSD), resulting in 582 firms available to participate in the local procurement process.
 - These firms employ a total of 1,429 individuals. Of that total, 922 are full-time, 342 are part-time, and 165 are contractors.
- Certified MWBEs earned over \$8.8 million by participating in 27 City and County projects.
- Collaborated with City Procurement and County Purchasing to examine potential updates to the Consolidated MWSBE Policy based on the recommendations outlined in the 2022 Disparity Study Update as directed by the IA Board upon the study's acceptance on February 9, 2023.
- Increased international interest in Tallahassee, resulting in three major projects originating from Estonia:
 - Project Guard (Rolling Unit, LLC), the North American expansion of MDSC Systems, which manufactures portable buildings.
 - Project Guten (Renoport), an environmental services provider and specialist in outdoor electrical equipment manufacturing.
 - Project Paper, a cybersecurity firm that wants to expand operations to the United States.
- Reviewed two Non-Competitive Project applications submitted by (1) Domi Station and (2) Foodies Takeout.
- Facilitated a partnership between Tallahassee-based Magnetics Corporation (MagCorp) and Philips—the global leader in MRI research and manufacturing—to collaborate with the National High Magnetic Field Laboratory (MagLab) scientists to develop a lower-cost MRI. This successful connection creates significant long-term benefits by fostering the growth of MRI manufacturing in the region.
- Partnered with MagCorp to host a two-day 'Superconductivity Summit' to recruit companies focused on High-Temperature Superconducting (HTS) technologies. Four prospective businesses attended the event with active participation from the Governor's Office, Florida State University's Office of Research, the MagLab, Florida State University's Office of the Provost, the FAMU-FSU College of Engineering, Enterprise Florida, the Tallahassee Chamber, and the Leon County Regional Development Authority.
- Gathered six local lenders interested in participating in the State Small Business Credit Initiative (SSBCI) for a Q&A and presentation from Mason Alford, the Director of the Office of Small & Minority Business Capital at the Florida Department of Commerce. This meeting ensures the lenders are well-equipped to participate in the program, which currently has over \$120 million available to small businesses.

- Coordinated a discussion centered around the execution of a procurement-ready pipeline, which included Domi Station, the Jim Moran Institute of Entrepreneurship, the FAMU Small Business Development Center, the Greater Tallahassee Chamber, the Big Bend Minority Chamber, and the Capital City Chamber.
- Served on the Talent Development Council, a local collaborative of organizations focused on creating a more efficient workforce development ecosystem by fostering a pipeline of highly skilled talent and promoting access to training and employment opportunities.
- Assisted with the inaugural North Florida Worlds of Work as a member of the Talent Development Council. The event—scheduled for October 19 to 20—is a fun, educational, hands-on opportunity for students to become familiar with various skilled career opportunities.
- Conducted 78 business consultations, which generated 104 active leads, 41 recruitments, six business expansions, and 135 new and retained jobs.
- Listed 710 properties on GIS WebTech, a site selection tool available for free on the OEV website at www.oevforbusiness.giswebtechguru.com.
- Published the *2022 Competitiveness Report* comparing Tallahassee-Leon County to 20 communities using 25 metrics.
- Welcomed Kazakhstan's Ambassador, Yerzhan Ashikbay, to Tallahassee in April 2023 alongside the U.S. Department of Commerce. Kazakhstan is a growing, emerging market that provides trade and investment opportunities.
- Allocated \$33,426 for sponsorships to support 17 programs and organizations essential to the community's economic growth.
- Invested \$2.5 million to support the North Florida Innovation Labs project. The state-of-the-art, 40,000-square-foot business incubator will include over 30 wet and dry labs, a tissue and bio-culture room, prototype development and fabrication spaces, over 20 offices, and multiple co-working spaces and conference rooms. The Lab will sustain over 600 full-time, high-quality jobs in the region and support over 100 growing, early-stage companies. The new facility is slated to open in January 2024 and represents a capital investment of over \$24 million.
- Supported Danfoss Turbocor with its latest expansion, which has doubled in scope and scale to a 134,000-square-foot manufacturing facility representing a \$48 million capital investment. The facility will create approximately 350 construction-related jobs and will create or retain over 500 permanent jobs. The total economic impact of the project, including the long-term job growth, is calculated to be over \$140 million.
- Served as the lead entity for the Broadband Local Technology Planning Team, which works with local Internet Service Providers, community partners, and

interested citizens to expand high-speed Internet access to all the unserved and underserved within the City of Tallahassee and Leon County. To date, the State and Federal Governments have released three grants to fund the installation of network extensions.

- The Big Bend Manufacturer’s Association (BBMA), developed by OEV, and celebrated Florida Manufacturing Month in October 2022 by partnering with Danfoss Turbocor and Leon County Schools to provide a facility tour for 15 students from the Godby High School Engineering Academy.

In FY 2023, \$244,355 in outside funding was applied to the Office of Economic Vitality Programs:

- OEV was awarded a \$214,355 Affordable Connectivity Outreach Grant by the Federal Communications Commission to conduct outreach supporting the Affordable Connectivity Program (ACP). ACP seeks to bridge the digital divide by providing affordable options for high-speed internet services to underserved populations.
- The National League of Cities recognized and commended OEV’s exceptional diversity & economic inclusion programs with a \$30,000 award. This grant will enable OEV to host a regional financial inclusion conference focused on supplier diversity for anchor institutions—further demonstrating OEV’s commitment to fostering inclusive economic opportunities within our community and beyond.

2023 PUBLIC ENGAGEMENT SUMMARY

Both Blueprint and the Office of Economic Vitality successfully employ a variety of engagement activities to inform, involve and support the community. Techniques that were new at the onset of the COVID-19 restrictions have now become standard tools for garnering new levels of public comment and engagement. Using virtual platforms, staff has conducted live public meetings, hosted forums, provided business assistance, economic outlooks, and project tours, and collected input on projects through online surveys, among other accomplishments, continuing to keep the community engaged and forward moving. Agency engagement activities for FY 2023 are outlined below.

Public Engagement Highlights, Blueprint Infrastructure

- Hosted 19+ project-specific community meetings and events (virtual and in person) that engaged hundreds of citizens.
- Hosted 13 TCC, CAC and IA Board meetings, hearings, and workshops.
- 25 + presentations and panel sessions to community and neighborhood organizations.
- Led eight tours for state and local leaders and organizations, including the City of Tallahassee Attorney’s Office, Opportunity Tallahassee (Greater Tallahassee Chamber of Commerce), FSU Department of Urban & Regional Planning and the

College of Business Real Estate class, and the City of Tallahassee's Neighborhood Leadership Academy.

- One online survey for the Skateable Art Park.
- Eight interviews including television and news articles by WTWC 40, Tallahassee Democrat, WXTL, WFSU, ABC-27 and the FSU College of Social Sciences and Public Policy's annual magazine, Engage.
- Led one door-to-door outreach effort for properties adjacent to the Bull Headley sidewalk project, part of the Northeast Corridor Connector: Bannerman Road project.
- Represented the Agency at several community partner-sponsored events (e.g., the 2023 Florida Planning Conference, FSU Real Estate's 28th Real Estate Trends Conference, and Leon Works).
- Attended numerous homeowner, neighborhood, and special interest meetings.
- Initiated many conversations and attended meetings with individual project stakeholders.
- Blueprint has leveraged its social media accounts (Instagram, LinkedIn, Facebook and Twitter) to strategically communicate to the public about project milestones, celebrations and information.
- Blueprint launched two advertorials' (digitally and in print) in Tallahassee Magazine, 850 Magazine, Tallahassee Reports, Tallahassee Democrat and Capital Outlook.
- Blueprint launched an Artful Infrastructure webpage to showcase the commitment to going beyond traditional infrastructure by incorporating history and arts into community projects seen throughout Tallahassee-Leon County.

Public Engagement Highlights, Office of Economic Vitality

- Hosted two OEV Open House events to share the activities and programs OEV offers to the community, including the Non-Competitive Projects process, business consultation resources, and SizeUpOEV. Over 100 business professionals learned about the wide range of resources and support available to entrepreneurs in our community.
- In close coordination with the Office of Economic Vitality and Leon County staff, Amazon has held seven hiring events in the community to promote job opportunities at the new fulfillment center. The Amazon team connected directly with over 700 residents across these events. Their team consciously worked to diversify their reach and engage with various residents by hosting events during weekday afternoons, evening weekends, social events, and designated job fairs.
- Sponsored and participated in the second annual Black Business Expo Tallahassee (BBET) in February 2023. BBET aims to expose Black entrepreneurs to the

business resources available in the Big Bend community. The event featured 180 exhibitors—including financial institutions, major contractors, and community resource partners—and awarded \$15,000 in grants to 22 local businesses.

- Orchestrated the 30th Annual Big Bend Minority Enterprise Development Week, a gathering of the region’s key minority business owners, community leaders, and professionals to discuss strategies to advance minority- and women-owned businesses in the Big Bend region. The event included an awards program, supplier diversity exchange, two live-streamed webinars, and a MWSBE food truck fair.
- Released three *DataTALKS* videos covering the following topics: (1) Accommodation & Food Services industries, (2) Comparing the Tallahassee MSA to Florida, and (3) Annual Economic Review 2022.
- Organized speakers for the Advanced Manufacturing Section of the Leon Works Fall Preview, a community-wide virtual youth career expo held in October 2022. The annual event is a collaboration between OEV, Leon County Government, Leon County Schools, and the Greater Tallahassee Chamber. It featured 109 speakers representing 92 local employers. There were 198 live sessions over two full class days attended by over 1,100 middle and high school students.
- Released *Inside These Walls: Florida’s Most Powerful Attraction*, a captivating new video showcasing the groundbreaking research conducted at the National High Magnetic Laboratory. The video invites prospective businesses to experience the game-changing possibilities that await them in our vibrant and magnetic ecosystem.
- Executed the eighth annual Leon Works Expo in partnership with Leon County Government on April 28, 2023. This highly anticipated event brought together over 700 students from Leon, Wakulla, and Gadsden counties, offering them a valuable opportunity to connect with nearly 100 local employers and academic institutions.
- Produced a seven-part MWSBE Academy series for MWSBEs interested in bolstering their business profile to tackle larger projects with confidence. Topics included workforce options for project scaling, the mentor–protégé relationships in procurement, and how to participate in upcoming Disadvantaged Business Enterprise (DBE) projects.
- Published 26 issues of the OEV Newsletter, a regular publication that provides updates, insights, and valuable information on economic development initiatives, programs, and opportunities in Tallahassee-Leon County. It is a comprehensive resource for businesses, entrepreneurs, community leaders, and residents—featuring articles, success stories, upcoming events, industry trends, and relevant economic data. OEV won a Silver IEDC Excellence in Economic Development Award for the newsletter.

- Tracked over 80 economic indicators for the Tallahassee-Leon County area on a quarterly, monthly, and annual basis. The Quarterly Economic Dashboard (QED) is published in *Tallahassee Reports* as it is released each quarter.
- Coordinated the annual Love Your Local Campaign, which included the development of a new website (www.LoveYourLocalTLH.com) as well as a print and digital ad campaign with the *Tallahassee Democrat*. Six print ads were published in the *Tallahassee Democrat* throughout December, and the online banner ads received an estimated 355,000 digital impressions. Over 430 local businesses are now listed on the new site.

BLUEPRINT AND OEV AWARDS AND RECOGNITION

In FY 2023, Blueprint and OEV received a total of nine awards that included:

- 2023 Award of Excellence in the Implementation Category by the American Planning Association (APA) Florida Chapter.
- 2023 Citation Award in the Historic Preservation & Restoration category for the Smokey Hollow Barbershop from the American Institute of Architects (AIA) Florida Chapter.
- 2023 Public Works Project of the Year – Structures Less than \$2 Million for the Skateable Art Park from the American Public Works Association (APWA) Florida Chapter.
- 2023 Outstanding Development/Design Excellence Award for the Skateable Art Park from the Florida Planning and Zoning Association (FPZA).
- 2023 Project of the Year Award for the Skateable Art Park from the APWA Big Bend Branch.
- 2022 Local Project of the Year Award for the Debbie Lightsey Nature Park from the American Society of Civil Engineers (ASCE).
- 2022 Award for Excellence in the Rehabilitation/Restoration Category for the Smokey Hollow Barbershop from the Tallahassee Trust for Historic Preservation.
- 2022 Employer of the Year by Florida’s Capital Area Chapter of the Women’s Transportation Symposium (WTS).
- OEV was awarded a Silver IEDC Excellence in Economic Development Award by the International Economic Development Council (IEDC).

SUMMARY AND NEXT STEPS

This agenda item recommends the approval of Option #1, to accept the Fiscal Year 2023 Blueprint Intergovernmental Agency Annual Report. Should the IA Board accept the Report, Blueprint will publish the Report on the website and distribute it to the Blueprint Citizens Advisory Committee and other stakeholders.

Action by CAC: A draft of the report was presented to the CAC at their September 7, 2023 meeting.

OPTIONS:

- Option 1: Accept the Blueprint Intergovernmental Agency Fiscal Year 2023 Annual Report.
- Option 2: Do not accept the Blueprint Intergovernmental Agency Fiscal Year 2023 Annual Report.
- Option 3: IA Board direction.

RECOMMENDED ACTION:

- Option 1: Accept the Blueprint Intergovernmental Agency Fiscal Year 2023 Annual Report.

Attachment:

1. Blueprint Intergovernmental Agency Fiscal Year 2023 Annual Report.



2023 ANNUAL REPORT

Connecting People & Places
Oct 1, 2022 - Sept 30, 2023



Cascades Park



5+ Marks Trailhead



Artia Favors Plaza

BLUEPRINT IA BOARD

City of Tallahassee Commission



Jeremy Matlow



Mayor Pro-Tem
Dianne Williams-Cox



Mayor
John Dailey



Jaqueline "Jack"
Porter



Curtis Richardson

The Leon County Administrator and the Tallahassee City Manager provide executive management of the policy directives of Blueprint Intergovernmental Agency Board of Directors.



Vincent S. Long
Leon County
Administrator



Reese Goad
Tallahassee
City Manager



OF DIRECTORS

Leon County Board of County Commissioners



Bill Proctor



David O'Keefe



Carolyn Cummings
BOCC Vice Chair



Nick Maddox
BOCC Chairman



Brian Welch



Rick Minor



Christian Caban

Advisory Committees

Citizens Advisory Committee

Economic Vitality Leadership Council

MWSBE Citizens Advisory Committee

WHAT IS BLUEPRINT?

Overview

A penny makes a big difference in Tallahassee-Leon County! Guided by the vision and leadership of the Blueprint Intergovernmental Agency Board of Directors (BPIA), Blueprint is at the helm of the community's most pressing infrastructure needs. Blueprint implements roadways, trails, greenways, parks, and stormwater projects that focus on connecting people and places. Funding for the Blueprint Intergovernmental Agency was approved by voters in 2000 and again as a 20-year extension of the local one-cent sales tax option for Tallahassee-Leon County in November 2014.

Blueprint Vision

To preserve, protect, and enhance the community's quality of life through the implementation of holistic and coordinated planning, transportation, water quality, environmental, green space projects, and economic development efforts to drive the growth of Tallahassee-Leon County's diverse and vibrant economy.

Blueprint Mission

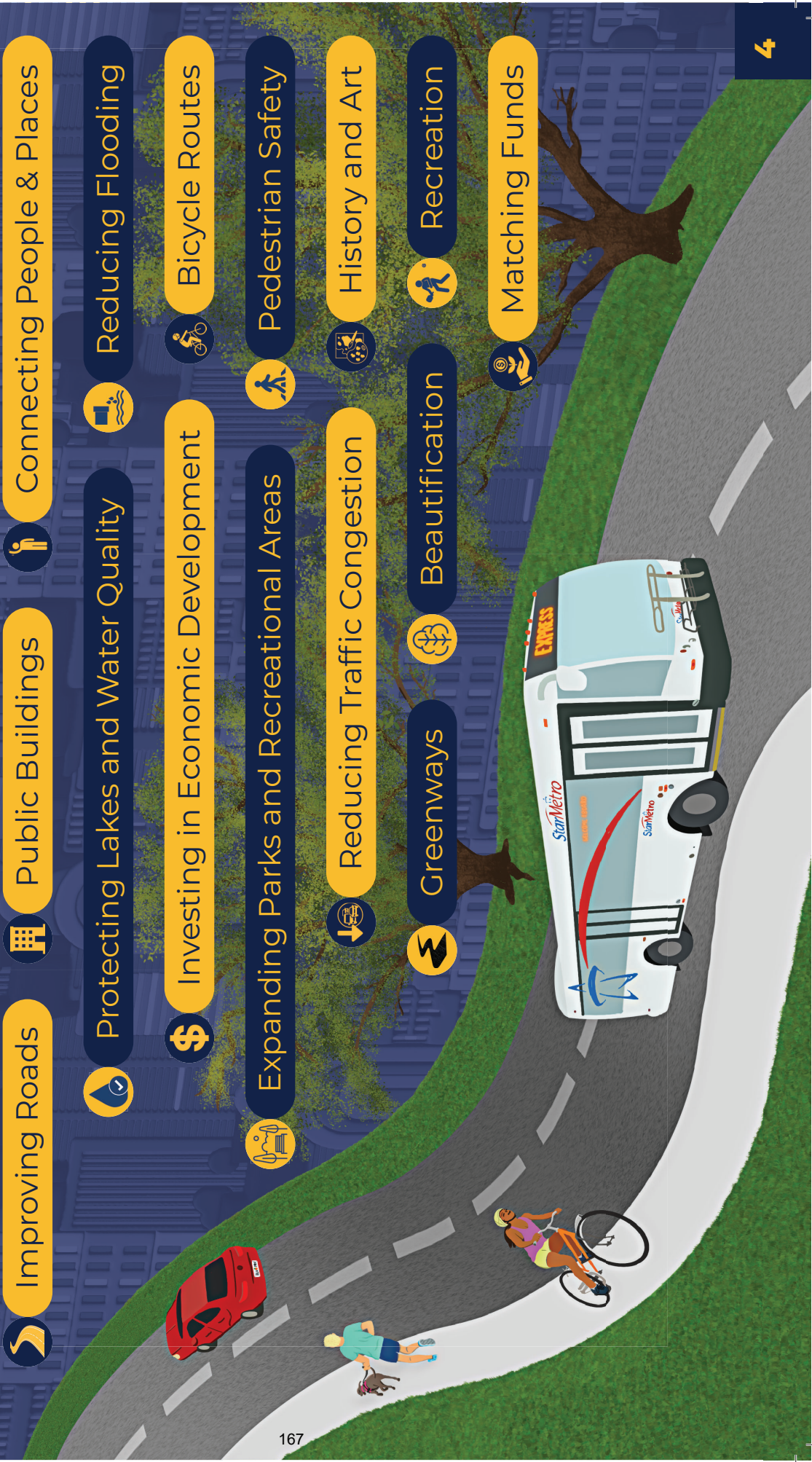
To implement the Blueprint Program in a timely and cost-effective manner through transformative impacts and innovative business practices while keeping the Tallahassee-Leon County community informed and involved.

The Blueprint Promise

"...To provide for projects designed to **improve roads; reduce traffic congestion; protect lakes and water quality; reduce flooding; expand and operate parks and recreational areas; invest in economic development;** and other uses authorized under Florida law; and to seek matching funds for these purposes, shall the existing one-cent sales surtax within Leon County be extended until December 31, 2039, with project expenditures subject to annual independent audit and review by citizens advisory committee."

BLUEPRINT IS...

- Improving Roads
- Public Buildings
- Connecting People & Places
- Protecting Lakes and Water Quality
- Reducing Flooding
- Investing in Economic Development
- Bicycle Routes
- Expanding Parks and Recreational Areas
- Pedestrian Safety
- Reducing Traffic Congestion
- History and Art
- Greenways
- Beautification
- Recreation
- Matching Funds



BLUEPRINT MANAGEMENT



Artie White,
AICP, CNU-A

Director, PLACE

The City of Tallahassee and Leon County Government created the Department of Planning, Land Management, and Community Enhancement - PLACE - under the management of the Leon County Administrator and the Tallahassee City Manager, to better integrate the executive management of three interrelated programs: Planning, the Office of Economic Vitality and Blueprint.



Autumn Calder,
AICP

Director, Blueprint

Within the PLACE structure, the Blueprint Director and team implement significant infrastructure projects throughout the Tallahassee-Leon County area. All projects are refined through robust community engagement and thorough technical analyses to reflect the community's unique vision and build the foundation for sustainable growth.



Keith Bowers
Director, Office of Economic Vitality

OEV is committed to keeping pace with the rapidly evolving business environment, adapting programs and innovative economic development programs and services to suit local businesses best and match the expectations of a dynamic and growing community.



Susan Dawson,
Esq.
Blueprint Attorney

The Blueprint Attorney serves as the General Counsel for the Agency and manages the Blueprint Legal Office. The Blueprint Office is committed to delivering superior legal services to assist and support the Blueprint infrastructure and economic development projects.

2023 ANNUAL REPORT

On behalf of the Blueprint Intergovernmental Agency Board of Directors, comprised of the City of Tallahassee and Leon County Commissions sitting as one body, it is an honor to report that the Blueprint Intergovernmental Agency celebrated many milestones and accomplishments over the past year. These accomplishments significantly contributed to the economic prosperity of Tallahassee-Leon County.

During Fiscal Year 2023, the Agency initiated and successfully concluded the construction of several impactful projects. Notably, various project elements within the Capital Cascades Trail Segment 3 Project were finalized, amounting to a collective investment exceeding \$10 million. These projects encompassed noteworthy additions like the **Hammock Garden at Coal Chute Pond, St. Marks Trailhead, Community Gathering Space, 3DB Stormwater Facility, as well as the development of the Debbie Lightsey Nature Park and the Golden Aster Trail.**

Over the year, the IA Board authorized the issuance of the **Series 2022 Bond**, securing **\$90.3 million** dedicated to the advancement of nine pivotal infrastructural initiatives. Through Blueprint's partnership with FDOT, they provided **\$90.8 million** toward three Blueprint Infrastructure projects including, the North Monroe median landscaping, Westside Student Gateway project design and engineering, and the Capital Circle Southwest: Orange Avenue to Springhill Road construction and utilities. Together, Blueprint and the Office of Economic Vitality won **nine awards**, applied **\$6,844,355 in outside funding** to projects, hosted a groundbreaking, hosted a free community event at the Skateable Art Park, released the Capital Cascades Trail video, assisted with several public art installations for the History and Culture Trail, launched the Artful Infrastructure webpage: blueprintia.org/public-art/, and launched a successful public information plan with an additional branding tagline, "Connecting People and Places."

The IA Board approved over **\$240.5 million over the next five years** for Infrastructure Capital Improvement Projects. These projects are set to yield substantial outcomes, encompassing the improvement of more than **26 miles of roadway**, providing more than **121 miles of bicycle and pedestrian facilities**, creating or improving **over 348 acres of public space**, creating **seven new public parks**, implementing **52 miles of greenways and thousands of new tree plantings**. In all, current Blueprint projects previously funded, or receiving funding over the next five years represent an over **\$397 million investment in the Southside** that will have impacts across generations.

The Office of Economic Vitality (OEV) focused on **15 active projects** with the potential to create **over 1,800 jobs**, **\$99.4 million in income or wages**, and **\$298 million in total economic output**. OEV conducted **78 business consultations**, which resulted in **104 active leads**, **41 recruitments**, **six business expansions**, and **135 new and retained jobs**. The Minority, Women, & Small Business Enterprise (MWSBE) Division **certified 582 local businesses**. Certified MWBEs earned **over \$8.8 million** by participating in **27 City and County projects**. Additional accomplishments include securing **\$244,355** in external funding, revitalizing the MWSBE Academy series, publishing 27 issues of the OEV Newsletter, launching www.LoveYourLocalTLH.com, and releasing a new video called Inside these Walls: Florida's Most Powerful Attraction.

These triumphs are a testament to the Agency's dedication to driving innovation, igniting growth, and shaping a vibrant future for the Tallahassee-Leon County community. The Agency is poised to continue this momentum into the coming fiscal year and reach even greater heights—driven by the Agency's core values and a shared vision of creating a better quality of life and vibrant community for all.

In summary, the Blueprint Intergovernmental Agency's dedicated efforts, collaborative partnerships, and visionary projects led by the IA Board have enriched Tallahassee-Leon County's fabric. They have also set in motion a transformative legacy, promising pedestrian and motor vehicle safety, water quality protection, connectivity, economic growth, prosperity, and an enhanced quality of life for generations to come.

BLUEPRINT IMPACTS

2000 - 2040

44 PROJECTS
\$1.44 BILLION TOTAL INVESTMENT
OVER \$660 MILLION IN SOUTHSIDE INVESTMENT



1 million invested annually for Operating Costs of Blueprint Funded Parks, creating new parks and public spaces.



Over \$3 million is invested annually in sidewalk projects and StarMetro.



Over 40 miles of improved roadways.



Blueprint infrastructure staff continually searches for outside funding to leverage the sales tax dollars.



Over 208 miles of bicycle and pedestrian facilities.



\$135 million is invested in water quality and stormwater projects.



17 public parks.



Over 114 miles of greenways and trails.



History and art are incorporated in Blueprint projects such as Smokey Hollow Commemoration, History and Culture Trail, and many more.



Leon-County Development Projects resulted in **\$6.30 ROI**.

LEVERAGING THE BLUEPRINT FUNDS

Blueprint Infrastructure staff continually search for outside funding to **leverage** the sales tax. As part of the **promise** to be **faithful stewards** of taxpayer dollars, these leveraging opportunities **maximize the benefits** to the public more than the sales tax dollars could alone. Blueprint staff applied for numerous grants in FY 2023 and undertook **significant efforts** to explore other outside **leveraging opportunities**.

Grants and Partnerships

\$6.5 MILLION	State Infrastructure Bank (SIB) Loan for the NE Gateway: Welaunee Boulevard project.
\$732,402	from the Florida Department of Transportation (FDOT) for enhancing North Monroe landscaping.
\$1.5 MILLION	from the Florida Department of Transportation (FDOT) for the Northeast Gateway Transportation Regional Incentive Program (TRIP) Grant.
\$1.6 MILLION	from the Florida Department of Environmental Protection for the Westside Gateway (Pensacola) project design and engineering (PD&E).
\$572,052	from the Florida Department of Environmental Protection (FDEP) Resilient Florida Grant for the Orange/Meridian Placemaking Project
\$76.2 MILLION	Florida Department of Transportation (FDOT) for Capital Circle Southwest: Orange Avenue to Springhill Road Construction & Utilities.
\$11.5 MILLION	Florida Department of Transportation (FDOT) for Capital Circle Southwest: Springhill Road to Crawfordville Road.
\$6.5 MILLION	SIB Loan reimbursement for the NE Gateway: Welaunee Boulevard Project. Additional reimbursement checks anticipated to support continued project implementation.
\$2.5 MILLION	TRIP grant in FY 2025 from the FDOT Five-Year Work Program for the NE Gateway: Welaunee Boulevard Project.

Total: \$179.3 MILLION In FY 2023

AWARDS & RECOGNITION



2022 Tallahassee/Leon County Historic Preservation Award for rehabilitating and restoring the Smokey Hollow Barbershop from the Tallahassee-Leon County Trust for Historic Preservation.



2022 Employer of the Year Award by Florida's Capital Area Chapter of the Women's Transportation Symposium (WTS). This award honors an organization for recruiting, retaining, and advancing women.



2023 Local Project of the Year Award for the Debbie Lightsey Nature Park from the American Society of Civil Engineers (ASCE).



2022 Project of the Year Award - Structures Less Than \$2 Million for the Skateable Art Park from the Big Bend Local Project American Public Works Association (APWA) Big Bend Local Chapter.



2023 Public Works Project of the Year - Structures Less than \$2 Million for the Skateable Art Park from the American Public Works Association Florida Chapter (APWA).



2023 Florida for a Historic Preservation Award - for the Smokey Hollow Barbershop for the restoration work of this building from the American Institute of Architects.



2023 Outstanding Development/Design Excellence Award for the Skateable Art Park from the Florida Planning and Zoning Association.



2023 APA Florida Award of Excellence for the Skateable Art Park from the Florida Chapter of the American Planning Association.

PROJECTS INITIATED AND UNDERWAY FY2023



\$57.5 Million Invested in
Capital Projects



8 Projects
in Construction



**6 Major Project
Components**
Completed



Leveraged over
\$4.6 Million in
Outside Funding



\$4.25 Million
Invested in Water
Quality and Stormwater
Projects



Over 26 Miles of
Roadway Improvements



Over 121 Miles
of Bicycle and
Pedestrian Facilities



Over 348 Acres
of New or Improved
Public Space



**Thousands of
Tree Plantings**



7 Public Parks

BLUEPRINT PROJECTS MAP

Legend

See the numbers and color coded areas on the map to identify Blueprint projects.

- 1 Northeast Corridor Connector: Bannerman Road
- 2 Northeast Gateway: Welaunee Boulevard
- 3 Northeast Park
- 4 Market District: Placemaking
- 5 Greenways: Thomasville Trail/Market District Connector
- 6 Midtown: Placemaking
- 7 North Monroe Gateway
- 8 Greenways: Lake Jackson Greenways
- 9 Northwest Connector Corridor: Tharpe Street
- 10 Capital Circle Northwest/Southwest - N2 (Completed)
- 11 Northeast Corridor Connector: Bannerman Road
- 12 Northeast Gateway: Welaunee Boulevard
- 13 Martha Wellman Park
- 14 Debbie Lightsey Nature Park
- 15 Broadmoor Pond Park
- 16 Bike Route System: SW Area Connector
- 17 Greenways: University Greenway
- 18 Airport Gateway
- 19 Greenways: Capital Circle SW Greenway & Debbie Lightsey Nature Park
- 20 Skateable Art Park
- 21 Capital Circle Northwest/Southwest - N2 (Completed)
- 22 Westside Student Gateway: Pensacola Street
- 23 Martha Wellman Park
- 24 Debbie Lightsey Nature Park
- 25 Broadmoor Pond Park
- 26 Bike Route System: SW Area Connector
- 27 Greenways: University Greenway
- 28 Airport Gateway
- 29 Greenways: Capital Circle SW Greenway & Debbie Lightsey Nature Park
- 30 Skateable Art Park
- 31 College Avenue Placemaking
- 32 Smokey Hollow Barbershop
- 33 Magnolia Drive Trail
- 34 DeSoto Winter Encampment (Completed)
- 35 Cascades Trail Pedestrian Bridge
- 36 Bike Route System: Downtown-University Protected Bike Lane
- 37 Coal Chute Pond Music Park
- 38 Florida A&M Entry Points
- 39 Monroe-Adams Corridor Placemaking
- 40 Cascades Park (Completed)
- 41 Orange Meridian Placemaking
- 42 Orange Meridian Park
- 43 Bike Route System: Blair Stone Trail
- 44 Fairgrounds Beautification and Improvements
- 45 Bike Route System: Ridge Road Trail
- 46 Southside Gateway: Woodville Highway
- 47 Capital Circle Southeast - E3 (Completed)
- 48 St. Marks Historic Railroad State Trail
- 49 Capital Circle Southeast - E2 (Completed)
- 50 Greenways: Southwood Greenway
- 51 Capital Circle Southeast - E1 (Completed)
- 52 Tallahassee-Leon County Animal Service Center
- 53 Lake Lafayette and St. Marks Regional Linear Park
- 54 Mahan Corridor

TALLAHASSEE

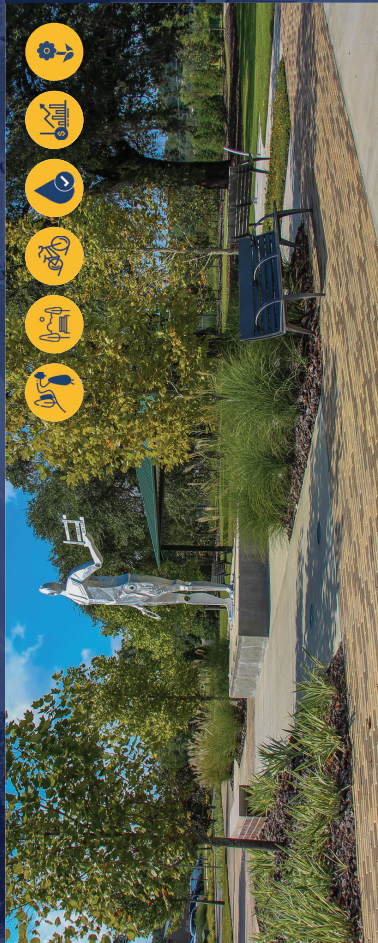


PROJECTS



BLUEPRINT
 INTERGOVERNMENTAL AGENCY
 Connecting People & Places

MAJOR PROJECT COMPONENTS COMPLETED



CAPITAL CASCADES TRAIL 3DB STORMWATER FACILITY COMPLETED IN THE FALL 2022

Project Benefits: The 3DB Stormwater Facility is truly innovative, as it features the Duperon FlexRake mechanical screen system, which effectively prevents trash from entering the drainage ditch. This crucial feature helps keep the facility clean and well-maintained, ensuring a safe and healthy environment for everyone who visits. The 3DB Stormwater Facility is part of a larger project, the Capital Cascades Trail Segment 3 Project.



CAPITAL CASCADES TRAIL ST. MARKS TRAILHEAD COMPLETED IN THE SUMMER 2022

Project Benefits: Located at 3DB Pond, the Trailhead connects to the Cascades Trail and St. Marks Historic Rail Trail. The design is truly impressive, featuring an open, well-lit trailhead perfect for visitors. Plenty of amenities are available, including a water-bottle filling station, bike-repair station, and a drinking fountain. The St. Marks Trailhead is part of a larger project, the Capital Cascades Trail Segment 3 Project.



CAPITAL CASCADES TRAIL HAMMOCK GARDEN COMPLETED IN THE SUMMER 2023

Project Benefits: The Red Hills Rhythm Musical Parklet is a unique and creative space located near the Skateable Art Park and Coal Chute Pond Park. It's a place where residents and visitors can gather and enjoy the sounds of music together. Walking past the musical parklet, you'll discover a serene hammock garden just behind it. This is the perfect spot for anyone looking to unwind and relax on a peaceful afternoon. The gentle swaying of the hammocks and the soothing sound of the parklet's music create a truly tranquil and rejuvenating experience. The Hammock Garden is part of a larger project, the Capital Cascades Trail Segment 3 Project.

GOLDEN ASTER TRAIL GRAND OPENING IN THE FALL 2023

Project Benefits: The Golden Aster Trail provides more opportunities for residents to recreate through the 0.3-mile nature trail within the City's Golden Aster Nature Preserve. The Trail is lined with gravel preserved from the old Gamble Bridge, which helped reduce carbon emissions. The Golden Aster Trail is part of a larger project, the Capital Circle Southwest Greenway, which will create 10.6 miles of greenways and trails in the southwest area of the community.

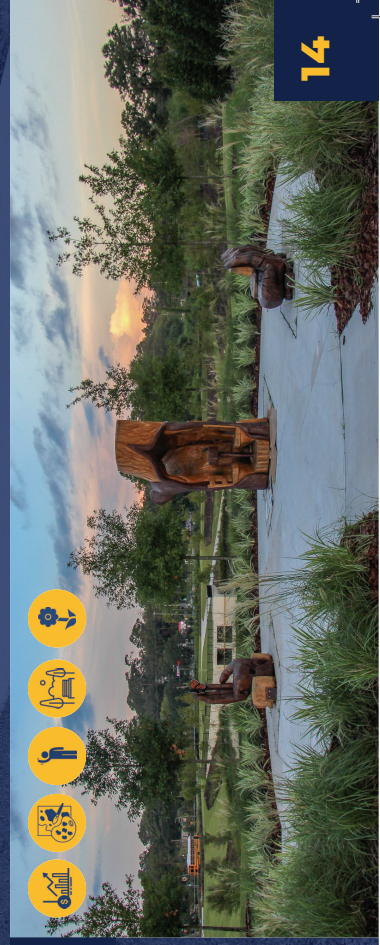


DEBBIE LIGHTSEY NATURE PARK GRAND OPENING IN THE FALL 2023

Project Benefits: This 113-acre nature park includes 1.6 miles of multi-use trails that are lined with preserved gravel from the old Gamble Bridge that helped reduce carbon emissions, as well as two boardwalks. The boardwalks and viewpoints are perfect for bird-watching in the natural wetland. The project site will also feature a future 2.2-mile single-track mountain bike trail. The Debbie Lightsey Nature Park is part of a larger project, the Capital Circle Southwest Greenway Project.

COMMUNITY GATHERING SPACE COMPLETED IN THE SUMMER 2023

Project Benefits: Located adjacent to the 3DB Stormwater Facility, this 4,000 sq. ft. gathering space provides a unique and enriching experience for visitors. The project features three wood sculptures that serve as dynamic embodiments of Tallahassee's history, conveying tales of transformation, resilience, and the very spirit of community that defines this vibrant city. This space allows visitors to gather, connect, and fully immerse themselves in the tranquility of the Capital Cascades Trail.



PROJECTS UNDERWAY



Animal Service Center:

- Renovating the current facility to meet animal needs and reduce animal stress.
- Enhancing staff's ability to care for animals safely and efficiently.



Capital Circle Southwest:

- Completing the last phase (5.8 miles) of improvements to the Capital Circle Corridor.
- Road widening and safety-enhanced multiuse trails.
- Stormwater treatment and enhanced landscaping.



History and Culture Trail:

- Part of the Capital Cascades Trail Segment 3 Project.
- Featuring public artworks and history monuments.
- Celebrates local neighborhoods, businesses, and individuals.



Lake Jackson Greenway:

- Creating trails, cycle routes, and sidewalks.
- Connecting Lake Ella to Lake Jackson.



Lake Lafayette and St. Marks Linear Park:

- Connecting 7,200 acres of recreation lands.
- Trail connections to amenities like Tom Brown Park, Lafayette Heritage Park, Upper Lake Lafayette and the Apalachee Regional Park.



Magnolia Drive Trail:

- Safety-enhanced connectivity from South Adams Street to Apalachee Parkway.
- Improved roadway, trail, landscaping and utilities.





Market District Placemaking:

- Creating a community park.
- Enhancing pedestrian safety and trail connectivity.
- Improving streetscaping in the Market District area.



Monroe-Adams Corridor Placemaking:

Creating safe and comfortable streets for pedestrians and cyclists.



Northeast Corridor Connector - Bannerman Road:

- Providing safety-enhanced and multimodal accessibility (new lanes, multi-use, and sidewalks).
- Stormwater improvements.



Northeast Gateway: Welaunee Boulevard:

- Improving regional mobility, connectivity, and canopy road protection.
- Roadway improvements, multimodal trails and greenways.



North Monroe Gateway:

- Collaborative project with FDOT.
- Signage, art, landscaping, crosswalks and pedestrian enhancements.
- Landscaped median project in progress.



Orange/Meridian Placemaking:

- Creating a neighborhood park and community gathering space.
- Located at Orange Avenue and Meridian Street.
- Providing stormwater and greenway trail improvements.



Southwood Greenway:

- Construction of segments for the Southwood Trail and Tram Road Trail.
- Collaboration between City of Tallahassee and Blueprint.



EVENTS

History & Culture Trail Artful Celebration

On October 13, 2022, Blueprint Intergovernmental Agency, Leon County Government, and the City of Tallahassee launched the History and Culture Trail along FAMU Way with an artful celebration. The Artful Celebration was an exceptional event showcasing the collaborative effort between local leaders and the community as they left their mark on the "We Are All One" murals at Anita R. Favors Plaza.

During the celebration, the seven artists selected to create public artworks as part of the History and Culture Trail were announced. This project represents the single largest infusions of outdoor public art in Tallahassee-Leon County history, featuring a dozen artworks, including three murals and nine sculptures.

The inclusion of art into any environment plays a significant role in sustaining cultural identity and creating a sense of place. The return on investment is substantial. Public art serves as a tourism driver, encourages lasting economic growth, and contributes to business development. It fosters community pride, connects citizens to their shared history, and makes cultural heritage a tangible community asset.

© UNRAVELTR

Artful
Celebration
Video



7 Commissioned Artists



Yasaman Mehra
"We Are All One"
murals



Alisha Lewis
"For the Generations
to Fulfill the Dream"
sculpture



Joseph Cowdrey
"A Stroll Down
Seaboard"
mural



Bradley Cooley
"The Jazz Man"
sculpture



Julia Sineinikova
"Dream Waves"
sculptures



Mark Dickson
"In Honor of
the Worker"
sculpture



John Birch
"Your Move, Community,
and Metamorphosis"
wood sculptures

Skateable Art Park & Boards for Bros Event

On Saturday, October 22, 2022, Blueprint Intergovernmental Agency, Leon County Government, and the City of Tallahassee hosted a free skate event at the Capital Cascades Trail Skateable Art Park. People of all ages enjoyed the festivities which included music, food, demonstrations, free skate lessons, and workshops provided by professional skaters, Boards for Bros, Team Pain Skate Parks, Necessary Skate Company, Phaze One Skate Shop, and others distributed a limited number of free refurbished skateboards and handed out other free items.

Blueprint partnered with Boards for Bros to make the event one to remember. Boards for Bros is a nonprofit organization that believes skateboarding is more than a mode of transportation. In addition to being a tool for play, skateboarding is a tool to teach problem-solving and perseverance. Boards for Bros believes a skateboard can change someone's life.



This event is a testament to the power of thoughtful amenities in bringing our community together and providing safe spaces for people of all ages to enjoy. It was heartwarming to witness both new and seasoned skaters coming together, reinforcing the sense of unity and camaraderie that defines this incredible space." - Harrison Quan (Local Resident)



Peter Koenig

Skateable Art Park Artist

"I'm passionate about creating beautiful, inclusive, and accessible public art. I believe that there is no better opportunity for engaging with art than in our own neighborhoods." - Peter Koenig



Event Video

Click or Scan>>>



COMMUNITY ENGAGEMENT

Hosted **19+** project-specific community meetings and events (virtual and in person) that engaged hundreds of citizens. **25+** presentations and panel sessions.

Hosted **13** TCC, CAC, and IA Board meetings, hearings, and workshops. Collected data that developed project concepts. Conducted **1** online survey for the Skateable Art Park.

Led **1** door-to-door outreach efforts: Bull Headley Sidewalk part of the NE Corridor Connector: Bannerman Road Project.

1 groundbreaking on October 13, 2022 - History and Culture Trail. Launched a public information plan and a new tagline, "Connecting People & Places."

Led **8 tours** for state and local leaders and organizations, including the City of Tallahassee Attorney's Office, Opportunity Tallahassee (Greater Tallahassee Chamber of Commerce), FSU Department of Urban & Regional Planning and the College of Business Real Estate class, and the City of Tallahassee's Neighborhood Leadership Academy.

8 interviews including television and news articles by WTWC 40, Tallahassee Democrat, WXTL, WFSU, ABC-27 and the FSU College of Social Sciences and Public Policy's annual magazine, Engage.

Represented the Agency at several community partner-sponsored events (e.g., the 2023 Florida Planning Conference, 2023 Florida Public Relations Conference, FSU Real Estate's 28th Real Estate Trends Conference, Leon Works, and City-County Communications & Marketing Association Conference).

Attended numerous homeowner, neighborhood, and special interest meetings. Initiated many conversations and attended meetings with individual project stakeholders.

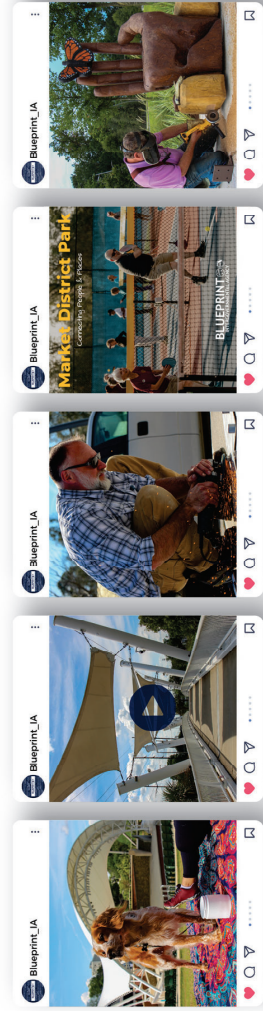
Leveraged its social media accounts and email distribution list to strategically communicate to the public about project milestones, celebrations and information.

Launched multiple advertisements (digitally and in print) in the Tallahassee Magazine, 850 Magazine, Tallahassee Reports, Tallahassee Democrat, Capital Outlook, and Blueprint's social media platforms.

Launched an Artful Infrastructure webpage to show the commitment to going beyond traditional infrastructure by incorporating history and arts into community projects seen throughout Tallahassee-Leon County.

Top Performing Social Media Posts

Blueprint has leveraged its social media accounts to strategically communicate to the public about project milestones, celebrations, and information. The top-performing posts across all platforms since January 1, 2023, were:



Followers: **910**

Followers: **815**

Followers: **230**

Followers: **396**

OFFICE OF ECONOMIC VITALITY



October 1, 2022 - September 30, 2023

ONE-CENT SALES TAX & ECONOMIC DEVELOPMENT

Overview

In November 2014, an overwhelming sixty-five percent of voters elected to extend the one-cent sales tax through 2039. For the first time in the tax's history, twelve percent of the proceeds—or over \$90 million—would be allocated to economic development. These funds support initiatives that focus on job creation; business recruitment, retention, and expansion; talent development; community partnerships; public outreach and engagement; minority- and women-owned business development; and innovative programs that contribute to the sustainable development of the local economy.

About The Office of Economic Vitality (OEV)

The Tallahassee-Leon County Office of Economic Vitality (OEV) is the economic development organization of record for the City of Tallahassee and Leon County. OEV's economic development model values diversity, equity, and economic inclusion and ensures accountability, transparency, and professional management of all economic development projects.

OEV Mission

To lead Tallahassee-Leon County's economic development efforts by leveraging existing resources and assets that grow and drive economic vitality.

OEV Vision

To drive the growth of Tallahassee-Leon County's diverse and vibrant economy.

FY2023 HIGHLIGHTS

Certified 204 firms, with an additional 378 firms certified by the Florida Office of Supplier Diversity (OSD). This resulted in a total of 582 firms ready to participate in the local procurement process.

Certified MWBEs participated in 27 City and County Projects, earning a total of \$8,882,811.

Focused on 15 active projects with the potential to create over 1,800 jobs, \$99.4 million in income or wages, and \$298 million in total economic output.

Amazon Ribbon Cutting

On September 14, 2023, the Office of Economic Vitality celebrated the opening of the Amazon Tallahassee robotics fulfillment center—the largest recruitment project in Tallahassee-Leon County history. This state-of-the-art facility will bring over 1,300 jobs and significant economic growth to our community.



Broadband Expansion

As the lead entity for the Broadband Local Technology Planning Team, OEV has continued to work with the local Internet Service Providers (ISP), Community Partners, and interested citizens to expand high-speed internet access to all the unserved and underserved areas within the City of Tallahassee and Leon County. To date, the State and Federal Governments have released three grants to fund the installation of network extensions.

Love Your Local

Coordinated the annual Love Your Local Campaign, which involved the creation of a new website (**LoveYourLocalTLH.com**) and the launch of a print and digital ad campaign in collaboration with the Tallahassee Democrat. The campaign featured six print ads published in the Tallahassee Democrat throughout December, and the online banner ads garnered an estimated **355,000** digital impressions. As a result, we successfully added **over 430** local businesses to the Love Your Local website.

AWARDS

The OEV Newsletter won a **Silver Excellence in Economic Development Award** from the International Economic Development Council (IEDC).

OEV was awarded a **\$214,355 Affordable Connectivity Outreach Grant** by the Federal Communications Commission to conduct outreach in support of the Affordable Connectivity Program.

The National League of Cities recognized and **commended OEV's exceptional diversity and inclusion programs with a \$30,000 grant to host a regional financial inclusion conference.**

EVENTS



Leon Works Expo

Hosted the eighth annual Leon Works Expo in April 2023 in partnership with Leon County Government. This highly anticipated event brought together over 700 students from Leon, Wakulla, and Gadsden counties, offering them a valuable opportunity to connect with nearly 100 local employers and academic institutions. With a focus on showcasing skilled career opportunities available in the Big Bend Region, the Expo served as a crucial platform for our future workforce to forge meaningful connections, gain insights, and lay the foundation for bright and promising futures.



Superconductivity Summit

Partnered with MagCorp, we hosted a two-day 'Superconductivity Summit' aimed at recruiting companies focused on High-Temperature Superconducting (HTS) technologies. The event attracted multiple prospective businesses, with active participation from community partners, including the Governor's Office, Florida State University's Office of Research, the National High Magnetic Field Laboratory, Florida State University's Office of the Provost, the FAMU-FSU College of Engineering, Enterprise Florida, the Tallahassee Chamber, the Leon County Regional Development Authority, and more.



Amazon Hiring Information Sessions

Coordinated two 'Amazon Hiring Information Session' events to inform the public about employment opportunities at the new fulfillment center scheduled to open later this year. The first information session held at the Dr. B.L. Perry Jr. Branch Library was an incredible triumph, drawing over 450 participants. The Amazon Team conducted a total of 13 sessions covering career opportunities, company culture, benefits, and the hiring process. The second information session was held at Railroad Square in tandem with the First Friday festival. Despite rain, the Amazon team engaged with nearly 50 participants eager to learn more about working at Amazon.



OEV Open House

Hosted two "OEV Open House" events to share the activities and programs offered by OEV to the broader Tallahassee-Leon County community. These informative events featured an overview of OEV services, including the Non-Competitive Projects process, business consultation resources, and SizeUpOEV. Over 100 citizens learned about the wide range of resources and support available to businesses and entrepreneurs in our community.

MWSBE DIVISION

Updated Disparity Study

The 2023 Updated Disparity Study for the City of Tallahassee, Leon County, and Blueprint Intergovernmental Agency was completed and accepted by the Blueprint IA Board of Directors. The recommendations from the Disparity Study will be included as updates to the Consolidated MWSBE Policy.



30th Annual Big Bend Minority Enterprise Development Week

Coordinated the 30th Annual Big Bend Minority Enterprise Development (MED) Week, which included an awards program, a supplier diversity exchange, and three live-streamed webinars to assist MWBEs.

MWSBE Academies

Produced a seven-part "MWSBE Academy" series. MWSBE Academies are a series of trainings and workshops exclusively for certified firms. They are a valuable resource for MWSBEs who want to bolster their business profile and tackle larger projects with confidence. Participating MWSBEs have the opportunity to network with other certified businesses, learn about new opportunities, and gain the skills & knowledge they need to grow their businesses.



BUSINESS DEVELOPMENT



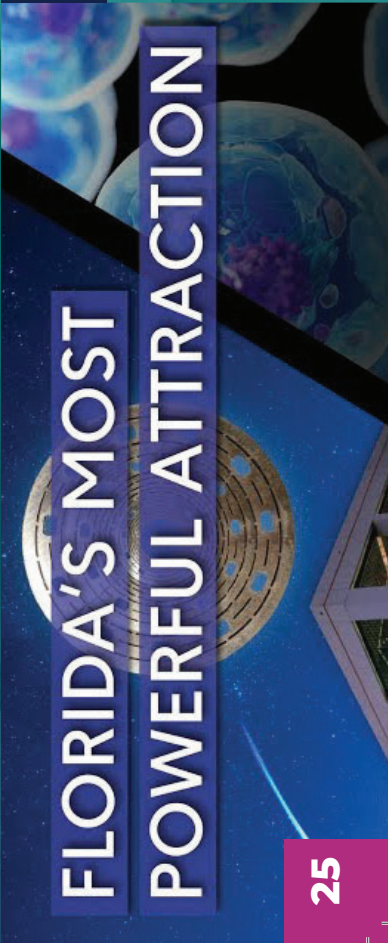
DANFOSS EXPANSION

Extended support to further aid Danfoss Turbocor with its latest expansion, which has doubled in scope and scale to a 134,000-square-foot manufacturing facility that represents a **\$48 million** capital investment. The facility will **create or retain over 500 permanent jobs**. The total economic impact of the project, including the long-term job growth, is calculated to be **over \$140 million**.



NORTH FL INNOVATION LABS

At the direction of the Blueprint IA Board, OEV **invested \$2.5 million** to support the North Florida Innovation Labs project. This investment will sustain **over 600 full-time high-quality jobs** in the region and **support over 100 growing, early-stage companies**. This new facility is slated to open in January 2024 and represents a capital investment of **over \$24 million**.



FLORIDA'S MOST POWERFUL ATTRACTION

INSIDE THESE WALLS: FLORIDA'S MOST POWERFUL ATTRACTION

Released a captivating new video titled **"Inside These Walls: Florida's Most Powerful Attraction"** that inviting businesses to witness the game-changing possibilities that awaits them in our vibrant and magnetic ecosystem. This video reinforces our mission to position Tallahassee-Leon County as the global leader in magnetic innovation, cementing our reputation as the Magnetic Capital of the World.

 <https://www.youtube.com/watch?v=HsZyHvJwWk>



& INTELLIGENCE DIVISION



DANFOSS TOUR FOR GODBY HIGH SCHOOL STUDENTS

In celebration of Manufacturing Month (October), the Big Bend Manufacturers Association, in collaboration with Leon County Schools, organized a special plant tour of Danfoss Turbocor for the students of Godby High Schools Engineering Academy. This immersive experience provided valuable insights into the world of manufacturing and showcased the innovative practices and technologies employed by Danfoss Turbocor. It offered an exciting opportunity for the students to deepen their understanding of the industry and explore potential career paths in manufacturing.



PHILIPS MRI AND MAGLAB COLLABORATE ON NEW MAGNET DESIGN

Facilitated a partnership between Tallahassee-based Magnetics Corporation (MagCorp) and Philips, the global leader in MRI research and manufacturing, to collaborate with scientists at the National High Magnetic Field Laboratory to develop a lower-cost MRI. This successful connection creates significant long-term benefits by fostering the growth of MRI manufacturing in the region.

TALLAHASSEE GAINS INTERNATIONAL INTEREST

Increased international interest in Tallahassee, resulting in three major projects originating from Estonia:

- Project Guard (Rolling Unit, LLC) — the North American expansion of MDSC Systems, which manufactures portable buildings.
- Project Guten (Renoport) — an environmental services provider and specialist in outdoor electrical equipment manufacturing.
- Project Paper — a cybersecurity firm that wants to expand operations to the United States.



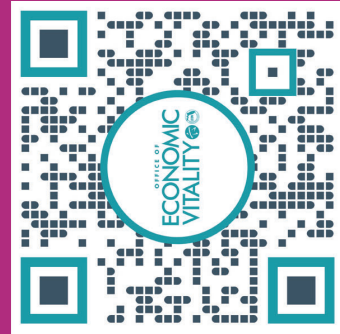
CONNECTING PEOPLE & PLACES



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Connecting People & Places



OFFICE OF
BLUEPRINT
INTERGOVERNMENTAL AGENCY

OFFICE OF
**ECONOMIC
VITALITY**



Various photos used in the Blueprint Intergovernmental Agency Annual Report were from the City of Tallahassee, Leon County Government and Visit Tallahassee.

Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #4
September 21, 2023

Title: Approval of the Updates to the Consolidated Minority Women Small Business Enterprise Policy and the Blueprint Procurement Policy as Approved in the 2022 Disparity Study Update

Category: Consent

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Artie White, Director, PLACE
Keith Bowers, Director of the Office of Economic Vitality
Susan Dawson, Blueprint Attorney
Darryl Jones, Deputy Director of the Office of Economic Vitality
Shanea Wilks, Senior Coordinator

STATEMENT OF ISSUE:

On February 9, 2023, the (IA Board), accepted the 2022 Disparity Study Update and its recommendations. This agenda item seeks the Blueprint Intergovernmental Agency Board of Directors' (IA Board) approval of amendments to the consolidated Minority Women and Small Business Enterprise (MWSBE) Policy (Attachment #1), and corresponding update to the Blueprint Procurement Policy (Attachment #2). The MWSBE Policy amendments are based on the recommendations of the 2022 Disparity Study Update, which did not include any changes to the aspirational goals.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the amendments to the Minority, Women, and Small Business Enterprise Policy for the Blueprint Intergovernmental Agency, and approve the amendments to the Blueprint Procurement Policy.

Option 2: Direct staff to work with City and County Staff to bring the Minority, Women, Small Business Policy and corresponding updates to the County and City Commissions on October 10, 2023, and October 11, 2023, respectively.

SUPPLEMENTAL INFORMATION:

BACKGROUND

The consolidated MWSBE Policy became effective on April 1, 2020, and all new solicitations issued by the City, County, and Blueprint have followed the consolidated MWSBE Policy as administered by the Tallahassee – Leon County Office of Economic Vitality MWSBE Division. The Blueprint procurement process is governed by the terms of the Blueprint Procurement Policy and the provisions of the MWSBE Policy (Attachment #1). The MWSBE Policy incorporates goals set to reduce disparity in local government procurement in the region. On February 9, 2023, the (IA Board), accepted the 2022 Disparity Study Update and its recommendations and directed staff to work with City of Tallahassee Procurement and Leon County Purchasing to further evaluate the 2022 Disparity Study Update recommendations for updates and amendments to the Consolidated MWSBE Policy. This agenda item seeks IA Board approval of the recommended updates and amendments to the consolidated MWSBE Policy and corresponding Blueprint Procurement Policy. Corresponding revisions to City and County procurement policies and approval of the MWSBE Policy amendments will be presented at their respective Commissions for consideration and approval.

2022 DISPARITY STUDY UPDATE RECOMMENDATIONS

Recommendation A: Mandatory Pre-Bid Meetings

The 2022 Disparity Study Update recommends making pre-bid meetings mandatory (in person, virtual, or both) for potential prime respondents for projects with MWSBE aspirational targets assigned. The purpose of a pre-bid meeting is to ensure a full understanding of all aspects and advantages associated with the supplier diversity options managed by OEV and project details, the scope of work, and the solicitation documents.

Implementation: The attached amended MWSBE Policy incorporates this recommendation within Section VIII, with a new subsection “A”, titled “Pre-Bid Meetings”.

Recommendation B: Subcontractor Inclusion in Pre-bid Meetings

The 2022 Disparity Study Update recommends that OEV encourage subcontractors to attend pre-bid meetings to help facilitate opportunities to network and build relationships with prime contractors and subcontractors.

Implementation: The attached amended MWSBE Policy incorporates this recommendation within Section VIII, with a new subsection “A”, titled "Pre-Bid Meetings" and includes an explicit provision that subcontractors may attend the pre-bid meetings.

Recommendation C: Advertisement Assistance

The 2022 Disparity Study Update recommends that OEV should provide additional assistance to bidders to better facilitate MWSBE opportunities. OEV has networks and points of contact for bidders to access and connect with potential subcontractors.

Implementation: This recommendation is an administrative process that does not require an amendment to the MWSBE Policy. This recommendation will be implemented as a process improvement of the MWSBE Division.

Recommendation D: Written Notices and Follow-Ups to MWSBEs

The 2022 Disparity Study Update consultant MGT, recommends that efforts be made to ensure clear guidance regarding consistency in notices from bidders to MWSBE firms. This recommendation also suggests that prospective subcontractors be provided notice of upcoming procurement opportunities from prospective bidders, 10-15 days in advance of when bids are due. Presently, the methods for primes to communicate with subcontractors are varied.

Implementation: The attached amended MWSBE Policy incorporates a portion of this recommendation within Section VIII, with amendments to the Good Faith Documentation subsections. The MWSBE Division will administratively provide sample forms to increase consistency in notices used by bidders.

Recommendation E: Implement Rotation System

The 2022 Disparity Study Update recommends that OEV and the three jurisdictions consider, but did not mandate, utilizing a vendor rotation system for smaller prime contracts to increase the opportunity for MWBE and SBE firms to do business as primes. Presently, no purchasing/procurement policy ensures that all pre-qualified bidders are utilized without a policy for rotation.

Implementation: The attached amended MWSBE Policy incorporates this recommendation within Section IX, with a new subsection “D”, titled "Rotation System" for the selection of firms for services provided under a continuing services agreement. Rotation selection of a firm may depend on the firm’s availability to meet project schedules and pricing.

Recommendation F: Right to Audit Language in Contracts

The OEV and the three jurisdictions should consider incorporating language in all contracts that prime contractors must maintain subcontract/supplier documentation for all subcontractor firms for a certain period; the time will match the State's record retention policy. This requirement can be an essential tool for monitoring and compliance.

Implementation: The attached amended MWSBE Policy incorporates this recommendation within Section VIII, within subsection "J", titled "Contract Compliance" and includes the provision that the City, County, and Blueprint will incorporate in their procurement contracts the requirement to maintain contract records as prescribed by Florida law and the record retention policy.

ADDITIONAL AMENDMENTS

Additional amendments to the MWSBE Policy include clarification of the MWSBE Division's assignment of aggregate aspirational goals, commercially useful function, and technical amendments to correct grammar, punctuation, or minor matters (i.e., table of contents update, and background information adding a reference to the completion of the 2022 Disparity Study Update).

BLUEPRINT PROCUREMENT POLICY AMENDMENTS

Based on the recommendations of the 2022 Disparity Study Update, several amendments of the Blueprint Procurement Policy are required. The amendments include a provision to encourage utilization of a rotation system for smaller prime contracts; and reference to the 2022 Disparity Study Update. In addition, Section 101.08 of the Blueprint Procurement Policy requires a review of the Blueprint Policy if changes have been made to the City's Procurement Policy. Proposed amendments to the Blueprint Procurement Policy allow for consistency with the City's clarification of the purchasing authority of staff and management in its September 9, 2020, Agenda Item. The City's Procurement Policy sets the expenditure authority of the City's Procurement Services Manager at \$125,000. The proposed amendment to the attached Blueprint Procurement Policy revises the expenditure authority of the comparable Blueprint managers, i.e., Blueprint Director, OEV Director, and Director of PLACE, consistent with the City's Purchasing Policy, see Attachment #2.

NEXT STEPS

The 2022 Disparity Study recommendations have implications for changes to the purchasing and procurement policies of all three entities. If approved by the IA Board, MWSBE Division staff will complete the following:

- Work with City and County staff to bring the consolidated MWSBE Policy to the City of Tallahassee and Leon County Government for approval and inclusion in their respective procurement policies.

- Finalize the integration of the B2G Now software system for all three entities to enhance contract monitoring and compliance for all three entities and also enable data capture in advance of the next Disparity Study.
- Staff will continue to work with the City and County departments to facilitate the implementation of the new MWSBE Policy and the processes associated therewith.
- Upon approval of the consolidated MWSBE Policy, staff will host stakeholder meetings with the appropriate industry associations on the amended Policy to include the Chambers of Commerce.

CONCLUSION

The proposed edits to the Consolidated MWSBE Policy will increase utilization of minority and women-owned businesses, thereby stimulating job creation for distressed and targeted communities. Following IA Board approval of the amendments edits to the Consolidated MWSBE Policy and corresponding revision to the Blueprint Procurement Policy, the City of Tallahassee Commission and Leon County Board of County Commissioners will consider the MWSBE Policy and corresponding revisions to their procurement policies.

The consolidated MWSBE Policy will uniquely position the MWSBE Division to perform, unlike any other supplier diversity program in Florida. The MWSBE Division is unique in that it is housed in a City and County local economic development organization, not a purchasing, budget, or community services department, and will serve three local jurisdictions. The MWSBE Division will strive to build capacity for MWSBE firms and stimulate job creation in our local economy by facilitating the utilization of joint ventures, partnerships, and associations, plus apprenticeships, externships, and mentor-protégé relationships. The MWSBE Division will evaluate the effectiveness of the amendments and inform the IA Board of any necessary changes.

OPTIONS:

- Option 1: Approve the amendments to the Minority, Women, Small Business Enterprise Policy for the Blueprint Intergovernmental Agency, and approve the amendments to the Blueprint Procurement Policy.
- Option 2: Direct staff to work with City and County Staff to bring the updates to the Consolidated Minority, Women, Small Business Policy and corresponding updates to the County and City Commissions on October 10, 2023, and October 11, 2023, respectively.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Approve the amendments to the Minority, Women, Small Business Enterprise Policy for the Blueprint Intergovernmental Agency, and approve the amendments to the Blueprint Procurement Policy.
- Option 2: Direct staff to work with City and County Staff to bring the Minority, Women, Small Business Policy and corresponding updates to the County and City Commissions on October 10, 2023, and October 11, 2023, respectively.

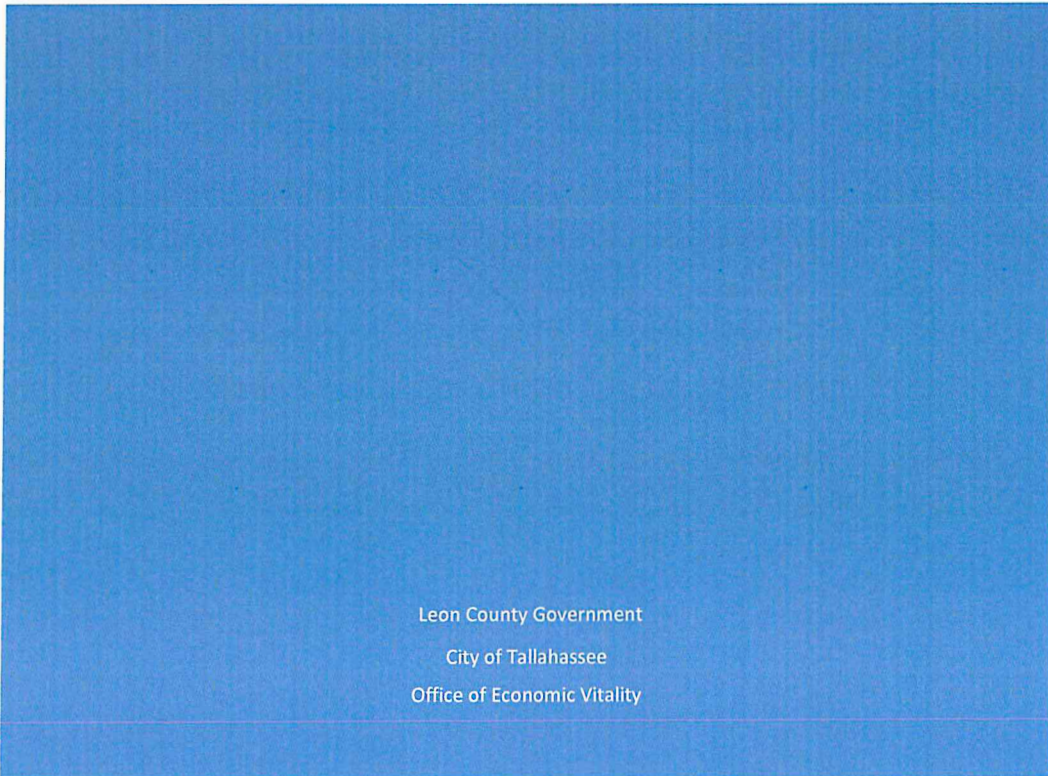
Attachments:

1. Amended Consolidated Minority, Women, Small Business Enterprise Policy
2. Amended Blueprint Procurement Policy #101



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MINORITY, WOMEN, AND SMALL BUSINESS ENTERPRISE POLICY



Leon County Government
City of Tallahassee
Office of Economic Vitality

OFFICE OF ECONOMIC VITALITY
MINORITY, WOMEN, AND SMALL BUSINESS ENTERPRISE POLICY

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J— Review.....	44	Formatted: Default Paragraph Font, Font: 11 pt, Check spelling and grammar
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I. AUTHORITY

This policy supersedes City of Tallahassee MWSBE Policies 16.5, adopted January 22, 2014, and Leon County Purchasing Policy No. 96-1 Part B, adopted June 20, 2017. The City of Tallahassee, FL (City) adopted this policy on (date). Leon County Government (County) adopted this policy on (date). The Blueprint Intergovernmental Agency (Blueprint) Board of Directors (IA Board) adopted this policy on January 30, 2020. This consolidated policy will be administered by the Minority, Women, and Small Business Enterprise (MWSBE) Division of the Office of Economic Vitality (OEV). Following approval of all three entities, this policy will become effective on April 1, 2020.

II. SCOPE AND APPLICABILITY

This policy is applicable to solicitations advertised by any and all City, County, and Blueprint officials and departments.¹ All three entities reserve those rights set forth in their respective purchasing and procurement policies to the extent they are not in conflict with this MWSBE Policy.

III. POLICY STATEMENT

Pursuant to City of Tallahassee Administrative Policies and Procedures Manual Section No. 1204 and Leon County Government Policy No. 18-1, the City, County, and Blueprint will not tolerate any form of discrimination in any of their programs, services, or activities.

The Small Business Enterprise (SBE) Program is race- and gender-neutral and intended to promote City, County, and Blueprint utilization of SBE firms. The Minority Women Business Enterprise (MWBE) Program outlined in this policy is narrowly tailored to remedy discrimination documented in the 2019 Disparity Study conducted by MGT of America, Inc., and accepted by the IA Board at its meeting held June 27, 2019. The 2019 Disparity Study identified disparity in City, County, and Blueprint spending sufficient to support a race- and gender-conscious MWBE program for all three entities. On February 9, 2023, the IA Board approved and accepted the recommendations of the 2022 Updated Disparity Study conducted by MGT of America.

The City, County, and Blueprint intend to institute and maintain an MWBE Program and an SBE Program that provide for:

- A. Representative utilization of MWSBE firms in all aspects of City, County, and Blueprint procurement activity.
- B. Elimination of any institutional and procedural barriers which would prohibit active

¹ Although the City of Tallahassee Procurement Services Division administers solicitations for the Consolidated Dispatch Agency (CDA) and Capital Region Transportation Planning Agency (CRTPA), this policy does not apply to the solicitations of the CDA and does not apply to the solicitations of the CRTPA.

participation in City, County, and Blueprint procurement opportunities.

- C. Training, education and technical assistance to enhance opportunities for MWSBE firm participation in the City, County, and Blueprint purchasing and contracting activities.
- D. Public information on the opportunities available for doing business with the City, County, and Blueprint.

IV. OBJECTIVES

- A. To provide minority, women, and small businesses in the Market Area equal access and opportunities to compete and be awarded contracts and purchases.
- B. To remedy any disparate treatment of minority, women, and small businesses attempting to do business with the City, County, and/or Blueprint.
- C. To effectively communicate procurement and contracting opportunities, business and professional development resources for minority, women, and small businesses.

V. BACKGROUND

In 2016, the City and County merged their respective supplier diversity offices into the Office of Economic Vitality (OEV) Minority, Women, and Small Business Enterprise (MWSBE) Division. OEV commissioned the Disparity Study in 2017 to determine whether evidence of disparity existed in the market, and if so, whether that disparity was sufficient to support an MWSBE Program that serves the City, County, and Blueprint.

In 2019 the Disparity Study revealed evidence of disparity sufficient to support the continuation of a race- and gender-conscious MWBE Program, as well as a single, consolidated MWBE Program and aspirational goals that serve all three entities. The IA Board accepted the 2019 Disparity Study at its June 27, 2019 meeting and directed staff to develop this policy with the support of City, County, and Blueprint staff and officials as well as external stakeholders in the contracting community.

On February 9, 2023, the IA Board approved and accepted the recommendations of the 2022 Updated Disparity Study conducted by MGT of America. MGT did not recommend any changes to the aspirational goals as a result of the 2022 Updated Disparity Study. This Policy has incorporated five of the ~~six~~ recommendations. The recommendation that was not incorporated was Recommendation C: Advertisement Assistance, which will be implemented as a process of the MWSBE Division.

VI. DEFINITIONS

The terms and words used in this policy are defined below.

1. "Affiliate" or "Affiliation" – When the owner of a firm either directly or indirectly controls or has the power to control another firm; a third party or parties controls or has the power to control both; or other relationships between or among parties exist such that affiliation may be found between the two firms. A firm is an affiliate of another when the owner of the firm has possession, direct or indirect of either: (i) the ownership of or ability to direct the voting of, as the case may be, more than fifty percent (50%) of the equity interest, value, or voting power of such firm, or (ii) the power to direct or cause the direction of the management and policies of such firm whether through the ownership of voting securities by contract or otherwise. In determining whether a firm is an affiliate with another firm or with an owner of another firm, consideration will be given to all appropriate factors including but not limited to common ownership, common management, contractual relationship, and shared facilities.
2. "Applicant" – a person who has submitted an application for certification as an MBE, WBE, or SBE to the MWSBE Division of the Office of Economic Vitality.
3. "Apprentice" – Any person who is enrolled in and participating in an apprenticeship program registered with the Florida Department of Education or the United States Department of Labor. If a registered apprenticeship program does not exist for the type of work on the construction project, then apprentice means any person who is participating in a company-sponsored training program for that type of work.
4. "Apprenticeship or externship relationship" – The relationship between a prime or subconsultant or subcontractor and apprentices or externs participating in a qualifying apprenticeship or externship program.
5. "Award" – The final selection of a respondent for offer of a specified prime contract or subcontract dollar amount. Awards are made by the City, County, and Blueprint to prime contractors or consultants or by prime contractors or consultants to subcontractors or subconsultants, usually pursuant to solicitations.
6. "Broker" – A person or firm engaged as a subcontractor or subconsultant whose sole involvement in a contract is for the purpose of collecting a broker's commission or fee, and with the intent of not performing any of the direct labor activities or services by his or her employees, and who subcontracts his or her portion of the work to another firm or firms.
7. "Business days" – Monday through Friday, 8:00am to 5:00pm EST (not including City, County, or Blueprint observed holidays).
8. Business Categories for which the City, County, and Blueprint have established MWBE Aspirational Goals include the following and have the following meaning:
 - a) "Architecture & Engineering" – Architectural or engineering services provided by an appropriately licensed professional architect or engineer or by a professional architectural or

engineering firm related to architectural or engineering services.

- i. "Architecture" - When provided by an appropriately licensed architect or architectural firm that employs appropriately licensed architects, "architecture" will mean the rendering or offering to render services in connection with the design and construction of a structure or group of structures which have as their principal purpose human habitation or use, and the utilization of space within and surrounding such structures. These services include planning, providing preliminary study designs, drawings and specifications, job-site inspection, and administration of construction contracts.
 - ii. "Engineering" – Will include the term "professional engineering" and, when provided by an appropriately licensed professional engineer, licensed engineer, or an engineering firm that employs appropriately licensed professional or licensed engineers, "engineering" will mean any service or creative work, the adequate performance of which requires engineering education, training, and experience in the application of special knowledge of the mathematical, physical, and engineering sciences to such services or creative work as consultation, investigation, evaluation, planning, and design of engineering works and systems, planning the use of land and water, teaching of the principles and methods of engineering design, engineering surveys, and the inspection of construction for the purpose of determining in general if the work is proceeding in compliance with drawings and specifications, any of which embraces such services or work, either public or private, in connection with any utilities, structures, buildings, machines, equipment, processes, work systems, projects, and industrial or consumer products or equipment of a mechanical, electrical, hydraulic, pneumatic, or thermal nature, insofar as they involve safeguarding life, health, or property; and includes such other professional services as may be necessary to the planning, progress, and completion of any engineering services.
- b) "Construction" – Services that include the building, attaining, repairing, improving, or demolishing any public structure or building, or other public improvement of any kind to any public real property. "Construction" does not include routine operation, routine repair, or routine maintenance of existing buildings or facilities.
 - c) "Professional Services" – Any service provided by a person or firm that is of a professional nature, with special licensing, educational degrees, and unusual or highly specialized expertise. Examples include, but are not limited to Financial Services, Legal Services, Medical Services, and Advertising/Marketing Services. "Professional Services" do not include "Architecture & Engineering," which is separately defined herein.
 - d) "Other Services" – Any service that is labor intensive and not considered professional or construction services as defined above. Examples include, but are not limited to maintenance services, janitorial services, lawn services, employment services, and printing services.
 - e) "Materials and Supplies/Purchases" – Equipment and consumable items purchased in bulk or deliverable products. Examples of such include, but are not limited to equipment and parts, chemicals, and paper products.
9. "Calendar Days" – All days of the week.

10. "Certification" – Verification that a business meets all eligibility criteria for participation in the MWSBE Program as an SBE and/or an MBE or WBE.
11. "Certification Application" – Forms and documents an applicant must complete to be considered for Certification.
12. "Certified Minority Business Enterprise" – A for-profit business which has been certified to be a minority-owned business enterprise by the MWSBE Division of the Office of Economic Vitality.
13. "Certified Women Business Enterprise" – A for-profit business which has been certified to be a woman-owned business enterprise by the MWSBE Division of the Office of Economic Vitality as defined in this policy (not included in a minority group).
14. "Change Order" – Modification to the work scope, cost, or schedule phasing of a capital project contract, as authorized by the appropriate City, County or Blueprint authority. Also, for purposes of this policy, Change Order will include budget transfers and supplemental appropriations.
15. "Commercially Useful Function" (CUF) - A business performs a "Commercially Useful Function" when the business: (a) is responsible for the execution of a distinct element of work or services; (b) carries out its obligation by actually performing, managing, or supervising the work involved; (c) performs work that is normal for its business, services and function; and (d) is not further subcontracting a portion of the work that is greater than that expected to be subcontracted by normal industry practices. A prime contractor or consultant, subcontractor or subconsultant, or supplier will not be considered to perform a Commercially Useful Function if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of MWBE participation.
16. "Consultant" - Any person, firm, or legal entity that provides professional services governed by the Florida Consultants Competitive Negotiation Act and that has entered into a contract with the City, County, or Blueprint, or any of their contracting agencies.
17. "Contract" - Any agreement, regardless of what it may be called, between the City or County and a person, firm or legal entity to provide or procure labor, materials, supplies, or services to, for, or on the behalf of the City or County.
18. "Contractor" - Any person, firm, or legal entity, except those governed by the Consultants Competitive Negotiation Act, that has entered into a contract with the City, County, or Blueprint, or any of their contracting agencies.
19. "Control" – An applicant firm owner exercises control over the firm's operations, work, management, and policy. Indication of control may include the following:
 - a) Applicant firm owner(s) must demonstrate the ability to make unilateral and independent business decisions as needed to guide the future and destiny of the business, and their business must not be subject to any formal or informal restrictions that limit the customary discretion of such owner(s). There can be no restrictions through corporate provisions, by-law provisions, contracts or any other formal or informal devices that prevent the owner(s) from making any business decision of the firm without the cooperation or vote of another entity or person that is not an owner(s) or who would not be eligible for the MWBE Program.

- b) Applicant firm owner(s) must control the day-to-day operations of the business in critical area(s). Administrative responsibilities alone are not sufficient to prove control. The owner(s) may delegate various areas of the management or daily operations of the business to other persons, who would not be eligible for the MWBE Program or who are not owners, only if such delegation is typical in the industry for such business and such delegation is revocable.
 - c) Applicant firm owner(s) must have an overall understanding of, and managerial and technical competence, experience, and expertise directly related to the firm's operations and work.
20. "Director of PLACE" – The Director of the Department of Planning, Land Management, and Community Enhancement (PLACE).
 21. "Front" – A business that intentionally and/or falsely holds itself out as a business that is controlled or owned at least 51% by a minority or minorities, or by a woman or women, when in fact it is not.
 22. "Good faith effort" – Effort made in good faith by a respondent to meet project specific MWBE goals. Respondents may demonstrate good faith effort by meeting the project specific goals, or by demonstrating it has made reasonable effort to do so by submitting documentation of good faith effort.
 23. "Graduation" – A firm's ineligibility to be certified as an MWSBE firm with the MWSBE Division of the Office of Economic Vitality because the firm has exceeded the size standards set forth in this policy.
 24. "Independent" – A firm whose viability does not depend on its relationship with another firm is independent. Recognition of an applicant firm as a separate entity for tax or corporate purposes is not necessarily sufficient to demonstrate that a firm is independent. Indicators that a firm is independent include: (i) relationships with other businesses in such areas as personnel, facilities, equipment, financial and/or bonding support, and other resources; (ii) whether present or recent family, or employer/employee relationships compromise the applicant owner(s)' independence; and (iii) whether the applicant owner(s)' exclusive or primary dealings with a prime contractor compromises the applicant owner(s)' independence.
 25. "Joint Venture" – As used in this policy is a short-term business association—a separate legal entity like a corporation or LLC—consisting of certified MWBE firm(s) and non-MWBE firm(s) or certified MWBE firms formed to carry on a single business activity which is limited in scope and duration, which the parties jointly undertake for a transaction, for which they combine their property, capital, efforts, skills, and knowledge. Generally, each party will contribute assets and share risks. Joint ventures can involve any type of business transaction and the parties involved can be individuals, groups of individuals, companies, or corporations.
 26. "Market Area" – The geographical area consisting of the following Florida counties: Leon, Gadsden, Jefferson, and Wakulla.
 27. "Majority Ownership" or "Majority Owner" – Owning no less than 51% of a business enterprise.
 28. "Manufacturer" – Will mean a person or firm engaged in the process of making, fabricating, constructing, forming or assembling a product(s) from raw, unfinished, semi-finished, or finished

materials through a direct contract/agreement on behalf of the general contractor.

29. "Mentor-Protégé relationship" - A Mentor-Protégé relationship exists when an experienced company, firm, or individual (Mentor) provides assistance and training to an MWBE firm (Protégé).
30. "Minority Business Enterprise" (MBE) – A firm whose MBE Certification is recognized, current, and accepted by the MWSBE Division of the Office of Economic Vitality.
31. "Minority or Women Business Enterprise" (MWBE) – Refers jointly to MBE and WBE firms or the policies and procedures related thereto.
32. "Minority Person" or "Minority" - An individual who is a citizen of the United States, or a lawfully admitted permanent resident, and who identifies himself or herself as being African, Hispanic, Asian, or Native American.
 - a) "African American" – All persons having origins in any of the Black racial groups of Africa.
 - b) "Hispanic American" – All persons having origins from a Hispanic country regardless of race.
 - c) "Asian American" – All persons having origins in the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands.
 - d) "Native American" - Persons who are enrolled members of a federally or State recognized Indian tribe, Alaska Natives, or Native Hawaiians.
33. "Minority, Women, or Small Business Enterprise" (MWSBE) – Refers collectively to MBE, WBE, and SBE firms or the policies and procedures related thereto.
34. "MWSBE Director" – The Director of the MWSBE Division of the Office of Economic Vitality.
35. "MWSBE Program" – The programs and efforts under the provisions of this policy, either directly or through partners, to enhance participation in City, County, and Blueprint contracts to achieve parity between spending with MBE, WBE, and SBE firms and their existence in the local market.
36. "NAICS (North American Industry Classification System)" – The standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.
37. "Office of Economic Vitality (OEV) Director" - The Director of the Office of Economic Vitality.
38. "Owner" or "Ownership" – The person(s) who own(s) a business.
39. "Participation Plan" – The portion of a response to a solicitation provided by a respondent giving detailed information regarding respondent's plan to meet the project specific goals contained in the solicitation, intention to comply with this policy, and intention to utilize certified MBE and WBE firms to meet the project specific goals.
40. "Partnership or Association" - A short-term business association—a partnership or association—

consisting of certified MWBE firm(s) and non-MWBE firm(s) or certified MWBE firms formed to carry on a single business activity which is limited in scope and duration, which the parties jointly undertake for a transaction, for which they combine their property, capital, efforts, skills, and knowledge. Generally, each party will contribute assets and share risks. Partnerships or Associations can involve any type of business transaction and the parties involved can be individuals, groups of individuals, companies, or corporations. For the purposes of this policy, Partnerships and Associations are held to all the same standards as Joint Ventures with the exception of the requirement that the businesses form a separate legal entity.

41. "Pre-Bid Meetings" or "Pre-Proposal Meetings" – A meeting held for respondents to gather information about a solicitation prior to the respondent due date.
42. "Prime" – A person or firm who is qualified and responsible for the entire project, who may have one or more subcontractors or subconsultants, and with whom the City, County, or Blueprint has a direct contractual relationship. A prime contractor provides goods or performs a service not governed by section 287.055, Florida Statutes. A prime consultant performs professional architectural, engineering, landscape architectural, or surveying and mapping services governed by section 287.055, Florida Statutes.
43. "Principal Place of Business" – A location wherein a firm maintains a physical office and through which it obtains no less than fifty percent (50%) of its overall customers or sales dollars.
44. "Present Business Relationship" – A shared space, equipment, financing, employees, or both firms having some of the same owners.
45. "Project specific goals" – The percentage of MBE and WBE participation for a particular procurement opportunity.
46. "Purchasing" or "Procurement" - Buying, renting, leasing or otherwise obtaining or acquiring any goods, supplies, materials, equipment, or services.
47. "Regular Dealer" – A firm that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. To be a regular dealer, the firm must be an established, regular business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question.
 - (a) A person may be a regular dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business as provided in this paragraph if the person both owns and operates distribution equipment for the products. Any supplementing of regular dealers' own distribution equipment will be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis.
 - (b) Packagers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not regular dealers within the meaning of this paragraph.
48. "Reserved" – A contracting practice restricting eligibility for the competitive award of a contract solely to SBE firms.

49. "Respondent" – The person or party that responds to a solicitation.
50. "Response" – A bid, proposal, statement of qualifications, or other response to a solicitation.
51. "Small Business Enterprise" (SBE) – A firm whose SBE Certification is recognized, effective, and accepted by the MWSBE Division of the Office of Economic Vitality.
52. "Small Business Enterprise Program" (SBE Program) – Those components of this policy that target increased participation of SBE firms in City, County, and Blueprint procurement, including the coordination with other entities and agencies that assist small businesses through various means such as education and networking.
53. "Solicitation" – Any request for proposals, request for qualifications, invitation for bids, invitation to bid, or other document issued by the City, County, or Blueprint seeking goods or services.
54. "Solicitation Development Meeting" – An internal staff meeting to create and develop solicitations and discuss potential MWBE goals, SBE reserved or unbundling, or other elements of this policy applicable to the solicitation under development.
55. "Subcontract" - Any agreement, arrangement, or understanding, written or otherwise, between a prime contractor or consultant and any party (in which the parties do not stand in relationship of employer and employee) which assigns some of the obligations of the contract:
 - a) For the furnishing of supplies or services or for the use of real personal property; including lease arrangements which, in whole or in part, are utilized in the performance of one or more contracts with the City, County, or Blueprint; or
 - b) Under which any portion of the prime's obligation under one or more contracts with the City, County, or Blueprint is performed, undertaken, or assumed.
56. "Supplier" - A business that furnishes needed items to a prime contractor or consultant, and (i) is either involved in the manufacture or distribution of the supplies or materials; or (ii) otherwise warehouses and ships the supplies.
57. "Tallahassee-Leon County MWSBE Citizens Advisory Committee" - Consists of eleven members: four appointed by the County Commission, four appointed by the City Commission, and one nominated appointee each from the Big Bend Minority Chamber of Commerce, Capital City Chamber of Commerce, and the Greater Tallahassee Chamber of Commerce. Members serve two-year terms with vacancies being filled for the remainder of a term; and, reappointments will be limited to three consecutive terms. The Committee will be chaired by a Chairperson nominated and elected by the members of the Committee.
58. "Unbundle" – The act of separating projects or large projects into smaller projects which may be more suitable for MWSBE participation.
59. "Woman" or "Women" – ~~A n American~~ A woman who has not self-identified, within the definition of this policy, as a Minority Person or Minority.
60. "Women Business Enterprise" (WBE) - A business whose WBE Certification is recognized,

effective, and accepted by the MWSBE Division of the Office of Economic Vitality.

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VII. ORGANIZATION AND RESPONSIBILITY

A. City of Tallahassee City Commission, Leon County Government, and IA Board

The City of Tallahassee City Commission, Leon County Government, and IA Board are responsible for policy decisions as they relate to the MWBE Program and SBE Program.

B. Intergovernmental Management Committee (IMC) and Director of PLACE

The IMC, consisting of the City Manager and County Administrator, and the Director of PLACE are responsible for:

1. The joint administration of the MWBE and SBE Programs.
2. Promulgation of any amendments to this policy to ensure consistency with any law, regulation, or grant requirement.

C. MWSBE Division of the Office of Economic Vitality

The MWSBE Division is responsible for:

1. The administration and management of the MWBE and SBE Programs on a day-to-day basis, including organizing or participating in pre-solicitation development meetings with City, County, and Blueprint.
2. Certification of MBE, WBE, SBE, and DBE firms.
3. Scoring of MBE, WBE components of solicitations.
4. Receiving and evaluating quarterly MWSBE Participation Reports and providing a quarterly and annual report on MWSBE participation.
5. Reviewing forthcoming City, County, and Blueprint solicitations to generate an awareness by MWSBE firms of potential opportunities.
6. Providing technical assistance and training to MWSBE firms to facilitate a better understanding of solicitation and contracting procedures.
7. Maintaining communication with minority and non-minority contractor's associations, the construction industry, financial institutions, community organizations, and businesses in general.
8. Monitoring of City, County, and Blueprint contracts with MWSBE participation and assisting in resolution of contract problems.
9. Creating project specific MWBE goals on a case-by-case basis, taking into account the availability of MWBE firms in each contracting and procurement category.

10. Establishing written procedures to implement the MWBE and SBE Programs, including the certification of businesses as MBE, WBE, and SBE firms.
11. Assessing the certification applications for the MWBE and SBE Program and coordinating certifications with the City, County, and Blueprint.
12. Maintaining a database of MWSBE firms and providing assistance to City and County departments and Blueprint in identifying MWSBE firms for anticipated procurements.
13. Identifying and working to eliminate barriers that inhibit MWSBE participation in City, County, and Blueprint procurement processes.
14. Establishing realistic MBE and WBE project specific goals.
15. Identifying procurement opportunities for competition among SBEs.
16. Monitoring the utilization of MWSBEs and the progress of the MWSBE Program to ensure that MWSBEs have opportunities to participate in City, County, and Blueprint procurement of goods and services, and report on the progress of the MWSBE Program at least annually.
17. Implementing mechanisms and procedures for monitoring utilization of MWSBEs in accordance with contract requirements.
18. Performing outreach by networking with state and local government, nonprofit, professional, and trade organizations and participating in conventions and seminars sponsored and widely-attended by MBE, WBE, and SBE firm owners.
19. Complying with this policy.

D. City Procurement Services Division and County Purchasing Division

The City Procurement Services Division and County Purchasing Division are responsible for:

1. Obtaining project-specific goals for each solicitation from the MWSBE Division before the solicitation is advertised to the public, including organizing or participating in pre-solicitation development meetings.
2. Organizing pre-solicitation development meetings and pre-bid or pre-proposal meetings.
3. Notifying the MWSBE Division of Change Orders and other contract compliance information that affect MBE, WBE, or SBE firms.
4. Maintaining accurate data in the contract compliance process and electronic tracking system.
5. Accepting recommendations to initiate debarment procedures for violations of this policy.
6. Complying with this policy.

E. City and County Departments, Blueprint, and Appointed Officials

City and County departments, Blueprint, and appointed officials are responsible for:

1. Assisting in the promotion of the MWBE and SBE Programs and participating in the MWBE and SBE Programs.
2. Coordinating with OEV to improve the utilization of MWSBE firms within each entity.
3. Utilizing the MWSBE Directory and documenting effort to secure MWSBE participation.
4. Reporting MWSBE utilization for entry into the contract compliance process and electronic tracking system.
5. Complying with this policy.

F. Tallahassee-Leon County MWSBE Citizens Advisory Committee

The Tallahassee-Leon County MWSBE Citizens Advisory Committee is responsible for:

1. Monitoring the progress of the MWSBE Program toward achieving program performance goals established by the City Commission, Board of County Commissioners, and the IA Board.
2. Reviewing and providing MWSBE policy alternatives, as well as providing programmatic recommendations relative to seeking resolution of disputes regarding Certification.
3. Scheduling and implementing meetings which will be noticed and open to the public; recording and maintaining minutes of any such meetings.

VIII. MWBE PROGRAM

To ensure that MBE and WBE firms in the Market Area have equal opportunity to engage in City, County, and Blueprint business, the MWBE Program encourages respondents to engage MBE and WBE firms as subcontractors or subconsultants in responses to City, County, and Blueprint solicitations. Each solicitation that is capable of being broken down into work that may be sublet will be issued with a project specific MWBE goal set by the MWSBE Division. Respondents are required to meet the project specific goal or provide documentation of their good faith effort to engage MWBE firms.

To ensure the narrow tailoring of the MWBE Program, the City, County, and Blueprint are responsible for maintaining accurate records documenting all spending with prime contractors and consultants and subcontractors and subconsultants. Therefore, uploading accurate and complete data in the City, County, and Blueprint contract compliance process and electronic tracking system is a necessary component of the MWBE Program. Accurate and complete data is necessary for the creation of narrowly tailored MWBE Aspirational Goals.

A. Pre-Bid Meetings

Pre-bid meetings will be mandatory if an aspirational goal is assigned. If no goal is assigned, then a pre-bid meeting may be optional. Pre-bid meetings may be conducted in person or virtual. The time and date for any pre-bid meeting shall be as stated in the solicitation document or addendum. Subcontractors may attend the pre-bid meeting.

A.B. MWBE Aspirational Goals

Each project specific goal is based on both the current availability of MWBE firms in the Market Area and an aspirational goal intended to remedy past disparate treatment of MWBE firms identified in the 2019 Disparity Study. The MWBE aspirational goals were developed based on a comparison of two groups of percentages. First, the 2019 Disparity Study identified the percentage dollars spent with MWBE firms out of the total spending for the City, County, and Blueprint. Second, the 2019 Disparity Study identified the actual percentage of MWBE firm availability in the Market Area. Disparity exists when the percentage of MWBE spending is less than MWBE firm availability. The MWBE aspirational goals are intended to lift MWBE spending up to the level of MWBE availability in the Market Area.

TABLE 1
2019 DISPARITY STUDY MWBE ASPIRATIONAL GOALS

2019 Disparity Study Aspirational Goals		
Procurement Category	Aspirational MBE Goal	Aspirational WBE Goal
Construction Prime Contractors	5.00%	4.00%
Construction Subcontractors	14.00%	9.00%
Architecture & Engineering	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

B.C. Project Specific Goals

The MWBE Program is intended to ensure utilization of MWBE firms in all aspects of City, County, and Blueprint procurement activity and to award contracts with MWBE participation consistent with the MWBE aspirational goals. In furtherance of that intent, project specific MWBE goals will be established for each solicitation with the goal of achieving overall MWBE participation as outlined in Table 1. Only the dollars expended with certified MWBE firms from the local Market Area will be counted towards satisfying the project specific MWBE goals. More details on counting MWBE utilization can be found in Section XI.

1. City and County Departments and Blueprint will plan their solicitations to provide ample time for the MWSBE Division of OEV to establish project specific goals for inclusion into each solicitation, where feasible, before the City Procurement Services Division and Leon County Purchasing Division advertise the solicitation to the public.
2. City Procurement Services and County Purchasing Divisions will obtain a project specific goal established for each individual solicitation from the MWSBE Division before the solicitations are advertised to the public.
 - a. As part of the creation of a solicitation document, City, County, and Blueprint project managers will make an effort to identify components in the solicitation's scope of work or scope of services that may reasonably be performed or supplied by a subcontractor or subconsultant and the percentage of the total contract value that those components represent. City, County, and Blueprint project managers will promptly notify the purchasing agent—the responsible employee of the City Procurement Services or County Purchasing Division—of the percentage identified above and the type of work included in that percentage.
 - b. City Procurement Services and County Purchasing Divisions ~~will~~ may schedule a pre-solicitation development meeting including the MWSBE Division. Pre-solicitation development meetings may occur in person or via teleconference, video conference, email, or other technology. Following pre-solicitation development meetings, the MWSBE Division will report the project specific goals to the City Procurement Services or County Purchasing Divisions. Project specific goals may be lower than the aspirational goals or may be inappropriate for a particular solicitation as described below.
3. The project specific goals for individual solicitations may be higher or lower than the aspirational goals identified in Table 1 and should reflect realistic MWBE availability for a particular project. The MWSBE Division will determine project specific goals for each solicitation based on contract compliance and supplier diversity industry standards.
4. Project specific goals are considered the minimum level of MBE or WBE participation expected for a particular procurement. Project specific goals are considered targets set to achieve participation levels commensurate with available businesses, and for which there are opportunities for exemptions based upon good faith effort.
5. Project specific goals will be reasonable and give consideration to both subcontracting opportunities and the availability of MBE firms or WBE firms in the Market Area who are capable

of performing the work.

6. Project specific goals may not be appropriate when subcontracting is not reasonable or permitted. Where the MWSBE Division has determined that project specific goals are not appropriate for a solicitation, the MWSBE Director will notify the Procurement Services or Purchasing Director that the MWSBE Division has recommended no project specific goals or project specific goals lower than the aspirational goals.
7. In the event of an emergency purchase under the City Purchasing Manual Section 3.12 or County Purchasing Policy No. 96-1 Section 5.11, project specific goals may be waived.
8. In cases where it is not reasonable to set project specific goals, the MWSBE Director may encourage MWBE participation through respondent's purchase of goods or services from MWBE firms, consistent with the project specific goals, or provide for any combination thereof.
9. Project specific goals will apply to all respondents, including MBE, WBE, and SBE firms. When an MBE or WBE firm is the prime contractor or consultant, the goal is fulfilled for their certification designation and the other portion of the goal must be fulfilled. For example, if a certified MBE firm responds to a solicitation as a prime contractor, the goal for MBE participation is fulfilled. The MBE prime contractor remains responsible for meeting the goal for WBE participation.
10. To meet project specific goals, all City and County departments and Blueprint will cooperate with the MWSBE Division and make every reasonable effort, consistent with this policy, to utilize MWBE firms when available. The MWSBE Director will coordinate and promote the process by taking active steps to encourage full participation of certified, capable, and competitive MBE and WBE businesses and by keeping staff informed of MWSBE availability.
 - a. Each department will be responsible for obtaining MWBE participation at the minimum level identified in Table 1. All purchases for goods and services will be made in conformance with the City and County Purchasing Manuals.
 - b. The MWSBE Division will annually evaluate relevant expenditure and contracting data to determine the performance and progress of the MWBE Program with the assistance of the City and County Budget Offices, City Procurement Services Division and County Procurement Division, and any other applicable departments.

D. Aggregate Aspirational Goals

The MWSBE Division may assign an aggregate aspirational goal to a project based on the project's scope, specifications, and availability of certified MWBE firms in the local Market Area of MWBE firms to provide the services. The aggregate goal can be satisfied by utilizing certified MBE firms or WBE firms or a combination thereof.

C-E. Good Faith Effort Documentation

In those instances where a respondent has failed to meet the MWBE goals in whole or in part at the time of response submittal, there is a rebuttable presumption that MWBE firms were available for the project. The burden of proof then shifts to the respondent to rebut this presumption through documentation of

its good faith effort (GFE). In those cases, the respondent—even a respondent that is a certified MWSBE firm or a non-MWSBE firm participating in a Joint Venture, Partnership, and Association; Mentor-Protégé; or Apprenticeship arrangement—must submit documentation of GFE with the response to the solicitation.

Each of the following activities are worth 10 points towards documentation of GFE. A combination of the following activities reaching a minimum of 50 points will demonstrate GFE:

1. Attendance at pre-bid or pre-proposal meeting, if applicable.
2. Submission of c~~opies~~ of written correspondence sent to the MWSBE Division no later than fifteen (15) business days before the solicitation response deadline seeking help in identifying firms available to meet the project specific goals.
3. Submission of c~~opies~~ of advertisements placed by the respondent in the local newspaper and minority publications in the Market Area announcing the project and seeking MBE or WBE participation.
4. Submission of c~~opies~~ of written correspondence sent to a certified MBE or WBE firms. The correspondence should include:
 - a. The specific work the contractor intends to subcontract;
 - b. That interest in participation by the MWBE firm on the contract is being solicited; and,
 - c. How to obtain information for the review and inspection of contract plans and specifications.
5. Submission of d~~ocumentation~~ that the respondent selected economically feasible portions of work to be performed by MWBEs, including, where appropriate, breaking down contracts or combining elements of work into economically feasible units. (The ability of the contractor to perform the work with its own work force will not in itself excuse a contractor from making positive efforts to meet contract goals).
6. Submission of d~~ocumentation~~ that the respondent negotiated in good faith with interested MWBE firms and did not reject any interested MWBE firms without sound business reasons. Price alone does not constitute a sound business reason unless the respondent can demonstrate that no reasonable price can be obtained from an MWBE firm.
7. Submission of d~~ocumentation~~ that the respondent reviewed all quotations received from MWBE firms, and for those quotations not accepted, an explanation of why the MWBE will not be used during the course of the contract. (Receipt of a lower quotation from a non-MWBE will not in itself excuse a contractor's failure to meet contract goals).
8. Submission of d~~ocumentation~~ detailing respondent's effort to contact MBE and WBE firms who provide the services needed for the solicitation and indicating that the respondent provided ~~ample time~~ no less than 10 days for potential MWBE firms to respond, including a chart outlining the methods of contact and schedule or time frame in which respondent conducted its good faith effort.

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9. Submission of Documentation that the respondent offered to provide interested MWBE firms with assistance in reviewing the solicitation plans and specifications at no charge to the MWBE firms.
10. Submission of Documentation of follow-up telephone calls with potential MWBE firms encouraging their participation.

Respondents should contact the MWSBE Division immediately for guidance and assistance in any of the following events: (1) the respondent anticipates or has difficulty identifying an MWBE firm to meet project specific goals; (2) the respondent cannot identify portions of the work that can be contracted to MWBE firms; or (3) the respondent determines that contracting portions the work to another entity is not possible.

D.F. Evaluating MWBE Participation in Solicitations

Every City, County, or Blueprint solicitation issued with project specific goals will contain language and forms describing how respondents must demonstrate their utilization of MWBE firms to meet the project specific goals for MWBE participation.

1. Responsiveness for All Solicitations

The MWSBE Division will review for responsiveness all responses to solicitations that are assigned project specific goals during the solicitation development process. This includes both solicitations that involve the scoring of points and solicitations awarded based primarily on price. The MWSBE Division will deem responses responsive to the MWBE section of the solicitation if they include a completed MWBE Participation Plan that is eligible for points and/or Good Faith Effort documentation. As described below, responses that do not include an MWBE Participation Plan or that include an incomplete MWBE Participation Plan that is not eligible for points may be deemed responsive to the MWBE portion of the solicitation if they include Good Faith Effort documentation.

TABLE 2
MWBE RESPONSE EVALUATION: RESPONSIVENESS

MWBE Response Evaluation: Responsiveness	
Recommendation	Response
RESPONSIVE	<ul style="list-style-type: none"> • Completed MWBE Participation Plan and MWBE Section that is eligible for full points; • Completed MWBE Participation Plan and MWBE Section that is eligible for partial points and completed Good Faith Effort documentation demonstrating why respondent could not meet the full project specific goal; OR • Completed Good Faith Effort documentation.
NON-RESPONSIVE	<ul style="list-style-type: none"> • Completed MWBE Participation Plan and MWBE Section that is eligible for partial points but no Good Faith Effort documentation demonstrating why respondent could not meet the full project-specific goal;

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	<ul style="list-style-type: none"> • An MWBE Participation Plan that is incomplete, unsigned, or otherwise ineligible for points and no Good Faith Effort documentation; OR • No MWBE Participation Plan or completed Good Faith Effort Documentation.
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Upon evaluation of all responses to a solicitation, the MWSBE Division will inform the Purchasing or Procurement Division of its evaluation of responsiveness to the MWBE portion of the solicitation. Responses that do not meet the above criteria may be deemed non-responsive by the Purchasing or Procurement Division and be ineligible for award. The Purchasing or Procurement Divisions' determinations of responsiveness will be governed by the applicable Purchasing Manual or Procurement Policy of the appropriate entity (City, County, or Blueprint).

2. Point Evaluation for Scored Solicitations (CCNA Professional Services)

For solicitations seeking professional services governed by the Florida Consultants' Competitive Negotiations Act (CCNA)—professional architectural, engineering, landscape architectural, or surveying and mapping services—that have project specific goals, the MWSBE Division will award points during the solicitation evaluation process. The MWSBE Division may award points for an MWBE Participation Plan and associated documents demonstrating the following: (1) committing to utilizing a certified MWBE firm or firms holding an MWBE certification in conformance with the project specific goals, monitoring requirements, and the requirements of this policy; and (2) identifying the certified MWBE firm(s). Points will be identified in each solicitation.

3. Point Evaluation for Scored Solicitations (All Other Services)

For solicitations seeking other services not governed by CCNA, for which the solicitation evaluation process involves scoring and has project specific goals, the MWSBE Division will award points during the solicitation evaluation process. Each solicitation will identify the points associated with the MWBE section of each solicitation.

Generally, the maximum number of points available for the MWBE section of solicitation is a total of **12 points**.

A total of **10 points** can be awarded for an **MWBE Participation Plan**:

- a. Submission of an **MWBE Participation Plan** will earn **10 points** for meeting the following requirements: (1) utilizing an MWBE firm or firms holding an MWBE Program certification; (2) meeting the project specific goal for both MBE and/or WBE utilization based on percentage of the contract value paid to the MWBE firm(s); and (3) agreeing to monitor the work of the MWBE firms, provide subcontractor and subconsultant payment information to the MWSBE Division, and abide by this policy.
- b. Submission of an **MWBE Participation Plan** will earn **5 points** if it meets (1) and (3) above but only meets a portion of the project specific goal for both MBE and/or WBE utilization in (2) above. Such responses must include **Good Faith Effort documentation** demonstrating why respondent could not meet the full project specific goal to remain responsive.

Demonstrating one or more of **Joint Venture, Partnership, and Association; Mentor-Protégé; or**

Minority, Women, and Small Business Enterprise Policy

apprenticeship or externship relationships may earn an additional 2 points.

Table 3 on the next page indicates the points available for an MWBE scoring for non-CCNA solicitations.

Table 4 on the next page lists all possible MWBE score outcomes and how they may be obtained.

TABLE 3
MWBE EVALUATION

MWBE Evaluation: Scoring	
Score	Response
2 Points	MWBE Section demonstrating Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship relationship is eligible to earn 2 points
5 Points	An MWBE Participation Plan that meets the following requirements is eligible for 5 Points: <ol style="list-style-type: none"> 1. Utilizing an MWBE firm or firms holding an MWBE Program certification. 2. Meeting a portion of the project specific goals for MBE and/or WBE utilization based on the percentage of the contract value ultimately paid to MWBE firms. 3. Agreeing to monitor the work of the MWBE firms, provide subcontractor and subconsultant payment information to the MWSBE Division, and abide by this policy.
10 Points	An MWBE Participation Plan that meets the following requirements is eligible for 10 Points: <ol style="list-style-type: none"> 1. Utilizing an MWBE firm or firms holding an MWBE Program certification. 2. Meeting the project specific goals for MBE and/or WBE utilization based on the percentage of the contract value ultimately paid to MWBE firms. 3. Agreeing to monitor the work of the MWBE firms, provide subcontractor and subconsultant payment information to the MWSBE Division, and abide by this policy.

TABLE 4
MWBE SCORE OUTCOMES

MWBE Score Outcomes	
Score	Response
2 Points	MWBE Section demonstrates Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship, but the MWBE Participation Plan is ineligible for 5 or 10 points. Good Faith Effort documentation demonstrating why respondent could not meet the project specific goal is necessary for responsiveness.
5 Points	Submission of an MWBE Participation Plan that demonstrates (1) utilization of a certified MWBE firm, (2) meets a portion of the project specific goals for MBE and/or WBE utilization, (3) agreeing to monitor. Does not demonstrate Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship. Good Faith Effort documentation demonstrating why respondent could not meet the project specific goal is necessary for responsiveness.
7 Points	Submission of an MWBE Participation Plan that demonstrates (1) utilization of a certified MWBE firm, (2) meets a portion of the project specific goals for MBE and/or WBE utilization, (3) agreeing to monitor. Also demonstrates Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship. Good Faith Effort documentation demonstrating why respondent could not meet the project specific goal is necessary for responsiveness.
10 Points	Submission of an MWBE Participation Plan that demonstrates (1) utilization of a certified MWBE firm, (2) meets the project specific goals for MBE and/or WBE utilization, (3) agreeing to monitor. Does not demonstrate Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship.
12 Points	Submission of an MWBE Participation Plan that demonstrates (1) utilization of a certified MWBE firm, (2) meets the project specific goals for MBE and/or WBE utilization, (3) agreeing to monitor. Also demonstrates Joint Venture, Partnership, and Association; Mentor-Protégé;

	or apprenticeship or externship relationship.
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E.G., Substitutions or Replacements

It is the intent of this policy to ensure that MWBE firms identified by respondents in their responses are the firm(s) with which the respondents actually do business as prime contractors or consultants. However, the prime may, under specific circumstances and for good cause, substitute or replace the original certified MWBE firm with another certified MWBE firm. Such substitution will only be made with the prior approval of the MWSBE Division based on a written statement of good cause. The substitution or replacement must not result in MWBE participation lower than provided for in the original response and the substitution will not dramatically affect the percentage distribution by MWBE groups. A prime that substitutes MWBE firms without the prior written approval of the MWSBE Division may be subject to penalties.

The MWSBE Division will not count dollars spent with an unauthorized MWBE firm fortowards satisfaction of the MWBE goal. The prime will remain responsible for meeting the MWBE goals as stated in the original contract.

1. For purposes of this policy, good cause includes, but is not limited to the following circumstances:
 - a. The listed MWBE firm fails or refuses to execute a written contract;
 - b. The listed MWBE firm fails or refuses to perform the work of its subcontract in a way consistent with normal industry standards;
 - c. The listed MWBE firm becomes bankrupt or insolvent;
 - d. The listed MWBE firm is ineligible to work on public works projects because of suspension and/or debarment proceedings in accordance with City/County ordinances or applicable state law;
 - e. The City or County has determined that the listed MWSBE firm is not a responsible contractor;
 - f. The listed MWBE firm voluntarily withdraws from the project and provides to you written notice of its withdrawal;
 - g. The listed MWBE firm is ineligible to receive MWSBE credit for the type of work required;
 - h. MWBE firm owner dies or becomes disabled with the result that the listed MWBE firm is unable to complete its work on the contract; or,
 - i. Other documented examples of good cause submitted to MWSBE Director justifying the termination of the MWBE firm.
2. Good cause does not exist if the failure or refusal of an MWBE firm to perform work results from bad faith or discriminatory action of the prime; if the prime seeks to substitute, replace, or terminate the MWSBE to self-perform the MWSBE contractor's portion of work, or to substitute another MWSBE or non-MWSBE after contract award without prior written approval from the MWSBE.

3. Before submitting a request to terminate and/or substitute a MWSBE firm, the prime contractor must give notice in writing to the MWBE firm, with a copy to the MWSBE Director, of its intent to request to terminate and/or substitute, and the reason for the request.

F.H. Change Orders

The Procurement Services or Purchasing Division or City, County, or Blueprint project manager responsible for the contract work will notify the MWSBE Division of all change orders on contracts with MWSBE participation that alter payment to and work performed by any MWSBE firm. This information should be recorded through the contract compliance process and electronic tracking system. Notification of the MWSBE Division and record in the contract compliance process and electronic tracking system is necessary to maintain accurate data and accurate reporting. Accurate data and accurate reporting ensure narrow tailoring of the MWBE Program.

G.I. Bad Faith or Dishonesty in the Response

Bad faith or dishonesty in violation of the MWSBE Program in the response to a solicitation will be grounds for penalty as provided under section VIII.J below. Examples of bad faith or dishonesty in the response include but are not limited to the following:

1. Knowingly and willfully submitting an MWBE Participation Plan that includes false or misleading information for the purpose of winning a contract.
2. Knowingly and willfully submitting an MWBE Participation Plan that the respondent has no intention of following once the contract has been awarded.
3. Failure to in fact utilize an MWBE firm that was originally listed in a response to a solicitation to satisfy project specific goals, unless the respondent meets the requirements of Section VIII.E above.

H.J. Contract Compliance

The contract compliance process and electronic tracking system will have the ability to produce compliance, labor, and contract management reports to the City, County, and Blueprint, and to other stakeholders.

1. The City, County, and Blueprint will incorporate in their procurement contracts that All prime contractors and consultants, subcontractors and subconsultants, and MWBE subcontractors and subconsultants must maintain records for the period prescribed by Florida law and record retention policy after contract performance. All parties must make these records available for inspection by the MWSBE Division and the City, County, and Blueprint.
2. Prime contractors and consultants are required to maintain records of all progress payments that they have made. The MWSBE Division will periodically review and verify these records by obtaining certified statements from subcontractors or subconsultants.

H.K. Monitoring and Enforcement Mechanisms

The MWSBE Division will monitor and enforce this policy utilizing the following measures:

1. The designated MWSBE Division staff member will attend the post award project meeting, that is, the preconstruction or kickoff meeting. Note: In some instances of professional services contracts, a post award meeting may not be held. At such a meeting, MWSBE Division staff will discuss any MWSBE questions and/or procedures and ascertain any corrections or adjustments in the project schedule.
2. An MWSBE Division staff member determines, based upon the work that the MWBE firm is to perform and the project schedule, a schedule for random on-site monitoring. This on-site monitoring verifies the work performed by those contracted MWBE firms.
3. On site monitoring will be performed as applicable by MWSBE Division staff, construction inspectors, or project managers or their designees. Observations of the onsite visit will be documented on a monitoring checklist form. The form is to be completed, signed and dated by the staff person conducting the site visit.
4. Upon request of MWSBE Division staff, the prime must provide invoices or other documentation of payment to MWBE firms. MWSBE Division staff review the documentation submitted and check for MWSBE participation. For contract compliance purposes, MWSBE Division staff member may contact the MWSBE subcontractor to verify appropriate work and payment.
5. When a project involving MWSBE participation is completed and closed, the responsible department will notify the MWSBE Division and provide any information regarding changes in the scope or size of the project that affect MWSBE participation.
6. Any additional fact-finding which may be deemed necessary due to a lack of proper recordkeeping; failure of the prime contractor to cooperate; failure of MWSBE(s) to cooperate; or visible evidence of unsatisfactory performance; and may warrant further investigation.

H.L. Penalties and Remedies for Non-Compliance of Prime Contractors or Consultants

Penalties for non-compliance of prime contractors or consultants may include any and/or all of the following:

1. Withholding payment for work not completed on the project until the MWSBE Director determines that the contractor has complied with this policy as provided by contract. The MWSBE Director will set forth the basis for any such withholding in a written notice of non-compliance.
2. If the prime contractor is an MWBE firm, the prime may lose its MWBE Program certification for a period not to exceed three years at the discretion of the MWSBE Director, as set forth in a written notice of non-compliance.
3. If the MWSBE Director determines that evidence exists indicating a violation in a response as

described under Section VIII.G above, the MWSBE Director will issue a written notice of non-compliance and may recommend that the City Procurement Services Division or County Purchasing Division disqualify a respondent from further consideration for award.

4. If the MWSBE Director determines that evidence exists indicating that fraud or other unlawful activity has been committed by a certified MWSBE or majority prime contractor, such as falsely reporting the utilization of MWBE firms; or by an individual or firm attempting to benefit from or participate in the MWSBE Program, through fronting activity, false representation of a commercially useful function (CUF), or other fraudulent or unlawful activity, the matter will be referred to the appropriate legal authorities for prosecution and the City, County, or Blueprint Attorney's Office will be notified as appropriate. In the event that a conviction or guilty plea is obtained stemming from such criminal prosecution, the MWSBE Director will issue a written notice of non-compliance and recommend that the Procurement Services Manager or Purchasing Director initiate procedures to bar or suspend the entity from participation in City, County, or Blueprint contracts.
5. If the MWSBE Director determines that evidence exists indicating non-compliance that does not rise to the level of fraud or other unlawful activity by a certified MWSBE or majority prime contractor, the MWSBE Director will issue written notice of the non-compliance and make a recommendation to the Procurement Services Manager and/or Purchasing Director to initiate procedures to bar the firm and its principals from participation in City, County, or Blueprint contracts.

K.M. Notice of Non-compliance Right of Appeal

1. A prime contractor or consultant in receipt of a written notice of non-compliance will have the right to appeal. Prime must file an appeal in writing to the Office of Economic Vitality Director within seven (7) business days of receipt of the written notice of non-compliance from the MWSBE Director. Failure to file a timely appeal will be considered a waiver of the contractor or consultant's right to appeal the decision of the MWSBE Director.
2. The written appeal will indicate reason(s) and provide additional information, if appropriate, as to why the business believes the notice of non-compliance was issued in error.
3. The MWSBE Division will provide a written response acknowledging receipt of the correspondence to the business within seven (7) business days upon receipt of the formal appeal.
4. The Office of Economic Vitality Director will review the appeal and render a written final decision within thirty (30) calendar days of receipt of the formal appeal. This review by the Office of Economic Vitality Director is the final step available in the administrative process for an appeal of a notice of non-compliance.

IX. SBE PROGRAM

A. Objective

The City, County, and Blueprint intend to afford maximum utilization of MWSBE firms in all aspects of procurement activity and to award contracts with MWSBE participation consistent with the goals contained herein. A race- and gender-neutral program promotes the utilization of all SBEs, including MBE/SBE, and WBE/SBE firms in City, County, and Blueprint contracts.

This Small Business Enterprise Program benefits the City, County, and Blueprint by: (a) promoting competition in City, County, and Blueprint contracting; and (b) promoting economic growth and development in the Market Area. The small business standards set at 200 or fewer employees and a firm net worth of under \$5 million are reasonably reflective of business size in the Tallahassee Market Area.

The program will meet its objectives using a combination of the methods below. City Procurement Services and County Purchasing Divisions may schedule a solicitation development meeting including the MWSBE Division to identify whether a particular solicitation may be advertised as an SBE, including MBE/SBE, and WBE/SBE reserved solicitation or unbundled and advertised as multiple solicitations.

B. Reserved Projects

1. Where feasible, the City, County, and Blueprint may reserve contracts ~~valued at \$150,000 or less~~ for competition among only certified SBE firms.
2. If no SBE firms respond to a solicitation for reserved projects or the responses submitted are deemed too high or unreasonable based upon the nature of the service or prices for similar services in the local Market Area, then all responses will be rejected, and the project will be re-advertised in the normal manner to all prospective respondents.

C. Unbundling

The City, County, and Blueprint, where feasible, may “unbundle” projects or separate large projects into smaller projects which may be more suitable for small business participation. The MWSBE Division will review selected solicitations to determine whether portions of the project could be unbundled and advertised separately as part of the solicitation development meetings arranged by the City Procurement Services and County Purchasing Divisions. This determination will be made based on the estimated availability of small businesses able to provide specific scopes of work and will consider any economic or administrative burdens which may be associated with unbundling. The MWSBE Division will also monitor whether federally funded projects may be unbundled and advertised through separate solicitations. Similarly, the MWSBE Division will encourage prime contractors or consultants to subcontract to facilitate participation by small businesses. The MWSBE Division will assist the prime contractors or consultants in identifying portions of work which may be unbundled and subcontracted to SBE firms, including MBE/SBE and WBE/SBE.

D. Rotation System

The City, County, and Blueprint will use its best efforts to implement a rotation system for the selection of firms for services to be provided under a continuing services agreement. Selection of a firm is within the discretion of the City, County and Blueprint and the selection of the firm may be based on factors which may include the following: the expertise and skill set needed for certain projects; the availability of the firm to meet the project schedule; specific contract requirements; and the competitiveness of the firm's quote for the services.

X. MENTOR-PROTÉGÉ AND JOINT VENTURE, PARTNERSHIP, AND ASSOCIATION

The City, County, and Blueprint encourage Mentor-Protégé relationships and Joint Venture, Partnership, and Association to afford prime contracting and consulting opportunities for MWBE firms on City, County, and Blueprint projects. Where applicable, Mentor-Protégé relationships and Joint Ventures, Partnerships, and Associations will be worth 2 points towards a respondent's MWBE Score.

A. Mentor-Protégé Relationship

A Mentor-Protégé relationship exists when an experienced company, firm, or individual (Mentor) provides assistance and training to an MWBE firm (Protégé). The Mentor-Protégé relationship can range from technical or management assistance to the creation of a new agreement or jointly owned firm. No firm will be penalized based upon its participation or nonparticipation in a Mentor-Protégé Program.

1. The Protégé in any proposed Mentor-Protégé relationship must be a certified MWBE firm before application for MWSBE Division approval of the Mentor-Protégé relationship.
2. For purposes of making determinations of business size under this section, the MWSBE Division will not treat Protégé firms as affiliates of Mentor firms, when both firms are participating in an approved Mentor-Protégé Program.
3. The common forms of assistance that a Mentor may provide a Protégé include:

Business Planning	Financial Counseling
Record Keeping	Bonding Technical Assistance
Equipment Utilization	Capital Formation

B. Mentor-Protégé Requirements

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The MWSBE Division may approve a Mentor-Protégé relationship in all applicable industries in which Mentor assistance is needed to develop capacity in the Protégé MWSBE firm. A Mentor and Protégé may request MWSBE Division approval of their Mentor-Protégé relationship by submitting annually the Mentor Protégé development plan form. The Mentor-Protégé relationship will initially be limited to three

(3) years, with two possible one (1) year extensions, for a maximum of five (5) years. The MWSBE Division will approve in writing for a period of one (1) year from the date of approval Mentor-Protégé relationships that have demonstrated the following requirements:

1. The Protégé must be certified with the MWSBE Division as an MBE, WBE, or SBE firm before entering into a Mentor-Protégée relationship. The Protégé must continue to meet all MWSBE certification criteria to remain eligible for Mentor-Protégé relationship approval.
2. The Mentor and Protégé must be separate firms. Compensation to the Protégé should be relative to the amount of work accomplished rather than an hourly basis.
3. In general, a Mentor may be involved in up to three Mentor-Protégé relationships. A Protégé can only be involved in one Mentor-Protégé relationship.
4. Each year, the Mentor and Protégé will prepare a three-year development plan using the form approved by the MWSBE Division. The development plan will include the following information about the Mentor and Protégé:
 - (a) information on the background and experience of the Protégé owners;
 - (b) the number of and types of personnel;
 - (c) the amount of capital;
 - (d) the number, types and values of equipment;
 - (e) and the amount and types of projects to be pursued
5. The Mentor and Protégé will annually update and submit the Mentor-Protégé development plan to the MWSBE Division, documenting progress of the Protégé in each category and summarize the work accomplished.

C. Monitoring of Mentor-Protégé Relationships

The MWSBE Division will conduct an annual review of each Mentor-Protégé relationship. If the MWSBE Division determines that the Mentor and/or Protégé are not complying with this policy or if the Mentor and Protégé have not submitted their annual Mentor-Protégé development plan form, the MWSBE Division will issue a written notice of noncompliance and the Mentor and Protégé will have seven (7) business days to cure. If the Mentor and Protégé fail to respond to the notice of noncompliance or fail to cure noncompliance, the MWSBE Division will issue written notice of ineligibility to respond to City, County, and Blueprint solicitations as having a Mentor-Protégé relationship.

D. Joint Venture, Partnership, and Association

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A Joint Venture is a joint business association—a separate legal entity like a corporation or LLC—consisting of one certified MWBE firm and one non-MWBE firm or two certified MWBE firms formed to carry on a

single business activity which is limited in scope and duration. A Joint Venture must include at least one MWBE firm.

A Partnership or Association is a joint business partnership or association that does not require formation of a legal entity separate from its component firms and that consists of one certified MWBE firm and one non-MWBE firm or two certified MWBE firms formed to carry on a single business activity which is limited in scope and duration. A Partnership or Association must include at least one MWBE firm.

E. Joint Venture, Partnership, and Association Requirements

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1. In the case of a Joint Venture, Partnership, or Association consisting of one MWBE firm and one non-MWBE firm, as used in this policy, the smaller firm will comprise a minimum of ten (10%) of the association and will receive a share of contract dollars proportionate to the percentage of participation that the smaller firm represents in the Joint Venture, Partnership, or Association. In the case of a Joint Venture, Partnership, or Association consisting only of certified MWBE firms, the ten percent (10%) participation requirement will also apply.
2. When a Joint Venture, Partnership, or Association is proposed, the MWSBE Director will review and approve a signed and completed Joint Venture, Partnership, and Association Affidavit and all contractual agreements regarding a proposed Joint Venture, Partnership, or Association. The MWSBE Director will determine the degree of MWBE participation resulting from the Joint Venture, Partnership, and Association Affidavit and all agreements, which may be credited toward the evaluation of its response to a solicitation. This determination will be based on the clearly defined roles of the Joint Venture, Partnership, or Association partners, sharing of real economic interest, and proportionate control of the ownership and management of the Joint Venture, Partnership, or Association.
3. The Joint Venture, Partnership, or Association will be responsible for meeting project specific goals and complying with all applicable state and local laws, rules, and regulations governing Joint Venture creation, certification, and bidding.
4. The Joint Venture, Partnership, or Association responses to solicitations will include an MWBE section identifying all firms, the percentage ownership of each firm, and clearly defined scopes of services to be provided by each firm in the Joint Venture on the project.
5. For the MWSBE firm to remain eligible for Joint Venture, Partnership, and Association participation, it must continue to meet all MWSBE eligibility criteria contained in this policy.

F. Monitoring of Joint Venture, Partnership, and Association

The MWSBE Division will conduct an annual review of each Joint Venture, Partnership, and Association agreement. If the MWSBE Division determines that the Joint Venture, Partnership, or Association is not following the requirements of this policy, the MWSBE Division will issue a written notice of noncompliance and the Joint Venture, Partnership, or Association will have twelve (12) business days to respond. If the Joint Venture, Partnership, or Association fails to respond to the notice of noncompliance or fails to cure noncompliance, the MWSBE Division will issue written notice of ineligibility to the Joint Venture,

Partnership, or Association that it is no longer eligible to respond to City, County, and Blueprint solicitations as a Joint Venture, Partnership, or Association.

G. Notice of Ineligibility Right of Appeal

5. A Mentor and Protégé or Joint Venture, Partnership, or Association in receipt of an MWSBE Division written notice of ineligibility will have the right to appeal. The Mentor and Protégé or Joint Venture, Partnership, or Association must file an appeal in writing to the MWSBE Director within seven (7) business days of receipt of the notice of ineligibility from the MWSBE Division.
6. The written appeal will indicate reason(s) and provide additional information, if appropriate, as to why the business believes the notice of ineligibility was error.
7. The MWSBE Director will provide a written response acknowledging receipt of the correspondence to the business within seven (7) business days upon receipt of the formal appeal.
8. Failure to file with the MWSBE Director within the prescribed time frame will constitute a waiver of proceedings under this section. The MWSBE Director will schedule a review within thirty (30) calendar days of receipt of the appeal. This review by the MWSBE Director is the final step available in the administrative process for an appeal of a notice of ineligibility.
9. A firm whose appeal has been denied may re-apply six months after final denial notice.

XI. APPRENTICESHIP OR EXTERNSHIP

An apprenticeship or externship program is a tried-and-true approach for preparing workers for jobs – and meeting the business needs for a highly-skilled workforce that continues to innovate and adapt to meet the needs of the 21st century. The City, County, and Blueprint will encourage businesses to use apprenticeships and externships to reduce worker turnover by fostering greater employee loyalty, increasing productivity, and improving the bottom line. Apprenticeships and externships offer workers a way to start new careers with good wages.

Registered apprenticeship programs and externship programs enable employers to develop and apply industry standards to training programs for registered apprentices that can increase productivity and improve the quality of the workforce. Apprentices who complete registered apprenticeship programs are accepted by the industry as journey workers. By providing on-the-job training, related classroom instruction, and guaranteed wage structures, employers who sponsor apprentices provide incentives to attract and retain more highly qualified employees and improve productivity. Apprenticeships and externships can be flexible training strategies and can be integrated into current training and human resource development strategies. Apprentices and externs can be new hires – or businesses can select current employees to join an existing program. Apprenticeships and externships are a good way to reward high-performing entry-level employees and move them up the career ladder within the business.

Significant talent shortages and skill gaps are slowing companies' efforts to expand, innovate, and thrive. Among these challenges:

- An aging workforce of highly-skilled and experienced workers;
- Attracting new and more diverse talent pools;
- Closing gaps in workers' skills and credentials;
- Investing in talent that can keep pace with the latest industry advances; and
- Implementing workforce training models that effectively develop and "up-skill" talent.

The success of this program requires collaboration among partners – businesses, workforce development intermediaries (such as industry associations or labor organizations), educational institutions, the public workforce system, and other key community organizations. The collaboration requires partners to work together to identify the resources needed, design a program, and recruit apprentices and externs.

A. The Role of Partners

Business Partners – construction and construction-related firms:

1. Identify the skills and knowledge that apprentices and externs must learn
2. Hire new workers, or select current employees, to be apprentices or externs
3. Provide on-the-job training
4. Identify an experienced mentor to work with apprentices and/or externs
5. Pay progressively higher wages as skills increase
6. Can provide related instruction in-house or in partnership with others

Workforce Development Intermediaries - industry association, labor and joint labor-management organization, community-based organization <https://nabtu.org/apprenticeship-and-training/>:

1. Provide industry and/or workforce specific expertise (e.g. curriculum development) to support employers in a particular industry sector
2. Can serve as sponsor of an apprenticeship or externship program, taking responsibility for the administration of the program, thereby reducing the burden on employers
3. Aggregate demand for apprentices, particularly with small- and medium-size employers, that may not have the capacity to develop an apprenticeship program on their own
4. Can be the provider of related instruction and supportive services as appropriate

Educational Institutions - 4-year college, community college, career and technical education, such as Lively Technical College and Tallahassee Community College:

1. Develop curriculum for related instruction.
2. Can serve as sponsor of an apprenticeship or externship program, taking responsibility for the administration of the program, thereby reducing the burden on employers
3. Deliver related instruction to apprentices and externs
4. Can provide college credit for courses successfully completed
5. Aggregate demand for apprentices and externs

State Apprenticeship Agency – Florida Department of Education
<https://www.doleta.gov/OA/occupations.cfm>:

1. Provide technical assistance and support to new sponsors
2. Answer questions about the apprenticeship model
3. Guide the partners through the steps to develop and register a program
4. Connect businesses with training providers
5. Advise partners on sources of funding to support apprenticeships

B. Core Components

Business Involvement.

Employers are the foundation of every apprenticeship or externship program and the skills needed by their workforce are at the core. Businesses must play an active role in building the program and be involved in every step in designing the apprenticeship or externship.

On-the-Job Training.

Every program includes structured on-the-job training. Apprentices and externs receive hands-on training

from an experienced mentor at the job site for typically not less than one year. On-the-job training is developed through mapping the skills and knowledge that the apprentice or extern must learn over the course of the program in order to be fully proficient at the job.

C. Apprenticeship or Externship Requirements and Exceptions

When responding to a solicitation for a construction, design-build, or similar project, in order to receive 2 points as described in section VIII.D, respondent must certify that:

1. The respondent or its subcontractors or subconsultants participate or will participate in an apprenticeship program that is registered with the Florida Department of Education or the United States Department of Labor; or
2. Respondent or its subcontractors or subconsultants participate or will participate in an externship program offered by an educational institution or workforce development intermediary; or
3. The respondent avers that at the time the respondent executes a construction contract, respondent or its subcontractors or subconsultants will be participating in an apprenticeship program that is approved by the Florida Department of Education or the United States Department of Labor.

This program will not apply to a subcontractor or subconsultant that is an MWBE firm if the compensation to be paid under the applicable subcontract for labor costs is less than \$1,000,000

D. Required Documentation, Noncompliance, and Reporting

1. *Required documentation.* The prime contractor or consultant must prepare and submit, on a quarterly basis for the duration of the construction contract, accurate and timely records identifying the name, address, trade classification, whether the worker is an apprentice or extern, the labor hours of all workers used by the prime and each subcontractor or subconsultant on the construction project, and the cumulative number of hours worked on the project to date by apprentices. If the apprentice or extern is participating in an apprenticeship or externship program offered by qualified workforce development intermediary or educational institution, quarterly documentation must include documentation required by the workforce development intermediary or educational institution. The prime must require that each of its subcontractors or subconsultants prepare and maintain, for submittal by the prime to the City, County, or Blueprint, accurate and timely records identifying the name, address, trade classification, and labor hours for apprentices and externs used by the subcontractors or subconsultants on the construction project.
2. *Noncompliance.* Failure of a prime contractor or consultant to comply with the requirements of this policy may subject the contractor to all remedies available to the City, County, or Blueprint at law, including but not limited to debarment or suspension of the contractor from consideration for the award of future contracts.
3. *Reporting.* With the help of City, County, and Blueprint staff, the MWSBE Division will annually

prepare a report that includes the total dollar value of awards of construction projects, the number of apprentices hired for the construction projects, the number of apprentices or externs working on construction projects, the number of hours worked by apprentices on the construction projects, and the total labor hours expended on the construction projects.

XII. COUNTING MWSBE UTILIZATION

The following guidelines clarify how to count SBE utilization and how to count MBE and WBE utilization for both project specific goals and overall aspirational MBE and WBE goals for various goods and services.

A. Counting MWSBE Utilization Generally (Construction, Architecture & Engineering, Professional Services, and Other Services)

1. When an MWSBE firm participates in a contract, the City, County, and Blueprint will count only the value of the work actually performed by the MWSBE firm.
2. When an MBE or WBE firm is the prime contractor or consultant, the goal is fulfilled for its certification designation provided the MBE or WBE firm is performing a commercially useful function (CUF). However, the other project specific goal must also be fulfilled, unless an aggregate goal is assigned. –For example, if a certified MBE firm responds to a solicitation as a prime contractor or consultant, the MBE goal is fulfilled. The MBE prime remains responsible for meeting the remaining WBE goal. The CUF requirements, as defined in this Policy and described in this Section, must also be met by the MBE or WBE firm.
3. The MWSBE Division will count the entire portion of a contract that is performed by an MWSBE firm itself. The MWSBE Division will include the cost of supplies and materials obtained by the MWSBE firm for the work of the contract, including supplies purchased or equipment leased by the MWSBE firm (except supplies and equipment the MWSBE firm purchases or leases from a prime contractor or its affiliate).
4. The MWSBE Division will count the entire amount of fees or commissions that an MWSBE firm charges for providing a bona fide service, such as professional, technical, consultant, or managerial services, or for providing bonds or insurance specifically required for the performance of a contract, provided the MWSBE Division determines that the fee is reasonable and not excessive as compared with fees customarily allowed for similar services.
5. The MWSBE Division will count payments to an MWSBE firm only if the MWSBE is performing a commercially useful function (CUF) CUF on that contract.
6. The MWSBE Division may presume that the MBE and WBE prime contractor is not performing a CUF if the firm is not performing MBE and WBE prime contractors must perform a CUF of 30 percent of the total cost of the contract with their own forces to meet an applicable MBE or WBE goal to meet an applicable MBE or WBE goal.

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7. If an MWSBE firm does not perform or exercise responsibility for at least 51 percent of the total cost of its subcontract with its own work force, ~~or 30 percent if the firm is an MBE or WBE firm acting as a prime contractor,~~ or the MWBE subcontracts a greater portion of the work of a contract than would be expected on the basis of normal industry practice for the type of work involved the MWSBE Division may presume that the firm is not performing a CUF.
8. The MWSBE Division's presumption of non-compliance with the CUF requirement may be overcome by the MWSBE Division's review of the following: (a) whether the firm is responsible for the execution of a distinct element of work or services; (b) carries out its obligation by actually performing, managing, or supervising the work involved; (c) performs work that is normal for its business, services and function; and (d) is not further subcontracting a portion of the work that is greater than that expected to be subcontracted by normal industry practices.
- ~~9.~~ MWSBE firms are discouraged from subcontracting all or a majority of their work to another firm or firms. -The MWSBE Division will not count the work of an MWSBE firm whose sole intent is collection of a broker's fee or commission and whose employees perform none of the direct labor or service activities specified in the contract.
- ~~9.~~10. The MWSBE Division will not count any work that an MWSBE firm subcontracts back to:
 - a. The prime contractor or consultant, either directly or through any other company or firm owned and/or controlled by the prime contractor, or;
 - b. Any firm with which the MWSBE firm has a present business.
- ~~10.~~11. In the event that a first tier MWSBE firm acting as a subcontractor or subconsultant (in a direct contractual relationship with a prime) contract work to a second tier subcontractor or subconsultant (sub-sub), the MWSBE Division will only count the work if the first tier subcontractor or subconsultant must perform a CUF with 51 percent of its own workforce.
- ~~11.~~12. When an MBE or WBE firm subcontracts part of the work of its contract to another firm, the value of the subcontracted work may be counted toward MWBE project specific or aspirational goals only if the subcontractor is itself an MWBE firm.
- ~~12.~~13. When an MBE or WBE firm performs as a participant in a Joint Venture, Partnership, or Association, the MWSBE Division will count a portion of the total dollar value of the contract equal to the distinct, clearly defined portion of the work of the contract that the MBE or WBE firm performs with its own forces.
- ~~13.~~14. In calculating overall utilization, the MWSBE Division will not count the participation of an MWSBE firm ~~toward~~ until the MWSBE firm has been actually paid for the work.

B. Counting Materials & Supplies

1. If the materials or supplies are directly obtained from a MWSBE manufacturer, the MWSBE Division will count 100 percent of the cost of the materials or supplies. For purposes of this paragraph, a manufacturer is a firm that operates or maintains a factory or establishment that produces, on the premises, the materials, supplies, articles, or equipment required under the

contract and of the general character described by the specifications. If the materials or supplies are purchased from an MWSBE regular dealer, the MWSBE Division will count 60 percent of the cost of the materials or supplies. However, this amount cannot be used to satisfy more than 60 percent of any applicable MWBE goal.

2. Packagers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not regular dealers within the meaning of this policy.
3. With respect to materials or supplies purchased from an MWSBE firm which is neither a manufacturer nor a regular dealer, the MWSBE Division will count the entire amount of fees or commissions charged for assistance in the procurement of the materials and supplies or fees or transportation charges for the delivery of materials or supplies required on a job site, provided the MWSBE Division determines that the fees are reasonable and not excessive as compared with fees customarily allowed for similar services. The MWSBE Division will not count any portion of the cost of the materials and supplies themselves.

C. Counting Trucking/Transport

1. The MWSBE firm must be responsible for the management and supervision of the entire trucking operation for which it is responsible on a particular contract, and there cannot be a contrived arrangement.
2. The MWSBE firm must itself own and operate at least one fully licensed, insured, and operational truck used on the contract.
3. The MWSBE firm receives credit for the total value of the transportation services it provides on the contract using trucks it owns, insures, and operates using drivers it employs.
4. The MWSBE firm may lease trucks from another MWSBE firm, including an owner-operator who is certified as a MWSBE. The MWSBE firm who leases trucks from another MWSBE firm receives credit for the total value of the transportation services the lessee MWSBE firm provides on the contract.
5. The MWSBE firm may also lease trucks from a non-MWSBE firm, including from an owner-operator. The MWSBE firm who leases trucks from a non-MWSBE firm is entitled to credit for the total value of transportation services provided by non-MWSBE lessees not to exceed the value of transportation services provided by MWBE-owned trucks on the contract. Additional participation by non-MWBE lessees receives credit only for the fee or commission it receives as a result of the lease arrangement.
6. A lease must indicate that the MWSBE firm has exclusive use of and control over the truck. This does not preclude the leased truck from working for others during the term of the lease with the consent of the MSWBE firm, so long as the lease gives the MWSBE firm absolute priority for use of the leased truck. Leased trucks must display the name and identification number of the MWSBE firm.

D. Counting Joint Venture, Partnership, and Association

1. Joint Venture, Partnership, and Association respondents will demonstrate that at least one partner to the Joint Venture Partnership, and Association is an MBE or WBE firm, as applicable to the project specific goal, and that such partner is responsible for a clearly defined portion of the work to be performed, will be performing a commercially useful function under the contract, and shares in the ownership, control, management, responsibilities, risks, and profits of the Joint Venture, Partnership, and Association.
2. This demonstration must be verified by pertinent documents and sworn statements. The MWSBE Division may review the demonstration at the time a response to a solicitation is submitted or before the contract award.
3. For the purpose of tentatively awarding credit towards a respondent meeting project specific goals, the MWSBE Division may consider a proposed partnership, that is not yet legally formed, and which appears in all matters except legal formation as a Joint Venture. However, such partnership will become a legal organization before the Joint Venture enters a contract with the City, County, or Blueprint. Partnerships or Associations need not form a separate legal entity to receive credit.
4. The MWSBE Division may award credit towards a respondent meeting project specific goals calculated as the portion of the total dollar amount of a proposed contract equal to the percentage of the ownership and control held by the qualifying MBE or WBE firm as applicable to the project specific goals in the solicitation.

E. Counting Mentor-Protégé

1. Respondents in a Mentor-Protégé relationship will demonstrate that the Protégé is an MBE or WBE firm, as applicable to the project specific goal, and that the Protégé is responsible for a clearly defined portion of the work to be performed in terms of a percentage of the contract value, will be performing a commercially useful function under the contract, and is receiving training and education in the respondent's industry standards through the Mentor-Protégé relationship.
2. This demonstration must be verified by submission of an MWBE Participation Plan and sworn statements. The MWSBE Division may review the demonstration at the time a response to a solicitation is submitted or before the contract award.
3. The MWSBE Division may award credit towards a respondent meeting project specific goals calculated as the portion of the total dollar amount of a proposed contract equal to the clearly defined portion of the work to be performed.

XIII. REPORTING

The effectiveness of the MWBE Program and SBE Program will be measured by a review of data indicating dollars spent with MWSBE firms as a percentage of the total spending of the City, County, and Blueprint. Program effectiveness will also be measured by efforts of City, County, and Blueprint staff to provide prime contracting opportunities for MWSBE firms. The following activities will be completed to ensure the effective tracking of these efforts:

A. Prime Contractor and Consultant Responsibility

Each prime contractor or consultant will continuously maintain, compile, and make available to the MWSBE Division each month during the life of a contract data relating to its use of subcontractors or suppliers, both MWSBE firms and non-MWSBE firms, on City, County, Blueprint, and federally funded projects. This information will include without limitation the following information for each of the subcontractors and suppliers utilized by the Contractor on the project:

1. A description of the type of work, by applicable code(s), of contracts awarded to subcontractors and/or suppliers;
2. The dollar value of contracts paid to MWSBE or DBE firms;
3. Contact information for the subcontractors, subconsultants, and suppliers; and
4. A description of progress towards fulfilling any project specific MWBE goal.

B. Project Closeout

At the close of every project, all prime contractors and consultants will be asked to provide a Final Pay Affidavit documenting all information relating to its use of subcontractors, subconsultants, or suppliers.

C. Purchasing Card Data

The purchasing card vendor will supply expenditure data with both MWSBE certified firms and non-MWSBE certified firms. This data will automatically populate into the contract compliance process and electronic tracking system. City and County information technology or procurement employees will develop a method of securing an import file that extracts the data from City and County servers and uploads the data into the contract compliance process and electronic tracking system. Dollars spent with MWSBE firms will be counted in accordance with Section XI, ~~above~~.

D. Annual Report

The MWSBE Division will prepare an annual report based on the information submitted by each prime contractor or consultant and information from the City Procurement Services Division and County Purchasing Division regarding the use of MWSBE firms as prime contractors or consultants. The annual report will identify awards of City, County, and Blueprint contracts to MWSBE firms, prime use of MWSBE firms, prime progress in achieving project specific goals, and other MWSBE information.

XIV. MBE, WBE, AND SBE FIRM CERTIFICATION

An eligible MBE firm is a business concern that is both owned and controlled by minorities. An eligible WBE firm is a business concern that is both owned and controlled by women. This means that minorities or women must own at least fifty-one percent (51%) of the business and that they must control the management and daily operations of that business. An eligible SBE firm may be a business concern owned by a person who is neither a minority nor a woman meeting the criteria in Section XIV.C below.

A. Minority and Women Eligibility Standards

1. Minority Group Membership

Bona fide minority group membership will be established on the basis of the individual's documented claim that they are a member of a minority group as defined in these procedures and is so regarded by that particular minority community and is a United States citizen or lawfully admitted resident alien. However, the MWSBE Division is not required to accept this claim if it determines the claim to be invalid as discussed below.

2. Controlled by Minorities or Women

An eligible minority or woman owned business enterprise will be an independent business. The ownership and control by minorities or women will be real, substantial, and continuing, and will continue beyond the pro forma ownership of the firm as reflected in its ownership documents. The minority or women owners will enjoy the customary incidences of ownership and will share in the risks and profits commensurate with their ownership interests, as demonstrated by an examination of the substance of the firm rather than form or arrangements.

Recognition of the business as a separate entity for tax or corporate purposes is not necessarily sufficient for recognition as an MWBE. In determining whether a potential MWBE is an independent business, the Minority, Women, and Small Business Enterprise Division will consider all relevant factors, including the date the business was established, the adequacy of its resources for the type of work specified, and the degree to which financial, equipment leasing, and other relationships with non-minority firms vary from established industry practice.

3. Operational Control

The primary consideration in determining operational control and the extent to which the minority person or woman actually operates the business will rest upon the peculiarities of the industry of which the business is a part.

Accordingly, in order to clarify the level of operational involvement of the minority person or woman in the business to be deemed as an MWBE firm, the following examples are not all inclusive:

- a. The minority person or woman will have experience in the industry for which certification is sought.
- b. The minority person or woman will demonstrate that basic decisions pertaining to the daily

operation of the business are independently made.

- c. The minority person or woman will technical competence in the industry for which certification is sought. Technical competence in this sense does not mean expert knowledge. It does mean the minority person or woman should have a working knowledge of the technical requirements of the business needed to operate in the industry.

4. Managerial Control

Control in this instance means that the minority person or woman has the demonstrable ability to make independent and unilateral business decisions necessary to guide the future and destiny of the business. Corporate bylaws and partnership agreements or other agreements should be free of restrictive language diluting the control of the minority person or woman, thus preventing or restricting him or her from making those decisions that affect the destiny of the business. Agreements for support services are permitted as long as the owner's power to manage the company or firm is not restrictive or impaired.

A minority person or woman must produce documentation demonstrating managerial control. A minority person or woman can demonstrate managerial control in any number of ways. This list below is not exhaustive; the MWSBE Division may accept documents demonstrating managerial control that are not on the list below. The MWSBE Division will accept the following examples of documentation of managerial control:

- a. Authority and responsibility to sign payroll checks and letters of credit.
- b. Authority for negotiations and signature responsibility for insurance and/or bonds.
- c. Authority for negotiations and signature services, and/or
- d. Authority for contractual negotiations with signature responsibility.

5. Non-Minority Management

If the owners of the firm who are not minorities or women are disproportionately responsible for the operation of the firm, then the firm is not an MBE or WBE firm within the meaning of this policy. Where the actual management of the firm is contracted out to individuals who are not minorities or women, those persons who have, for example, the ultimate power to hire and fire, for the purpose of this program, will be considered as controlling the business. Therefore, a firm with non-minority management is ineligible for MBE or WBE certification. Such a firm may be considered an SBE firm.

B. Certification Process Procedures

1. The MWSBE Division will be solely responsible for certification of minority, women and small businesses. This certification will include but is not limited to:
 - a. Documentation of property and business income.

- b. Documentation of appropriate professional certification and/or registrations.
 - c. Documentation of minority status claimed, which may include copies of Driver's License, Voter Registration Card, Birth Certificate, etc. The appropriate department's engineering staff will be responsible for pre-qualifying construction contractors, if applicable.
 - d. City/County business licenses/business tax certificate, if applicable.
 - e. Bank/credit references for the company or firm.
 - f. Last two years federal income and state sales tax returns and/or current Financial Statement.
 - g. Copy of incorporation articles/list of officers.
 - h. Notarized affidavit attesting to minority or non-minority female status.
 - i. Inventory of major equipment, if applicable
 - j. Presence on State of Florida or other MWBE lists, if applicable.
2. Once an applicant has submitted the application and all appropriate supporting documentation, certification review will be completed within forty-five (45) days and the appeal procedures as outlined in Section XI.H below will apply.

C. Certification Criteria

For Certification as an MBE, WBE, or SBE firm, the applicant must meet all of the criteria indicated in the chart below. Businesses may be Certified as follows: (1) MBE firm; (2) WBE firm; (3) SBE firm; (4) MBE/SBE firm; or (5) WBE/SBE firm. Businesses that qualify for certification as an MBE or WBE firm will be certified as an SBE firm.

Table 5 on the next page lists MBE, WBE, and SBE Certification Eligibility Criteria.

TABLE 5
MBE, WBE AND SBE CERTIFICATION ELIGIBILITY CRITERIA
MBE, WBE and SBE Certification Eligibility Criteria

	Type of Certification (must meet ALL criteria marked X)		
	MBE	WBE	SBE
1. Majority Owner(s) must be a Minority or Minorities who manage and control the business. In the case of a publicly owned business, at least 51% of all classes of the stock, which is owned, will be owned by one or more of such persons.	X		
2. Majority Owner(s) must be a Woman or Women who manage and control the business. In the case of a publicly owned business, at least 51% of all classes of the stock, which is owned, will be owned by one or more of such persons.		X	
3. Majority Ownership in the business will not have been transferred to a woman or minority, except by descent or a bona fide sale within the previous 2 years.	X	X	
4. Majority Owner(s) must reside in the four-county Market Area of Leon, Gadsden, Jefferson, or Wakulla Counties.	X	X	X
5. Majority Owner(s) must be a United States citizen or lawfully admitted permanent resident of the United States.	X	X	X
6. Business must be legally structured either as a corporation, organized under the laws of Florida, or a partnership, sole proprietorship, limited liability, or any other business or professional entity as required by Florida law.	X	X	X
7. Business must be Independent and not an Affiliate, Front, façade, broker, or pass through company or firm.	X	X	X
8. Business must be a for-profit business concern.	X	X	X
9. Business must be currently domiciled located within the four-county Market Area of Leon, Gadsden, Jefferson, or Wakulla Counties.	X	X	X
10. Business must have all licenses required by local, state, and federal law.	X	X	X
11. Business must currently be licensed and engaging in commercial transactions typical of the field, with customers in the Local Market Area other than state or government agencies, for each specialty area in which Certification is sought. Further, if a Supplier, business must be making sales regularly from goods maintained in stock.	X	X	X
12. Business must have expertise normally required by the industry for the field for which Certification is requested.	X	X	X
13. Business must have a business net worth no more than \$5 million.	X	X	X
14. Business must employ 200 or fewer full- or part-time employees, including leased employees.	X	X	X
15. Business must have been established for a period of one (1) calendar year prior to submitting its application for MWSBE certification.	X	X	X
16. Business must have a record of satisfactory performance on no less than three (3) projects, in the business area for which it seeks certification, during the past 12 calendar months.	X	X	X

D. Reciprocity

Upon written request and submission of required documentation, the MWSBE Division will grant reciprocal MBE, WBE, or SBE certification to qualifying applicant firms. The MWSBE Division will grant reciprocal MBE or WBE certification to applicant firms domiciled in the Market Area (Leon, Gadsden,

Jefferson, and Wakulla) that hold current MBE or WBE certification with the Florida Department of Management Services Office of Supplier Diversity (OSD). Majority Owner(s) must reside in the four-county Market Area of Leon, Gadsden, Jefferson, or Wakulla Counties. The MWSBE Division will grant reciprocal SBE certification to applicant firms domiciled in the Market Area that hold current Veteran-owned (VBE) certification with OSD. The term of reciprocal MBE, WBE, or SBE certification will follow the term of the applicant firm's certification with OSD.

The applicant firm will provide the MWSBE Division with documentation authenticating its OSD certification and expiration dates. The MWSBE Division reserves the right to request any additional documentation to verify or clarify the authenticity of the information provided.

An applicant firm that is currently under suspension or debarment by any governmental entity or that has been denied certification by the MWSBE Division in the six (6) months preceding its request for reciprocal certification may not use this reciprocity policy to circumvent the imposed sanctions or actions of the governmental entity.

E. Certification Review

Within forty-five (45) days of the completed application affidavit and required supporting documentation MWSBE Division staff will notify the applicant of approval or denial of certification. Applicants approved for certification will be assigned a certification number and notified by email. Certified MWBEs will be listed in the Online MWSBE Directory.

F. Recertification

1. The MWSBE Division will send a Recertification Application link via email from B2GNow to the appropriate MWSBE firm at least thirty (30) days prior to the certification expiration date. The MWSBE Recertification Application link will be accompanied by appropriate instructions.
2. When the online Recertification Application is received by OEV, it is reviewed for comparison with the content of the original application. All appropriate changes are noted in the online MWSBE Directory. MWSBE Recertification is valid for two years.
3. If there has been a change in ownership interest and/or control, appropriate supporting documentation will be required for continued certification.

A company or firm that fails to submit all appropriate information by the anniversary date of certification will be deemed to have abandoned its application for recertification.

G. Denial of Recertification

If the review by the MWSBE Division indicates that the previously certified MWSBE firm no longer meets eligibility standards as defined in these procedures for recertification as a MWSBE firm the application for recertification will be denied.

The MWSBE Division will notify the MWSBE firm by certified mail that the staff review has indicated that

the business is no longer eligible for certification, and that the applicant will have the right to appeal such recertification denial in accordance with Section XIV.H below.

H. Decertification

The MWSBE Division reserves the right to revoke the certification of a business at any time such action is deemed necessary. Grounds for revocation of certification will include but are not limited to the following:

1. Submission of fraudulent information as part of the certification process.
2. Failure to promptly report any change in ownership or control of the firm.
3. Failure to promptly report any name, address or phone number changes of the firm.
4. Failure to respond to request for information from the MWSBE Division.
5. Fraudulent representation or participation on City or County projects or contracts.
6. Submittal of fraudulent information or documentation to the MWSBE Division as may be requested or as part of the normal procurement process.
7. Revocation of certification by the State of Florida, Department of Management Services or the State of Florida Department of Transportation.

7.

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I. Certification Denial Right of Appeal

1. Any business denied certification, recertification, or decertified by the MWSBE Division will have the right to appeal such denial. Notice of appeal will be filed in writing to the MWSBE Director within seven (7) business days of receipt of the notice of denial from the MWSBE Division.
2. The Notice of Appeal will indicate the reason(s) and provide additional information, if appropriate, as to why the business believes the denial was in error.
3. The MWSBE Director will provide a written response acknowledging receipt of the correspondence to the business within seven (7) business days upon receipt of the formal appeal.
4. Failure to file with the MWSBE Director within the prescribed time frame will constitute a waiver of proceedings under this section. The MWSBE Director will schedule a review within thirty (30) calendar days of receipt of request for appeal and issue a final written decision. This review by the MWSBE Director is the final step available in the administrative process for an appeal of denial of original certification, recertification, or decertification.

5. A firm whose application has been denied may re-apply six months after final denial notice.

J. Review

The policies promulgated under this regulation will be reviewed and evaluated on an annual basis. A full sunset review will be conducted within five (5) years of the adoption of these policies.

XV. MBE, WBE AND SBE FIRM GRADUATION

- A. Certified MWSBE firms will graduate from MWSBE certification when the firm net worth exceeds \$5 million or they exceed 200 employees.
- B. Any interested party may request an evaluation of an MWSBE firm. The MWSBE Division will evaluate the firm at the time of its recertification. If the MWSBE Division determines that the firm has exceeded the size standards described above, the following provisions will apply:
1. Notification. The MWSBE Division will issue a letter of notification to the firm notifying the firm of its graduation. The letter of notification will set forth findings for every material issue relating to the basis of the program graduation with specific reasons for each finding based on facts and in accordance with law, regulations, and this policy.
 2. Appeal. The firm will be allowed 45 days from the date of the letter to appeal the decision. To appeal the decision, the company or firm must submit in writing to the MWSBE Division information explaining why the graduation is not warranted. Upon receipt of the appeal, the MWSBE Division will notify the firm in writing of the receipt of the appeal.
 3. Review. If the firm appeals its graduation within the requisite 45 days, the Director of PLACE will review the appeal. The Director of PLACE will issue a written decision within 15 days of receipt of the appeal via USPS or certified mail.
 4. After the effective date of a firm's graduation as provided for herein, a firm is no longer a certified MWSBE firm. However, the firm remains obligated to complete previously-awarded contracts and/or subcontracts, including any priced bids that may be exercised.


XVI. CAPACITY BUILDING COMPONENT

To ensure that opportunities to participate are available to the maximum number of interested, available, and qualified businesses, the MWSBE Division will develop and implement a comprehensive capacity building component (CBC) that includes outreach and technical assistance. The CBC is aimed at increasing business participation in the City's, County's, and Blueprint's contracting and procurement process. This program may include, without limitation, any or all of the following:

- A. Outreach and information dissemination;
- B. Technical assistance program to prepare MBE, WBE, and SBE firms to compete for specific contracts;
- C. Implement and monitor a supportive services program to develop and improve immediate and long-term business management, record keeping and financial and accounting capability for businesses;
- D. Develop and provide services to help businesses improve their long-term development, increase their opportunities to participate in a variety of kinds of work, handle increasingly significant projects, and achieve self-sufficiency;
- E. Establish a program to assist new, start-up or emerging businesses; and assist businesses in developing their capability to utilize emerging technology and conduct business through electronic media.
- F. Establish a method of evaluating MBE, WBE, and SBE firms and prime contractors and consultants in coordination with the City Procurement Services Division, County Purchasing Division and City, County, and Blueprint project managers to provide feedback on performance and evaluate firm capacity.

XVII. FORMS

OEV will work with the City Procurement Services Division and County Purchasing Division to standardize all bid solicitation forms, requests for proposals, construction contracts, work order agreements and professional service contracts to include a statement referring to the MWSBE policy and the expected level of MWSBE participation.

 <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p>		<p>DATE June 17, 2002</p>
		<p>NO. 101</p>
<p>TITLE</p> <p>PROCUREMENT POLICY</p>	<p>ORG. AGENCY Blueprint Intergovernmental Agency</p>	
<p>101.01</p>	<p><u>STATEMENT OF POLICY</u></p> <p>It is the intent of the Blueprint Intergovernmental Agency (hereinafter called the “Agency”) to provide for on-time acquisition of competitive, quality products and services to support the operations of the Blueprint Intergovernmental Agency and the Office of Economic Vitality programs, to the extent this policy is not in conflict with OEV’s Travel and Hospitality Policy, adopted October 27, 2016, and as it may be amended from time to time, through the provisions established in this policy. <i>It is also the intent of the Agency to adopt the City of Tallahassee’s procurement policies and procedures except as otherwise noted.</i></p>	
<p>101.02</p>	<p><u>AUTHORITY</u></p> <p>The Blueprint Interlocal Agreement, as it may be amended, from time to time, (hereinafter called the “Interlocal Agreement”), is a legal instrument between the City of Tallahassee and Leon County which authorized a joint project management structure for administering projects to be funded by the sales tax extension and provided the authority to establish a procurement policy.</p>	
<p>101.03</p>	<p><u>OBJECTIVE</u></p> <p>This policy shall provide the governing principles that establish the basic philosophies upon which the procurement functions of the Agency must operate. To achieve the aforementioned objective, all persons authorized to commit Blueprint Intergovernmental Agency and/or Office of Economic Vitality funds for the purchase of supplies and services shall:</p> <ul style="list-style-type: none"> A. Ensure the uninterrupted flow of the services by obtaining and ensuring delivery of acceptable quality of supplies and services, at the right time and price. B. Comply with all applicable federal, state and local laws, statutes, ordinances and regulations governing local government procurement. Special emphasis shall be placed on ensuring that procurement actions comply with Chapter 112, Florida Statutes relating to ethical behavior in the acquisition of supplies and services. C. Provide fair and equitable treatment of all vendors who participate in procurement activities. D. No person or business shall be excluded from participation in, denied benefits of, or otherwise be discriminated against in connection with procurement activities on the grounds of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information. 	
<p>101.04</p>	<p><u>SCOPE AND APPLICABILITY</u></p> <p>The policy outlined herein shall apply to the Agency and all employees referenced in the joint project management structure involved in any activities associated with the procurement of supplies or services for, or on behalf of, the Agency and related Agency programs.</p>	

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101.05 DEFINITIONS

Blueprint Intergovernmental Agency or Blueprint: The legal entity formed by the City and County pursuant to section 163.01, Part I, Florida Statutes, as amended, to undertake the acquisition, financing, planning, construction, managing, operating, servicing, utilizing, owning and exchanging of the Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs and to receive and expend the Dedicated 2000 surtax and the Dedicated 2020 Surtax proceeds as provided for by its governing documents.

Change Order: Modifications to a capital project contract's work scope, cost, or schedule phasing, as authorized by the applicable authority.

Citizens Advisory Committee: The citizens committee provided for and referenced in the Interlocal Agreement.

Competition: The effort of two or more vendors to secure the business of a purchaser by the offer of the most favorable terms as to price, quality, promptness of delivery, or service in accordance with the provisions of a solicitation of such offers.

Competitive Negotiation: A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with multiple vendors who submit proposals in response to a solicitation.

Competitive Sealed Bid: A method for acquiring offers for procurement of goods, services, or construction in which award is made to the lowest responsive and responsible bidder based on responses to an invitation for bid received from qualified vendors.

Competitive Threshold: A dollar limit established by the Agency for the purpose of determining the method of procuring a particular supply or service. (See Appendix B for competitive threshold requirements attached as "Attachment 1")

Continuing Services Agreement: A type of agreement that provides for furnishing of specified types of professional services for a stated term pursuant to an individual task or purchase order.

Contract: A written agreement, regardless of its title, which is signed on behalf of the Agency and one or more other parties and that sets forth specific terms and conditions for the procurement or furnishing of goods, services or professional services.

Contract Amendment: Any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provision of the contract, accomplished by mutual action of the parties to the contract.

Contracting Officer: An individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings.

Department of PLACE: The Department of Planning, Land Management and Community Enhancement ("PLACE") created by the City and County consisting of the Tallahassee –

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Leon County Planning Department, the Leon County – City of Tallahassee Blueprint Intergovernmental Agency and the Office of Economic Vitality.

Intergovernmental Agency Board of Directors: Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided in the Interlocal Agreement.

Interlocal Agreement: The agreement approved by the City Commission and County Commission in September 2000, and as it may be amended, from time to time, which specifies how sales tax proceeds are to be divided and utilized, creates the Blueprint Intergovernmental Agency and related joint project management structure, and lists the projects to be funded by the sales tax extension

Intergovernmental Management Committee: A committee consisting of the City Manager and County Administrator, as provided for in the Interlocal Agreement.

Non-Competitive Negotiations: A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with a single vendor.

Off-the-Shelf Purchase: An item produced and stocked in inventory by a vendor awaiting the receipt of orders or contracts for sale.

Procedure: The prescribed method or specific course of action that will accomplish the requirements of a policy.

Procurement: Buying, leasing, renting or otherwise acquiring any materials, supplies services, construction, and equipment, including description of specifications and requirements, selection and solicitation resources, preparation and award of contracts.

Purchasing Authority: The authority to approve the acquisition of supplies or services on behalf of the Agency. (See Appendix A for purchasing authority levels and specific thresholds)

Request for Quotation (RFQ): An informal solicitation or request for information, where oral or written quotes are obtained from vendors, without formal advertising or receipt of sealed bids.

Services: The furnishing of labor, time, or effort by a vendor, which does not result in the delivery of a tangible product.

Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, Blueprint Intergovernmental Agency and the Office of Economic Vitality, reporting directly to the Intergovernmental Management Committee or their Designees.

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Blueprint Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, reporting directly to the Director of PLACE.

Office of Economic Vitality Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.

Office of Economic Vitality: The legal entity established by the City and County to implement and administer, on behalf of Blueprint, OEV programs and Blueprint 2020 Economic Development Programs.

Supplies: Commodities or equipment.

Technical Coordinating Committee: Staff committee established by the Interlocal Agreement to provide technical and professional advice and expertise on Agency projects and related matters.

Term Contract: A type of agreement that provides prices for specific types of goods or services (other than professional services) that is in effect for a stated term.

Vendor: Any natural person or business that responds to a solicitation relating to procurement of goods or services.

101.06 ROLES AND RESPONSIBILITIES

In that this policy provides for adoption of the City of Tallahassee's procurement procedures, City departments referenced herein shall be responsible for providing the same level of service for Blueprint Intergovernmental Agency procurement activities as is provided for City procurement activities.

- A. All Employees of the Agency, in accordance with the requirements of their positions, shall be responsible for:
1. Complying with all adopted purchasing procedures within the parameters of their position responsibilities (except as otherwise noted).
 2. Providing City Procurement Services with timely and accurate information to efficiently procure requested supplies/services.
 3. Providing necessary information and working with City Procurement Services in:
 - a. Evaluating vendor performance.
 - b. Resolving vendor grievances.
 - c. Identifying department procurement needs.
 - d. Evaluating vendor responses to solicitations.
 - e. Providing purchasing and vendors with necessary technical information.
 - f. Identifying alternative sources of supply.

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4. Ensuring that City Procurement Services is made aware of all communications with vendors concerning:
 - a. Invitations for bids and requests for proposals that have been advertised and the bid opening date has not yet occurred;
 - b. Responses to invitations for bids and requests for proposals that have been received and opened, but not yet awarded; and
 - c. Potential contract amendments.
- B. Intergovernmental Agency Board, as the overall governing body for the joint project management structure that administers Agency projects and the OEV programs as referenced in the Intergovernmental Agreement, shall:
 1. Provide overall policy direction related to procurement activities.
 2. Render a final decision on all purchases, contracts and change orders presented by the Intergovernmental Management Committee.
- C. Intergovernmental Management Committee shall provide overall administration of procurement activities for the Blueprint Intergovernmental Agency projects and the OEV programs. This responsibility shall include:
 1. Approving and submitting of all award recommendations presented to the Intergovernmental Agency Board by Agency staff.
 2. Approving and awarding all purchases/contracts within designated managerial authority.
 3. Recommending issuance of all Requests for Proposals (RFPs) and consider for approval all purchasing, contracts, and change orders to contracts up to 20% of the contract amount.
 4. Recommending amendments to this Procurement Policy and approving all administrative procedures to ~~ensure~~ ensure consistency and compliance with this Policy.
- D. City of Tallahassee Procurement Services shall provide for the acquisition of materials, supplies and services for the Blueprint projects and the OEV programs, in accordance with City procurement procedures. These responsibilities include the following:
 1. Providing appropriate procedures for the selection of vendors in accordance with applicable federal, state and local laws, statutes, ordinances and regulations governing municipal procurement.
 2. Assisting in the development of invitations to bid and requests for proposal, administration of contracts and management of inventories of purchased goods.
 3. Issuing and receiving responses to invitations to bid and requests for proposal in accordance with this Policy and related administrative procedures.

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4. Making a final determination and/or recommendation, in conjunction with Agency staff, for quote, bid and proposal awards, except where others are so authorized by the Intergovernmental Management Committee or the Agency Board.
5. Providing appropriate procedures for ensuring vendor protests of competitive sealed bids, competitive negotiations and requests for quotations are treated in a fair and objective manner.
6. Processing vendor payments in accordance with the City's Prompt Pay Policy and the Local Government Prompt Payment Act, Section 218.70, Florida Statutes.
7. Resolving complaints between the Agency and vendors regarding purchases of supplies and services.
8. Rejecting all bids or proposals received in response to a particular solicitation, when deemed appropriate by the Intergovernmental Management Committee.
9. Authorizing the termination of vendor relationships.
10. Maintaining vendor performance records.
11. Providing procedures for the evaluation of vendors including suspension and debarment.

E. Director of PLACE or his/her Designee is responsible for;

1. Approving and awarding all purchases/contracts within designated managerial authority.
2. Reviewing and recommending all procurement related awards submitted to the Intergovernmental Management Committee and the Agency Board.
3. Serving in the capacity of Contracting Officer for Blueprint and OEV.
4. Approving all extensions to the term of procurement related agreements as stipulated in the original terms and conditions of such agreements.
5. Executing all documents, including contracts and change orders, approved by the Agency Board, Intergovernmental Management Committee, and those within designated managerial authority.

F. Treasurer - Clerk's Office shall be responsible for the following, with regards to Blueprint Intergovernmental Agency procurement activities:

1. Countersigning all contracts made on- behalf of the Agency.
2. Ensuring contracts are executed and disseminated to the appropriate parties.

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3. Safekeeping all bid and contract performance security instruments, including without limitation bonds, cashier or certified checks, letters of credit, and assignments of certificates of deposit, submitted to the Agency.
 4. Handling concerns and issues relative to responding to requests for documents under the Public Records Act.
 5. Issuing petty cash funds.
- G. The Blueprint Attorney as legal advisor to the Director of PLACE and Agency staff with regards to procurement activities, shall be responsible for the following;
1. Advising personnel on procurement matters that arise as a result of Agency operations.
 2. Reviewing of contract documents prior to contract award for legal sufficiency and completeness.
 3. Endorsing on each procurement related agreement approval of the form and correctness of the document.
 4. Defending for and on behalf of the Agency, all complaints, suits and controversies in which the Agency is a party that arise as a result of procurement activities, in consultation with the Agency Board Attorney and/or City/County Attorney/Offices.
- H. Vendors interested in doing business with the Agency shall be responsible for:
1. Registering with the vendor database manager and distributor for all procurement solicitations.
 2. Ensuring that all business information set forth in the database, at any time, is current (i.e., address, contact person, product lines, etc.).
 3. Complying with all terms and conditions of the applicable solicitation, or other procurement related documents, in making an offer or proposal to the Agency and when conducting business with same.
 4. Ensuring the correctness, completeness and timeliness, of responses to procurement solicitations and invoices submitted for payments.

101.07 ADDITIONAL PROVISIONS AND EXCEPTIONS

1. Minority, Women and Small Business Enterprise (MWSBE) Program shall be administered in accordance with the MWSBE Policy approved by the IA Board on January 30, 2020, and as amended on September 21, -2023.-

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2. Consultant Competitive Negotiation Act (CCNA) procedures as provided in Chapter 287.055 Florida Statutes shall be utilized for purchases/contracts consistent with the City's Procurement Procedures.

3. Expenditure Authority

a. Purchasing Authority is defined as follows:

Intergovernmental Agency Board \$250,000 and over

Intergovernmental Management Committee up to \$250,000* (see note)

Director of PLACE, Blueprint Director
and Director of OEV up to \$~~125,000~~25,000

* Note: Without regard to the above threshold, which is established for Non – Capital Projects, the Intergovernmental Management Committee shall have the authority to award any contract if such is within the approved capital project budget and complies with all policies established herein.

b. Change Orders shall be authorized as follows:

1) The Director of PLACE, or his/her designee, ~~Intergovernmental Management Committee~~ shall have the authority to approve change orders to contracts up to 20% of the original contract amount provided funding is identified and available in the approved project budget.

2) The Agency Board shall approve change orders to contracts which exceed 20% of the original contract amount or require funding in excess of the total project budget.

4. Price agreements (City or County) shall be utilized whenever possible and do not require additional approval by the purchasing authority.

5. Continuing Service Agreements (City or County) for the provision of specified professional services shall be utilized where applicable and:

- a. Have no threshold limit for professional fees.
- b. Provide a specified contract period with optional extension periods as appropriate.
- c. Provide a termination clause.

Each request for services under a Continuing Services Agreement shall contain a lump sum cost, a cost estimate or proposal, or other limitation and shall require approval in accordance with the above chart. The Agency will use its best efforts to implement a rotation system for consultants awarded a contract under a Continuing Services Agreement consistent with the MWSBE Consolidated Policy.

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6. A formal contract shall be prepared for transactions for services that exceed \$50,000. Contract extensions that are included in the original terms and conditions **do not** require Agency approval. The Agency shall approve extensions to contracts that are not a part of the original terms and conditions.
7. Local Preference Policy (Attachment 2) as adopted by the Leon County Board of County Commissioners on March 26, 2002, shall be incorporated by reference into the Blueprint Intergovernmental Agency Procurement Policy, with the following exceptions:
 - a. the definition of "local business" shall be expanded to include the four county area of Leon, Wakulla, Gadsden, and Jefferson
 - b. primary residence of employees, or if the business has no employees, the business shall be at least 50% owned by one or more persons whose primary residence shall be within the four county area described in 101.07 (7).

101.08 SUNSET REVIEW

The Blueprint Procurement Policy shall be reviewed no later than five years from the effective date. Irrespective of this review period, the Director of PLACE is responsible for determining if changes to the City's Procurement Policy need to be incorporated into this policy or if other changes are needed, and if so, shall submit the policy revisions to the Agency Board for review as needed, or at least 90 days prior to the sunset review date. If no action is taken on the policy prior to the sunset review date, the policy will automatically extend for another five-year period or until the Agency Board revises or terminates the policy.

101.09 EFFECTIVE DATE

This policy will become effective upon approval by the Blueprint Intergovernmental Agency Board. Approved June 17, 2002.

Revised: February 21, 2017
January 30, 2020
September 21, 2023

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Blueprint Intergovernmental Agency Board of Directors Agenda Item #5

September 21, 2023

Title: Approval of the 2024 Blueprint Intergovernmental Agency Meeting Schedule

Category: Consent

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Artie White, Director, PLACE
Autumn Calder, Director, Blueprint
Susan Dawson, Blueprint Attorney
Keith Bowers, Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This agenda item seeks approval by the Blueprint Intergovernmental Agency Board of Directors (IA Board) of the proposed 2024 meeting schedule. As recommended, approval of Option #1 provides a 2024 meeting schedule including four (4) joint meetings and a budget workshop for Blueprint Infrastructure and Office of Economic Vitality (OEV).

FISCAL IMPACT

This agenda item has a fiscal impact. Approval of Option #1 will reduce costs for Blueprint meetings annually by approximately \$1,375.

RECOMMENDED ACTION:

Option 1: Approve proposed 2024 Blueprint Intergovernmental Agency meeting schedule providing for four (4) joint meetings.

SUPPLEMENTAL INFORMATION:

At the May 27, 2021, meeting, the IA Board approved separating Agency meetings for Infrastructure and OEV business and directed Blueprint to bring back a review of the practice at a future date. This agenda item provides that review and recommends a meeting schedule for 2024. The meeting schedule for 2022 and 2023 provided for six meetings separated for Infrastructure and OEV business except for the budget workshops and public hearings. However, over the past two years, the need has often arisen to consider Infrastructure business at an OEV specific meeting, or vice versa. As such, this agenda item recommends approval of Option #1, which provides a 2024 meeting schedule including four (4) joint meetings. Also provided for IA Board consideration is Option #2, which maintains the current meeting schedule of six (6) meetings, separated for OEV and Infrastructure business.

History of IA Board Meeting Schedules

Per Section B-3 of the By-laws of the IA Board, at least one meeting of the IA Board of Directors is required per year. From 2002 until 2016, the IA Board held three regular meetings each year. At the October 27, 2016, IA Board meeting, the IA Board amended the 2017 meeting schedule to add a fourth meeting. This practice continued until September 5, 2019, when the IA Board of Directors adopted the 2020 meeting schedule, which added two additional regular meetings. At the May 27, 2021 meeting, the IA Board directed staff to hold separate meetings for OEV and Infrastructure business. The meeting schedules for 2022 and 2023 have continued to follow this IA Board direction. Additionally, separating Infrastructure and OEV business was in part predicated on reducing COVID-19 exposure by limiting the number of staff required at meetings. Over the past few years, however, public meetings have returned to prior operational practices.

OPTION #1: FOUR (4) JOINT MEETINGS

As recommended, approval of Option #1 provides a 2024 meeting schedule including four (4) joint meetings and a budget workshop for Blueprint Infrastructure and OEV. This option strategically aligns IA Board business for both Directors and members of the public, both of whom comment and direct business for Infrastructure and OEV at all IA Board meetings. Over the past two years, the need has often arisen to consider Infrastructure business at an OEV specific meeting, or vice-versa, and Option #1 proposes to return to joint meetings, as was done prior to 2022, and combine OEV and Infrastructure business to increase efficiency and transparency for the IA Board Directors and public. Table #1 depicts the proposed meeting schedule for 2024 based on Option #1.

Table 1. Option #1 2024 Proposed Meeting Dates, 4 Meeting per Year

Date	Meeting Focus
February 29, 2024	Joint Meeting
May 16, 2024	Joint Meeting*
September 5, 2024	Joint Meeting*
November 14, 2024	Joint Meeting

* - Indicates Budget Workshop/Budget Public Hearing in addition to regular meeting.

OPTION #2: SIX (6) MEETINGS

Option #2 maintains the existing six meeting schedule and continues the practice of separating Infrastructure and OEV meetings with the exceptions being the joint budget workshop and a joint budget public. Table #2, below, depicts the proposed meeting dates for 2024 based on Option #2.

Table 2. Option #2 2024 Proposed Meeting Dates, 6 Meetings per Year

Date	Meeting Focus
February 1, 2024	OEV
March 7, 2024	Infrastructure
May 16, 2024	Joint Meeting*
June 20, 2024	OEV
September 5, 2024	Joint Meeting*
November 14, 2024	Infrastructure

* - Indicates Budget Workshop/Budget Public Hearing in addition to regular meeting.

CONCLUSION:

As recommended, approval of Option #1 provides a 2024 meeting schedule including four (4) joint meetings and a budget workshop for Blueprint Infrastructure and OEV. This option strategically aligns IA Board business for IA Board Directors and members of the public. Over the past two years, the need has often arisen to consider Infrastructure business at an OEV specific meeting, or vice versa, and Option #1 proposes to return to joint meetings, as was done prior to 2022, and combine OEV and Infrastructure business to increase efficiency and transparency for the IA Board Directors and public.

OPTIONS:

- Option 1: Approve the proposed 2024 Blueprint Intergovernmental Agency meeting schedule providing for four (4) joint meetings.
- Option 2: Approve the proposed 2024 Blueprint Intergovernmental Agency meeting schedule providing for six (6) meetings.
- Option 3: IA Board Direction

RECOMMENDED ACTION:

- Option 1: Approve the proposed 2024 Blueprint Intergovernmental Agency meeting schedule providing for four (4) joint meetings.

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Blueprint Intergovernmental Agency Board of Directors Agenda Item #6

September 21, 2023

Title: Acceptance of a Status Update on the Capital Cascades Trail Segment 4 Project

Category: Consent

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Contact: Artie White, Director, PLACE
Autumn Calder, Director, Blueprint
Daniel Scheer, Design and Construction Manager, Blueprint
Abraham Prado, Senior Project Manager, Blueprint

STATEMENT OF ISSUE:

This agenda item provides a status update to the Blueprint Intergovernmental Agency Board (IA Board) on the Capital Cascades Trail Segment 4 Project as requested at the May 11, 2023 IA Board meeting. Capital Cascades Trail Segment 4 (CCT 4), extends from the St. Augustine Branch and the Central Drainage Ditch (CDD) to Lake Henrietta, completing the Capital Cascades Trail Project as contemplated in the Capital Cascades Master Plan (2005 Master Plan) approved by the IA Board on January 31, 2005. Upon completion, CCT 4 will improve water quality, mitigate flooding, provide connectivity in Southside Tallahassee, and create new park spaces. CCT 4 will also further improve the water quality discharging into Lake Munson. This item also provides a summary of ongoing coordination efforts regarding existing stormwater projects in the CCT 4 area.

FISCAL IMPACT:

This agenda item does not have a fiscal impact. The CCT 4 project has an approved project allocation of \$19.9 million. The current estimates for design and permitting are \$3,500,000 and construction is \$16,400,000.

RECOMMENDED ACTION:

Option 1: Accept the status update on the Capital Cascades Trail Segment 4 project.

SUPPLEMENTAL INFORMATION:

As requested at the May 11, 2023 IA Board meeting, this item provides a status update on CCT 4. The project is currently in the planning and design process as authorized by the IA Board at their June 27, 2019 meeting. The project will then proceed to permitting with construction anticipated to commence in the winter of 2024. Construction is anticipated to be complete in the summer of 2026.

Once constructed, CCT 4 will complete the Capital Cascades Trail Master Plan as approved by the IA Board on January 31, 2005. As shown in Figure 1, below, the 4.25-mile Capital Cascades Trail begins at Leon High School in downtown Tallahassee, traveling along Franklin Boulevard to Cascades Park. From Cascades Park, the Capital Cascades Crossing and Pedestrian Bridge connects Cascades Park to the Southside along FAMU Way. The project follows the St. Augustine Branch drainage conveyance parallel to FAMU Way to the convergence of the St. Augustine Branch and CDD, where the CCT 4 project begins.

Figure 1: Capital Cascades Trail Project Alignment



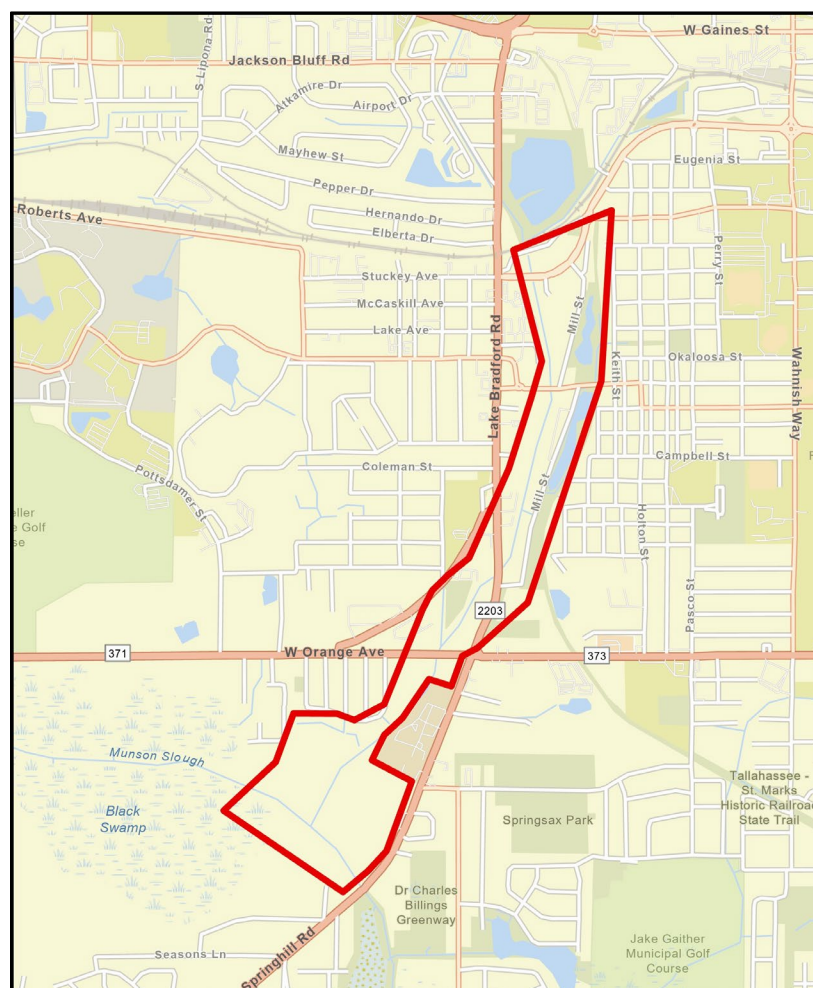
CCT 4 Project Location and Goals

CCT 4 begins at the St. Augustine Branch and the Central Drainage Ditch (CDD), and follows the CDD south ending at Lake Henrietta. Lake Henrietta is identified as the final point for CCT 4 in the 2005 Master Plan and the Interlocal Agreement. This physical location presents a logical endpoint for the Capital Cascades Trail project as this is where

the merging of the CDD watershed and Munson Slough watershed occurs forming an expanded watershed.

The 2005 Master Plan proposes a wide range of improvements along the CCT 4 project area, shown in Figure 2, with the objective of improving water quality, flood mitigation, greenway connectivity, and the creation of park-like areas. CCT 4 is a key component in the larger watershed stormwater system and provides community benefits through the proposed improvements. These benefits include flood reduction, water quality treatment, reduced erosion within the CDD, additional recreational amenities and the creation of multimodal interconnectivity. CCT 4, as presented herein, delivers the final segment of the 2005 Master Plan.

Figure 2. CCT 4 Project Area



Impact of Capital Cascades Trail Improvements to Date

Since the IA Board’s approval of the 2005 Master Plan, Blueprint has completed a substantial number of stormwater improvements along the Capital Cascades Trail corridor improving water quality, reducing area flooding, providing recreational and cultural opportunities, and community connectivity. In all, these completed

improvements represent a total investment of more than \$138 million and stretch approximately 2.6 miles. The open ditch conveyance along Franklin Boulevard, Segment 1, was enclosed with a box culvert system. The enclosing of the drainage ditch eliminated a known safety hazard for motorists during heavy storm events, eliminated erosion from the open ditch side bank, and reduced area flooding on properties along the roadway. The Cascades Park, Segment 2, improvements provide flood relief for the area, stormwater treatment, and a world-class public park with open spaces, walking trails, historical, cultural, and educational features.

Improvements from Cascades Park along FAMU Way, Segment 3, were closely coordinated with the City of Tallahassee during the construction of FAMU Way. Blueprint improvements along Segment 3 include the replacement of an open ditch with a box culvert to reduce erosion, the construction of stormwater facilities to treat previously untreated runoff, the installation of a technologically advanced trash trap, and the implementation of community amenities including the Skateable Art Park, History and Culture Trail, St. Marks Trailhead, and a new restroom facility.

Overall, the impacts from the Capital Cascades Trail Segments 1-3 include:

- 5.52 miles of bicycle/pedestrian facilities.
- 0.61 miles of roadway improvements.
- Nearly 37 acres of new or improved park/public spaces including Cascades Park, Anita R. Favors Plaza, FAMU Way Playground, Skateable Art Park, Coal Chute Pond Park, Capital Cascades St. Marks Trailhead, 3DB Stormwater Facility and a Community Gathering Space.
- 1.84 miles of open roadside ditch enclosure.
- Four new stormwater facilities constructed to provide stormwater treatment.
- 3.7 million cubic feet of flood capacity, roughly the equivalent of one football field flooded 65 feet deep, provided in Cascades Park.
- 26 structures removed from the FEMA 100-year floodplain.
- Recognition of local history and culture through the Smokey Hollow Commemoration, Korean War Memorial, Adderely Amphitheater, History and Culture Trail and many more interpretive signs.
- Private investments along the CCT Corridor such as the Cascades Project, a new hotel, student housing and reinvestment in Railroad Square.

Continuing south from the convergence of the St Augustine Branch and CDD, the City of Tallahassee completed the armoring of the CDD with a gabion wall and mat system. This hardening of the channel helps to reduce erosion and downstream sediments as well as maintain the stability of the ditch along 0.8 miles of the CDD. This armoring occurred between FAMU Way and Springhill Road, which guided the Blueprint opportunities for improvements proposed as part of CCT 4. Along this same corridor, in September 2022, Blueprint completed sidewalk connections from the Greater Bond Neighborhood to the St. Marks Trail and CCT 4. These connections were included as a Tier 1 Bicycle and

Pedestrian Master Plan Neighborhood Network Project and helped fulfill an Action Item from the Greater Bond Neighborhood First Plan.

The improvements along Capital Cascades Trail have won 19 awards and received accolades from many professional organizations. A list of the awards and accolades is provided as Attachment #1.

Capital Cascades Trail Segment 4 Concept Plan

The CCT 4 Concept Plan provides trails, amenities, and gathering spaces along the project corridor. In addition, it proposes the most efficient and applicable water quality enhancements and flood mitigation opportunities based on the basin characteristics. The CCT 4 Concept Plan was provided to the IA Board with the Receipt and File for the December 8, 2022, and May 11, 2023 meetings, and has been available on the project website since December 2022, which is included as Attachment #2.

CCT 4 is approximately 1.7 miles long, and the proposed improvements will be constructed entirely within lands owned by Blueprint, the City, and the County, including land acquired in 2006 through a Florida Communities Trust Grant. The CCT 4 concept, as presented in this item, represents a collaborative effort guided by IA Board direction, stakeholder input, stormwater modeling, the Innovative Stormwater Technologies paper findings, available water quality data, and watershed characteristics. The CCT 4 concept satisfies the four principal objectives of the 2005 Master Plan:

- Improving water quality
- Flood mitigation
- Greenway and trail connectivity
- Park development

The proposed improvements from the CCT 4 Concept are shown in Figure 2 and summarized below. A more comprehensive description of the proposed improvements is provided in the CCT 4 Concept Plan.

Figure 3. CCT 4 Concept Plan



Objective: Improving Water Quality

Through the proposed stormwater treatment improvements, CCT 4 continues the success of past projects in enhancing water quality within the CDD prior to downstream discharge. CCT 4 proposes to achieve water quality improvements by minimizing impervious areas, stabilizing the side banks of the CDD, maintaining and enhancing natural vegetation, and routing currently untreated stormwater runoff to a detained area for treatment. A recorded decreasing trend for pollutants along the CCT 4 corridor means achieving large pollutant removal through CCT 4 during low flow and ambient conditions is not feasible as current loads are already near the lower limit of what is achievable.

As CCT 4 is the only segment of the Capital Cascades Trail along the CDD, it provides the unique opportunity to directly improve and enhance the CDD. The CDD transports a significant amount of sediment (loose sand, clay, silt, and other soil particles that settle at the bottom of a body of water) to Munson Slough. By continuing the stabilization of the CDD, which was started by the City, sediment transport will be reduced. The proposed improvements at Liberty Park provide a centralized location for sediments to deposit, be

collected, and removed prior to reaching Munson Slough. The reduction in sediment and water quality improvements associated with CCT 4 will further contribute to improving the water quality discharging into Lake Munson.

Objective: Flood Mitigation

Beyond improving water quality, the proposed CCT 4 stormwater improvements also reduce flooding. Stormwater modeling identified that flood conditions near CCT 4 are primarily controlled by peak water-surface elevations in Munson Slough. Given that the CCT 4 basin is a relatively small portion of the Munson Slough watershed, it is not possible to mitigate peak water-surface elevations in Munson Slough through CCT 4. Because of this, the CCT 4 Concept Plan focuses on opportunities for flood reduction in neighborhoods near the project. CCT 4 reduces the flooding to 45% of the homes within the 100-year FEMA floodplain in the Callen and Liberty Park neighborhoods. A summary of the flood reduction achievable through the proposed improvements is provided in Table 1.

Table 1- Number of Structures in Floodplain

	100-Year Storm	25-Year Storm	10-Year Storm
Existing Structures in Floodplain	33	18	7
Existing Structures Removed from Floodplain as Proposed in CCT 4 Master Plan	15	14	7
Percent of Structures Removed from Floodplain	45%	78%	100%

The proposed CCT 4 stormwater improvements for both water quality and flood reduction are based on achieving the greatest benefit based on the watershed characteristics and limitations. A more thorough review of the watershed is provided in the Innovative Stormwater Technologies paper that is available on the project website, blueprintia.org/projects/cct-segment-4, and provided to the IA Board on March 9, 2023.

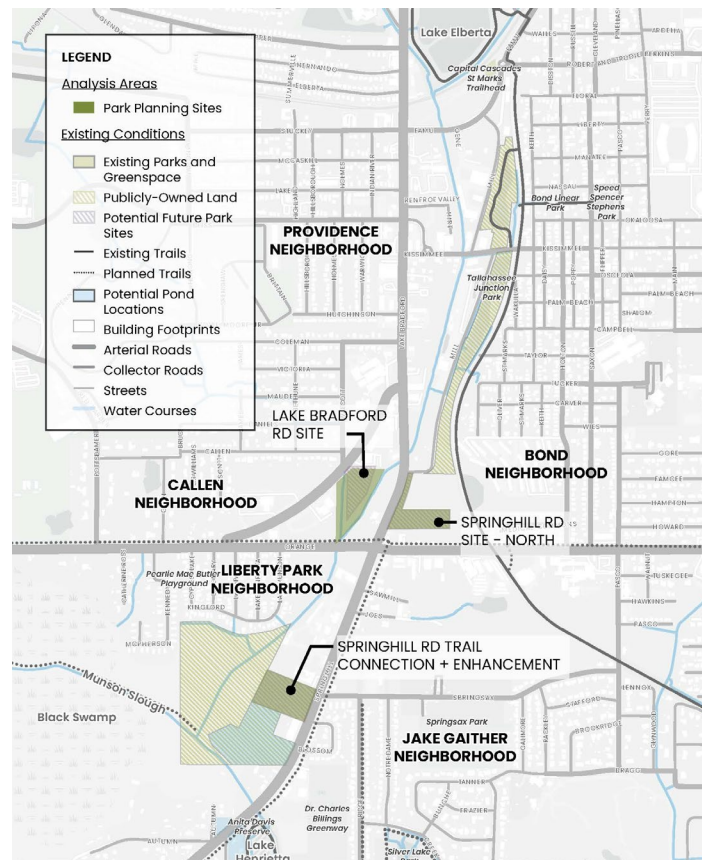
Objective: Greenway and Trail Connectivity

CCT 4 completes the Capital Cascades Trail as envisioned in the 2005 Master Plan from Leon High School in downtown to Southside Tallahassee. CCT 4 provides greenway connectivity to commercial, educational, light industrial, and residential areas of the Southside Tallahassee urban area. The project passes through the Bond neighborhood and provides proximity to several other neighborhoods such as Providence, Callen, Liberty Park, and Jack Gaither. Once completed, CCT 4 will enhance the connection of these neighborhoods to Pineview Elementary, retail locations, such as convenience and retail stores, and industrial sites like Alco Uniforms, Eli Roberts & Sons, and Greif Recycling. In addition to the two previously mentioned sidewalk connections in the Bond Community, a third connection at Floral Street will be implemented as part of CCT 4.

Objective: Park Development

As part of the development of the CCT 4 concept, a mixture of passive and active programming opportunities were considered on three sites along the corridor, as shown in Figure 3. The Lake Bradford Road site and the Springhill Road South site were advanced for development as part of the CCT 4 Concept Plan. A third site, Springhill Road North, is proposed to remain in its natural state. As development of the nearby parcels occurs in the future, this site could be enhanced complementary to the development. In addition to the sites analyzed as part of the CCT 4, the City's Tallahassee Junction Park provides an additional recreational opportunity along the northern end of CCT 4.

Figure 4. CCT 4 Amenity Sites



The Lake Bradford Road site will become a public open space with integrated elements to improve water quality, reduce stormwater runoff, enhance landscaping, and provide educational signage. Bike, pedestrian, and limited vehicular access will be provided to the site via the CCT 4 trail and Lake Bradford Road. This site was acquired through a Florida Communities Trust Grant and the concept meets the grant requirements.

The Springhill Road site will remain in a natural state with a loop trail and a direct connection to the Capital Cascades Trail. An archeologically significant site was identified near this parcel. The archeological site limits the use of a portion of this parcel and will be preserved. The site will serve as a connection point to the greenway system from the neighborhoods east of Springhill Road and the City's Springsax Park.

Coordination with Airport Gateway

In addition to CCT 4, the Airport Gateway project overlaps this geographic area. Blueprint has coordinated the efforts from the two project teams to ensure the integration of these two key Southside projects. The stormwater models developed as part of CCT 4 will be utilized in the Airport Gateway. However, the coordination extends beyond modeling to the physical improvements proposed for each project. As part of the Airport Gateway, a stormwater facility is planned on the south side of the CCT 4 Springhill Road site to collect and treat stormwater from the proposed improvements to Springhill Road. Through coordination between the Airport Gateway and CCT 4, the proposed stormwater facility provides an opportunity for an enhanced trail section in CCT 4. As the Airport Gateway progresses and develops further, this site may be evaluated to determine its most appropriate use and redevelopment potential. In the event this site is redeveloped, the trail system may be relocated but will be maintained. In addition, the Airport Gateway planned improvements along Springhill Road are being coordinated with CCT 4 to ensure the multimodal connection across Springhill Road at Springsax Road is safe for all users.

CCT 4 Project Cost

The estimated cost to construct CCT 4 as presented in this agenda item is \$16,431,000, including contingency. A breakdown of the construction cost is provided in Table 2. The total IA Board approved CCT 4 allocation is \$19.9 million and is anticipated to be fully funded by FY 2025. The remaining \$3.5 million is for design services, permitting, and engineering services during construction.

Table 2 – Capital Cascades Segment 4 Cost Estimates	
<u>Category</u>	<u>Cost Estimate</u>
Parks & Green Spaces	\$ 2,986,000
Greenway/Trail Connectivity	\$ 5,195,000
Sediment Removal/Channel Restoration	\$ 7,506,000
Stormwater Treatment	\$ 587,000
Flood Mitigation- Liberty Park	\$ 157,000
Total Construction Estimate	\$ 16,431,000
Design, Permitting, CEI	\$ 3,500,000
Total Project Estimate	\$ 19,931,000

In August 2023, a Resilient Florida grant application was submitted for CCT 4 to help offset the cost of the stormwater improvements. The CCT 4 project is a good fit for the grant due to the flooding reduction to critical assets including Pineview Elementary School. The grant request was for \$5,047,500 to fund design, permitting, and construction of the CCT 4 project. If awarded, these grant funds would be applied towards the \$19,931,000 project estimate. Once construction is complete, a determination of available surplus funds, due to the potential award of the grant, will be made and presented to the IA Board for further direction.

Capital Cascades Trail Segment 4 Project Schedule

The IA Board approved the solicitation for design services for CCT 4 on June 27, 2019. A Request for Qualifications (RFQ) was published on November 25, 2020. The consulting team led by George and Associates was identified as the top-ranked respondent and a contract was executed on August 19, 2021. The selected consulting team has over 50 years' of experience in similar projects. Past projects by team members include the Debbie Lightsey Nature Park for Blueprint, the Weems Road Extension for the City of Tallahassee, the Downtown Stormwater Master Plan for the City of Tallahassee, Sweetwater Branch/Paynes Prairies Sheetflow Restoration for the Gainesville Regional Utilities and the Sweetwater Creek Greenway for Gwinnett County.

Task 1 of the contract includes the development of design concepts for both the stormwater and amenities component, stormwater modeling to meet permitting requirements, coordination with regulatory agencies, development of an Innovative Stormwater Technologies paper, and public outreach. The CCT 4 Concept Plan is the culmination of the efforts performed under Task 1 and is now complete.

Blueprint will proceed with the final design services, Task 2 under the George and Associates contract, which is anticipated to conclude with final permits by the end of 2024. Construction will follow once all permits have been secured and is expected to start in late 2024 subject to IA Board approval to procure construction services.

Capital Cascades Trail Segment 4 Community Outreach

Public engagement to inform the community about the project and solicit feedback on the proposed improvements is a key component of the project and will continue throughout the duration. An open house was hosted on February 2, 2023, at Pineview Elementary to inform the public about the CCT 4 project and solicit feedback. Over 200 residents attended the open house. The general feedback was positive and expressed excitement about the project. Copies of the feedback forms are included in Attachment #3. Information about the open house was provided via direct mailings to the communities along the project corridor, direct outreach with neighborhood representatives to neighborhoods not directly adjacent to the project, postcards were sent home with students at Pineview, local television media announcements, and posting on the Blueprint website.

Additional community meetings attended include the Jake Gaither Neighborhood Association on April 21, 2022, Greater Bond Community on May 26, 2022, and Callen Neighborhood Association on June 23, 2022. A meeting with the pastors for Jacob Chapel and Old West Florida Enrichment was held on November 1, 2022. In addition, meetings were attended with Capital City Cyclists on May 16, 2022, and the City of Tallahassee Bicycle Group on June 13, 2022. The project was also represented at the past two Soul of the Southside events.

Coordination meetings have been held with governmental stakeholders to inform and gain input on the project. This includes the City of Tallahassee, Leon County, Leon County School Board, Florida Communities Trust (FCT), and Florida Department of Transportation (FDOT). Meetings with FDOT have also included coordination on the proposed bridge replacement over Munson Slough and the 4-lane of Orange Avenue

planned by FDOT to ensure seamless integration. Discussions with FCT have included compliance with the grant requirements for the park sites.

The CCT 4 stormwater concept and Innovative Stormwater Technologies paper was presented to the Technical Coordinating Committee at their November 14, 2022 meeting. The CCT 4 Concept Plan was presented to the Citizens Advisory Committee at their February 23, 2023 meeting. The proposed CCT 4 improvements as presented in this item incorporate the feedback that has been received from all stakeholders.

Inter-Agency Coordination

As requested by the IA Board at their April 8, 2021 meeting, this agenda item contains a summary of coordination efforts between Blueprint, the City of Tallahassee and Leon County as well as a list of possible public infrastructure projects along the CCT 4 corridor and that complement the benefits of the CCT 4 project. This information is provided in Attachment #4. As with all Blueprint projects, coordination with partner agencies at the local and state level is a continuous process from the start of a project through construction. The CCT 4 project team continuously coordinates with the City, County and FDOT on permitting requirements and projects along the corridor that may affect CCT 4 or present leveraging opportunities.

Moreover, CCT 4 is a key component in the larger Lake Munson basin and in conjunction with the various other projects implemented in the basin enhances water quality. Over the last four decades, \$290 million has been invested in ongoing efforts to improve the water quality in the basin. More than 28 infrastructure projects have been coordinated and completed by Blueprint, Leon County, and the City of Tallahassee that provide water quality treatment, reduce sediment transport, and collect trash. A more detailed description of these improvements and efforts was provided by County staff as part of the “Lake Munson Action Plan and Drawdown Status Update” item included in the County Commission agenda for September 12, 2023. The item is available on line at:

https://www2.leoncountyfl.gov/coadmin/agenda/view.asp?item_no=%2734%27&meeting_date=9/12/2023&meeting_id=1445.

NEXT STEPS

Blueprint will continue with the following project milestones:

- | | |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Spring 2023 – Fall 2024: | Complete design for the project and submit for final permits. |
| Fall 2024: | Issue an Invitation for Bid for construction services for the CCT 4 and award a contract for construction support services utilizing the Blueprint Continuing Services Agreements (CSA), subject to IA Board approval. |
| Winter 2024: | Begin construction on CCT 4. |
| Summer 2026: | Complete construction on CCT 4. |

CONCLUSION:

Completion of CCT 4 will be the culmination of planning, design, and construction spanning twenty years. CCT 4 proposes improvements to address the major objectives of the 2005 Capital Cascades Master Plan: water quality, flood mitigation, greenway and trail connectivity, and park development. The proposed improvements include the construction of over nine acres of park spaces, 1.7 miles of trails and pedestrian improvements, and six connections to neighborhoods (Bond, Callen, Liberty Park, and Jake Gaither) that facilitate access to open spaces and destinations such as schools, shopping, and employment. CCT 4 also includes recommendations for stormwater infrastructure to improve water quality in the Lake Munson Basin as well as reduce flooding. The CCT 4 Concept Plan, as summarized in this item and provided to the IA Board in December 2022 and May 2023, is a key milestone in the design process authorized by the IA Board on June 2019. The benefits that will result from the CCT 4 project are complemented by the numerous projects and investments made by partner agencies at the state and local level to improve water quality in the Lake Munson Basin. CCT 4 and these other projects, create an effective treatment system with a record of improving the water quality of the stormwater discharging to Lake Munson.

The proposed CCT 4 fits within the site conditions, approved project allocation, and reflects substantial stakeholder input. Design is anticipated to be completed in fall 2024 and construction to begin in winter 2024 subject to IA Board approval and permitting at that time.

Action by the TCC and CAC: The CCT 4 stormwater concept and Innovative Stormwater Technologies paper was presented to the TCC at their November 14, 2022 meeting. The CCT 4 Master Plan was presented to the CAC at their February 23, 2023 meeting as part of the status update on CCT 4. The CAC accepted the status update.

OPTIONS:

Option 1: Accept the Status Update on the Capital Cascades Trail Segment 4 Project.

Option 2: IA Board direction.

RECOMMENDED ACTION:

Option 1: Accept the Status Update on the Capital Cascades Trail Segment 4 Project.

Attachments:

1. Capital Cascades Trail Awards and Accolades
2. Capital Cascades Trail Segment 4 Concept Plan
3. Comment Cards from the Open House
4. Capital Cascades Trail Master Plan Coordination Summary

Capital Cascades Trail Awards and Accolades	
2017	American Public Works Association (APWA) Florida: Structures Award- Capital Cascades Crossing
	American Planning Association (APA) Florida: Award of Merit - Capital Cascades Trail, Segment 3
	APWA Florida Chapter: Multi Use Project Award - Capital Cascades Trail, Segment 3
2018	APWA: Florida Award of Merit Grassroots Initiative category: Blueprint Smokey Hollow Barbershop
	Knight Foundation, Community Initiatives Grant: Capital Cascades Trail – Social Spaces Project
	The Florida Landmarks Council Historic Preservation Award: Smokey Hollow
2019	Florida Landmarks Council and the National Association for the Preservation of African-American History and Culture: Trailblazer Award (Smokey Hollow Commemoration @ Cascades Park)
	APWA (Local and Florida Chapter) Project of the Year Award: FAMU Way Phase 2 Roadway Improvements & Capital Cascades Trail Segment 3D-A
	Category: \$5-\$25 Million Transportation, Beautification & Multifunction Categories
2021	Two Urban Land Institute North Florida’s Awards for Excellence in Real Estate for the Public Sector and Non-Profit the Cascades Connector
2022	APWA Florida Chapter Project of the Year Award for the FAMU Way/Capital Cascades Trail.
	APWA Florida Chapter Project of the Year Award for the Capital Cascades Trail Segment 3 projects in Transportation
	APA-Florida Award for the FAMU Way Playground Restroom
	Tallahassee Trust for Historic Preservation Award for the Smokey Hollow Barbershop
	Tallahassee-Leon County Historic Preservation Award for Excellence in the Rehabilitation/Restoration Category for the Smokey Hollow Barbershop
2023	American Public Works Association (APWA): Public Works Project of the Year – Structures Less than \$2 Million for the Skateable Art Park
	Florida Planning and Zoning Association: Outstanding Development/Design Excellence Award for the Skateable Art Park
	American Public Works Association (APWA), Big Bend: Local Project of the Year Award for the Skateable Art Park
	American Planning Association APA: Florida Award of Excellence in the Implementation Project Category for the Skateable Art Park
	Florida Chapter of the American Institute of Architects: Historic Preservation and Restoration Award for the Smokey Hollow Barbershop

Capital Cascades Trail Segment 4 Concept Plan

City of Tallahassee, Florida
September 2023

Blueprint Intergovernmental Agency

315 S. Calhoun Street, Suite 450

Tallahassee, Florida 32301

Consultant Team

George and Associates, Consulting Engineers, Inc.

TSW

Jones Edmunds

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Executive Summary

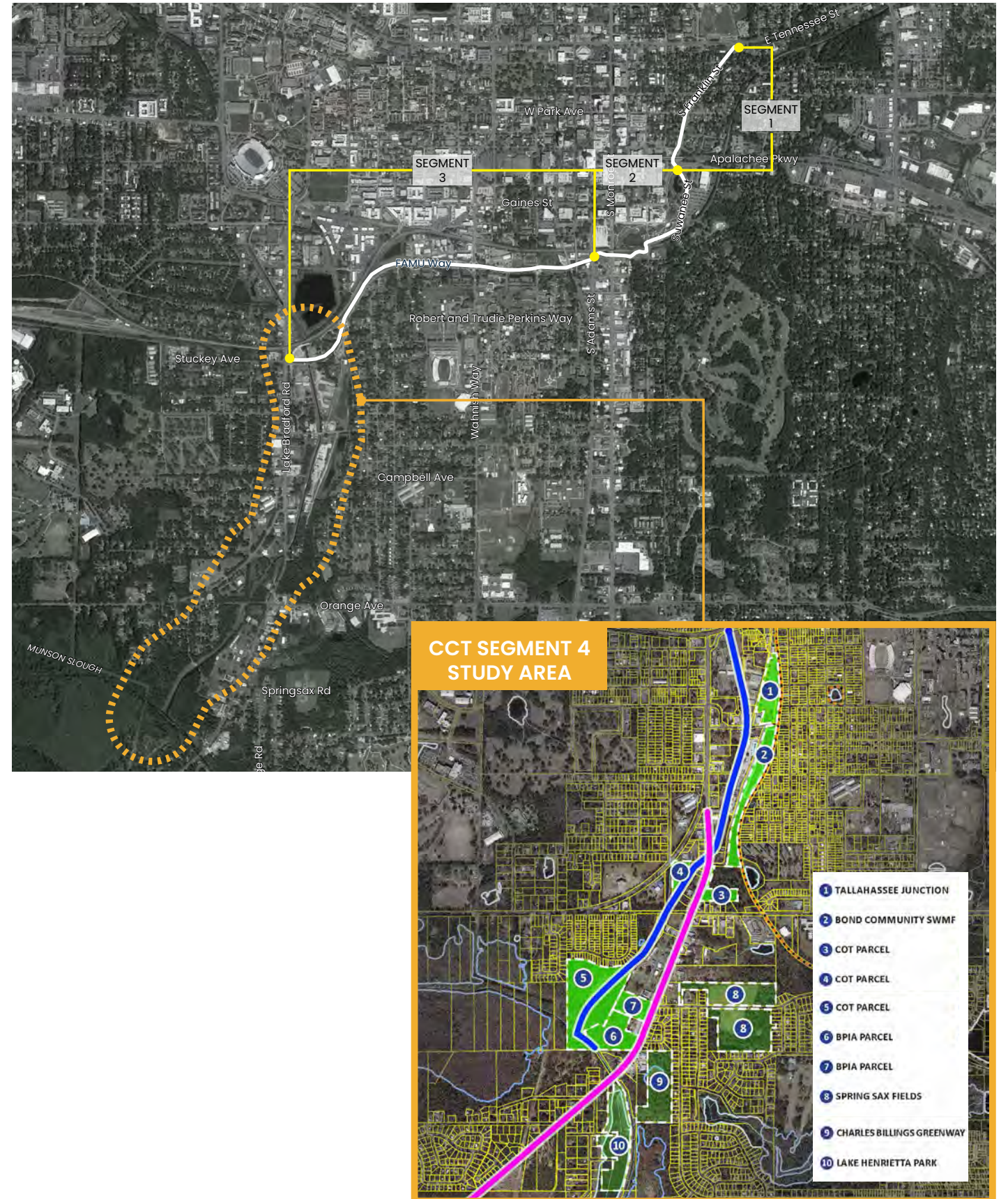
Executive Summary

The Capital Cascade Trail (CCT) is a multi-faceted network of stormwater and recreation facility projects that create an urban linear greenway. The Capital Cascades Trail in its entirety, commences at Leon High School in downtown Tallahassee, traveling along Franklin Blvd to Cascades Park. Upon exiting Cascades Park, the project follows the St Augustine branch drainage ditch parallel to FAMU Way to the convergence of the St Augustine branch and Central Drainage ditch where CCT 4 begins. From that convergence, the project follows the Central Drainage ditch south to terminate at Lake Henrietta on the south side of Orange Ave. The CCT is separated into four distinct yet connected segments stretching across 4.25 miles. Since the IA Board's approval of the Capital Cascades Master Plan in 2005, Blueprint has completed a substantial number of projects, as part of Segments 1, 2, and 3 of the CCT providing recreational amenities, improving water quality, multi-modal infrastructure, and reducing area flooding. In all, these improvements represent an investment of more than \$57,000,000 and stretch approximately 2.5 miles.

The CCT improvements have won numerous awards and received accolades from many professional organizations, including two national awards, one in 2015 from the American Public Works Association, and another in 2016 from the American Planning Association. Franklin Boulevard, Cascades Park, the Cascades Connector pedestrian bridge, and Segment 3 have won many awards over the last 10 years from local and state sections of organizations such as the Urban Land Institute, Florida Landmarks Council and the National Association for the Preservation of African-American History and Culture, American Public Works Association, American Planning Association, and the American Institute of Architects.

Continuing on the success of past Capital Cascade Trail projects, CCT Segment 4 will complete the Master Plan by finishing the trail system from Leon High School to Lake Henrietta, providing amenities, trails, water quality enhancements, and flood mitigation. Segment 4 is approximately 1.7 miles long, beginning at the convergence of the Central Drainage Ditch and St. Augustine Branch, continuing south of Orange Ave. CCT Segment 4 will be constructed entirely within lands owned by the City and County, including land acquired in 2006 through a Florida Community Trust Grant. With the completion of Segment 4, the Capital Cascades Trail will represent a final investment of over \$71,000,000 creating recreational amenities and stormwater enhancement along 4.25 miles from downtown to south Tallahassee.

Capital Cascades Trail Segment 4 Concept Plan represents a collaborative community engagement effort with area residents, churches, and neighborhood associations within the southside community of Tallahassee as well as meetings with civic organizations and agency stakeholders such as the City of Tallahassee, Leon County, Florida Department of Transportation, Leon County School Board and Florida Communities Trust.



Executive Summary (cont.)

Stakeholder input, stormwater modeling, the white paper findings, available water quality data, and watershed characteristics helped develop the CCT 4 Concept Plan and identify five principal objectives that reinforce the original goals of the 2005 Master Plan and distinguished distinctive programming components that are representative of the Southside of Tallahassee. The five principal objectives for the CCT 4 Concept Plan are improving water quality, flood mitigation, sediment removal, greenway and trail connectivity, and park development. The objectives and how they are met are further detailed below.

Improving Water Quality: Segment 4 is intended to complement upland and floodplain habitat management efforts to maintain water quality in the Lake Munson Basin. This will be achieved by minimizing impervious area and erosion and precluding development and other practices that may contribute significant sediment load. Improved water quality in the project area will be implemented by capturing untreated stormwater runoff from existing developed areas and executed through the installation of green stormwater infrastructure and low-impact development techniques.

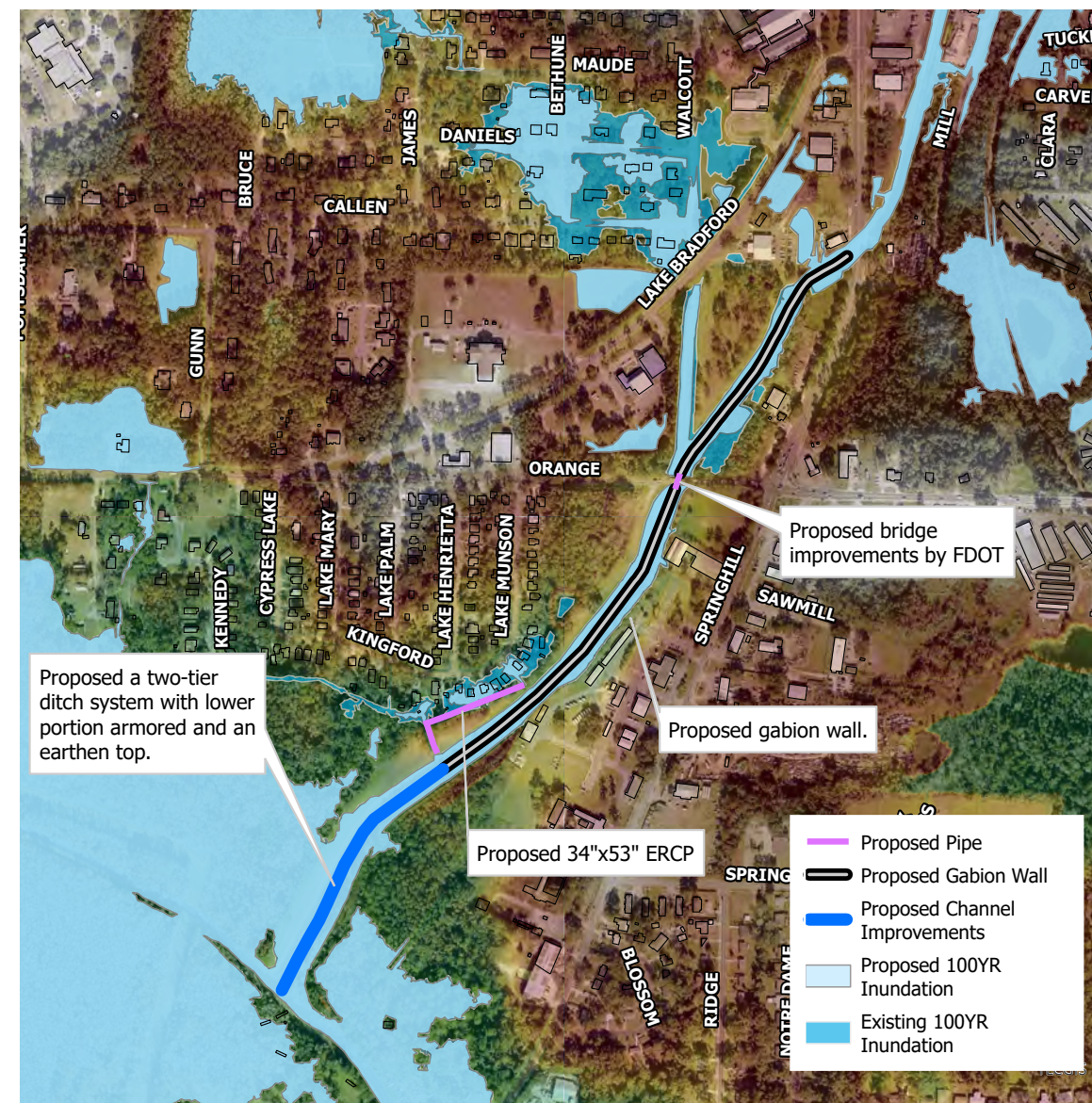
Flood Mitigation: A key component for Segment 4 is the establishment of an existing conditions stormwater model for the project area. This model includes the Central Drainage Ditch (CDD) and Saint Augustine Branch (SAB) watersheds. Results from the stormwater model confirmed the flooding issues known to occur within the two neighborhoods, Callen, and Liberty Park. Stormwater runoff from both neighborhoods discharge into the CDD, therefore, providing improvements to the CDD could in return improve or lessen the flooding issues for the neighborhoods.

Concepts within the CDD were developed and focused on identifying potential causes of flooding, possible solutions, and site constraints. A stormwater model was developed to evaluate each concept to mitigate flood conditions. The Recommended Concept incorporates the following:

- Installation of approximately 3,000 feet of gabion wall and a rock mattress from Springhill Road to south of Orange Avenue.
- Improve the Liberty Park stormwater outfall system
- Construction of approximately 1,200 feet of a two-tier ditch system south of Liberty Park
- Replacement of the bridge on Orange Avenue over the Central Drainage Ditch by FDOT

The Recommended Concept reduces the peak water-surface elevations in Liberty Park by 10 inches and in the Callen Neighborhood by 7 to 13 inches and reduces the number of existing inundated structures for 100-year, 25-year, and 10-year during an 8-hour design storm event.

RECOMMENDED CONCEPT	100-YR	25-YR	10-YR
EXISTING STRUCTURES IN FLOODPLAIN	33	18	7
EXISTING STRUCTURES REMOVED FROM FLOODPLAIN	15	14	7



Executive Summary (cont.)

Sediment Removal: CDD conveys a significant amount of sediment to Munson Slough. Sources of sediment within the CDD are sediment conveyed by stormwater runoff as well as sediment created by erosion and bank collapse within the CDD itself. As CCT 4 is the only segment of the Cascades Trail along the Central Drainage Ditch (CDD) it provides the unique opportunity to directly improve and enhance the CDD. Bank stabilization of the CDD will stabilize the existing steep channel banks, thereby reducing erosion and bank collapse as sources of sediment. Bank stabilization will also decrease the vegetation in the channel and thereby the roughness, which allows increased velocity and flow. The increased speed at which the peak event moves through the CDD reduces the peak stage, as well as the duration of flooding.

Greenway and Trail Connectivity: CCT Segment 4 will provide greenway linkages to both light industrial and residential portions of the developed South Tallahassee urban area. Segment 4 will provide passive recreation opportunities for the neighborhoods of Callen, Liberty Park, Bond, and Jake Gaither by creating new pedestrian and bicycling routes from the St. Mark's Trail at Lake Elberta to Munson Slough at Lake Henrietta. Keeping in mind the sensitive natural environment, the maintenance and construction of all trails will be sited at points of minimal floodplain width to reduce disturbance and construction costs. The location of all trails will be sited to avoid environmental impacts.

Park Development: Incorporating passive parks into the Capital Cascade Trail Project is integral to the success of the project. Park concepts emphasize a balanced approach to social, environmental, and economic considerations. Different mixes of passive and active programming opportunities were considered. Three park sites were analyzed and identified and two were advanced for further development into final concepts: the Lake Bradford Rd Site, and the Springhill Rd Trail Connection + Enhancement. A third site - Springhill Rd Site North - was not advanced at this time due to probable but uncertain future development of surrounding parcels. This site will be a future phase of this project. The Lake Bradford Rd Site and Springhill Rd Site North were acquired through a Florida Communities Trust Grant and have specific requirements that are satisfied through the proposed concepts.

Concept Plan Summary: The Capital Cascade Trail Segment 4 Concept Plan is rooted in the initial goals and objectives of the original 2005 Capital Cascade Trail Master Plan. Completion of the Capital Cascade Trail Segment 4 Concept Plan will be the culmination of planning, design and construction spanning twenty years. Each individual segment is distinctive yet representative of its community. Segment 4 will enhance water quality, reduce neighborhood flooding, expand passive recreation opportunities for adjacent neighborhoods and lessen sediment impacts to Lake Henrietta and represents a \$71,000,000 investment in creating recreational amenities and stormwater enhancement along 4.25 miles from downtown to south Tallahassee.

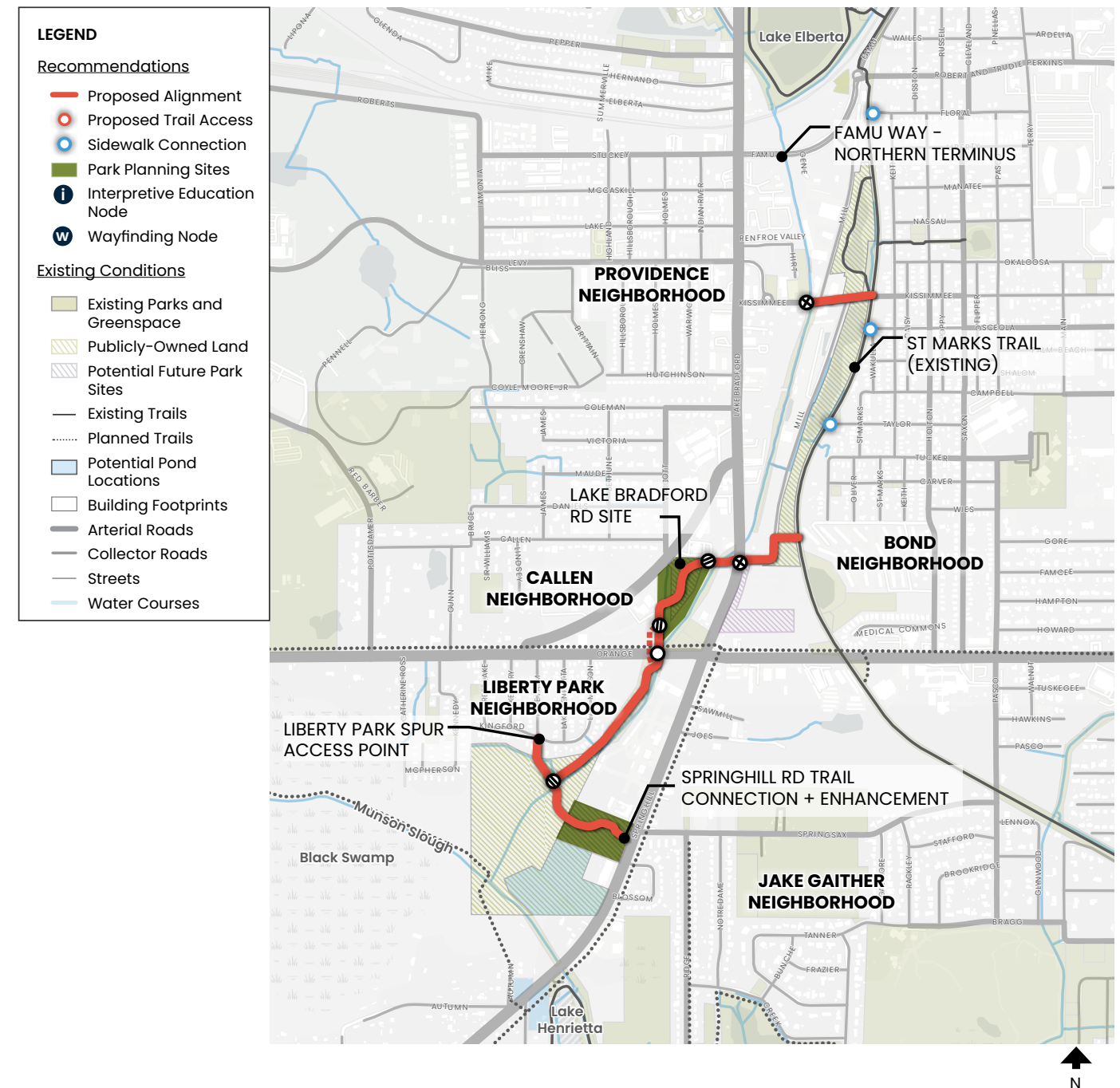
Next Steps:

Fall 2023 – Fall 2024

Final Design & Permitting

Winter 2024/Spring 2025

Construction Begins





01 Project Overview

Project Background
Planning Process
Goals and Objectives



SEGMENT 1
Franklin Boulevard
Completed in 2014
8' x 12'
concrete box culvert
Two-Lane
road facility

SEGMENT 2
Cascades Park
Completed in 2014
2.3 miles
of paved pathways
Stormwater Facility
retention ponds & box culvert
Capital Cascades Crossing
and Pedestrian Bridge
Completed in 2016
Solar Fabric Canopies
capture the sun's energy &
provide shade

SEGMENT 3
FAMU WAY
Estimated Completion in 2024
Coal Chute Pond
stormwater retention pond
Skateable Art
skatepark symbolizing
creativity and innovation
History and Culture Trail
honoring African American
culture and communities

SEGMENT 4
Estimated Completion in 2026
Water Quality
improvements
Greenway
interconnectivity

Capital Cascades Trail Segments Source: BPIA

Project Background

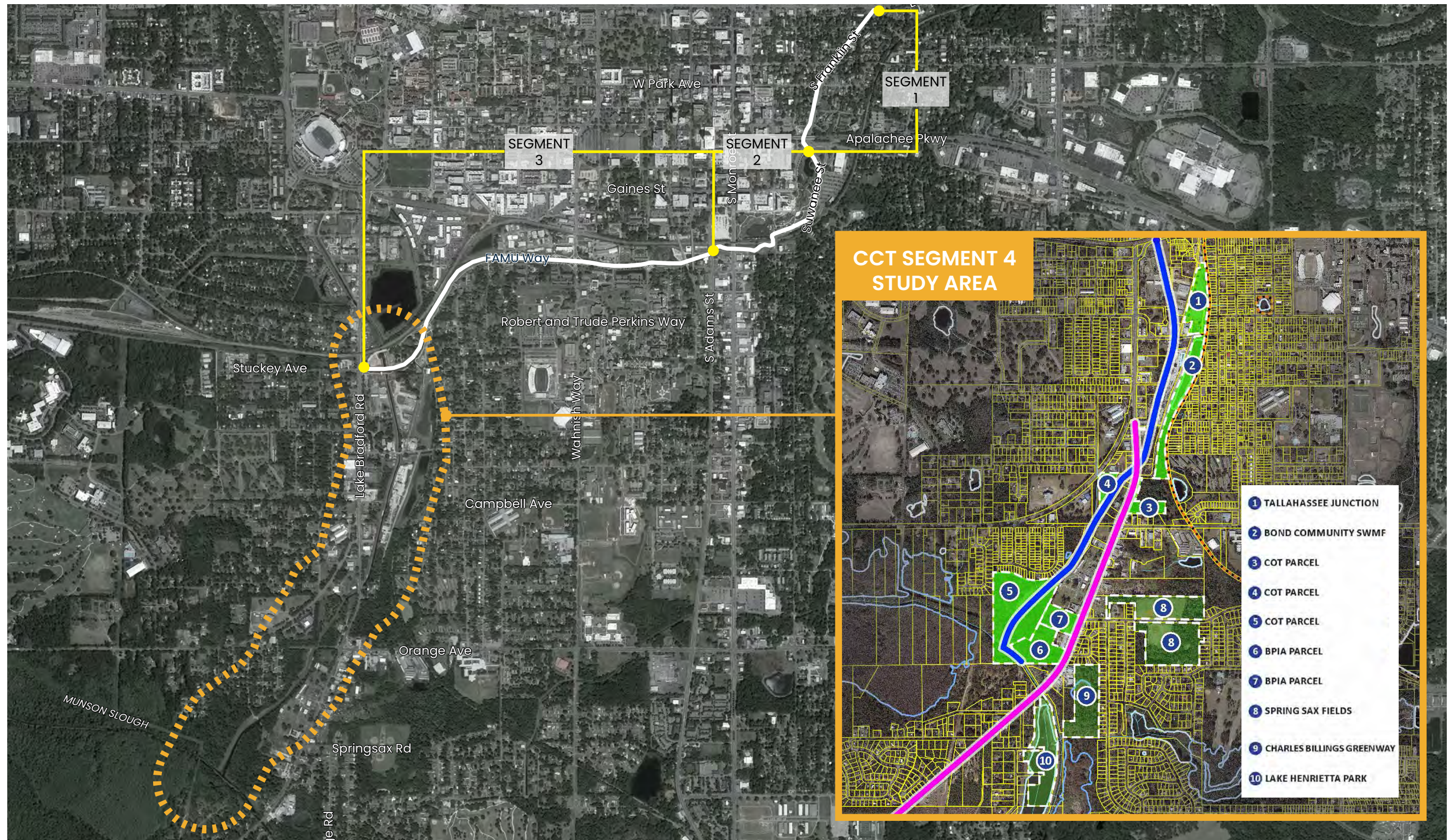
The Capital Cascades Trail (CCT) is a trail network within the City of Tallahassee, FL. It is a project by the Blueprint Intergovernmental Agency (BPIA) and is designed to provide a multi-faceted and multi-use stormwater and recreation facility as part of the trail network. The project is separated into four distinct, yet connected segments stretching across 4.25 miles of downtown Tallahassee.

Segments 1, 2, and 3 are completed or currently under construction. Segment 4 - currently undergoing planning - is approximately 1.7 miles in length, beginning at the convergence of the central drainage ditch and St. Augustine Branch, continuing south of Orange Ave.

With the completion of Segment 4, the Capital Cascade Trail will represent a final investment of \$71,000,000, creating recreational amenities and stormwater enhancement along 4.25 miles from downtown to south Tallahassee.

In 2021, BPIA retained George & Associates to provide the following planning, engineering, and design services which are the focus of this document:

- Determine the best alignment for the Segment 4 trail;
- Design stormwater solutions for the overall Segment 4 area; and
- Confirming locations, determining programming and providing conceptual designs for Segment 4 park amenities.

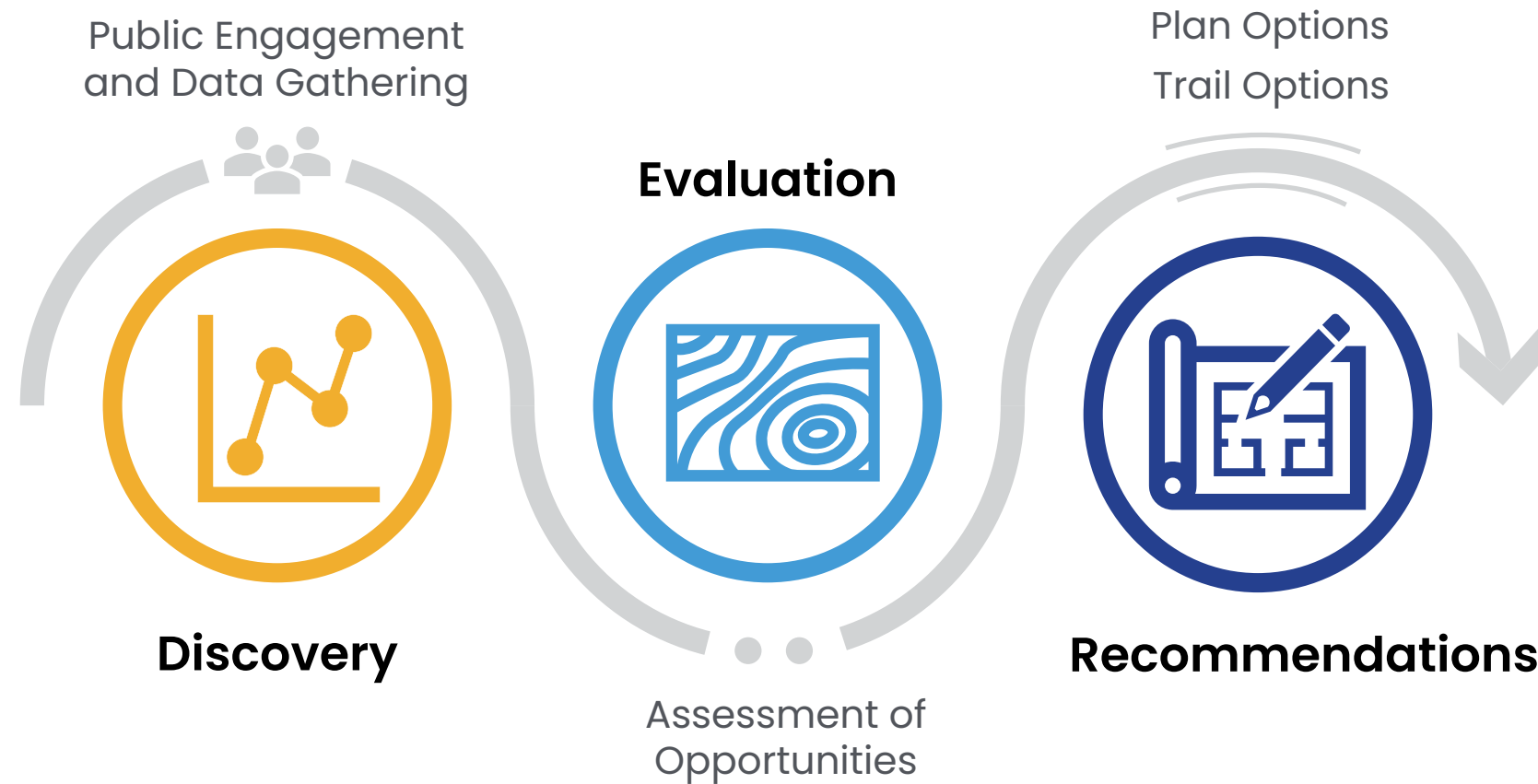


Capital Cascades Existing Trail Segments and Segment 4 Planning Study Area

Planning Process

The planning process included three phases: discovery, evaluation, and recommendations. The discovery phase included public and stakeholder engagement, a review of previous planning efforts, and analysis of existing GIS data within the study corridor. Findings from the discovery phase formed the basis of the evaluation phase, where potential trail alignments were proposed and assessed against an established set of criteria. Additionally, two park concepts were developed and iterated during this time.






As a culmination of the planning efforts, a final trail alignment and two park site concepts were proposed. These are provided in the Recommendations chapter of this report.

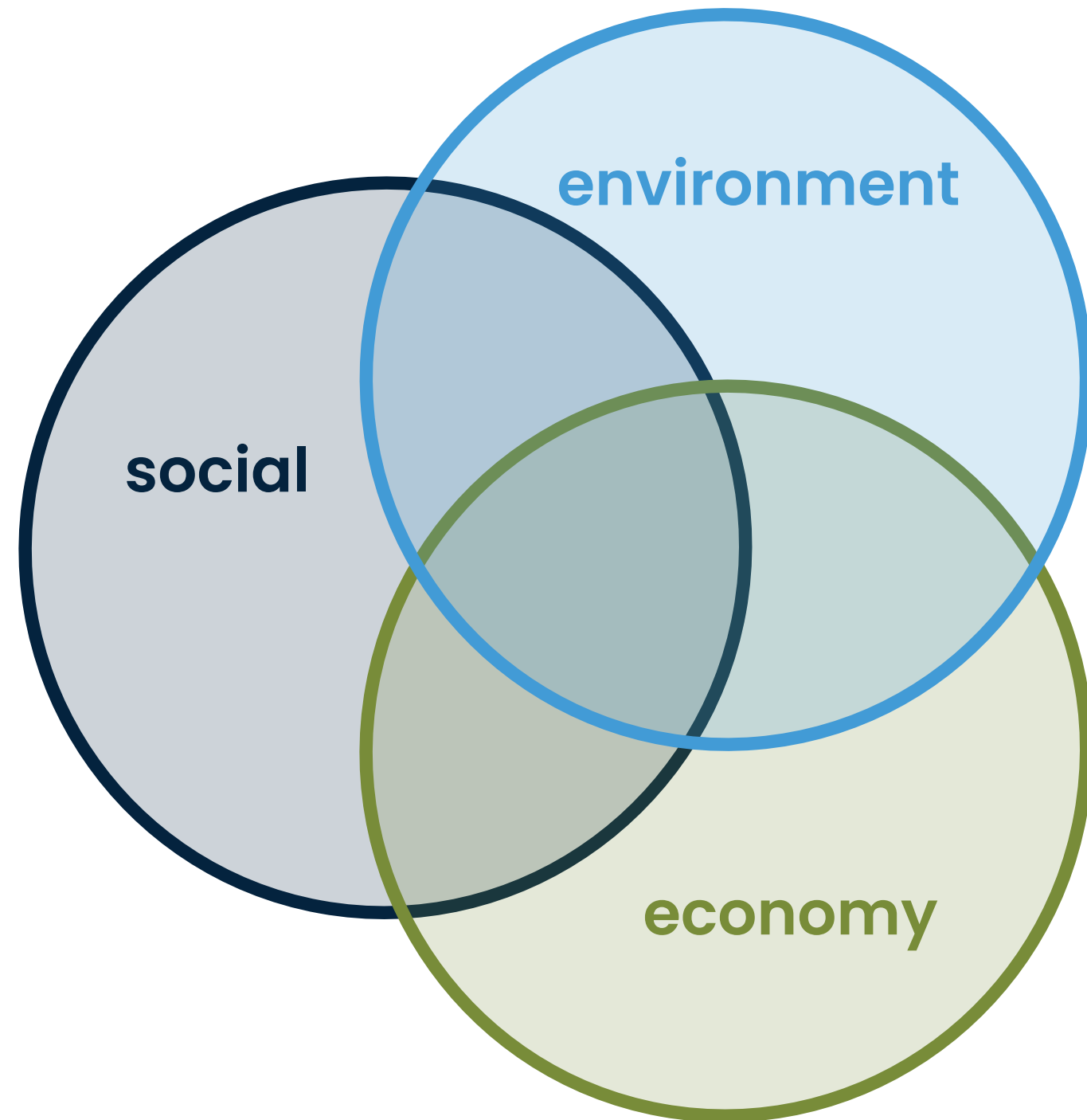


Goals and Objectives

The overarching goals for the project are to invest in parks and trails that heal the environment, educate the public about environmental and cultural opportunities within the corridor, promote healthy communities, and provide equitable access to open space.

Specific objectives include:

-  Improving water quality
-  Lowering flood stages where feasible
-  Providing multimodal interconnectivity
-  Providing recreational amenities for the public
-  Reducing sediment and trash in the corridor



02 Discovery and Evaluation

Discovery
Evaluation

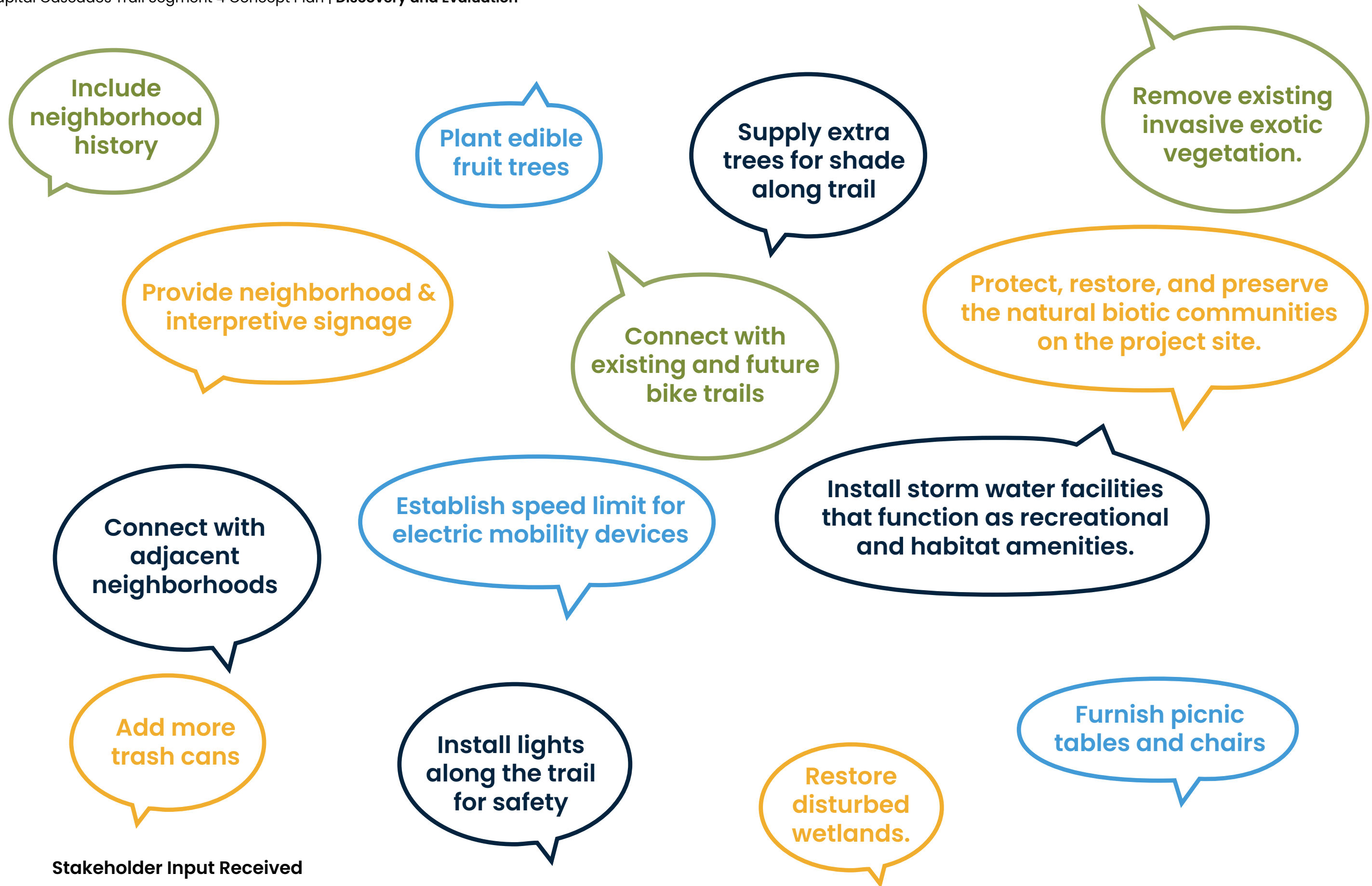


Discovery

The planning team engaged with the following stakeholder groups:

- City of Tallahassee
- Leon County
- Florida Department of Transportation
- Leon County School Board
- Area Residents
- Area Churches
- Greater Bond Neighborhood
- Liberty Park/Callen Neighborhoods
- Jake Gaither Neighborhood
- Capital City Cyclists
- Joint City/County Bicycling Workgroup
- Florida Communities Trust
- An open house held on February 2, 2023 was attended by over 200 community members.

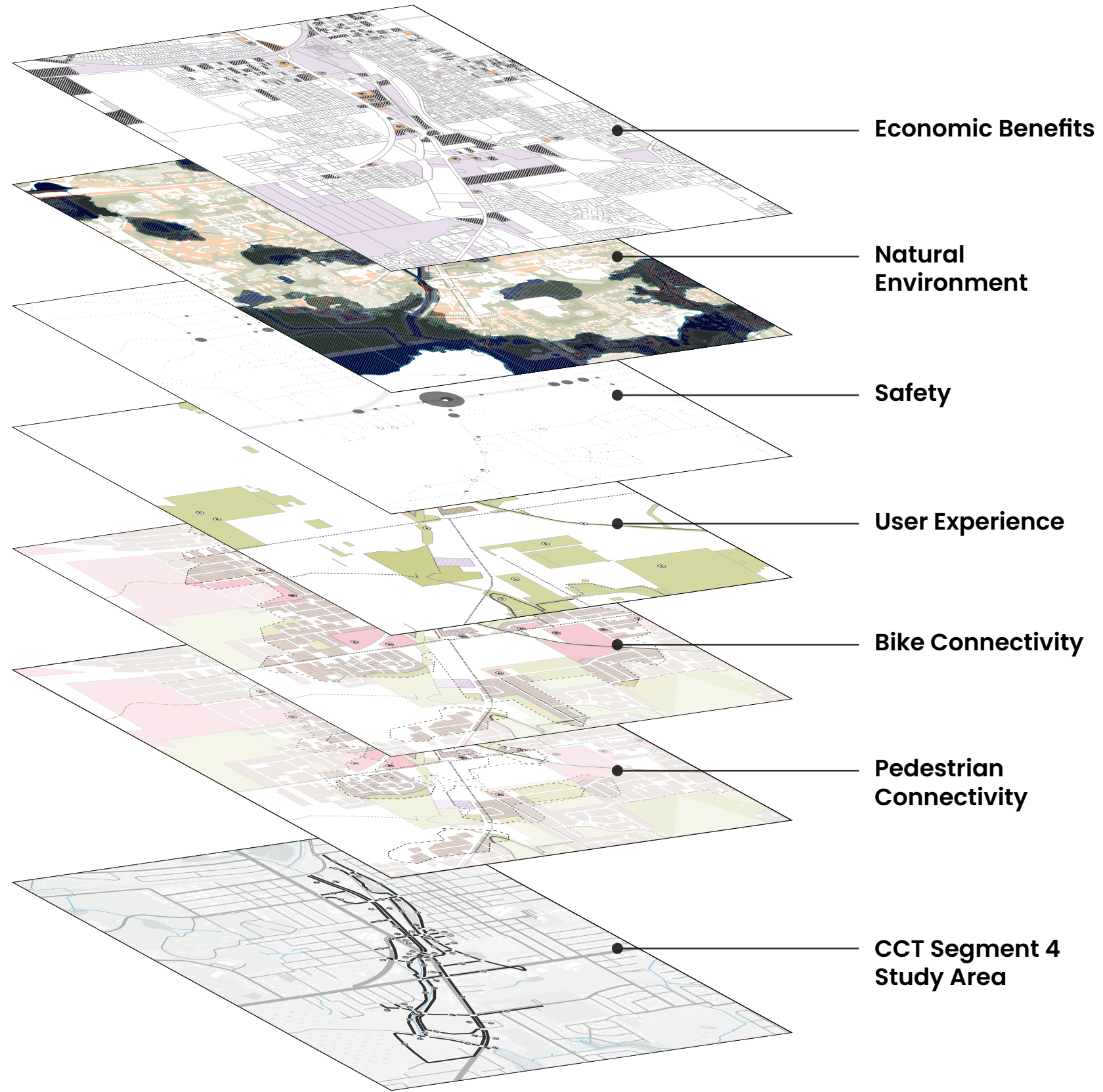
Key themes are highlighted on the next page.



As a part of the study the design team looked at a wide variety of inputs including technical information, past studies, and environmental studies completed as part of the CCT 4 planning efforts. This helped to frame the existing conditions, challenges, and opportunities within the Segment 4 study area.



Existing Data and Studies Reviewed



GIS Data Layers



View south from Kissimmee Street bridge



View of Kissimmee Street bridge from the north



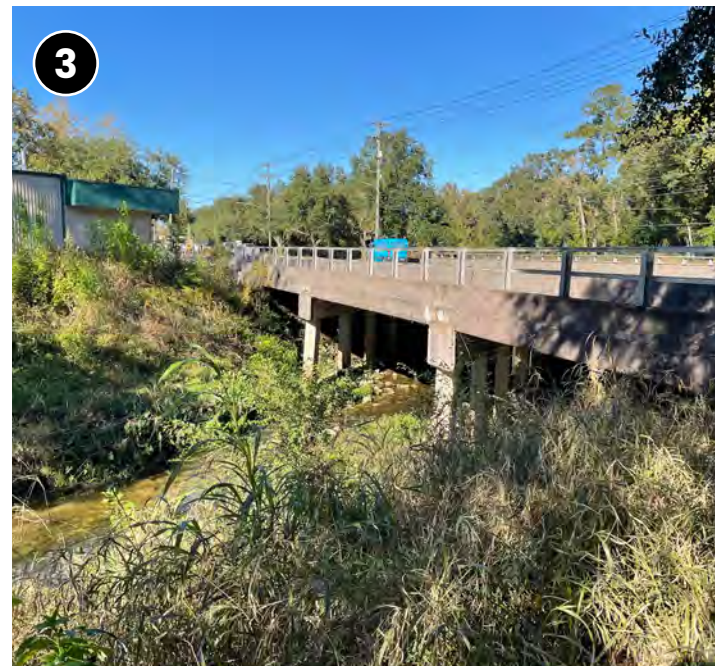
View of east bank of central drainage ditch from west bank just south of Orange Ave



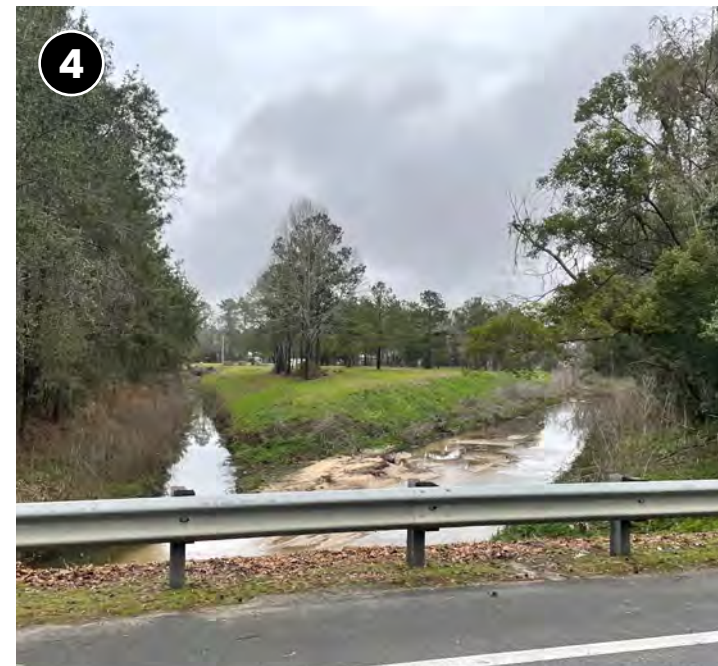
Northwest view of Munson Slough from Springhill Rd



View of St. Marks Trail facing south from Kissimmee St



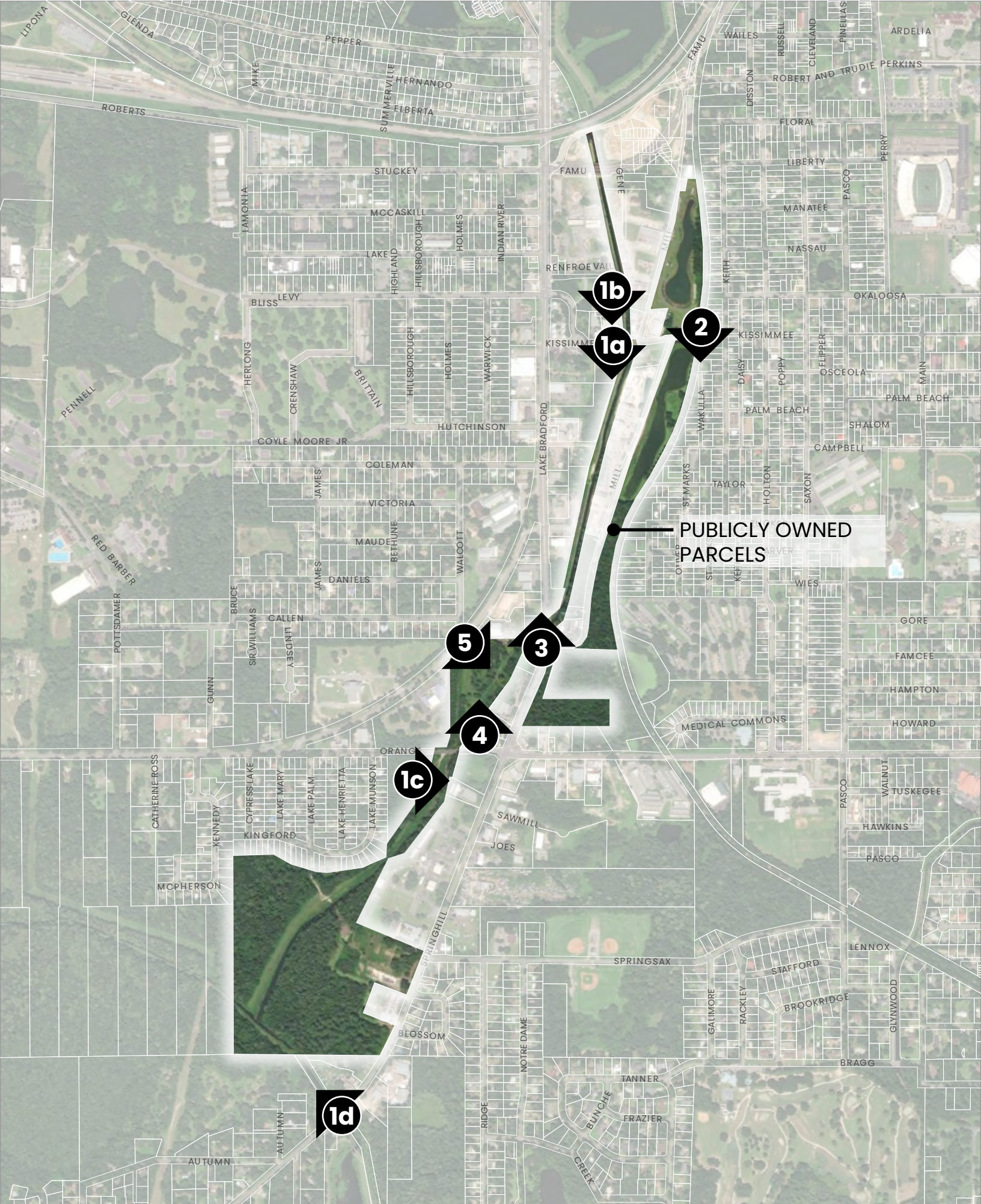
View under Springhill Rd bridge facing north



View into future park site at Lake Bradford Rd from Orange Ave



View into future park site at Lake Bradford Rd



Site visits to the CCT Segment 4 corridor revealed a number of challenges within the study area. Key issues around the publicly owned parcels are shown on the map and noted below.

- 1** Limited existing right-of-way in several areas of the Central Drainage Ditch
- 2** Lack of distinction/branding between Capital Cascades Trail and other nearby trails
- 3** Limited clearance for access under Lake Bradford Rd bridge
- 4** The locations of two converging drainage features creates an island effect which limits access options to the City-owned future park site at Lake Bradford Rd
- 5** Lake Bradford Rd is the only at-grade entrance to the future park site at Lake Bradford Rd

Issues Identified via Site Visits



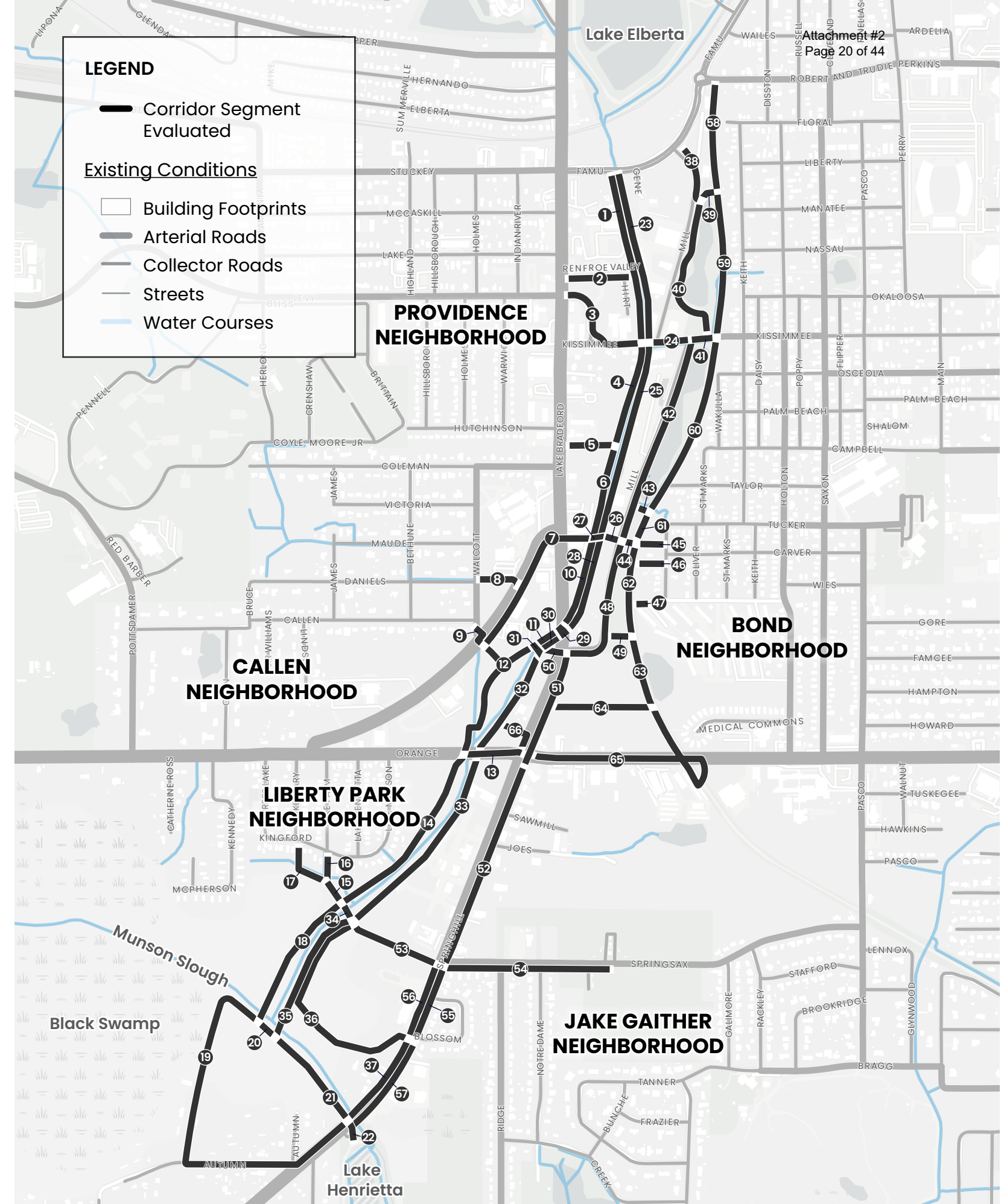
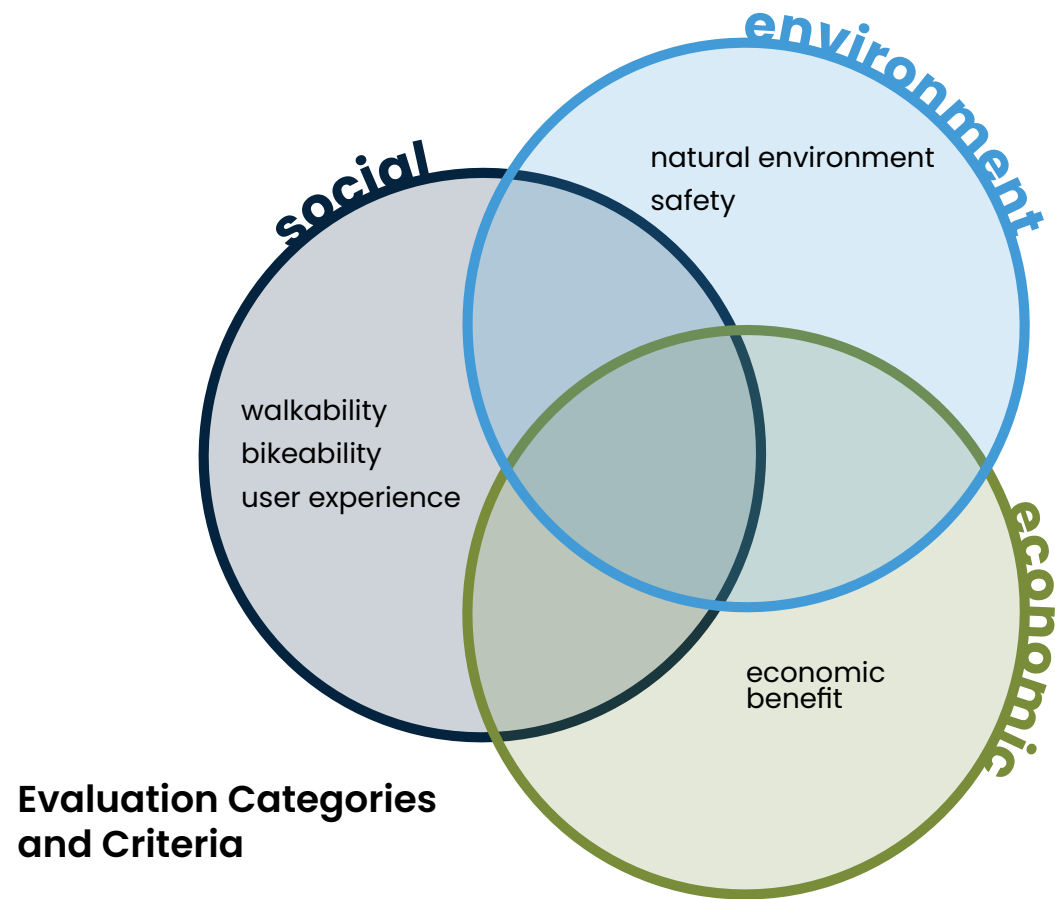
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Evaluation

Trail Alignment and Neighborhood Connectivity

The alignment evaluation began by identifying 66 viable corridor segments within the overall CCT Segment 4 study area, including segments along existing roadways, trails, and drainage ditch. Six evaluation criteria were established within the categories of social, environmental, and economic considerations.

An evaluation matrix was used to score each segment quantitatively based on data and observations from the segment. This formed the basis for the five potential routes advanced for further evaluation, and final selection of the preferred alignment.



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Initial Corridor Segments Identified



	User Experience	Pedestrian Connectivity	Bike Connectivity	Natural Environment	Safety	Economic Benefit	Total
A Canal West to Munson	5.6	2.7	3.3	5.8	7.7	6.0	31.2
B Canal West to Springhill	5.0	2.6	3.0	6.2	8.2	6.5	31.5
C Canal East to Munson	5.7	3.0	3.8	4.8	8.5	7.3	33.2
D Junction Park to Mill St to Canal East to Springhill	4.9	3.3	3.5	6.7	8.9	5.3	32.6
E St. Marks Trail to Canal East to Springhill	4.9	2.5	2.8	6.9	8.7	4.6	30.4
<i>Average</i>	5.2	2.8	3.3	6.1	8.4	6.0	31.8

Alignment Scores



Five Alignments Considered

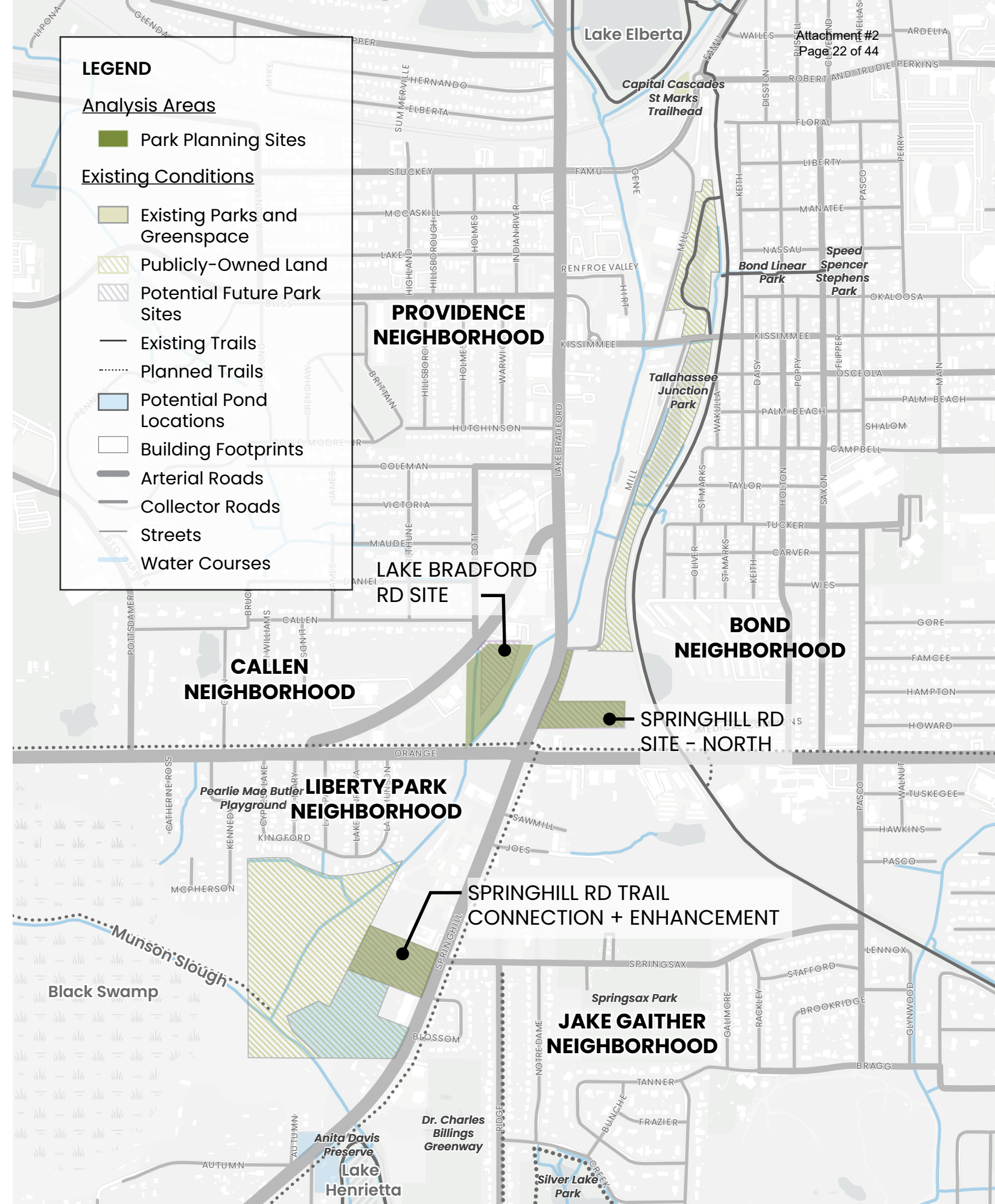


Park Planning

The framework underlying site analysis emphasized a balanced approach to social, environmental, and economic considerations. At the intersection of all three, an important goal for the park design was to create interactive opportunities for public education.

The planning team identified opportunities and constraints for each of the sites through site visits and desktop analysis. The analysis revealed how well each site connects to surrounding neighborhoods and planned projects, its capacity for stormwater treatment, opportunity for tree canopy preservation, and more.

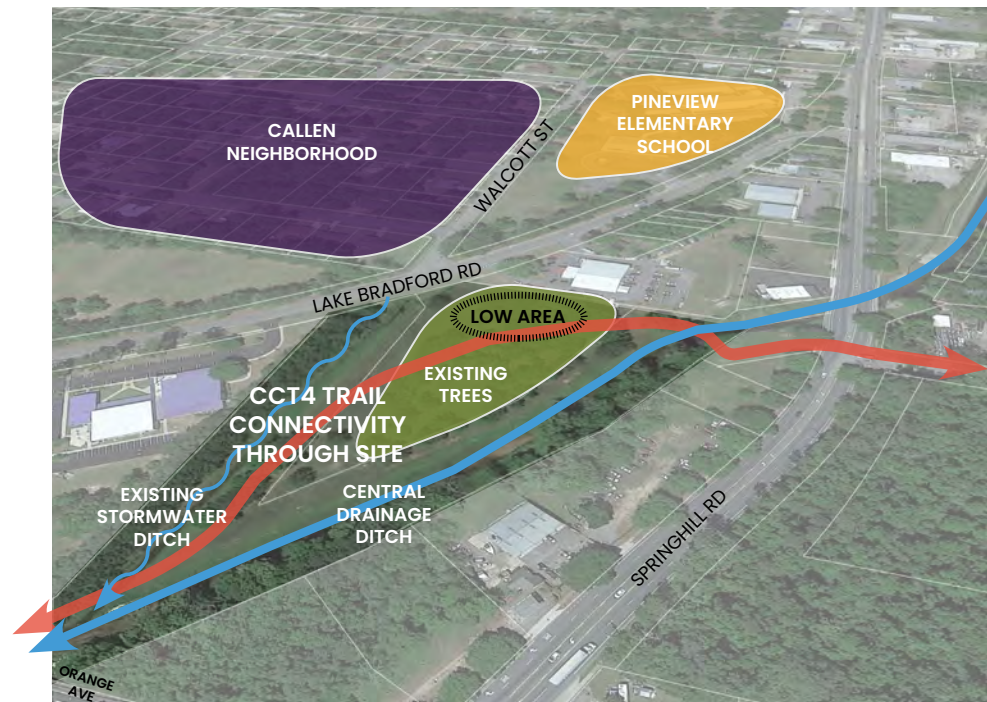
The vision for park planning was to create park space that heals the environment, educates the public, promotes healthy communities, and provides equitable access to open space.



299 Sites for Park Planning

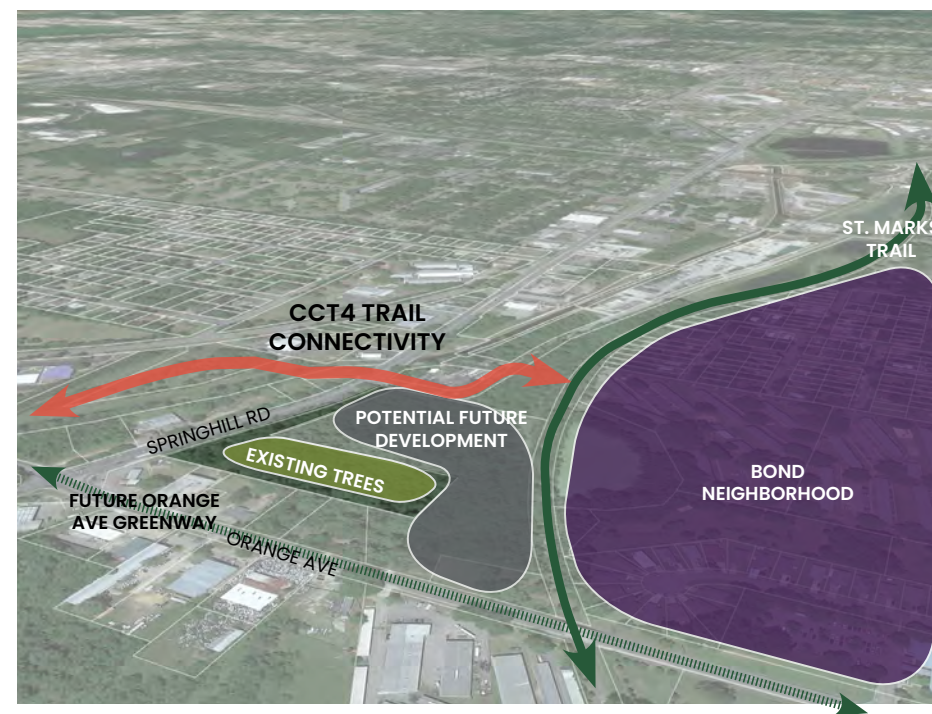


Lake Bradford Rd Site



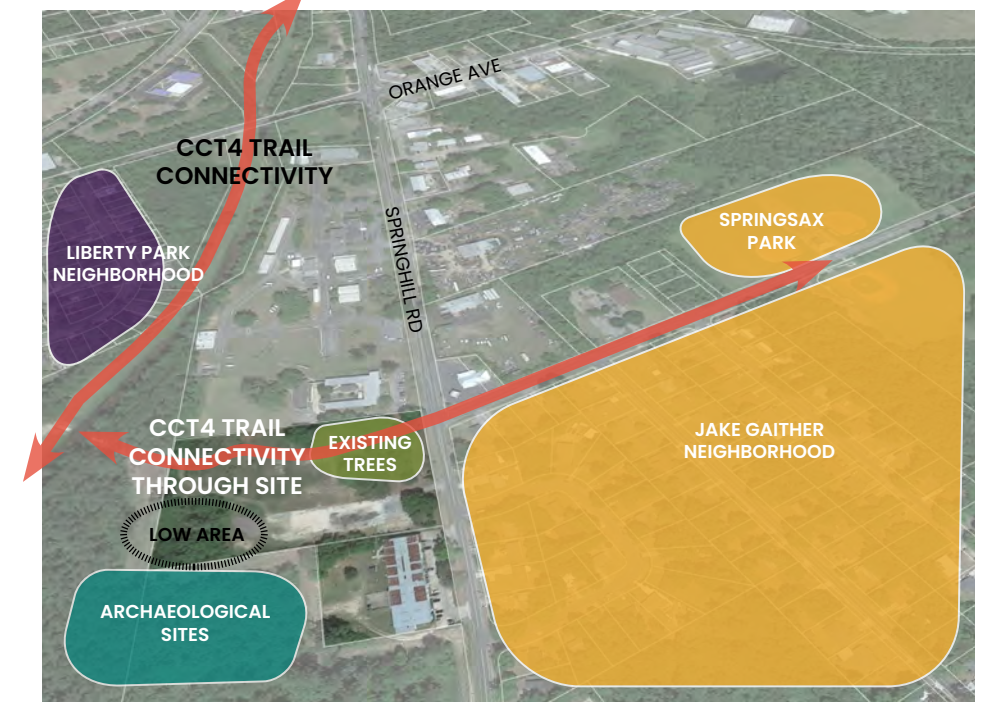
- Proximity to Callen neighborhood and Pineview Elementary School
- Direct connection to CCT 4 trail

Springhill Rd Site - North



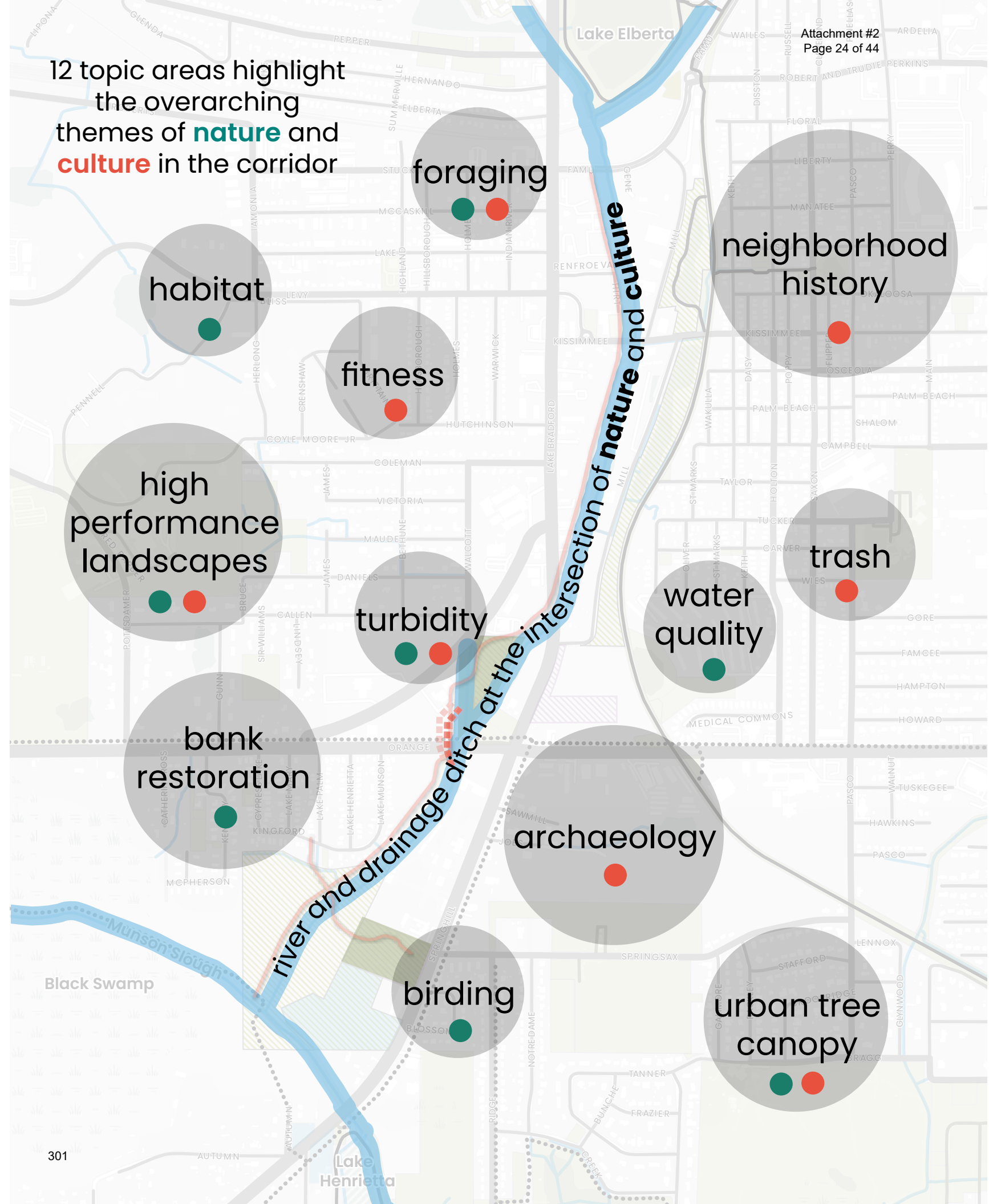
- Proximity to Bond neighborhood, future Orange Ave Greenway, and potential future development site
- Direct connection to CCT4 trail

Springhill Rd Trail Connection + Enhancement



- Proximity to Liberty Park neighborhood and Springsax Park
- Direct connection to CCT4 trail

12 topic areas highlight the overarching themes of **nature** and **culture** in the corridor



Interpretive Education

Interpretive education around the existing Capital Cascades trail segments and the CCT Segment 4 study area were inventoried via desktop review of Google Earth streetview. The goal of this effort was to identify what types of signage or other interpretive elements exist, what format they are presented in, and what types of information they are conveying. A variety of interpretive features placed by a variety of entities were found throughout the study area.

IDENTIFYING OPPORTUNITIES IN THE CORRIDOR

Twelve topic areas of relevance to the corridor were identified as opportunities for interpretive education. Each of these topic areas fall into the category of nature and/or culture, and often overlap between topic areas.



PRECEDENTS AND EXAMPLES

Given the importance of public education for the Capital Cascades project, the design team looked at precedents for interpretive education beyond the study area. Beyond traditional signage, there are opportunities to engage park and trail visitors in a number of creative ways, shown in images to the right.

Use of recycled glass, plastic, and rubber in paving and furnishings



Visual/tactile feature highlighting local habitat



Engravings that highlight waterline for 100-year storm



Signage accompanied by interactive feature, explaining the water treatment process

Wayfinding

Wayfinding elements around the existing CCT segments and the Segment 4 study area were inventoried via desktop review of Google Earth streetview, review of the City of Tallahassee (COT) Wayfinding Signage System Plan, and in coordination with the COT Planning Department. Traditional wayfinding elements such as maps, pedestrian pointers, and mile markers are present throughout the study area. Additionally, neighborhoods within the corridor often have their own final and/or neighborhood banner to help distinguish the district from surrounding areas. Two neighborhoods within the Segment 4 area - Bond and Providence - have their own logos. Furthermore, the City of Tallahassee is currently installing six banners within the Bond neighborhood with neighborhood branding.

Given that the City's standards govern the look and feel of wayfinding elements throughout the City, the future CCT Segment 4 wayfinding elements should also conform to this standard design. Examples of existing sign types are shown to the right, and identified on the map on the next page.



Trail counter and marker at S. Monroe St pedestrian bridge.



Pedestrian kiosk along FAMU Way utilize the City of Tallahassee Wayfinding Standards and include neighborhood final for the Florida A&M University.



Map/wayfinding station located within Cascades Park branding aligns with that of the rest of Cascades Park.



Approx. Locations of Existing Wayfinding Signage along Capital Cascades project

03 Recommendations

- Overview
- Proposed Alignment
- Stormwater Elements
- Trail Elements
- Park Planning
- Cost Summary

Overview

The project recommendations includes four main components: trail alignment planning, park planning, interpretive education, and wayfinding.

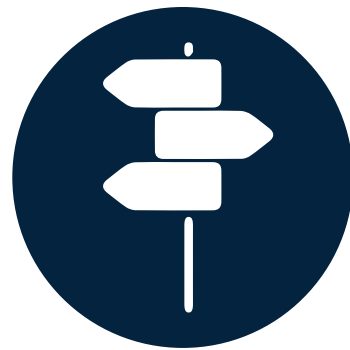
Programming Layers



Trail Alignment Planning



Park Planning



Trail Elements




- Interpretive Education Node
- Wayfinding Node

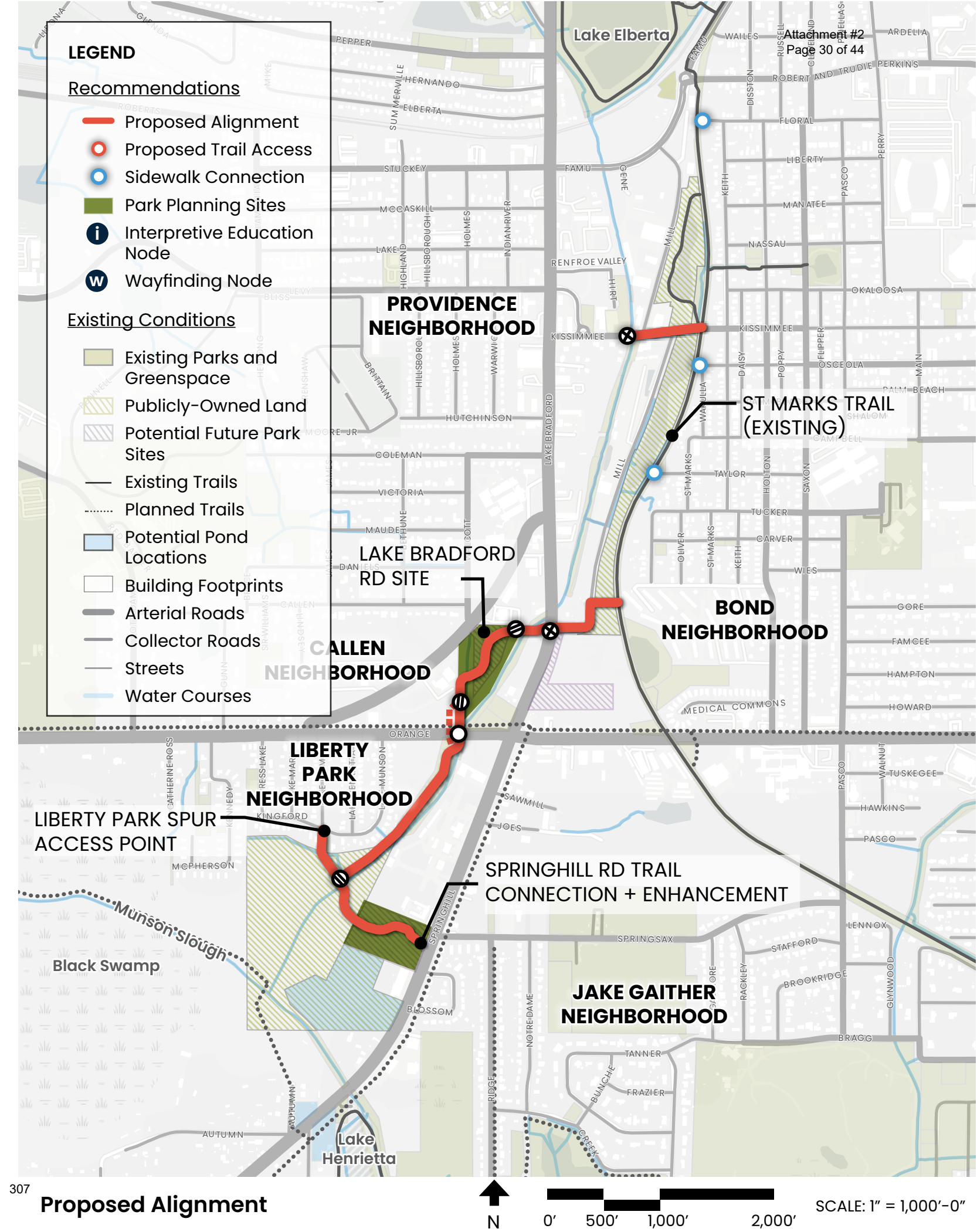


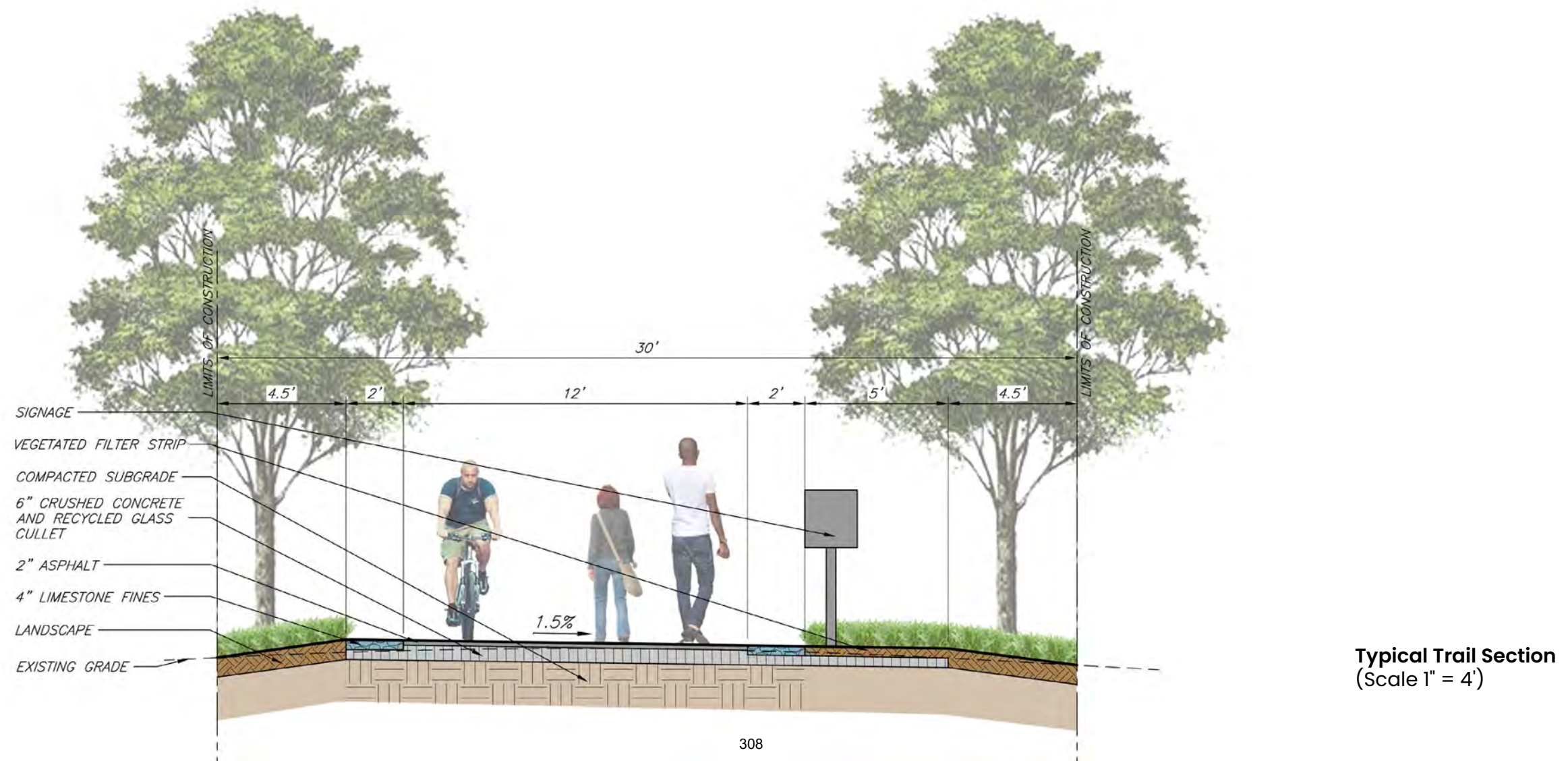
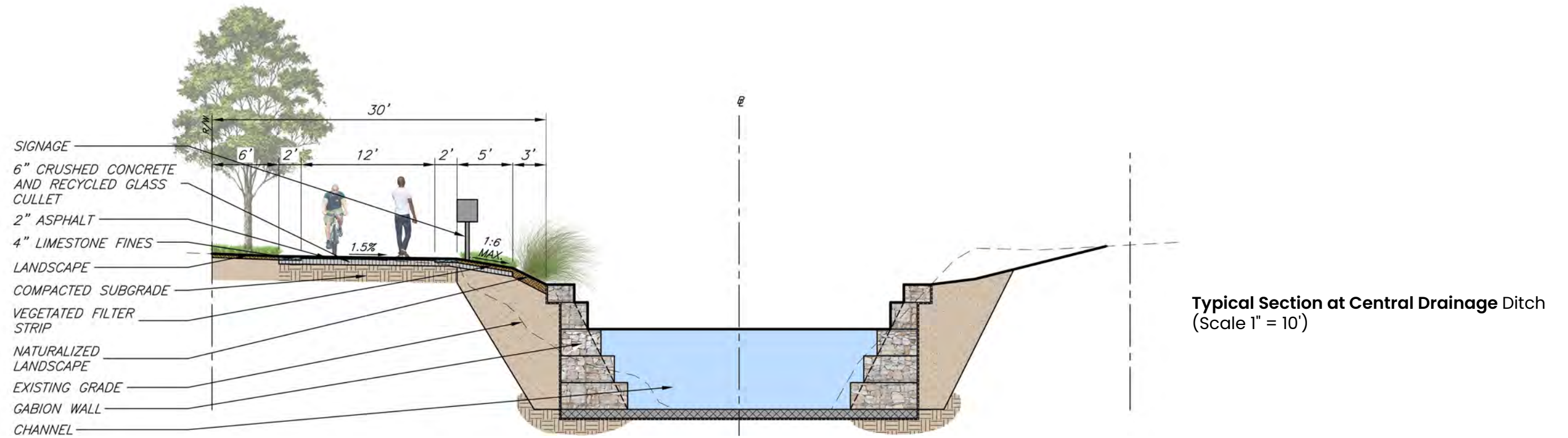
Proposed Alignment

The proposed alignment balances goals of healing the environment, promoting healthy communities, and providing equitable access. Beginning at the south end of CCT3 segment, the trail follows the Central Drainage Ditch from FAMU Way and continues south of Orange Ave. It passes through the Bond neighborhood and provides proximity to the several other neighborhoods such as Providence, Callen, Liberty Park, and Jack Gaither. The trail is located on public land for the entirety of its length.

The trail development will follow these guiding principles:

-  **Improving water quality:** The trail will be constructed using Low Impact Development (LID) features like biofiltration strips, bioswales, to treat first flush of stormwater.
-  **Lowering flood stages where feasible:** The trail will be constructed using Low Impact Development (LID) features like infiltration trenches to capture and infiltrate runoff created by the trail construction.
-  **Reducing Trash in the Corridor:** The trail will be constructed using local recycled materials to the greatest extent possible. Material may include glass cullet in lieu of aggregate fill, recycled asphalt, high slag content concrete, and high recycled content site furniture.





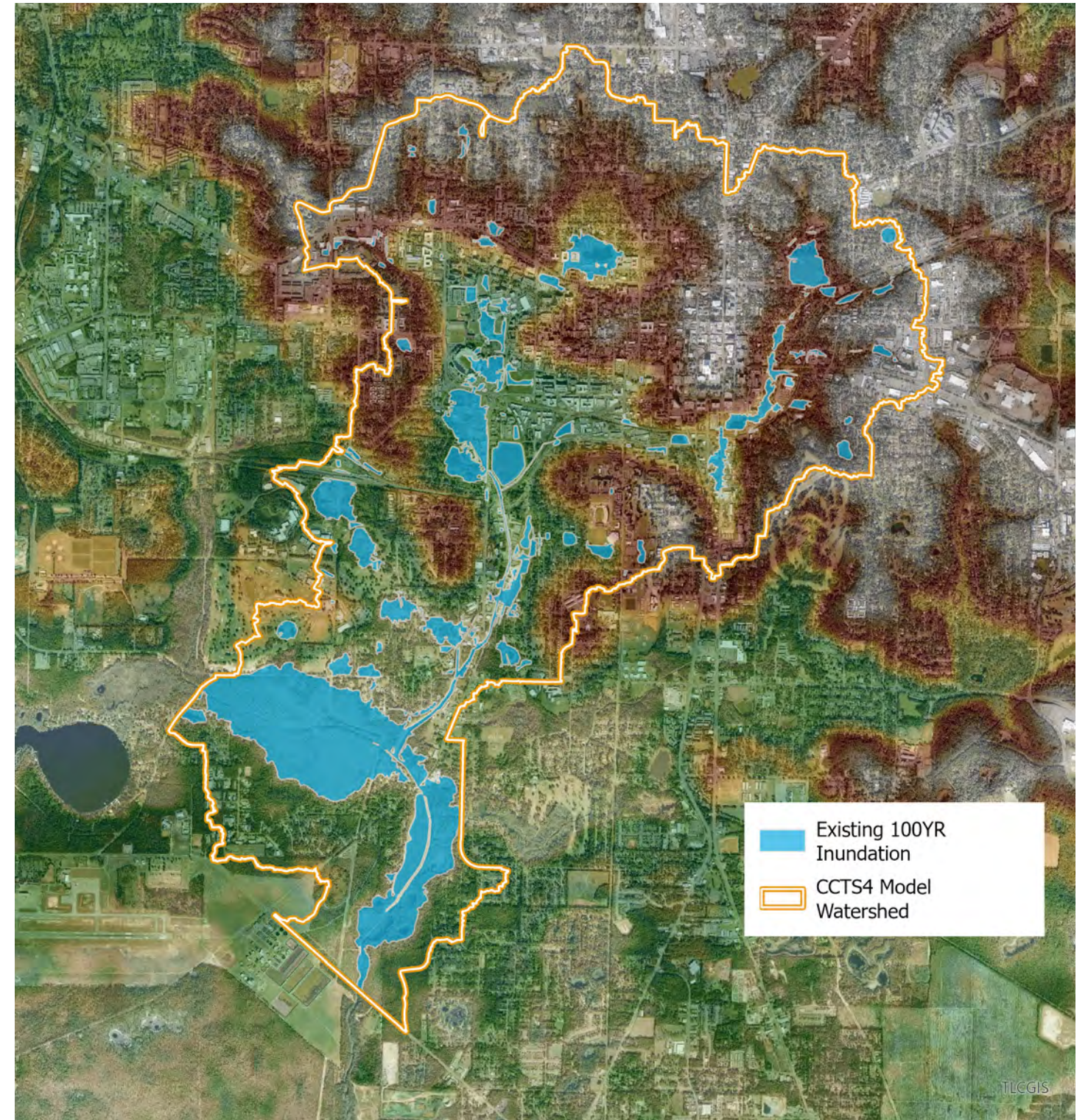
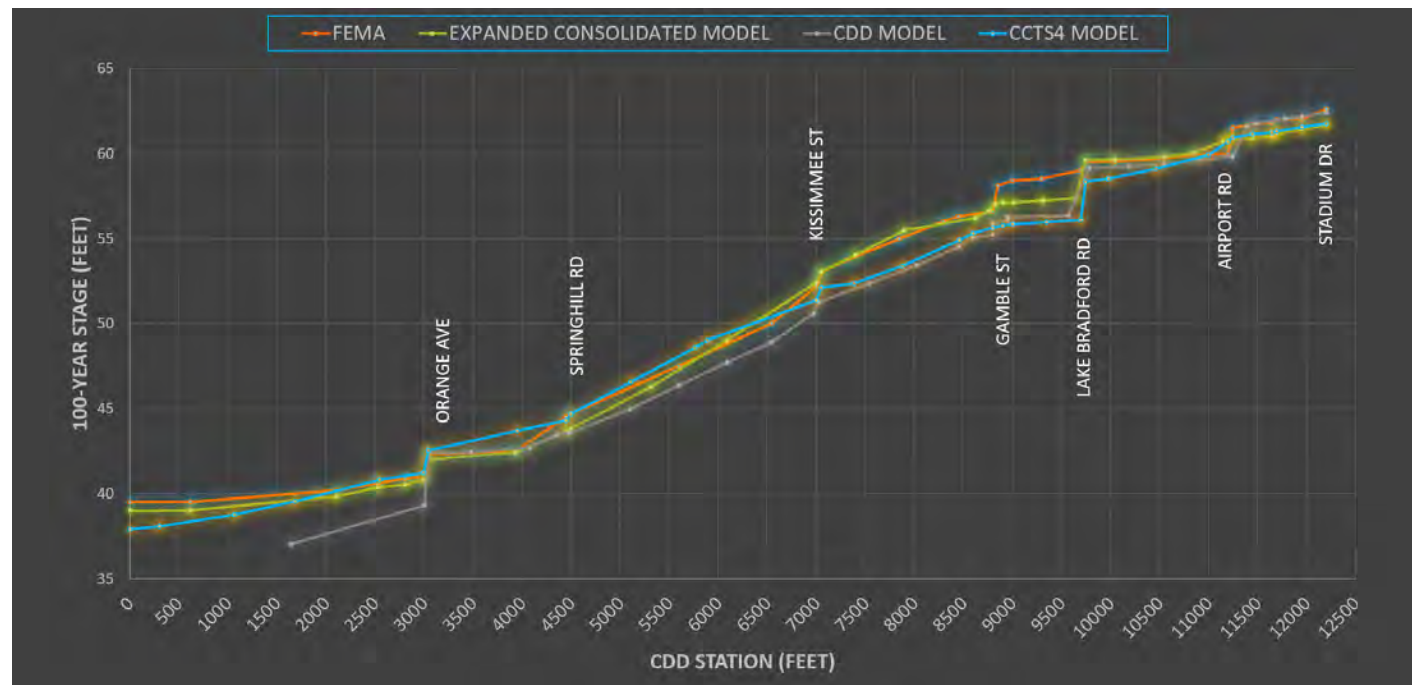
Stormwater Analysis

Existing Conditions

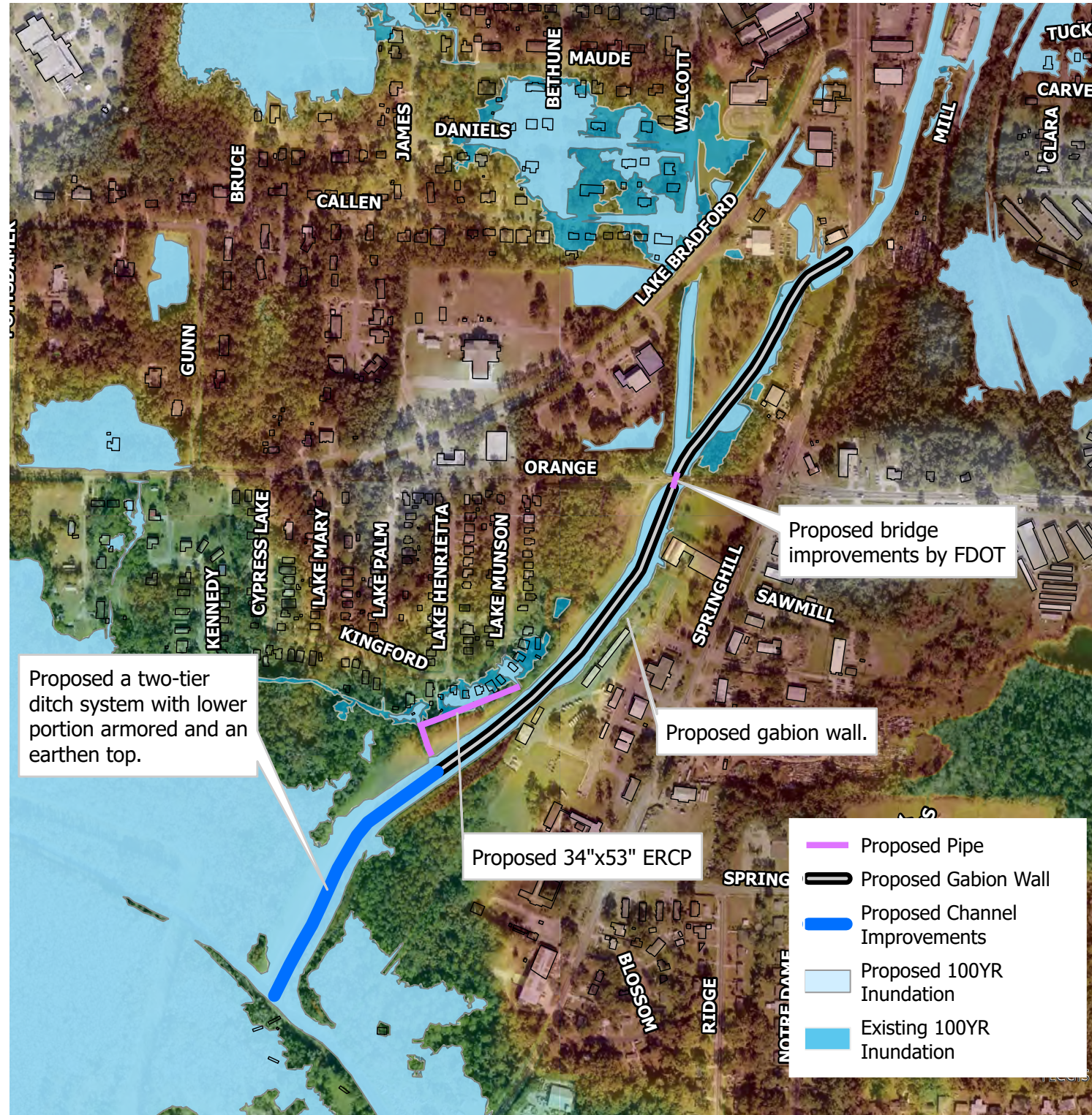
The Capital Cascade Trail Segment 4 project corridor footprint is near the downstream end of the Central Drainage Ditch (CDD). The project watershed includes the CDD watershed and the Saint Augustine Branch (SAB) watershed and covers approximately 8 square miles.

The physical landscape of the project watershed is heavily urbanized and includes most of downtown Tallahassee, Florida State University (FSU), Florida A&M University (FAMU), and surrounding residential and commercial areas. Most of the urbanized area was developed before modern stormwater regulations; therefore, little on-site stormwater attenuation or treatment is provided at the watershed scale. However, the community has invested in several stormwater retrofit projects in the area that provide stormwater attenuation. Significant stormwater retrofit facilities include the Florida State University-City of Tallahassee Regional Stormwater Facility (FSU-COT RSF); Coal Chute Pond, Smokey Hollow Pond, and Boca Chuba Pond in Cascades Park; and Lake Anita to name a few. Blueprint is also currently constructing a new stormwater retrofit facility as part of the CCT Segment 3D-B project, which includes a wet-detention pond. Collectively, eighteen stormwater and water quality projects have been constructed within the CDD watershed, representing a \$144,000,000 capital investment by the City, County and Blueprint.

The focus of model development and verification was the 100-year design storm. The CCTS4 model predictions are spatially similar in extent to the FEMA effective map. Within the modeled watershed for the 100-year design storm. The CCTS4 predicted flood extents are similar to the community's understanding of the 100-year flood risk throughout the watershed.



CCTS4 Watershed – Model Development



Flood Improvement – Liberty Park, Channel, and Future Bridge Improvement

Stormwater Analysis

Recommended Concept

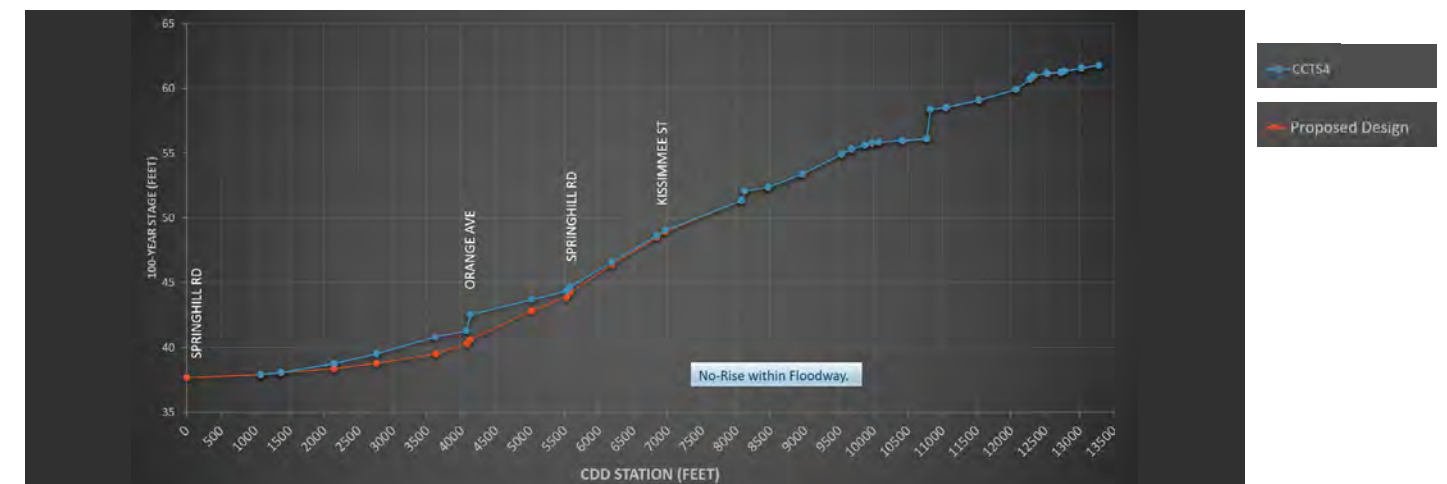
Stormwater analysis of the proposed Capital Cascade Trail Segment 4 improvements must demonstrate no adverse impacts within the regulated 100-year floodway and floodplain. Conceptual Park Designs and Trail Alignments increase impervious area and displaced floodplain storage within the Central Drainage Ditch watershed. A series of stormwater models were developed to verify no adverse impacts of the CCTS4 improvements as well as implement infrastructure concepts that could reduce flood impacts for the neighborhoods of Liberty Park and Callen, improve water quality, and minimize channel erosion within the Central Drainage Ditch. This helps accomplish the project goals.



Infrastructure improvements incorporated within the Central Drainage Ditch include modifying the existing stormdrain outfall for the Liberty Park Neighborhood and constructing a gabion wall system that will reduce sediment within the Central Drainage Ditch from Springhill Road to south of Orange Avenue, which increases velocities within the channel and in return reduces the flood stages in the adjacent neighborhoods.

The Recommended Concept reduces the peak water-surface elevations in Liberty Park by 10 inches and in the Callen Neighborhood by 7 to 13 inches, and reduces the number of existing inundated structures for 100-year, 25-year, and 10-year during an 8-hour design storm event. The table below summarizes the numbers of existing structures that will experience reduced flooding during specific rain events and the surface profile comparison below demonstrates a “No-Rise” within the 100-year flood plain for all improvements.

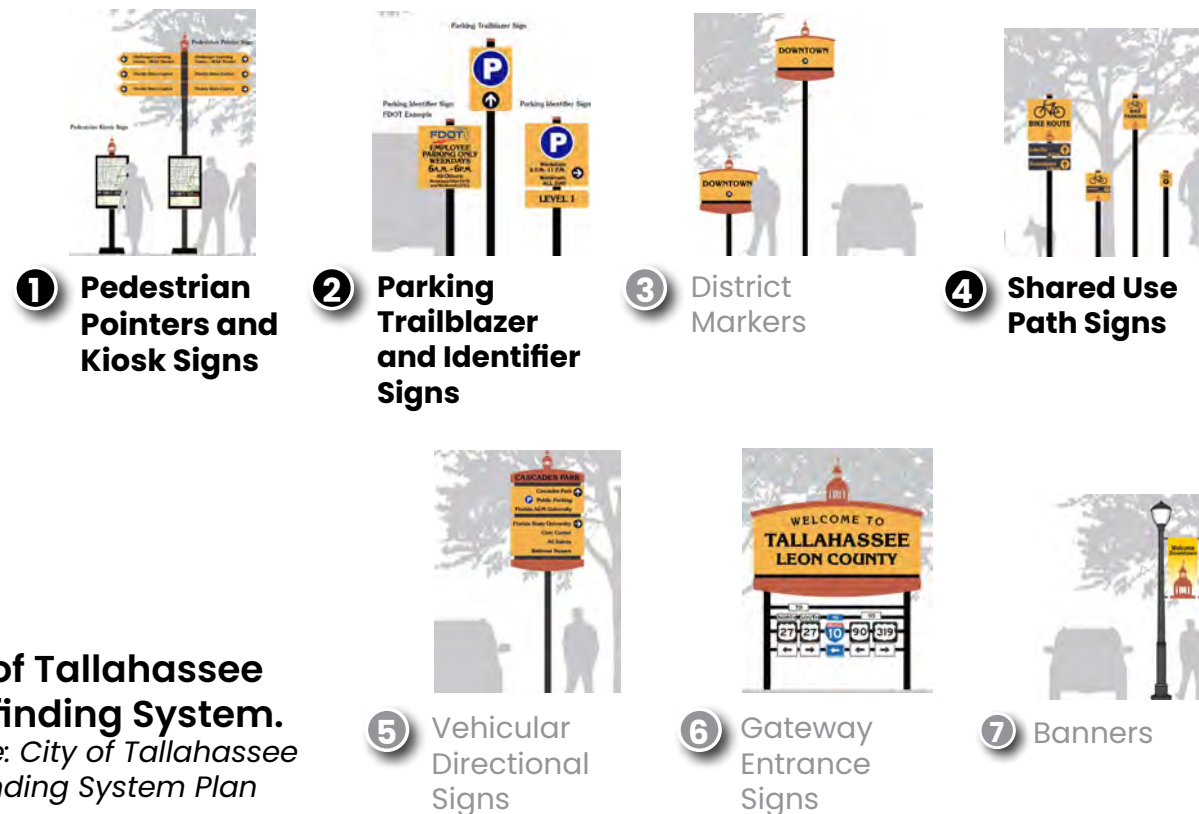
RECOMMENDED CONCEPT	100-YR	25-YR	10-YR
EXISTING STRUCTURES IN FLOODPLAIN	33	18	7
EXISTING STRUCTURES REMOVED FROM FLOODPLAIN	15	14	7



Trail Elements

Wayfinding

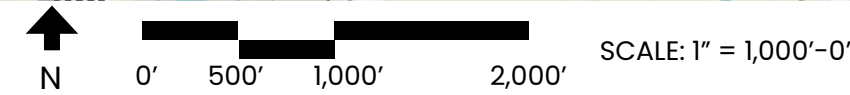
The City of Tallahassee has adopted a wayfinding system plan that designates style and content of directional signage citywide. CCT Segment 4 wayfinding elements will conform to this plan, and include the following: pedestrian pointers and kiosk signs, parking trailblazer and identifier signs, shared use path signs, and banners. Where nearby neighborhoods have existing logos, those will be incorporated into the banner or final design.



City of Tallahassee Wayfinding System.
Source: City of Tallahassee Wayfinding System Plan








Wayfinding Elements



Interpretive Signage at Parks

Interpretive features will be constructed using local recycled materials to the greatest extent possible, and incorporate playable and interactive elements.

Seven interpretive education nodes are proposed throughout the trail:

-  **Neighborhood History**
-  **Trash**
-  **Urban Tree Canopy** - to be located east of Springhill Road, corresponding with COT urban tree canopy protection areas;
-  **Birding** - to be located just south of Orange Ave along Robert White Williams Birding Trail; and
-  **Habitat** - to be located near trail terminus south of Orange Ave

Additional interpretive education nodes are proposed outside of the trail alignment at the two park sites, and are discussed in the following pages.

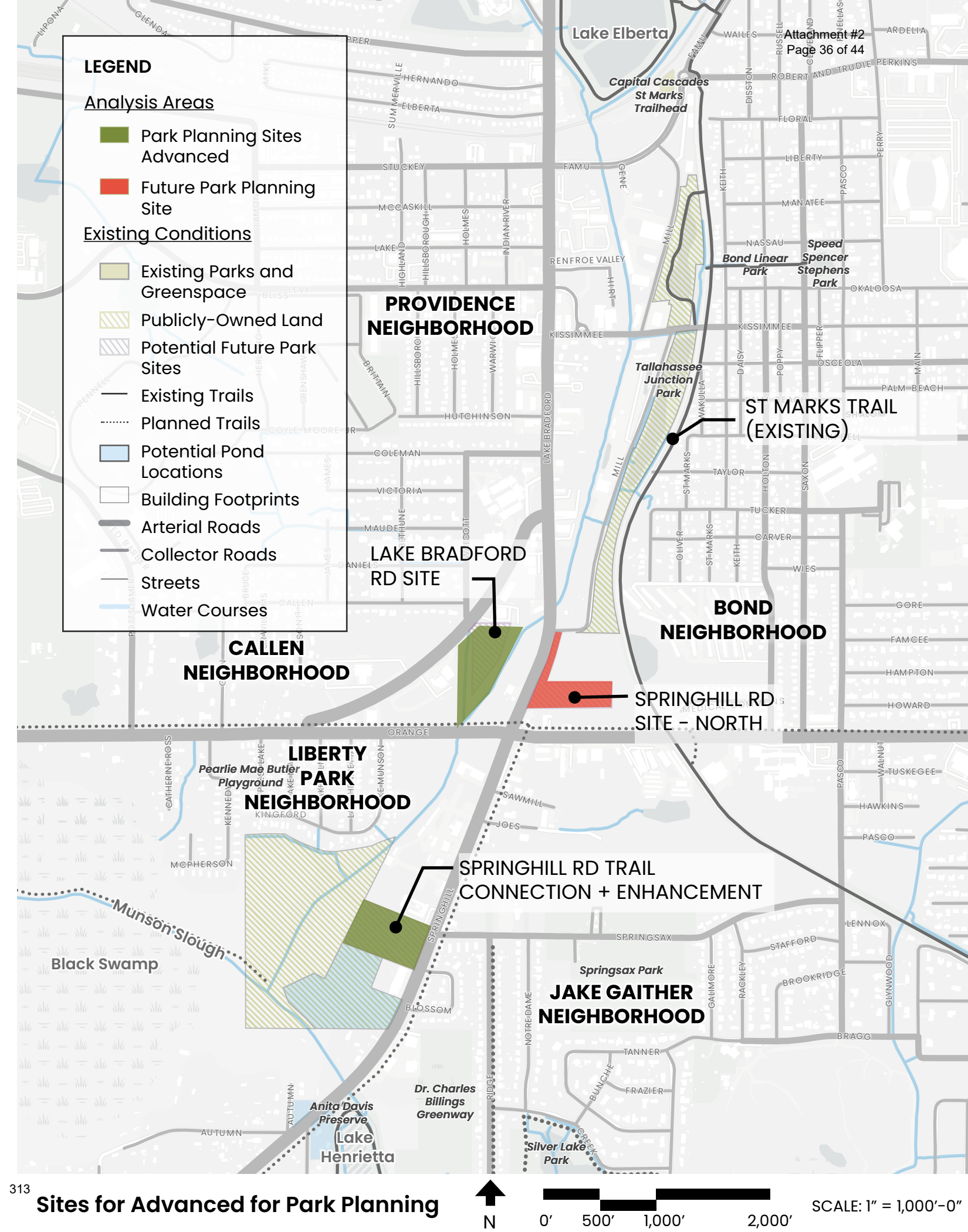


Park Planning

The planning team developed multiple preliminary concept options for each site that emphasized a balanced approach to social, environmental, and economic considerations. The options tested different mixes of passive and active programming opportunities. Two of the sites were advanced for further development into final concepts: the Lake Bradford Rd Site, and the Springhill Rd Trail Connection + Enhancement. The third site - Springhill Rd Site North - was not advanced at this time due to probable but uncertain future development of surrounding parcels. This site will be a future phase of this project.

As part of the planning process the following guiding principles were developed to guide the park development:

- **Comply with all Florida Communities Trust grant requirements**
- **Store and treat off-site stormwater** where feasible to help lower corridor flood impacts and improve water quality
- **Incorporate interactive educational components** focusing on water quality, healthy communities, and other topic areas of local significance
- **Preserve 100% of viable trees on site**, maximizing new canopy coverage to the greatest extent feasible in support of the Tallahassee Urban Forest Master Plan
- **Minimize impervious surface** to the maximum extent possible
- **Minimize use of potable water** for irrigation
- **Restore habitat** for pollinating insects, native birds, and bats
- **Incorporate food productive landscapes** where feasible



313 Sites for Advanced for Park Planning

N

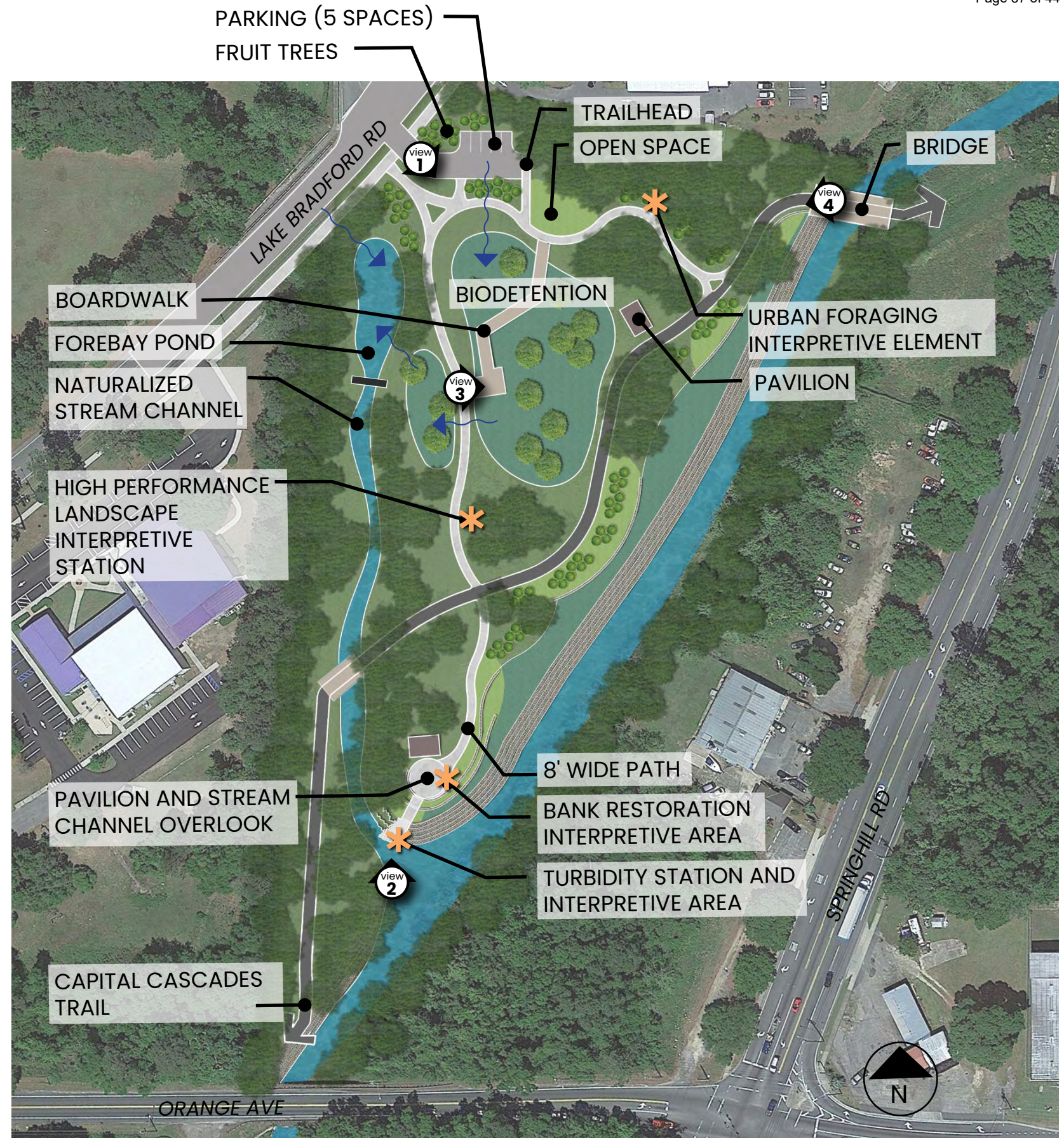
0' 500' 1,000' 2,000'

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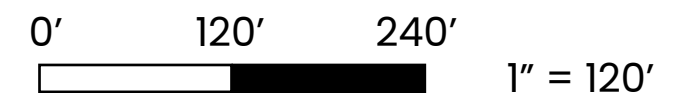
Lake Bradford Road Site

The Lake Bradford Road Site will become a public open space with integrated elements to improve water quality, reduce runoff, and educate the community. These objectives will be achieved through a series of site enhancements including a bioretention area that collects and filters off-site stormwater, bank stabilization enhancements to adjacent canals, and a loop trail with a series of interactive interpretive stations. Four interactive education zones are proposed for the site, focusing on: bank restoration, high performance landscapes, turbidity, and urban foraging.

The site will be revegetated with native, habitat supporting landscape, and fruit trees for urban foraging. Bike/pedestrian and limited vehicular access will be provided to the site via the CCT segment 4 trail and Lake Bradford Road.



Lake Bradford Road Site Conceptual Plan



















Lake Bradford Road Site View 1. Overall Site



Lake Bradford Road Site View 2. Boardwalk



Lake Bradford Road Site View 3. Northeast Entrance

- | | | | |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Plum N
(<i>Prunus angustifolia</i>)
*Gulf Beauty |  | Satsuma Orange
(<i>Citrus unshiu</i>) |
|  | Apple
(<i>Malus domestica</i>)
* Carter's Blue, Gala, Honeycrisp |  | Blueberry N
(<i>Vaccinium darrowii</i>) |
|  | Mulberry N
(<i>Morus rubra</i>) |  | Pineapple guava
(<i>Feijoa sellowiana</i>) |
|  | Meyer Lemon
(<i>Citrus meyeri</i>) |  | Pear
(<i>Pyrus communis</i>)
* Pineapple and Golden Boy varieties |
|  | Kumquat
(<i>Citrus japonica</i>) |  | Pecan N
(<i>Carya illinoensis</i>) |
|  | Dwarf Fig
(<i>Ficus carica</i> var.) |  | Chestnut N
(<i>Castanea mollissima</i> ,
<i>Castanea crenata</i> ,
<i>Castanea dentata</i> *) |
|  | Pawpaw
(<i>Asimina triloba</i>) |  | Persimmon
(<i>Diospyros kaki</i>) |

Proposed Landscape Planting List for Fruit Tree Grove N = native

* Although compromised by pervasive disease, American chestnut (*Castanea dentata*) could be a good choice for their cultural and educational value. The species' significant history is a great topic for interpretive education.

Springhill Rd Trail Connection + Enhancement

The Springhill Rd Trail Connection + Enhancement will become a large passive public open space with a loop trail and a direct connection to the Capital Cascades Trail. Much of the site will be developed as native habitat, preserving the existing canopy and revegetating disturbed areas with native landscape. An integrated stormwater bioretention feature with cypress trees will be developed on the south side of the site to collect and clean off-site stormwater from Springhill Road before it enters Munson Slough.

Two interactive education zones are proposed for the site, focusing on stormwater bioretention features and archaeology.



Springhill Rd Trail Connection + Enhancement
Conceptual Plan





Springhill Rd Trail Connection + Enhancement View 1. Overall Site



Springhill Rd Trail Connection + Enhancement View 2. Overlook and Pond Area

Cost Summary

SUMMARY OF PROBABLE COST CAPITAL CASCADE TRAIL SEGMENT 4	
LAKE BRADFORD ROAD SITE	\$1,593,000
SPRINGHILL RD TRAIL CONNECTION + ENHANCEMENT	\$1,393,000
TRAIL CONSTRUCTION	\$5,195,000
BANK STABILIZATION	\$7,506,000
WATER QUALITY	\$587,000
FLOOD MITIGATION - LIBERTY PARK - CALLEN NEIGHBORHOOD	\$157,000
PRE-CONSTRUCTION GRAND TOTAL	\$16,431,000

INCLUDES TWENTY-PERCENT CONSTRUCTION CONTINGENCY

Comment Card

Capital Cascades Trail Segment 4

Blueprint Intergovernmental Agency wants to hear your feedback on the concepts that have been developed for the fourth and last segment of the Capital Cascades Trail.

Segment 4 will travel from FAMU Way at Lake Bradford Road to Lake Henrietta on Springhill Road.

Please review the various displays and record your feedback on this form. It can be submitted at the last table, where you will also receive a ticket for a free BBQ dinner to take home. Thank you for making the time to share your thoughts with us.

Name Serenity Heaton

Comment I think it I would like to thank the Blueprint for trying to provide our Neighborhood with water, plants and making a park building our community!



BlueprintIA.org/Projects/CCT-Segment-4



Comment Card

Capital Cascades Trail Segment 4

Blueprint Intergovernmental Agency wants to hear your feedback on the concepts that have been developed for the fourth and last segment of the Capital Cascades Trail.

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Name Shonta Lewis

Comment I love the idea and the blueprint but I would like to know who and will the fruit trees stay up and taking care of. Everything else I love and will be great for me and my family to hang/walk and enjoy the outside again



BlueprintIA.org/Projects/CCT-Segment-4

Comment Card

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Name

Tamila Wright

Comment

I think this will be a wonderful outcome. It will give citizens more opportunity to see how beautiful Tallahassee is and it has been created to make a better environment especially for the children. It's great that opinions are being considered in this matter. I can't wait to see this project's outcome!



BlueprintIA.org/Projects/CCT-Segment-4

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INTERGOVERNMENTAL AGENCY

Comment Card

Capital Cascades Trail Segment 4

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Name

Paulo Pascey

Comment

This idea is fantastic. It will bring a positive vibe to the members of this community. I also look forward to using the facilities once they are completed. I love the idea of the edible plants.



BlueprintIA.org/Projects/CCT-Segment-4



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Name DARRICK DENNIS

Comment _____

IM IN FAVOR OF ALL CONCEPTS PRESENTED. THIS AREA OF THE CITY OF TALLAHASSEE IS IN NEED OF FLOOD WATER MANAGEMENT. ONCE COMPLETED, I BELIEVE IT WILL BRING THIS NEIGHBORHOOD CLOSER. I WISH MY GRANDMOTHER AND GRANDFATHER ~~BE~~ COULD SEE THE PROPOSED IMPROVEMENTS. THIS LAND WAS UNDESIRABLE IN THE 1960'S. DUE TO FLOODING.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Tanisha Amerson

Comment Just have more parks in this area. I have two young kids and no were for them play would love to see educational thing on the trails so my kids can know about the thing in they community.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Taikellia Mayes

Comment I think it will be a great idea for the bike trail for the kids so they can get to school on time and have a safe place to walk to and from school.



BlueprintIA.org/Projects/CCT-Segment-4

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Name DAVID VAN WILLIAMS

Comment The Capital Cascades Trail Segment 4 is a Great Plan. The City will greatly benefit from these improvements to the Lake Bradford Springhill Road Corridor. The work that went into the Park Plans was excellent. The Storm Water Planning was well thought out.

Thank you City of Tallahassee and Blueprint for your vision for the future of Tallahassee, FL.



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Name Hodgetta A. Huckaby

Comment Excellent informative explanations regarding the project. The graphics were easy to read and captured the needed information being depicted. I appreciated the input requested regarding the various fruit trees and educational opportunities possible along the trail. Time well spent!



BlueprintIA.org/Projects/CCT-Segment-4

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Name Tracey Goby

Comment Consideration

Callen is an historical
neighbor. Home to Maude
Janiel Callen who was a nurse
& midwife. Raised by her
uncle (Gunn) who was one
of the first black doctors
in Florida. She was
featured in national publications
& on South Carolina Black History
calendar.



BlueprintIA.org/Projects/CCT-Segment-4

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Name

Mary Frits

Comment

The Spring Hill Road connection also the overall



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Name



Comment

Fish lake for kid



BlueprintIA.org/Projects/CCT-Segment-4



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Name KIYON AXON J

Comment This is so good and
thankful i am so thankful
thank you for this
have a good rest of
your day.



BlueprintIA.org/Projects/CCT-Segment-4



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Name

Stephen Brasby

Comment

Very Happy

SB



BlueprintIA.org/Projects/CCT-Segment-4

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Name Blanche Shelton

Comment Great Ideas can't wait to see the improvements. Thank you all for coming and putting interest in our community.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Kimirra Clendinen

Comment the trail should have extra trees for shade.



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Name Kymaria Morris

Comment I like how Lake Bradford is going to look I also like the board walk



BlueprintIA.org/Projects/CCT-Segment-4



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Name Mashanda Inmiss

Comment I like the layout of the Bradford road one



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Name Ky'ni'ja marris

Comment I like the lake Bradford site



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Name Katina Crumpton

Comment I love the new look.
I love we getting more trail walks and
longer. Great Job.



BlueprintIA.org/Projects/CCT-Segment-4



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Name _____

Comment Jaqueline Crumitie

FAMU way TRAIL
LEAVE LBRS & RARE



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Name Joshua Crumlie

Comment the trail should have
rattle snakes along the trail as
you get farther and have a
map to show where you are



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Name Willie Givens

Comment WillieBlk@aol.com

Love Spring Hill Rd part
and bridges

Use of solar lights



BlueprintIA.org/Projects/CCT-Segment-4



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Name

Oscar Franklin

Comment

Great Activity!

Thank you



BlueprintIA.org/Projects/CCT-Segment-4

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INTERGOVERNMENTAL AGENCY

Comment Card

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Name Michael Bradburn

Comment _____

We think that the trail ~~should~~ be good
the community ^{is} would be nice for
people to take there families sight seeing.



BlueprintIA.org/Projects/CCT-Segment-4



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Name JOANOR

Comment LENS



BlueprintIA.org/Projects/CCT-Segment-4

Comment Card

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Name IRA GAINES

Comment I would like to be informed weekly or month on the project.

Please value the home owners input



BlueprintIA.org/Projects/CCT-Segment-4

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Name Ken Pearcey

Comment
Although I do not live in this neighborhood, I think it will be a positive influence on the community.



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Name Jeanne D. Manning

Comment Good informative

graphics + dialog from

all involved. Great input

on Educ App. + Edible app.

Excellent ideas. Thanks!



BlueprintIA.org/Projects/CCT-Segment-4

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INTERGOVERNMENTAL AGENCY

Comment Card

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Name Nishwan

Comment Adult exercise
avoid uncontrolled trees +
messy fruits



BlueprintIA.org/Projects/CCT-Segment-4



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Name Costa Theo Vathis

Comment Really like the ideas and the concept of your plans, I am interested in water run off, also love the fruit tree thought, amount to be pick should be reasonable amount per family, I'm also happy it will bring cleanliness organization to this area

Theo Vathis

BlueprintIA.org/Projects/CCT-Segment-4



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Name Jerrel Vernon

Comment I what has been done
so with other parks. I like how it
connects different sections of the
city. I'm excited for the last section
being put together because this is
my son's side of town and that
will give us somewhere to hang at.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Zyan Vernon

Comment I like we can play at a park on my side of town and. I hope there's some were I can fish.



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Name Apostle Willie Whiting Jr.

Comment President Jack Gaither
Neighborhood Association



BlueprintIA.org/Projects/CCT-Segment-4



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Name

Cheryl Brown

Comment

~~_____~~ The whole
BLUEPRINT is good



BlueprintIA.org/Projects/CCT-Segment-4



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Name IRA GAINES

Comment ~~IBLORENZO~~
(IBLORENZO@COMCAST.NET)

~~IBLORENZO~~
I WALK the street in our neighborhood picking up ~~the~~ trash. We need trash ~~for~~ ~~the~~ containers in our community.



BlueprintIA.org/Projects/CCT-Segment-4



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Name Paul Davis

Comment Park and Bike trail



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Name

KENNETH

Comment

I would like
the park that they will build
and the city environment



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Name Mike Richman

Comment I think it would be great if they have ~~disc~~ disc throw racks and work out area. Fruit water machine



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Name Lynn Jones

Comment _____

I am glad we are improving water quality.
Concerned about the namings of things. Please ask the community. Cascade's Park needs a Centennial Field Sign.
Water quality is really important. I would like to continue to use and drink the water from my kitchen faucet.



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Name Kimijah Clendinch

Comment I think it would be a great idea.



BlueprintIA.org/Projects/CCT-Segment-4

BLUEPRINT 
INTERGOVERNMENTAL AGENCY

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Name

Kyra Williams

Comment

like the plans that provide places for children to go and safely explore.

The addition of fruit trees also allows them to see fresh fruit being grown.



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BLUEPRINT 
INTERGOVERNMENTAL AGENCY

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Name Crystal Moody

Comment I think this project is great for beautifying and uniting various communities on the south side of Tallahassee. Love that ~~they~~ there will be trails and more play areas for the kids.



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Name Aubri Miller

Comment _____

Community park & rec for children

Boys & Girls club

safe environment for children

project is going to be awesome



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Name Suzette Vathis

Comment This is a huge project, great ideas and I look forward to seeing the improvements to this area.

The edible landscape area is a new idea to me (haven't heard of that before). Great Idea!!



BlueprintIA.org/Projects/CCT-Segment-4

BLUEPRINT 
INTERGOVERNMENTAL AGENCY

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Name *Linda Inhiting*

Comment *I like the Lake Bradford Road Site. Beautiful.*

Springhill Road Trail Connection Enhancement.

I like the Edible Landscape opportunities

I like the Educational Opportunities



BlueprintIA.org/Projects/CCT-Segment-4

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Name Tonya Morris-Gennie

Comment I like the Capital Cascade Trail to Lake Henrietta. I also like the idea of the fruit trees and educational opportunities



BlueprintIA.org/Projects/CCT-Segment-4

Comment Card

Capital Cascades Trail Segment 4

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Name Shantiella Mann Chambers

Comment I like that the neighborhood is being updated. The new trail will provide a safe space to walk and play for children. Families can use the field to relax and observe nature. Lemon trees would be a great addition because they would provide a great aroma to the area.



BlueprintIA.org/Projects/CCT-Segment-4

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Name

Sherry Douze

Comment

I think is a great idea for a park near, my area. Because I have kids, who loves the outdoors. There's really no where safe my kids can ride their bikes, or enjoy outdoors. So, I think it would be great, but also suggest that there be lighting in the area for safety.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Serenity Douze

Comment It would be nice to have lights around the trail so the kids can feel safe.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Mariceta Loukas

Comment I like the Trail design. Coursee do need more community spaces. We use more space. More trash cans.



BlueprintIA.org/Projects/CCT-Segment-4



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Name Kyliegh McLeod

Comment ~~Trail~~ Trail design because
it has space it has no trash cans to
see from people throwing trash in the field



BlueprintIA.org/Projects/CCT-Segment-4

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Name Jordan Ducey

Comment I like lake Bradford area
because you can walk and picnic and
just feel cool air



BlueprintIA.org/Projects/CCT-Segment-4

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Name

Carmen Conner

Comment

Looking forward
to using the trail

Very excited about the fruit
trees.



BlueprintIA.org/Projects/CCT-Segment-4

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Name _____

Comment I like the idea of

the park it a very good idea

I Love that the neighborhood

is being build up. give

the youth something to do.



BlueprintIA.org/Projects/CCT-Segment-4

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Name _____

Comment I Love It I want
picnic tables chairs



BlueprintIA.org/Projects/CCT-Segment-4



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Name Pryce 4911

Comment Trail design is nice



BlueprintIA.org/Projects/CCT-Segment-4



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Name Delvin Hill

Comment Blue print looks nice
Educational Opportunity



BlueprintIA.org/Projects/CCT-Segment-4

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Name Imani Davis

Comment I like cascade park
Peaks, I would like to see
Peaks and everything else!



BlueprintIA.org/Projects/CCT-Segment-4



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Name

M. P. A. + 2 Y

Comment

Love the idea

I like the food trees.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Jasmine Butler

Comment I like idea of connecting
the parks. The idea to include a
park near the Providence area.
Bringing this to the community is
very positive.



BlueprintIA.org/Projects/CCT-Segment-4



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Name Rahni Wright

Comment I love the ideas of the boards with things that matter to us. Fruit trees, education. I was helpful to see all the visuals.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Yramon Morris

Comment I love it i think

Think the lake brador site
is good and it tell me how
things will look



BlueprintIA.org/Projects/CCT-Segment-4



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Name Markita Thomas

Comment I like the park, edible plants, and trail



BlueprintIA.org/Projects/CCT-Segment-4

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Name Ken Medithomas

Comment I chose blueberry.
I also chose Neighborhood
HISTORY.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Ashlyn Chambers

Comment I like there is so much space for me to enjoy nature. I want a Coconut tree.



BlueprintIA.org/Projects/CCT-Segment-4



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Name Brianna

Comment _____

more trees would be nice

more flowers

more plants



BlueprintIA.org/Projects/CCT-Segment-4

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Name Aurienne

Comment _____

more ponds would be nice

a little park

lights

birds



BlueprintIA.org/Projects/CCT-Segment-4

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Name Shyc

Comment more flowers
more ponds more parks



BlueprintIA.org/Projects/CCT-Segment-4

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Name Breon Ling

Comment • plenty of fruit & trees
• more fitness stations



BlueprintIA.org/Projects/CCT-Segment-4



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Name Evalyn Chambers

Comment I like there are houses around and I can play at the park. Orange trees would be good to see on the trail.



BlueprintIA.org/Projects/CCT-Segment-4



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Name Zion Chambers

Comment The trail is pretty and it's full of nature. I would like to see mango trees on the trail.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Jeromeyiah Douze

Comment I won't fight ~~and~~ around it so I feel safe and the people to feel safe around me.



BlueprintIA.org/Projects/CCT-Segment-4



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Name Jean Douze

Comment I think it would be nice if they added lights so it can be safe for you and your kids.



BlueprintIA.org/Projects/CCT-Segment-4

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Name Jeanisa Douze X

Comment it would ~~would~~
be nice to have lights
so you'll feel safe or your
kid to be safe



BlueprintIA.org/Projects/CCT-Segment-4

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Comment Card

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Name SKY Douze

Comment I think it would be nice if they added lights so it can be safe for you in your kids.



BlueprintIA.org/Projects/CCT-Segment-4



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Name Natasha

Comment orange trees; lemon trees;
apple trees; pineapple trees;
musical instruments; lights on trail;
cameras; safety features;
no bike/marathon; fishing
regular lemon (no Meyer);
security on bike;



BlueprintIA.org/Projects/CCT-Segment-4

Capital Cascades Trail Master Plan Coordination Summary

As CCT 4 is another important piece to the Lake Munson watershed stormwater system, coordination has been ongoing throughout the life of the project. This coordination has included City of Tallahassee, Leon County, Northwest Florida Water Management District, and State agencies to develop the scope of work for the project, aid in evaluating the consultants, establish modeling parameters, and coordinate CCT 4 with other planned projects in the area. The stormwater models developed as part of CCT 4 will be an essential tool going forward as other projects in the watershed proceed to design and creates a basis for developing flood stage comparisons. This coordination will continue throughout the project cycle of CCT 4.

Past coordination has focused on the development of the scope of work for the solicitation of design consulting firms. The scope was reviewed and refined by the Stormwater Working Group comprised of City and County personnel with extensive knowledge and experience in the local stormwater systems. In addition to helping to properly scope the project, City and County staff were included on the selection committee for the project to leverage the collective experience and expertise of our partner agencies.

Blueprint contributed to the City staff effort for the preparation of the City's Conceptual Environmental Resource Permit (ERP). As CCT 4 was included as part of the ERP application, extensive communication occurred between Blueprint and the City to ensure the CCT 4 project scope, limits and schedule were clearly and accurately delineated within the City's ERP application. As design efforts began on CCT 4, this coordination and communication continues.

Coordination with the County and City focuses on stormwater model parameters, permitting requirements and ensuring that CCT 4 integrates effectively within the larger City and County stormwater system for the Lake Munson drainage basin. Coordination will continue to occur through project updates with the Stormwater Working Group and the Technical Coordinating Committee.

Summary of Activities in the Project Area

Capital Cascades Trail Segment 4 Interaction

Once completed, CCT 4 will work in conjunction with the existing City and County stormwater components in this area, including previous segments of the Capital Cascade Trail, Lake Elberta and Lake Henrietta to provide improved water quality and stormwater storage in the overall basin. CCT 4 will not alter the functionality of the existing stormwater systems along the corridor but rather work with these systems to enhance water quality and flood mitigation. It is expected that future projects implemented along this corridor will likewise supplement the benefits provided by the multitude of stormwater components along the overall project area.

As required by permitting regulations, CCT 4 must demonstrate that the pre and post development conditions for volume and rate have no adverse impacts upstream or downstream of any proposed improvements proposed as part of CCT 4. As part of the CCT 4 project, an analysis will be conducted comparing the pre-Cascade Trail conditions

with the post-Cascade Trail improvements through the overall project length to ensure that this standard is met. CCT 4 will demonstrate a no-rise condition post development, additional projects in the watershed will likewise have to show a no-rise. This will be done independently of each other as part of the permitting process for each unique project on a schedule that is appropriate for each project.

Blueprint Projects In, or Adjacent to, the CCT 4 Project Area

In addition to CCT 4, Blueprint has three other projects within the project area. These are various components of Capital Cascades Segment 3, the Airport Gateway project, and Orange Avenue Widening. Coordination is continuous among Blueprint staff to ensure the project teams are knowledgeable of ongoing activities and how they may impact the project. The consulting teams for all Blueprint projects have team members that overlap providing continuity across all three projects. As part of this coordination, opportunities for joint use stormwater facilities and integration of recreational amenities will be implemented.

City Projects In, or Adjacent to, the CCT 4 Project Area

On November 12, 2020, the City received a Conceptual Approval Environmental Resource Permit (ERP) from the Florida Department of Environmental Protection. A Conceptual ERP, issued under Chapter 62-330.056, does not authorize any activity including construction, alteration, operation, maintenance, removal, or abandonment, but rather helps to assure a concept for a master or future plan is consistent with current state environmental regulations. This allows an applicant, such as the City, to have a comfort level that a project concept is viable from a statewide environmental regulation perspective before unnecessarily spending resources and funds for a project concept that is contrary to such regulations. The term for a Conceptual ERP is twenty years since it is recognized that, most often, the conceptual projects included therein are merely just concepts and that it will take considerable time to develop, if ever. For long-range water resource planning the City's Central Drainage Ditch Conceptual Permit outlines the City's past water resource enhancement efforts and includes three conceptual projects: Capital Cascades Trail Segment 4, Rerouting Untreated Stormwater to the Lake Elberta regional facility and the possible expansion of the Lakes stormwater facility. An overarching goal of this concept permit was to ensure that the City's long-range plans and approach to water resource management are consistent with statewide plans related to surface water management and the requirements of the state's environmental resource permit program.

The Conceptual ERP identifies various projects that have been implemented along the project path. The list of past projects includes projects in Frenchtown, the Carter Howell Pond, improvements within the FSU campus as well as the Lake Elberta regional facility to name a few. Of the future projects identified within the Conceptual ERP, CCT 4 is the most immediate for implementation with the schedule previously identified. The next project for implementation is rerouting untreated runoff to the Lake Elberta regional facility. This is an ongoing project with the implementation occurring as projects develop in this area. The last project included in the Conceptual ERP is the expansion of the Lakes stormwater facility. This project is not currently planned or budgeted for implementation

by the City. Other activities outside of the Conceptual ERP in this area by the City focus on routine maintenance of the various stormwater components along the project corridor.

County Projects In, or Adjacent to, the CCT 4 Project Area

The County's primary projects in the area are the maintenance of Lake Henrietta and implementation of the Lake Munson Action Plan. The most immediate activities associated with the Lake Munson Action Plan effort includes drawdown of the lake, a water quality study, aerial topographic survey, and point source testing for PCBs. Longer term management actions include an invasive exotic vegetation management program, hydrogen peroxide treatment of algal blooms, a reoccurring drawdown program, and continued exploration of innovative technologies that may be implemented.

FDOT Projects In, or Adjacent to, the CCT 4 Project Area

FDOT has various projects within the project area. These include improvements to four-lane Orange Ave, a bridge replacement on Orange Avenue over the CDD, the six-lane improvements along Capital Circle Southwest, and a bridge replacement on Springhill Road over Munson Slough. As part of both the Airport Gateway and CCT 4, Blueprint and the consultant teams have coordinated with FDOT to explore opportunities for shared use stormwater facilities and other leveraging opportunities through project integration and cooperation. The stormwater modeling completed as part of CCT 4 will be shared with FDOT for the hydraulic analysis of the bridge replacements planned on Orange Avenue and Springhill Road.

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Blueprint Intergovernmental Agency Board of Directors Agenda Item #7

September 21, 2023

Title: Acceptance of Status Update on the Lake Lafayette & St. Marks Regional Linear Park Project and Analysis of a Trail on Apalachee Parkway

Category: General Business

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Artie White, Director, PLACE
Autumn Calder, Director, Blueprint
Megan Doherty, Planning Manager, Blueprint
Mike Alfano, Principal Planner, Blueprint

STATEMENT OF ISSUE:

This item provides a status update on the Blueprint Lake Lafayette & St. Marks Regional Linear Park (Linear Park) project and an analysis of a potential trail along Apalachee Parkway from Connor Boulevard to the Apalachee Regional Park, as requested by the IA Board at the May 11, 2023 meeting. As described in this item, over \$10.4 million has been invested to complete the Linear Park project. This item describes those investments, addresses the remaining trail alignments and connections proposed as part of the original 2014 sales tax project that are infeasible, and provides an analysis of the potential trail along Apalachee Parkway that would be an alternative route and accomplish a connectivity goal of this project. As explained in the analysis, the estimated cost of a 3.6-mile trail along Apalachee Parkway is approximately \$6.6 million, and consistent with the draft FY 2024 budget, funding for this trail is anticipated to be available in FY 2039.

FISCAL IMPACT

This item does not have a fiscal impact.

RECOMMENDED ACTION

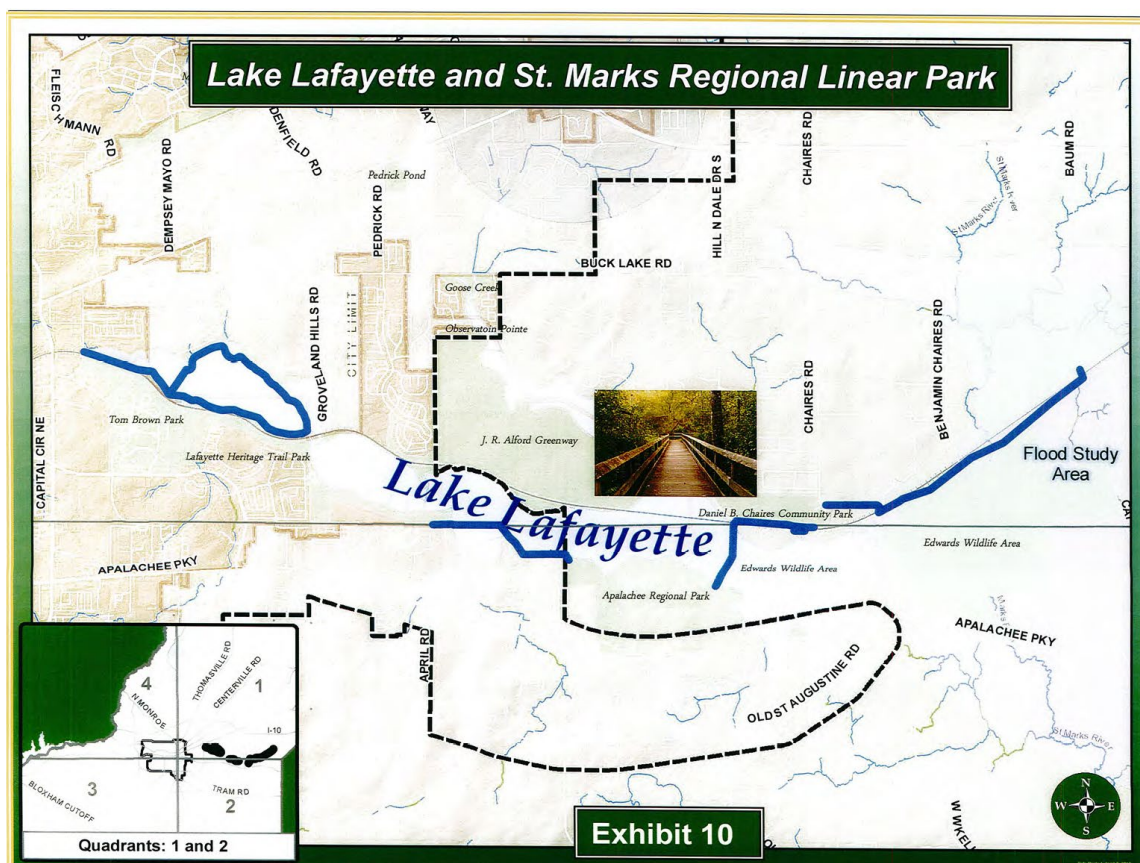
Option 1: Accept the status update on the Lake Lafayette & St. Marks Regional Linear Park project.

SUPPLEMENTAL INFORMATION

PROJECT BACKGROUND

The Blueprint Lake Lafayette & St. Marks Regional Linear Park (Linear Park) project provides funding to conduct an analysis of the existing floodplain conditions and connect public recreation lands via trail connections in eastern Leon County, including Tom Brown Park, Lafayette Heritage Park, St. Marks Headwaters and the Apalachee Regional Park. The Linear Park project was included the list of Blueprint 2020 projects approved by the IA Board on April 22, 2014. As reflected in the draft FY 2024 budget materials, the project has a \$15.8 million cost estimate and \$3.4 million has been funded to date through prior year budgetary allocations. Blueprint has invested \$1.12 million in sales tax funding and successfully leveraged over \$9.3 million to complete project goals and trail connections for a total current investment of \$ 10.4 million. The project map included in the Second Amended and Restated Interlocal Agreement is provided as Figure 1, below.

Figure 1: Lake Lafayette & St. Marks Regional Linear Park Project Map



PROJECT COMPONENTS COMPLETED TO DATE OR UNDERWAY

Over the past three years, Blueprint has evaluated the project trail alignments and met with property owners within the project area. In that time, a critical connection from Upper Lake Lafayette to Buck Lake Road has been secured through a leveraging

opportunity. This opportunity is the direct result of Blueprint collaboration with the Fallschase developer, who is dedicating the land for the trail, designing the trail, and removing a substantial amount of invasive species from the 1.44-mile trail area at no cost to Blueprint. The value of these services is over \$9.3 million and completes a critical project connection. Blueprint is funding the trail construction at \$1.12 million with construction beginning late 2023.

Progress has also been made on the necessary floodplain analysis included in the project scope. In early 2021, Blueprint began the process to procure a flood study of Lower Lake Lafayette, as authorized by the IA Board at the December 10, 2020 meeting. Determining the 100-year floodplain elevation is a crucial initial step in recommending the location of the Linear Park improvements adjacent to the waterbodies. Through collaboration, Blueprint realized a leveraging opportunity with the Northwest Florida Water Management District (NFWFMD) to perform a FEMA Flood Study over the project area at no cost to Blueprint. By leveraging this opportunity with NFWFMD, Blueprint conserved approximately \$200,000 in funding that would otherwise have been allocated to commission a separate flood analysis. Draft results for the Linear Park project area have been provided to Blueprint, and the study is anticipated to be final by mid-2024.

Regarding the remaining trail connections proposed in the 2014 sales tax project, the past three years of analysis and outreach with property owners and stakeholders has determined that many of the specific trail alignments and connections originally proposed are infeasible. The statuses of the specific trail connections are displayed in Attachment #1. Specifically, regarding the proposed boardwalks across state-owned lake areas surrounding Lower Lake Lafayette, Blueprint has been informed that the Florida Fish and Wildlife Commission will not grant the required permit approval. Other connections previously contemplated are mapped over numerous private properties, requiring the participation of willing sellers to acquire the property, which to date has not been achieved. Absent willing sellers, Blueprint would be required to use eminent domain to secure the properties. Lastly, some improvements were envisioned in the railroad right-of-way areas, and the railroad has not provided approval for use of their property.

ANALYSIS OF A TRAIL ALONG APALACHEE PARKWAY

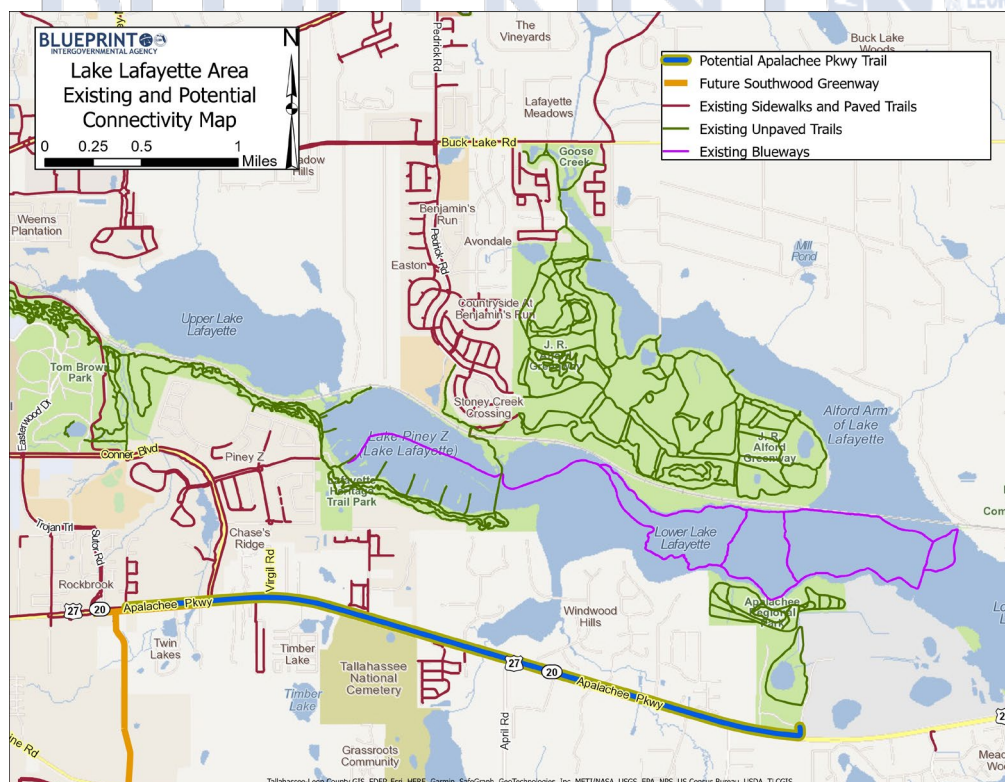
At the May 11, 2023 IA Board meeting, the IA Board provided direction to complete an analysis of a trail along Apalachee Parkway from Connor Boulevard to the Apalachee Regional Park. Consistent with the Linear Park project goals, a trail along Apalachee Parkway connecting to the Apalachee Regional Park provides an opportunity to link area amenities in eastern Leon County while creating new access for existing and future residential areas. Given that an Apalachee Parkway trail would provide improvements within the approved project area, consistent with the project description as provided in the Second Amended and Restated and Amended Interlocal Agreement, a substantial amendment or project modification is not required to construct this trail. Apalachee Parkway is an FDOT-owned and maintained roadway, which provides significant cost-savings for potential right-of-way acquisition. Based on a desktop review, this analysis assumes much of the trail can be accommodated within the existing FDOT right-of-way. Additional analysis, such as preliminary engineering and survey, is needed to determine

right-of-way needs for the project, and as such an additional \$1 million is included in the total cost estimate to account for additional property acquisition that may be necessary to construct the trail.

Land uses along the corridor reflect a mixture of residential, office, open space, religious/nonprofit, retail, and school uses, with the predominant use being single family detached residential uses. After thorough review of existing data, the north side of Apalachee Parkway was preliminary identified as the preferred side, as it would minimize road crossings thereby being the safer option, connect to schools, and provide greater connectivity to existing facilities, including a direct connection to Apalachee Regional Park. There are several neighborhoods on the north side of Apalachee Parkway, including over 2500 residential units that would be connected to the Apalachee Regional Park by this trail along Apalachee Parkway. Approved commercial and residential developments will add additional uses and 276 residential units. Additionally, one pre-submittal for the north side of Apalachee would potentially provide 100 units of affordable housing.

As shown in Figure 2, there is a robust network of sidewalks, trails, and blueways north of Apalachee Parkway. A trail along the north side would connect to the Goose Pond Trail at Connor Boulevard, further providing connections to the Piney-Z neighborhood and park, Lake Lafayette Heritage Trail, and J.R. Alford Greenway. The Goose Pond Trail and existing bicycle and pedestrian facilities also provide connections to many neighborhoods far outside the Lake Lafayette area. Future development of the Southwood Greenway will provide a connection southward to the St. Marks Trail via Capital Circle.

Figure 2. Lake Lafayette Area Existing Connectivity and Proposed Trail



Immediately to the west of Connor Boulevard, there is a gap in sidewalk connectivity to Copper Creek Drive. The connection between Copper Creek Drive and Sutor Road, to the west, was completed as part of a Safe Routes to School project for both Lincoln High School and Apalachee Elementary School. Connecting from Connor Road to Copper Creek Drive would provide additional connections to these schools, and a trail on Apalachee Parkway should be extended 0.43 miles to Copper Creek Drive to connect to these schools, for a total length of 3.63 miles.

FUNDING ANALYSIS

The estimated cost of a 3.63-mile trail along Apalachee Parkway from Copper Creek to the Apalachee Regional Park is approximately \$6.6 million, as detailed in Attachment #2. This cost estimate includes all project phases, including preliminary engineering, design, and construction. Unit costs were determined using the current 12-month averages for construction material prices as collected and reported by FDOT in the Historical Item Average Costs Report. The estimated cost provides for the construction of a 10-foot asphalt, multi-use trail and includes costs for curb and gutter, which may be needed for stormwater and pedestrian safety. The estimated cost assumes \$1 million for additional property acquisition beyond the existing FDOT right-of-way. Additional analysis will be needed to determine the required improvements, including the need for any additional property beyond FDOT right-of-way. Should the IA Board direct Blueprint to proceed with the trail along Apalachee Parkway, the next step would be preliminary engineering, which would provide a more refined cost estimate and include surveying to determine available right-of-way.

Should the IA Board direct Blueprint to advance the Apalachee Parkway trail ahead of the available funding in 2039, direction is necessary regarding funding levels and timing for the project. Currently, no uncommitted funding exists in the Blueprint Infrastructure capital budget until FY 2039, the same year the Linear Park project is currently scheduled to be funded. IA Board direction would be required to direct funding from other projects to the Linear Park project to support the implementation of the Apalachee Parkway Trail prior to that date. Limited bonding capacity, estimated at \$10 million, is available for the Blueprint program beyond the current planned financing. Should the IA Board desire to direct funding from other projects, staff could present options for IA Board consideration. If bonding is desired, the IA Board could direct staff to include this trail project in the planned bond issuance.

CONCLUSION

This agenda item seeks IA Board acceptance of a status update on the Lake Lafayette & St. Marks Regional Linear Park (Linear Park) project. To date, over \$10.4 million has been invested to complete an area-wide floodplain analysis and construct a new trail along Upper Lake Lafayette that provides critical connectivity. However, as detailed herein, many of the remaining trail connections proposed as part of the original 2014 sales tax project are infeasible. As directed at the May 11, 2023 meeting, this item provides for IA Board consideration an evaluation of a 3.63-mile trail along Apalachee Parkway that

would accomplish the connectivity goals of this project via an alternate route within the project area. The estimated cost of a trail along Apalachee Parkway is approximately \$6.6 million, and sales tax funding is not currently programmed to advance this trail connection. As included in the draft FY 2024 budget, additional funding for the Linear Park project is anticipated to be available in FY 2039. Should the IA Board desire to advance the Linear Park project ahead of that date, direction is needed regarding funding levels and timing of funding for the project.

Action by the CAC and TCC: This item was not presented to the CAC or TCC.

OPTIONS:

- Option 1: Accept the status update on the Lake Lafayette & St. Marks Regional Linear Park project.
- Option 2: IA Board Direction.

RECOMMENDED ACTION

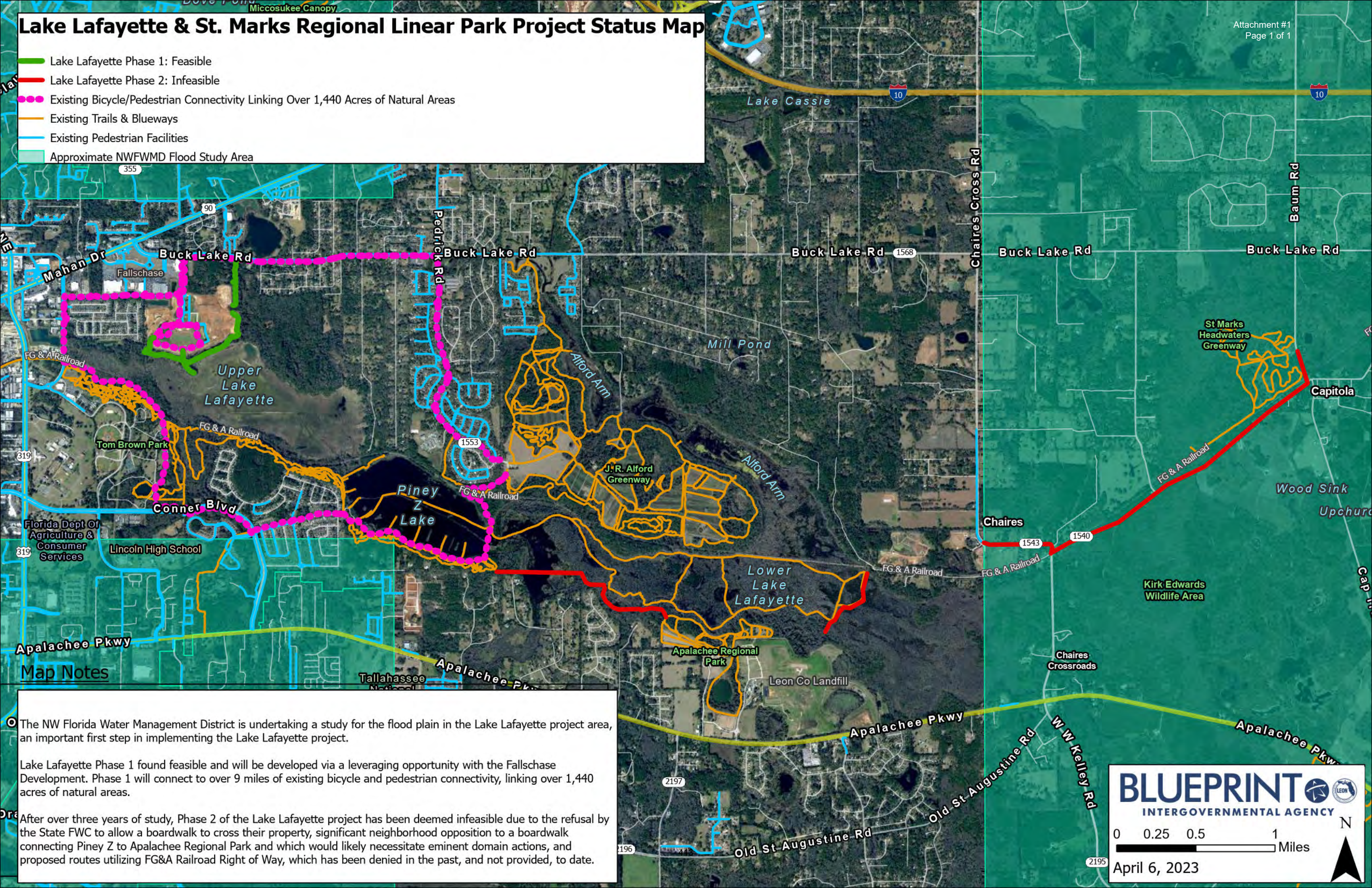
- Option 1: Accept the status update on the Lake Lafayette & St. Marks Regional Linear Park project.

Attachments:

1. Lake Lafayette & St. Marks Regional Linear Park Feasibility Map
2. Cost Estimate for a Trail on Apalachee Parkway from Copper Creek to Apalachee Regional Park

Lake Lafayette & St. Marks Regional Linear Park Project Status Map

- Lake Lafayette Phase 1: Feasible
- Lake Lafayette Phase 2: Infeasible
- Existing Bicycle/Pedestrian Connectivity Linking Over 1,440 Acres of Natural Areas
- Existing Trails & Blueways
- Existing Pedestrian Facilities
- Approximate NFWMD Flood Study Area



Map Notes

○ The NW Florida Water Management District is undertaking a study for the flood plain in the Lake Lafayette project area, an important first step in implementing the Lake Lafayette project.

Lake Lafayette Phase 1 found feasible and will be developed via a leveraging opportunity with the Fallschase Development. Phase 1 will connect to over 9 miles of existing bicycle and pedestrian connectivity, linking over 1,440 acres of natural areas.

After over three years of study, Phase 2 of the Lake Lafayette project has been deemed infeasible due to the refusal by the State FWC to allow a boardwalk to cross their property, significant neighborhood opposition to a boardwalk connecting Piney Z to Apalachee Regional Park and which would likely necessitate eminent domain actions, and proposed routes utilizing FG&A Railroad Right of Way, which has been denied in the past, and not provided, to date.

BLUEPRINT

INTERGOVERNMENTAL AGENCY

0 0.25 0.5 1 Miles

April 6, 2023

COST ESTIMATES FOR APALACHEE PARKWAY TRAIL

<i>Quantities based on FDOT 12 Month Cost Per Mile Reports for 3.63 mile project</i>					
10-Ft Asphalt MU Path (Based on 12-ft Trail One Mile Pay Items)					
<u>Description</u>	<u>Unit</u>	<u>Unit Cost</u>	<u>Quant. Per Mile</u>	<u>Project Quantity</u>	<u>Total</u>
Clearing & Grubbing	AC	\$32,777.54	3.90	14.16	\$464,031.63
Type B Stabilization	SY	\$7.71	9,386.67	34,073.61	\$262,707.55
Optional Base Group 1	SY	\$19.60	7,040.00	25,555.20	\$500,881.92
Superpave Asphaltic Conc., Traff. B	TN	\$142.33	528.00	1,916.64	\$272,795.37
Performance Turf, Sod	SY	\$4.39	2,347.00	8,519.61	\$37,401.09
				Subtotal 12-ft	\$1,537,817.56
				Conversion to 10-ft	\$1,281,514.64
				MOT + 10%	\$128,151.46
				Mobilization +10%	\$128,151.46
				Design 10%	\$128,151.46
				CEI 5%	\$64,075.73
				Const. Contingency 20%	\$256,302.93
				ROW Contingency	\$1,000,000
				TOTAL	\$2,986,347.68
<u>If Curb and Gutter are Needed</u>	<u>Unit</u>	<u>Unit Cost</u>	<u>Quant. Per Mile</u>	<u>Project Quantity</u>	<u>Total</u>
INLETS, CURB, TYPE P-5, <10'	EA	\$8,938.22	18	65	\$584,023.29
INLETS, CURB, TYPE J-5 <10'	EA	\$17,461.69	5	18	\$316,929.67
PIPE CULV, OPT MATL, ROUND, 12"S/CD	LF	\$430.99	276.00	1,002	\$431,800.26
PIPE CULV, OPT MATL, ROUND, 30"S/CD	LF	\$257.20	80.00	290	\$74,690.88
STRAIGHT CONC ENDW 15", SINGLE, 0 ROUND	EA	\$6,648.36	1.00	4	\$24,133.55
STRAIGHT CONC ENDW 30", SINGLE, 0 ROUND	EA	\$10,418.44	1.00	4	\$37,818.94
CONCRETE CURB & GUTTER, TYPE F	LF	\$46.71	5,280	19,166	\$895,262.54
				Subtotal	\$2,364,659.14
				Trail Subtotal	\$1,281,514.64
				SUBTOTAL	\$3,646,173.77
				MOT 10%	\$364,617.38
				Mobilization 10%	\$364,617.38
				Design 10%	\$364,617.38
				CEI 5%	\$182,308.69
				Const. Contingency 20%	\$729,234.75
				ROW Contingency	\$1,000,000
				TOTAL	\$6,651,569.35

Blueprint Intergovernmental Agency Board of Directors Agenda Item # 8

September 21, 2023

Title:	Consideration of Non-Competitive Project Funding Request by South Monroe Walls and Walls Distilling Company
Category:	General Business
Intergovernmental Management Committee:	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
Lead Staff / Project Team:	Artie White, Director, PLACE Keith Bowers, Director, Office of Economic Vitality Kevin Gehrke, Business Development Manager, Office of Economic Vitality

STATEMENT OF ISSUE:

As directed by the Blueprint Intergovernmental Agency (IA) Board at the August 24th, 2023 meeting, this item analyzes a request by Cascades Gardens, LLC / DBA South Monroe Walls and Walls Distilling Company (SOMO Walls) to fund \$1,759,289 to serve as a bridge filling a funding gap in the construction of the SOMO Walls project. This item analyzes the capital funding request, consistent with the Agency's Policy 114 – Evaluation of Non-Competitive Economic Development Project Proposals (Attachment #1) and seeks IA Board direction.

STRATEGIC PLAN:

As presented in this item, Policy 114 - Evaluation of Non-Competitive Economic Development Project Funding Requests requires that proposed projects demonstrate alignment with OEV's Strategic Plan.

FISCAL IMPACT

This item has a fiscal impact if the IA Board provides funding to the project. Should the IA Board approve Option #2, to fund the request, funding would be provided from the Future Opportunity Leveraging Fund (FOLF) in FY 2024. The current FOLF balance is \$1,131,442, and the proposed FY 2024 addition is \$1,351,681, leaving a net FOLF balance of \$723,834 if the proposed project is funded.

RECOMMENDED ACTION:

Option 1: IA Board direction

SUPPLEMENTAL INFORMATION:

Background:

At the August 24th, 2023 IA Board meeting, the Board directed staff to evaluate the Non-Competitive Economic Development Project Funding Request submitted by SoMo Walls and Walls Distillery. The South Monroe Walls project was designed in 2020 as a restaurant and retail entertainment block offering a unique experience beyond downtown and the pedestrian-friendly Cascades Park. Designed to become a major local destination, SoMo Walls Development is a product of modern urban revitalization models, aiming to provide a beautified entrance to Tallahassee's historically underserved South City neighborhood. Originally budgeted as a \$4.7 million adaptive reuse project, the design team encountered numerous challenges in retrofitting the existing buildings to meet updated building codes, ADA, and life safety requirements. In 2021, the group decided to switch to new construction of industrial buildings, aligning the design with the characteristics of the commercial area where it is located. As a result of this change, the project budget increased to \$5.6 million while retaining essential aspects such as the art walls. Construction began in 2022, and the project started to see cost overruns due to labor issues as a result of the COVID-19 pandemic and construction material cost increases due to supply-chain disruptions and record-breaking inflation. As detailed in this item, the proposed project could lead to an estimated \$17.8 million increase in economic impact on the community and support MWSBE goals.

Current Status:

The original project budget of \$5,644,200 included construction costs of \$3,537,795. The project budget has grown to \$10,994,076, of which \$6,300,000 is for construction. The budget increase is due to increased construction and furniture, fixtures and equipment costs, additional permitting costs, and the addition of Walls Distilling Company to the project scope.

Since the groundbreaking in 2021, the project has experienced challenges that have affected the original budgetary analysis. Supply chain disruption, COVID-19 restrictions, and global inflation have escalated construction costs. Increases in interest rates and the current financial landscape have restricted the lending opportunities available to keep the project moving forward.

During the construction, the project owners came across a partnership opportunity to establish a distillery: *Walls Distilling Company*. This collaboration entails creating a production space, restaurant, and tasting bar, occupying 16,200 square feet of available space. Several adjustments were required to accommodate the distillery's production equipment, including installing a thicker and more reinforced concrete foundation to support fermenting tanks, a tower for the tall still, explosion-proof fixtures, and other considerations.

In the south buildings, representing 16,200 square feet, the owners made an addition to their plans and they will introduce a restaurant called *The Monroe*. This involves constructing a full kitchen, a large dining room, a covered patio, and an indoor/outdoor

bar that seamlessly connects the dining area with the patio. This comprehensive expansion is set to complement the overall offerings of the distillery and restaurant.

Overview of SOMO Walls Funding Request:

The SOMO Walls development consists of two buildings totaling 30,587 sf of indoor and outdoor commercial space, including restaurant and retail options with rotating walls of artistic expression for the customer to enjoy. The developer’s goal is that SOMO Walls becomes a place where creativity and commerce can blend harmoniously, becoming a South Tallahassee landmark. During the initial construction phase, the owners were presented with an opportunity to establish what would be Tallahassee’s largest distillery, Walls Distilling Company. The addition of the production space, restaurant, and tasting bar will occupy the 16,200 sf of space in the south building. The Monroe restaurant would include a full kitchen, a dining room, a covered patio, and an indoor/outdoor bar that connects the dining area with the patio. The remaining space in the north building is already being filled with local and national tenants.

	Tenant Roll SF	SF	Notes
North Building	Suite 1 - Burn Bootcamp	4300	Lease Executed
	Suite 2 - Burn Bootcamp	1200	Lease Executed
	Suite 3	4500	Under Negotiation (Local Tenant)
	Suite 4	1380	LOI Pending Signature (National Tenant)
	Suite 5- Pizza Bar	3080	Deposit Agreement Executed / Lease Under Review
South Building	Walls Distilling Co.	3960	Lease Executed
	The Monroe	12167	Lease Executed

The SOMO Walls’ parent organization, Cascades Garden, LLC, is applying for the Non-Competitive Project Program funding to bridge a three-year funding gap from an increased project budget. The application and introduction summarize the request (Attachments #2 & #3). The current project cost of \$10,994,076 is outlined below:.

Current Project Cost Information	
Land Cost	\$ 1,000,000.00
Project Design / Professional Fees	\$ 256,700.00
Financing Cost	\$ 196,900.00
Construction Cost	\$ 6,300,000.00
Fixtures, Furniture, and Equipment	\$ 700,000.02
Walls Distilling Co. Phase I Production Equipment	\$ 2,540,476.30
<i>Project Total</i>	\$ 10,994,476.32

The requested \$1,759,289 would be utilized to cover a portion of the construction and equipment costs.

The total project financing includes assistance from three lending agencies, owner/investor equity, and the proposed OEV Non-Competitive Project Program award.

Project Financing Overview	
Institutional 1 st Mortgage	\$ 2,822,100.00
Institutional 2 nd Mortgage	\$ 2,002,000.00
Other Institutional Financing	\$ 1,250,000.00
OEV Recoverable Grant	\$ 1,000,000.00
OEV Construction Grant	\$ 759,289.16
Owners/ Investors Equity	\$ 3,160,687.16
<i>Project Total</i>	\$ 10,994,076.32

The applicant proposes that a portion of the OEV funding be in the form of a recoverable grant, resulting in a repayment of \$1,000,000 in 2027 after the construction is completed and the project is refinanced. Upon refinancing, \$1,000,000 would be recovered from the project.

This request is for support of Phase 1 of a three-phase vision of SOMO Walls. Phase 2 includes acquiring 10,000 to 15,000 sf of climate-controlled warehouse space for storing materials and aging spirits for the distillery. This is expected to be completed three years after Phase 1 at approximately \$1.7 million. Phase 3 is in expectation of the distillery growth. The doubling of production would require a larger 20,000 to 30,000 sf facility with logistical access and additional production equipment and storage. This final phase is planned five years after Phase 1 with a \$6.5 million investment.

Evaluation of Non-Competitive Economic Development Project Proposals

Overview of the Non-Competitive Policy:

OEV utilizes a variety of IA Board-approved programs and incentives to induce and sustain economic growth within the Tallahassee-Leon County community. These programs help support the core goals of economic development, including job growth and quality of life. As approved by the IA Board on September 27, 2021, OEV's Non-Competitive Project Proposal Policy (Policy 114) codifies the process involved in analyzing the projects seeking OEV funding and support that are not competitive in nature. A non-competitive economic development project is defined as an "*economic development project having a general public purpose which supports the improvement of the local economy within the Tallahassee–Leon County area and has demonstrated alignment with OEV's Strategic Plan, creates/retains jobs, and demonstrates a capital investment into the community.*" The entity proposing the project is not seeking to expand or relocate its operations in a different country, state, or municipality within Florida. These projects are non-competitive as they do not rely upon the assistance of the local economic development organization and/or the provision of incentives to win the project among competing jurisdictions in other cities or states.

The Non-Competitive Policy provides criteria for evaluating and determining the funding of non-competitive economic development proposals from the economic development portion of the sales tax proceeds. Those criteria are:

- 1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at <https://oeforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf>, and as may be amended.
- 2) The project's demonstrated alignment with OEV's Targeted Industry Study.
- 3) The project's demonstrated ability to create or retain jobs with at least a livable wage.
- 4) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.
- 5) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.
- 6) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.
- 7) Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:
 - a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).
 - b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).
 - c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, resumes of management/leadership team responsible for project activities and deliverables).
 - d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).
 - e. Proposed budget and proposed Scope of Work for the project.
 - f. Detailed deliverables for the project.
- 8) The project's feasibility and the likelihood that the project will achieve its projected outcomes.
- 9) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.
- 10) Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental

Agency's Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.

11) The availability of OEV funds based on other OEV project (competitive and non-competitive) funding obligations, and approved or projected budget.

12) The availability and committed nature of cost sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching.

13) Favorable programmatic review and recommendation by the Economic Vitality Leadership Council (EVLC).

OEV utilizes the requirements outlined in Policy 114 to review and score a request for funds to support a Non-Competitive Economic Development Project Proposal following IA Board approval or direction to review such a proposal. The criteria set forth in the Policy help to identify whether the project demonstrates alignment with OEV's strategic plan, the project's capital investment and job creation, return on investment, sustainability, feasibility, previous grant performance, legality, availability of OEV funds, and cost-sharing. The criteria details are in section 114.05, Criteria for Evaluation of Project Proposals (Attachment #1).

Proposals are scored based on the Non-Competitive Economic Development Project Proposals scoring matrix (Attachment #4). The scoring matrix evaluates recommendations based on the criteria outlined in Policy 114. Proposals are scored based on the quality of the required material provided. While some items are identified as "threshold requirements" with a simple yes or no grade, others are given a weighted score based on the importance of the contribution to the project. These scores are graded as either "Fully Compliant," "Partially Compliant," or "Not Compliant" to show the application's quality and the contribution to the project's overall feasibility. The maximum points attainable can total either 95 or 100, depending on whether the applicant has any history of previous grants or assistance rewards from OEV. The proposed project has a maximum attainable score of 95 points. In addition to the scoring matrix, submission response notes are developed to provide feedback as to the quality of each submission and the reason for the score provided. The matrix provides a clear and quantifiable rationale for measuring compliance with Policy 114. It ensures that all proposals reviewed by OEV are done so equitably, consistently, and transparently.

The award of any funds is subject to the availability of funds, the approval of the IA Board, and the requirements of the Policy. If a Non-Competitive Economic Development Project Proposal is selected for funding, the applicant will enter into an agreement with specific terms, conditions, tasks, or deliverables. The current FOLF balance is \$1,131,442, and the proposed FY 2024 addition is \$1,351,681, providing a balance of \$2,483,123 as of October 1, 2023. The net balance after the reduction of \$1,759,289 if the proposed project is funded would be \$723,834.

Project Analysis and Evaluation:

OEV reviewed the Cascades Gardens, LLC funding request and its subsequent alignment with Policy 114. The proposal was evaluated based on all criteria outlined in the Policy

and reviewed by staff for compliance. Based on the OEV review, Cascades Gardens, LLC has met all requirements outlined in Policy 114 for consideration of the funding request and is compliant with Policy 114. Based on the criteria evaluation, the Cascades Gardens, LLC request was scored utilizing the Policy #114 scoring matrix. The detailed Scoring Matrix Sheet and Submission Response Notes are in Attachment #5. Those proposals with “threshold requirements” that answer the affirmative (yes), provide the required documentation, and satisfy Policy requirements may be considered for support and funding, pending IA Board approval.

Since the project's inception, the developer has worked cooperatively with the MWSBE Division of the Office of Economic Vitality and the two minority chambers of commerce to maximize the utilization of MWBEs on this project. The developer set an aspirational target of 35% utilization on this project. The developer has executed contracts with certified MWSBE certified firms valued at \$1.6 million, or 34% of construction expenditures.

The scoring results for the \$1,759,289 funding request by Cascades Gardens, LLC are calculated to be 93 out of a possible 95 points. While the requested funding is budgeted for capital investment, the reduction in points is due to the feasibility and sustainability of the project. The funding request is due to market and workforce volatility and a change to the scope with the addition of the Walls Distilling Company. Please refer to the completed Scoring Matrix on the following page.

CRITERIA FOR EVALUATION OF PROPOSALS		Points Possible	Items Submitted			Total
			Fully Complete (100% Score)	Partially Complete (50% Score)	Not Usable (0% Score)	
NON-COMPETITIVE ECONOMIC DEVELOPMENT PROJECT PROPOSALS						
SCORING MATRIX						
Applicant Submission Response						
1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at https://oeforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf , and as may be amended.		Information Provided?				Yes
2) The project's demonstrated alignment with OEV's Targeted Industry Study.		Information Provided?				Yes
3) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.		15	x			15
4) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.		15	x			15
5) The project's feasibility and the likelihood that the project will achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?		15	x			15
6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables?		Information Provided?				No
7) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching		10	x			10
Supporting Organizational, Financial and Management Documents						
Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:						
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).		Information Provided?				Yes
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).		Information Provided?				Yes
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).		5	x			5
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).		Information Provided (As Needed)?				Yes
e. Proposed budget and proposed Scope of Work for the project.		10	x			10
f. Detailed deliverables for the project.		10	x			10
Feasibility & Viability Determination						
8) The project's demonstrated ability to create or retain jobs with at least a livable wage.		5		x		2.5
9) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.		10	x			10
10) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.		N/A				
Totals:		95				93
* FOR OEV LEGAL REVIEW ONLY Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental Agency's Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.						Yes

Based on the review, evaluation, and scoring by OEV, Cascades Gardens, LLC is eligible to receive funding in the amount of \$1,759,289. It should be noted that the IA Board has the authority to approve all of, a portion of, or none of the funding requests.

FINANCIAL ANALYSIS:

The South Monroe Walls and Walls Distilling Company Project is managed by Cascades Garden, LLC, a development company founded in 2021. The project, as currently

planned, could lead to an estimated \$17.8 million in increased economic impact on the community per an IMPLAN analysis completed by the Center for Economic Forecasting & Analysis (CEFA) (Attachment #6). \$5.2 million would be a permanent impact due to sales and revenue to local restaurants and retail establishments employing approximately 50 people. Not only would the community experience economic growth, but the growth would be in an area of the city that is identified as a priority. To date, the developer has executed contracts with certified MWSBE firms valued at \$1,759,289. The current FOLF balance is \$1,131,442, and the proposed FY 2024 addition is \$1,351,681, leaving a net FOLF balance of \$723,834 if funding is approved the project.

Action by EVLC: The Economic Vitality Leadership Council (EVLC), as the stakeholder advisory group for OEV, provides policy recommendations to ensure alignment with OEV's core strategic goals. Consistent with Policy 114, the EVLC reviews and makes a recommendation on Non-Competitive Economic Development Project Proposals. At the September 12th, 2023, EVLC meeting, while a quorum was not present, the EVLC members present unanimously gave a favorable programmatic recommendation to support the Cascades Gardens, LLC request.

NEXT STEPS:

Should the IA Board approve the funding request for SOMO Walls, staff will execute all necessary agreements with Cascades Gardens, LLC, and implement the process to fund the SOMO Walls project. These agreements include assurances to provide certainty that the awarded funds be used solely for the completion of the construction, the principals of the project provide regular reports to include project timeline updates, budget expenditures, milestone achievements, resource allocation, MWSBE participation and any unexpected challenges or delays.

CONCLUSION:

This item provided an analysis of a one-time funding request by Cascades Gardens, LLC, in the amount of \$1,759,289 to fund the SOMO Walls construction project. This funding request amounts to a one-time expense of \$1,759,289 for FY 2023. \$1,00,000 of the requested funds would be a recoverable grant and \$759,289 would be a construction grant. The recoverable grant would be repaid in 2027 when the project is refinanced.

Staff evaluated this Non-Competitive Economic Development Project Proposal under Blueprint Intergovernmental Agency Policy No. 114 guidelines and determined that the Cascades Gardens, LLC funding request directly supports these actions. Based on the Policy 114 review by staff, it was determined that Cascades Gardens, LLC was eligible for the funding request for their expansion project at a one-time amount of \$1,759,289. Based on the evaluation and scoring of the proposal, staff recommends IA Board Direction for funding in the amount of \$1,759,289. The IA Board may, at its discretion, approve full or partial funding for the request in accordance with the guidance found in Policy 114.

OPTIONS:


- Option 1: IA Board Direction
- Option 2: Funding of request at \$1,759,289 for capital investment, including a \$1,000,000 recoverable grant and a \$759,289 construction grant.
- Option 3: Do not fund the Non-Competitive Economic Development Project Request.

RECOMMENDED ACTION:

- Option 1: IA Board Direction

Attachments:

1. Policy 114 – Evaluation of Non-Competitive Economic Development Project Proposals
2. Cascades Gardens, LLC Non-Competitive Project Fund Application
3. Application Introduction
4. Policy 114 – Blank Scoring Matrix and Submission Response Notes
5. Policy 114 – Completed Scoring Matrix and Submission Response Notes
6. IMPLAN CEFA Analysis

 <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p>		<p>DATE September 27, 2021</p>
		<p>NO. 114</p>
<p>TITLE</p> <p>OFFICE OF ECONOMIC VITALITY Evaluation of Non-Competitive Economic Development Project Proposals Policy</p>	<p>ORG. AGENCY Blueprint Intergovernmental Agency</p>	
	<p>FINAL</p>	
<p>114.01 <u>STATEMENT OF POLICY</u></p> <p>This Policy is intended to provide criteria for the evaluation and determination of funding of non-competitive economic development proposals from the economic development portion of the sales tax proceeds allocated to the Office of Economic Vitality (OEV). The existence of this Policy is not intended to create any grant or funding program. The award of any funds is subject to the availability of funds, the approval of the IA Board, and the requirements of this Policy.</p>		
<p>114.02 <u>AUTHORITY</u></p> <p>Chapter 163.01(7), Florida Statutes Section 212.055, Florida Statutes Second Amended and Restated Interlocal Agreement OEV’s Economic Development Strategic Plan, as may be amended</p>		
<p>114.03 <u>DEFINITIONS</u></p> <p>a. <u>Capital Investment</u>: An investment by a company to pursue its objectives, such as continuing or growing operations. It also can refer to a company's acquisition of permanent fixed assets such as property, plant and equipment.</p> <p>b. <u>Competitive Project</u>: An economic development project where a business is considering expansion or relocation in Tallahassee-Leon County against other potential communities and typically involves the use of incentives and negotiation to induce the business to decide to locate locally. These projects typically align with the OEV strategic plan, target industries, create/retain jobs, and demonstrate capital investment.</p> <p>c. <u>Economic Development</u>: A coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.</p> <p>d. <u>Eligible Applicant</u>: Eligible applicants under this Policy are for-profit or non-profit organizations who are currently registered with the Florida Department of State, and are headquartered in the Tallahassee – Leon County area; a unit of a state or local government in the Tallahassee – Leon County area engaged in economic development activities; and public educational institutions located in and serving the Tallahassee- Leon County area. Eligible</p>		

**Evaluation of Non-Competitive Economic Development Project
Proposals Policy**

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applications must meet the goals of the OEV strategic plan and receive a majority vote of the IA Board for evaluation by staff.

e. Intergovernmental Agency Board of Directors (IA Board): Governing body of the Blueprint Intergovernmental Agency, consisting of the City and County Commissions, as provided for in the Interlocal Agreement, and referred to herein as “IA Board”.

f. Non-Competitive Economic Development Project: A non-competitive economic development project is an economic development project having a general public purpose which supports the improvement of the local economy within the Tallahassee – Leon County area and has demonstrated alignment with OEV’s Strategic Plan, create/retain jobs, and demonstrate a capital investment into the community. The entity proposing the project is not seeking to expand or locate its operations in a different country, state, or in municipalities within the state of Florida. These projects are non-competitive as they are not relying upon the assistance of the local economic development organization and/or provision of incentives to win the project among competing jurisdictions in other cities or states.

g. Office of Economic Vitality: The local economic development organization for the City of Tallahassee and Leon County Government, as defined in section 288.075, Florida Statutes.

h. Office of Economic Vitality Economic Development Strategic Plan: The Economic Development Strategic Plan of the Office of Economic Vitality is a coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County. The plan, as may be amended, containing plans or goals to enhance the quality of the local economic base, improve community "infrastructure" for economic development and develop leadership and cooperation for the implementation of a local economic development strategy.

i. Targeted Industry Study: Identifies four industry sectors that contribute to private sector job growth, wealth creation, and a diversification of the economy. These industries have a strong potential for growth and interconnect with each other, which maximizes resources and enhances opportunities for innovation and sustainable economic vitality. For Tallahassee-Leon County these industries include: applied sciences and innovation, manufacturing & transportation/logistics, professional services and information technology, and healthcare.

114.04 INELIGIBLE PROJECT PROPOSALS

The following project proposals will be deemed ineligible and will not be considered for funding:

a. Project proposals that do not have a general public purpose of improving the local economy of the Tallahassee – Leon County area, pursuant to section 212.055(2(d)(3), Florida Statutes and do not meet the goals of the economic development strategic plan,

Evaluation of Non-Competitive Economic Development Project Proposals Policy

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- b. to create/retain jobs, and make a capital investment into the local economy.
- b. Project proposals from individuals.
- c. Project proposals from entities that are not eligible applicants as defined in section 114.03(d) of this policy.
- d. Project proposals that have not received direction from the IA Board to be reviewed and analyzed by the Office of Economic Vitality.
- e. Project proposals that propose OEV funds be used, directly or indirectly, in whole or in part, to support or oppose any political party, campaign, or candidate, or engage in lobbying the Intergovernmental Agency Board of Directors.
- f. Project proposals from applicants with documented unsatisfactory performance under prior OEV, City, County, State or Federal awards or programs. Documented unsatisfactory performance includes but is not limited to cancellation letters, notices of non-compliance, or substantiated written complaints regarding the applicant.

114.05 CRITERIA FOR EVALUATION OF PROJECT PROPOSALS

- A. OEV shall use the following criteria to review and score a request for funds to support a non-competitive economic development project proposal following IA Board approval or direction to review such proposal:
 - 1) The project’s demonstrated alignment with OEV’s Strategic Plan as outlined at <https://oevforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf>, and as may be amended.
 - 2) The project’s demonstrated alignment with OEV’s Targeted Industry Study.
 - 3) The project’s demonstrated ability to create or retain jobs with at least a livable wage.
 - 4) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.
 - 5) The project’s demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.
 - 6) The project’s sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.
 - 7) Submission to OEV of the following documents from the applicant supporting the applicant’s organizational, financial, and management capacity:
 - a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).
 - b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).
 - c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial

Evaluation of Non-Competitive Economic Development Project Proposals Policy

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statements and reports, organization chart, resumes of management/leadership team responsible for project activities and deliverables).

- d. Recent independent market analysis, performed at the applicant’s expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).
 - e. Proposed budget and proposed Scope of Work for the project.
 - f. Detailed deliverables for the project.
- 8) The project’s feasibility and the likelihood that the project will achieve its projected outcomes.
 - 9) The applicant’s performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.
 - 10) Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental Agency’s Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.
 - 11) The availability of OEV funds based on other OEV project (competitive and non-competitive) funding obligations, and approved or projected budget.
 - 12) The availability and committed nature of cost sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching
 - 13) Favorable programmatic review and recommendation by the Economic Vitality Leadership Council (EVLC).

114.06 REQUEST FOR CLARIFICATION, ADDITIONAL DOCUMENTATION

At any time during its review, OEV may contact the applicant or entities and persons to request any necessary additional documentation to clarify or substantiate submitted application materials, depending on the type of project proposed. OEV will provide applicants a reasonable amount of time to provide any additional documentation. Applicants agree to execute any releases to allow OEV to obtain information needed to evaluate the project proposal. Failure to provide complete and accurate supporting documentation in a timely manner when requested by OEV may impact the funding recommendation.

114.07 DOCUMENTATION OF COST SHARING OR MATCHING

If applicable, the applicant must document that the matching share will: (i) be committed to the project for the period of performance, (ii) be available as needed, and (iii) not be conditioned or encumbered in any way that may preclude its use consistent with the requirements of OEV’s investment assistance. To meet these requirements, applicants must submit for each source of the matching share a commitment letter, board resolution, or equivalent document signed by an authorized representative of the organization providing the matching funds. Additional documentation may be requested by OEV to substantiate the availability of the matching funds. Documented in-kind contributions may provide the cost

Evaluation of Non-Competitive Economic Development Project Proposals Policy

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sharing or matching. Examples of in-kind contributions may include space, equipment, services, or forgiveness or assumptions of debt.

114.08 FUNDING RECOMMENDATION

A. Based on the scoring of the criteria contained in this Policy, OEV shall prepare funding recommendations to fund or not fund the non-competitive economic development project proposal. Recommendations to fund may be for an amount less than the amount requested by the applicant. All recommendations shall be in writing and submitted by Agenda Item at a scheduled IA Board meeting.

B. Approval or disapproval to fund a project proposal shall be granted by the IA Board based on the recommendation of OEV, and on the availability of funding.

C. If a non-competitive economic development project proposal is selected for funding, an agreement with specific terms, conditions, tasks, or deliverables will be entered into by the applicant. By signing the agreement the applicant agrees to comply with all provisions. If an applicant is awarded funding, neither OEV nor the IA Board have any obligation to provide additional funding in connection with that award or to make any future award(s). Amendment of an agreement to extend the period of performance is at the discretion of OEV.

114.09 FORMS AND OTHER DOCUMENTS

OEV shall have the authority to develop and use forms, agreements, scoring matrix, and other documents necessary to implement the requirements of this policy.

114.10 EFFECTIVE DATE

This policy shall be effective on September 27, 2021, upon approval of the IA Board.



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850.219.1080

Evaluation of Non-Competitive Economic Development Project Proposal Application

To Be Filled Out by the Applicant

Date: 9-7-2023 Total Funds Requested: \$ 1,759,289.16

Based on the scoring criteria developed pursuant to the Non-Competitive Economic Development Project Proposals Policy No. 114, OEV shall evaluate the funding request as directed by the Intergovernmental Agency Board of Directors. Recommendations to fund may be for an amount less than the amount requested. All recommendations will be in writing and submitted to the Intergovernmental Agency Board of Directors for consideration

I. ORGANIZATION INFORMATION:

Organization Name:

CASCADES GARDEN, LLC / DBA SOUTH MONROE WALLS

Organization Address:

343 OAKLAND AVENUE
TALLAHASSEE, FL, 32301

Principal Contact Information:

BUGRA DEMIREL 9 / 7 / 2023
Name Title

850-896-9114 BUGRA@DEMIRELINT.COM
Phone Number Email Address

II. PROPOSED INITIATIVE INFORMATION

Provide a brief overview of the proposed initiative, including its specific aims:

The vision behind South Monroe Walls is to craft a dynamic arts and entertainment destination that will beckon both residents and visitors alike, offering a unique experience just beyond downtown and the pedestrian-friendly Cascades Park. The project's essence lies in seamlessly blending artistic expression with contemporary retail and hospitality spaces, creating a bustling hub of daily activities that will activate the entire city block through day to night.



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The Walls Distilling Company, set to become the anchor tenant at SoMo Walls, represents a significant investment aimed at creating a multifunctional space spanning 16,200 square feet. This space will encompass a production facility, a restaurant, and a tasting bar. In addition, the investment will include a culinary program called "The Monroe," with a spacious dining room, a covered patio, and a seamlessly integrated indoor/outdoor bar connecting the dining area with the patio. This addition will elevate the overall offerings of the distillery and restaurant, promising an exceptional and immersive experience for all visitors.

Beyond Walls Distilling Company and The Monroe, SoMo Walls will host an exciting tenant within indoor and outdoor commercial spaces, featuring a diverse range of activities, including breakfast, lunch and dining options, as well as retail experiences. As SoMo Walls takes shape, it aspires to be more than just a place for art enthusiasts; it envisions itself as a thriving destination that attracts tourism, fosters a sense of community, a place where creativity and commerce intertwine harmoniously.

Please explain how the project will satisfy the specified criteria and provide supporting information or documentation for each response.

1) Describe how your project aligns with OEV’s Strategic Plan, and as may be amended.
<p><i>Response:</i> OEV’s strategic plan aims “to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.”</p> <p>SoMo Walls investment revitalizes an entire city block with a simple goal in mind: Placemaking. With cultural and artistic engagements, SoMo Walls will increase <i>the quality of life</i> for the surrounding neighborhoods, <i>improve community "infrastructure"</i>, attract tourism, create jobs, and bring dollars into our community by exporting locally manufactured goods.</p>
2) Describe how your project aligns with OEV’s Targeted Industry Study.
<p><i>Response:</i> Walls Distilling Company is poised to claim the title of the largest spirits producer in North Florida. This achievement perfectly aligns with OEV’s objective of attracting and nurturing <i>manufacturing</i> investments within the Tallahassee-Leon County region.</p>
3) Describe your project’s plan for capital investment into the community for the general public purpose of improving the local economy.
<p><i>Response:</i></p> <p>See “OEV Application” for more info.</p>
4) The project must be sustainable, have support from local stakeholders (private, public, and non-profit entities, etc.), and be aligned with and integrated into other public or private investments currently ongoing or planned for the local community. Describe how the project meets these criteria.
<p><i>Response:</i> SoMo Walls has garnered significant community support through our six distinct community engagement sessions, as some called it a “Gateway Project” to beautify the entrance of South Monroe Street from downtown Tallahassee. As the largest private sector investment along the</p>



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Monroe-Adams Corridor, which is currently a Blueprint Project, our venture aligns seamlessly with the City and County's public policy to draw investments to the southside of our town.

5) The project must be feasible and likely to achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?

Response: Project is currently at 60% completion. Currently, SoMo Walls teams actively run multiple social media pages and keep the public informed about the status of the project. We aim to monitor the financial performance of Walls Distilling Company, The Monroe and the overall occupancy of SoMo Walls nearly 30,000 SF commercial space.

6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables? If yes, explain.

Response: No.

7) Describe the proposals availability and commitment of cost sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching.

Response: Currently, owner's capital contribution for this project is over \$2 million.



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The following documentation outlined below must be submitted for your proposal to be evaluated.

Documentation	Check [X] if attached
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).	X
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only)	X
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, resumes of management/leadership team responsible for project activities and deliverables).	X
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).	X
e. Proposed budget and proposed Scope of Work for the project.	X
f. Explanation of Expected Project Deliverables.	X

The applicant may attach additional information and relevant documents to this application. OEV may request additional documents or information after the application submission as a part of the evaluation process.



TALLAHASSEE – LEON COUNTY
OFFICE OF ECONOMIC VITALITY

SOUTH MONROE WALLS
&
WALLS DISTILLING COMPANY

9/7/2023

SUBMITTED BY:

BUGRA DEMIREL

Demirel International
4506 Lafayette Street
Marianna, Florida 32446
(850) 896 9114
Bugra@demirelint.com

1. Introduction

The vision behind South Monroe Walls is to craft a dynamic arts and entertainment destination that will beckon both residents and visitors alike, offering a unique experience just beyond downtown and the pedestrian-friendly Cascades Park. The project's essence lies in seamlessly blending artistic expression with contemporary retail and hospitality spaces, creating a bustling hub of daily activities that will activate the entire city block through day to night.

SoMo Walls will boast rotating wall canvases, inviting visitors to immerse themselves in a kaleidoscope of artistic expressions. The project offers 30,000 SF of indoor and outdoor commercial spaces, featuring a diverse range of activities, including breakfast, lunch and dining options, as well as retail experiences. With something to offer every taste and preference, SoMo Walls promises to become a true crowd-pleaser.

As SoMo Walls takes shape, it aspires to be more than just a place for art enthusiasts; it envisions itself as a thriving destination that fosters a sense of community, a place where creativity and commerce intertwine harmoniously. By blending culture, commerce, and art, South Monroe Walls is poised to become a landmark, breathing fresh life into Tallahassee's South Monroe commercial corridor.

2. Project History

Originally budgeted as a \$4.7 million adaptive reuse project, the design team encountered numerous challenges in retrofitting the buildings to meet updated building codes, ADA, and life safety requirements. In 2021, the team made the decision to switch to new construction of industrial buildings, aligning the design with the characteristics of the commercial area where it is located. As a result of this change, the project budget increased to \$5.6 million, while retaining essential aspects such as the art walls.

3. Current Version of the Project

During the construction, the project owners came across a promising partnership opportunity to establish Tallahassee's largest distillery: *Walls Distilling Company*. This collaboration entails creating a production space, restaurant, and a tasting bar, occupying 16,200 square feet of available space. To accommodate the distillery's production equipment, several adjustments were required, including the installation of a thicker and more reinforced concrete foundation to support fermenting tanks, a tower for the tall still, explosion-proof fixtures, and other considerations.

In the designated 16,200 square feet, the owners made an exciting addition to their plans: they will introduce a food program called *The Monroe*. This involves constructing a full kitchen, a generously sized dining room, a covered patio, and an indoor/outdoor bar that seamlessly connects the dining area with the patio. This comprehensive expansion is set to elevate the overall offerings of the distillery and restaurant, ensuring

an exceptional and immersive experience for all patrons.

Phase 1, as described above, marks the crucial initial investment focused on establishing the Walls Distilling Company brand. This phase is dedicated to crafting an experience for patrons, offering distillery tours, product tastings, and will host several events and festivals. At the same time, Phase 1 will also play a pivotal role in assembling the core team, encompassing manufacturing, branding, and sales employees, forming the strong foundation of the company. Cost: \$10,994,076.32

Phase 2, expected within the following 3 years, entails the acquisition of a climate-controlled warehouse of approximately 10,000 to 15,000 square feet. This dedicated space will be utilized to store essential raw materials, supplies, and aging certain products like whiskey, rum, and tequila under optimal conditions. Cost: \$1,689,500.00

In Phase 3, expected within the following 5 years, Walls Distilling Company aims to achieve significant growth by doubling its production capacity. This involves adding a larger and more industrial facility between 20,000 to 30,000, strategically designed for seamless truck access, equipped with loading docks, and featuring an increased number of fermenting tanks, stills and supplementary storage capabilities. Cost: \$6,499,600.00

Current Project Cost Information	
Land Cost	\$ 1,000,000.00
Project Design / Professional Fees	\$ 256,700.00
Financing Cost	\$ 196,900.00
Construction Cost	\$ 6,300,000.00
Fixtures, Furniture & Equipment	\$ 700,000.02
Walls Distilling Co. Phase I Production Equipment	\$ 2,540,476.30
Project total:	\$ 10,994,076.32

Tenant List

The South Monroe Walls project presents 7 units, each meticulously designed to cater to specific concepts within the hospitality, fitness, and retail industries.

Tenant Roll	SF	Notes
Suite 1 - Burn Bootcamp	4300	Lease Executed
Suite 2 - Burn Bootcamp	1200	Lease Executed
Suite 3	4500	Under Negotiation (Local Tenant)
Suite 4	1380	LOI Pending Signature (National Tenant)
Suite 5- Pizza Bar	3080	Deposit Agreement Executed / Lease Under Review
Walls Distilling Co.	3960	Lease Executed
The Monroe	12167	Lease Executed

Building 1

As a significant milestone and one of the initial commitments, Burn Bootcamp, already established on the north side, has signed a lease to open their second location at SoMo Walls. To accommodate their needs, they will combine 2 units (Suite 1 & 2), resulting in a total space of 5,500 square feet.

The project team is currently engaged in negotiations with two distinct restaurant concepts for Suite 3. This space offers both indoor and outdoor functionality, providing an excellent opportunity for the potential restaurant tenants to create a unique and appealing dining experience.

Suite 4, located along Oakland Avenue, has been designed to capitalize on the foot traffic emanating from Cascades Park and the Myers Park Neighborhood. Negotiations with a national coffee chain have reached their conclusion, and we are currently in the final stages of reviewing the Letter of Intent to Lease.

Suite 5, with both indoor and outdoor functionality, has been reserved for an incredibly cool Pizza Bar concept. This will be a laid-back and casual experience at the South Monroe Walls project, appealing to visitors seeking a quick and satisfying bite or indulging in drinks at the bar. With its inviting ambiance and versatile offerings, this destination promises to become a go-to spot for all occasions.

Building 2

The southern portion of this city block will be dedicated to 16,200 square feet of owner-occupied spaces: Walls Distilling Company and The Monroe.



OEV Request

Since its inception, the South Monroe Walls project has encountered a series of unfortunate challenges, including post-Hurricane Michael economy, Covid-19 restrictions, and supply chain disruptions. Presently, we are confronted with another set of obstacles: escalating construction costs, the Federal Reserve's stringent monetary policy, and shortages in the labor force. In today's financial landscape, the banking industry has adopted a more cautious and risk-averse lending policy. This means that traditional sources of financing, such as banks, have become less accessible or have imposed stricter criteria for loan approval. Consequently, we find ourselves compelled to explore alternative avenues for securing the necessary funds to move forward.

This is where the support from the Office of Economic Vitality (OEV) becomes instrumental. OEV's assistance will serve as a crucial bridge, helping us overcome the financing challenges we currently face. By providing the necessary financial backing, OEV supply the project with much needed funds to overcome cost overruns and bridge the funding gap for a period of 3 years.

<i>OEV Funding Request</i>	
<i>OEV Recoverable Grant</i>	\$ 1,000,000.00
<i>OEV Construction Grant</i>	\$ 759,289.16
<i>Total:</i>	\$ 1,759,289.16

This support will not only ensure the project's continuation but also propel it towards a successful completion, allowing us to achieve our shared objectives and actively contribute to the strategic initiatives established by Leon County, the City of Tallahassee, and the Office of Economic Vitality.

Conclusion

The project's inception as a basic real estate investment has evolved into a compelling endeavor aimed at establishing a prominent brand, Walls Distilling Company. Phase I marks the harmonization of real estate, hospitality, and manufacturing components, will immediately contribute to the City and County's revenue through property taxes and sales tax generated by its operations upon opening.

In subsequent Phases II and III, the primary focus shifts to expanding manufacturing operations with ambitious aspirations of nationwide reach. Over the next decade, Walls Distilling Company sets forth its vision to generate substantial revenue through its products nationwide, significantly contributing to the economic output of Tallahassee/Leon County. Designed by passionate and dedicated Tallahassee residents, this project stands as a testament to, and a investment in the immense potential of our local economy, and our future as a vibrant community.



**NON-COMPETITIVE ECONOMIC DEVELOPMENT PROJECT
PROPOSALS
SCORING MATRIX**

CRITERIA FOR EVALUATION OF PROPOSALS	Points Possible	Items Submitted			Total
		Fully Complete (100% Score)	Partially Complete (50% Score)	Not Usable (0% Score)	
Applicant Submission Response					
1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at https://oeforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf , and as may be amended.	Information Provided?				
2) The project's demonstrated alignment with OEV's Targeted Industry Study.	Information Provided?				
3) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.	15				
4) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.	15				
5) The project's feasibility and the likelihood that the project will achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?	15				
6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables?	Information Provided?				N/A
7) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching	10				
Supporting Organizational, Financial and Management Documents					
Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:					
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).	Information Provided?				
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).	Information Provided?				
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).	5				
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).	Information Provided (As Needed)?				N/A
e. Proposed budget and proposed Scope of Work for the project.	10				
f. Detailed deliverables for the project.	10				
Feasibility & Viability Determination					
8) The project's demonstrated ability to create or retain jobs with at least a livable wage.	5				
9) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.	10				
10) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.	5				
Totals:		100			0

<p>* FOR OEV LEGAL REVIEW ONLY</p> <p>Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental Agency's Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.</p>	
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**NON-COMPETITIVE ECONOMIC DEVELOPMENT PROJECT
PROPOSALS
SCORING MATRIX**

CRITERIA FOR EVALUATION OF PROPOSALS	Points Possible	Items Submitted			Total
		Fully Complete (100% Score)	Partially Complete (50% Score)	Not Usable (0% Score)	
Applicant Submission Response					
1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at https://oevforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf , and as may be amended.	Information Provided?				Yes
2) The project's demonstrated alignment with OEV's Targeted Industry Study.	Information Provided?				Yes
3) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.	15	x			15
4) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.	15	x			15
5) The project's feasibility and the likelihood that the project will achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?	15	x			15
6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables?	Information Provided?				No
7) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching	10	x			10
Supporting Organizational, Financial and Management Documents					
Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:					
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).	Information Provided?				Yes
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).	Information Provided?				Yes
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).	5	x			5
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).	Information Provided (As Needed)?				Yes
e. Proposed budget and proposed Scope of Work for the project.	10	x			10
f. Detailed deliverables for the project.	10	x			10
Feasibility & Viability Determination					
8) The project's demonstrated ability to create or retain jobs with at least a livable wage.	5		x		2.5
9) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.	10	x			10
10) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.	N/A				
Totals:		95			93
* FOR OEV LEGAL REVIEW ONLY Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental Agency's Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.					Yes



**NON-COMPETITIVE ECONOMIC DEVELOPMENT PROJECT
PROPOSALS**

SCORING NOTES

CRITERIA FOR EVALUATION OF PROPOSALS	NOTES
Applicant Submission Response	
1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at https://oevforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf , and as may be amended.	This project aligns with OEV's Foster Entrepreneurship and Business Formation, as well as Business Recruitment, Retention, and Expansion with a goal to increase the quality of life for the surrounding neighborhoods, improve community "infrastructure", attract tourism, create jobs, and bring dollars into our community by exporting locally manufactured goods.
2) The project's demonstrated alignment with OEV's Targeted Industry Study.	Walls Distilling Company is poised to claim the title of the largest spirits producer in North Florida. This achievement perfectly aligns with OEV's objective of attracting and nurturing manufacturing investments within the Tallahassee-Leon County region.
3) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.	The current project cost is \$10,994,076. Of this, \$9,840,476 is capital investment in land, construction, and equipment costs. The balance is design / professional fees and financing costs.
4) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.	The applicant states that they held six community engagement sessions in which they garnered significant community support. Labeled as the "Gateway Project", to beautify the entrance of South Monroe aligning with the city's goal of improving and investing in the south side of Tallahassee. No information from the community, i.e., letters of support from local stakeholders have been included in the project application.
5) The project's feasibility and the likelihood that the project will achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?	The reason the applicant is requesting funds is due to the workforce decrease after COVID and construction cost increase due to inflation. With the information provided and commitment from lending institutions, the feasibility of the project to be completed as planned is expected. The project is currently at 60% completion. Currently, SoMo Walls teams actively run multiple social media pages and keep the public informed about the status of the project. They plan to monitor the financial performance of Walls Distilling Company, The Monroe, and the overall occupancy of SoMo Walls's nearly 30,000 SF commercial space.
6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables?	No
7) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching	Currently, the owner of the project has contributed over \$2 million in capital investment.
Supporting Organizational, Financial and Management Documents	
Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:	
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).	Provided
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).	Provided
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).	The applicant provided resumes of Bugra Demirel & Talat Demirel and 2022 tax return detailing their financial structure.
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).	The market analysis of the economic impact has been completed. The study shows an overall total economic impact of \$17.8 million, with \$12.5 and \$5.2 million being construction and permanent employment, respectively.
e. Proposed budget and proposed Scope of Work for the project.	A very comprehensive budget and scope of work have been included with the application.
f. Detailed deliverables for the project.	The deliverables of the project are very detailed, including a step-by-step, phase-by-phase breakdown.
Feasibility & Viability Determination	
8) The project's demonstrated ability to create or retain jobs with at least a livable wage.	The economic impact analysis shows that the project will create 79 temporary construction jobs and 47 permanent positions, totalling 126 jobs. However, the permanent jobs will mostly be lower-paying retail and food service positions.
9) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.	As stated above, the total capital investment of the project is \$9.8 million, while the funding request is for \$1.76 million. The construction requirements include an MWSBE aspirational goal of 35%. The total economic impact is calculated to be \$17.8 million, with a permanent impact of \$5.2 million. The ROI of the total project is calculated to be 1.8. The developer has committed to a goal of 35% MWSBE participation voluntarily. To date the developer is at 34% participation.
10) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.	No previous grants on record.



Economic Impact Results Project SoMo Walls

Introduction

The Center for Economic Forecasting & Analysis (CEFA) at Florida State University, in Partnership with the Tallahassee-Leon County Office of Economic Vitality (OEV) prepared the following economic impact analysis for Project SoMo Walls. Consistent with standard practice for economic impact analysis, the direct impacts associated with the proposed project, as well as the indirect and induced impacts are calculated for the Tallahassee Metropolitan Statistical Area (MSA). These impacts have been produced using the IMPLAN® model.

This report evaluates the proposed project’s broader economic benefits, measured in terms of economic output (the value of industry production), local employment or jobs, and income or wages. Calculations are provided for two categories of benefits (and totaled): a) Construction (or Temporary) benefits; and b) Permanent benefits associated with the ongoing operation of the commercial operations. The total economic impact of Project SoMo Walls is the summation of the one-time economic benefits associated with the construction phase of the project and the ongoing, permanent operations of the proposed \$4.75 million redevelopment project.

The project will generate the following types of economic benefits in the regional economy:

- **Direct Benefits.** Direct benefits relate to: a) the short-term business activity associated with project construction, and b) the ongoing business activity associated with the businesses that are located within the developed project.
- **Indirect Benefits.** Indirect benefits will result when local firms directly impacted by the project in turn purchase materials, supplies or services from other firms.
- **Induced Benefits.** Induced benefits relate to the consumption and spending of employees of firms that are directly or indirectly affected by the project. These would include all of the goods and services normally associated with household consumption (i.e., housing, retail purchases, local services, etc.).

Summary of Total Economic Impact

The total economic impact of Project SoMo Walls is estimated to be 126 jobs, over \$6.44 million in income or wages and approximately \$17.8 million in economic output. The construction impacts are estimated to total 79 jobs, over \$4.6 million in income or wages and nearly \$12.6 million in economic output (sales/revenues). On an annual (permanent) basis, the project is projected to generate 47 jobs, nearly \$1.8 million in income or wages, and approximately \$5.3 million in economic output (sales/revenues).

Tallahassee MSA Total Economic Impact

Economic Measure	Economic Output (Sales/Revenues)	Employment or Jobs	Income or Wages
Construction	\$ 12,570,654	79	\$ 4,648,649
Permanent Employment	\$ 5,261,006	47	\$ 1,796,212
Grand Total	\$ 17,831,660	126	\$ 6,444,861

* in 2023 \$

Summary of Employment Impact

Construction (temporary) impact will create 53 one-time jobs with an additional 26 indirect and induced jobs. These jobs are not permanent jobs, rather, when the project is complete the construction employment demands



created by the project will cease. A total of 35 permanent jobs will be created when construction is complete and all economic activities are fully operational, with an additional 6 indirect and 6 induced jobs needed to support project operations. The jobs associated with the operations are permanent jobs, therefore these impacts will continue on an annual basis.

Tallahassee MSA Employment Impact

Employment	Direct	Indirect	Induced	Total
Construction	53	9	17	79
Permanent	35	6	6	47
Grand Total	88	15	23	126

Summary of Output Impact

Construction (temporary) impacts will result in nearly \$8.0 million in direct economic output (total economic activity generated by the project) with an additional \$4.6 million in output from indirect and induced economic activity. Permanent direct economic output will exceed \$3.0 million annually, with an additional \$2.1 million in annual indirect and induced economic output.

Tallahassee MSA Output Impact

Output	Direct	Indirect	Induced	Total
Construction	\$ 7,966,885	\$ 1,827,057	\$ 2,776,711	\$ 12,570,654
Permanent	\$ 3,098,168	\$ 1,094,565	\$ 1,068,273	\$ 5,261,006
Grand Total	\$ 11,065,053	\$ 2,921,622	\$ 3,844,985	\$ 17,831,660

* in 2023 \$

Summary of Income Impact

Construction (temporary) direct impacts will result in over \$3.2 million in one-time income with an additional \$1.4 million in income from indirect and induced jobs. The jobs associated with construction are not permanent jobs, rather, when the project is complete those employment demands created by the project will cease. Over \$1.1 million in income annually will be created by permanent employment when construction is complete and all economic activities are fully operational, with an additional \$685,000 in indirect and induced income paid to jobs needed to support project operations. The income associated with the operations are permanent wages, therefore these impacts will continue on an annual basis.

Tallahassee MSA Income Impact

Income	Direct	Indirect	Induced	Total
Construction	\$ 3,224,269	\$ 584,276	\$ 840,104	\$ 4,648,649
Permanent	\$ 1,110,504	\$ 362,452	\$ 323,256	\$ 1,796,212
Grand Total	\$ 4,334,773	\$ 946,728	\$ 1,163,360	\$ 6,444,861

* in 2023 \$



Summary of State, Local and Federal Taxes Impacts

In addition to the employment, income and economic output associated with the project, there is also the accrual of State, Local, and Federal taxes. The one-time fiscal impact associated with the construction of the project is estimated to be approximately \$1,290,811. The estimated annual fiscal impact is equal to \$489,047.

Tallahassee MSA State, Local, and Federal Taxes Impact

Taxes	Permanent	Construction	Total
State & Local Taxes	\$ 61,781	\$ 201,626	\$ 263,407
Federal Taxes	\$ 427,267	\$ 1,089,185	\$ 1,516,452
Grand Total	\$ 489,047	\$ 1,290,811	\$ 1,779,858

* in 2023 \$

**All impacts are presented as impacts to the Tallahassee MSA with monetary figures presented in current (2023) dollars. Additionally, the analysis is based on information provided by company representatives. Economic Impact analysis does not include any quality of life nor opportunity costs (alternative investment) valuation. Small differences in the estimates may occur due to rounding.*

Economic Impact Analysis Prepared By:

Julie Harrington, Ph.D.
Director, Center for Economic Forecasting and Analysis
Florida State University



Blueprint Intergovernmental Agency Board of Directors Agenda Item # 9

September 21, 2023

Title: Consideration of Non-Competitive Project Funding Requests by Foodies.com for Business Expansion

Category: General Business

Intergovernmental Management Committee: Vincent S. Long, Leon County Administrator
Reese Goad, City of Tallahassee Manager

Lead Staff / Project Team: Artie White, Director, PLACE
Keith Bowers, Director, Office of Economic Vitality
Kevin Gehrke, Business Development Manager, Office of Economic Vitality

STATEMENT OF ISSUE:

As directed by the Blueprint Intergovernmental Agency (IA) Board at the May 11th, 2023 meeting, this item analyzes a request by Foodies Takeout and Delivery (Foodies) to fund \$100,000 for the hardware, software, and marketing services needed to onboard an additional 100 Tallahassee-Leon County restaurants onto the Foodies Takeout and Delivery online ordering and delivery platform. The Foodies Takeout and Delivery platform allows local restaurants to utilize an online delivery service and avoid the typical commissions charged by national third-party online ordering and delivery services such as Uber Eats, Grubhub, and Doordash. These national third-party service providers typically receive 20-30 percent of the total amount of each order. Conversely, restaurants using Foodies Takeout and Delivery retain 100% of the sales proceeds, and the consumer is charged \$1 for every \$25 spent. Foodies is projecting an impact of nearly \$250,000 per month on the local economy in retained income for use in new staff, business growth, and reinvestment. The economic benefit derived from this item analyzes the capital funding request, consistent with the Agency's Policy 114 – Evaluation of Non-Competitive Economic Development Project Proposals (Attachment #1).

STRATEGIC PLAN:

The Office of Economic Vitality (OEV), under the policy direction of the IA Board, serves to improve the business climate and reduce challenges for existing businesses. As presented in this item, the proposal has been evaluated against alignment with OEV's Strategic Plan and Targeted Industries Study. In following its Strategic Plan, OEV adheres to the requirement of section 212.055(2)(d)(3), Florida Statutes, requiring economic development surtax dollars to be used for projects that serve the general public purpose of improving the local economy. This item aligns with OEV's Core Strategies: Foster Entrepreneurship and Business Formation, as well as Business Recruitment,

Retention and Expansion specifically to help drive Tallahassee-Leon County as a destination for food service entrepreneurs in growing the thriving food service industry.

FISCAL IMPACT

This item has a fiscal impact. Foodies project funding request is for \$100,000 to purchase equipment, market Foodies Takeout and Deliveries, and onboard each of the new 100 clients. The onboarding includes a tablet with a stand and charger, client-specific software modifications to upload their respective menus, and materials for the client to promote the program to local restaurants.

Should the IA Board approve Option #1, funding only \$55,000 from the Future Opportunity Leveraging Fund (FOLF) in FY 2023 to cover the proposed capital investment and is available to support this capital project. The current FOLF balance is \$1,131,442.

RECOMMENDED ACTION:

Option 2: Do not approve the funding request of \$55,000 for capital investment.

SUPPLEMENTAL INFORMATION:

Background:

At the May 11th, 2023 Blueprint Intergovernmental Agency (IA) Board meeting, the IA directed OEV staff to analyze the Non-Competitive Project Funding Request made by Foodies Takeout and Delivery (Foodies). OEV staff engaged with the proposer, providing the Non-Competitive Project Funding Request application, OEV's Strategic Plan, the Targeted Industries Study, and Policy 114, which outlines the program's eligibility criteria. Launching in January of 2022, Foodies Takeout and Delivery had the primary objective to help the 713 local restaurants and ghost kitchens retain a portion of the revenues currently being directed toward commissions for third-party delivery companies, none of which are based in Florida. To do this, Foodies launched an innovative website on which participating restaurants' menus and websites are posted and linked, allowing consumers to order directly from the source. Once the order is placed, Foodies will bid the "job" to all the food delivery services (Uber Eats, Bite Squad, Doordash, etc.), selecting the best price. The order is then completed and delivered to the consumer. Typically, the 3rd party food delivery service charges a 20-30% commission to the restaurant. Foodies do not. Foodies bills the consumer \$1 for every \$25 ordered, which is added to the delivery price already being charged. With this process, the restaurant retains 100% of the sales.

Each new client undergoes an onboarding program to ensure consistency and ease of use for the end consumer. This includes the set-up and programming of a Foodies-owned tablet with a stand and charger, free of charge, custom materials to allow the restaurant to promote the Foodies system and uploading the website and menu to FoodiesTakeout.com. The cost associated with the onboarding comes to approximately \$500 per client. A cost currently being absorbed by Foodies.

In addition to traditional restaurants, Foodies provides service to the innovative concept of ghost kitchens that rely wholly on food delivery service as the organization needs a traditional sit-down facility. The additional revenue savings experienced by these companies could allow them to grow, eventually investing in a conventional location and being able to serve more consumers.

Current Status:

Since launching the website, Foodies has recruited almost 50 local restaurants to join their program. According to the owners of Foodies, the amount of revenue being saved by each restaurant each month is approximately \$1,000. They indicate that the savings can then be reinvested to fund additional employees, growth, or an expanded menu.

Overview of Foodies Funding Request:

As stated, Foodies had developed a project plan to onboard 100 new client restaurants over 12 months, tripling the current impact on the community. Each restaurant client is provided with equipment, training, and materials during onboarding. The kit includes a tablet with a changer and stand. The onboarding also includes marketing collateral and client-specific promotional materials that allow the restaurant to advertise the program to its consumer base, helping to increase awareness and participation from the community. Based on the application received, the total budgeted cost of this equipment is \$50,000. \$30,000 would be used for local television, radio, and print material, and \$20,000 would be used to help support 2 to 3 new hires for three months, along with capital investments needed, such as computers and office furniture, totaling \$5,000. The initial 6-month timeline and budget details are shown within the application (Attachment #2).

The information provided by the applicant indicates that Foodies is processing approximately \$120,000 per month through their system. By increasing their network by an additional 100 restaurants, Foodies has a 12-month goal of increasing that revenue to \$1,000,000 monthly. Foodies is projecting an impact of nearly \$250,000 per month on the local economy in retained income for use in new staff, business growth, and reinvestment. Per Foodies analysis, this money is being funneled to communities outside Florida as third-party delivery commissions. As the program continues to grow, an additional seven staff members may be required to maintain the system, adding to the high-paid Foodies team. Additionally, Foodies is working with a national white-label delivery company interested in adding the Tallahassee – Leon County region to their network, hoping to commit 13 new permanent drivers to the area.

Foodies states that they have contributed over \$150,000 to their network expansion over the last two years and plans to invest an additional \$200,000 over the next three as matching funds for this project.

Evaluation of Non-Competitive Economic Development Project Proposals

Overview of the Non-Competitive Policy:

OEV utilizes a variety of IA Board-approved programs and incentives to induce and sustain economic growth within our community. These programs help support the core goals of economic development, including job growth and quality of life. As approved by the IA Board on September 27, 2021, OEV's Non-Competitive Project Proposal Policy (Policy 114) analyzes projects seeking OEV funding and support that are not competitive in nature. A non-competitive economic development project is defined as an "*economic development project having a general public purpose which supports the improvement of the local economy within the Tallahassee–Leon County area and has demonstrated alignment with OEV's Strategic Plan, creates/retains jobs, and demonstrates a capital investment into the community.*" The entity proposing the project is not seeking to expand or locate its operations in a different country, state, or municipality within Florida. These projects are non-competitive as they do not rely upon the assistance of the local economic development organization and the provision of incentives to win the project among competing jurisdictions in other cities or states.

The Non-Competitive Policy provides criteria for evaluating and determining the funding of non-competitive economic development proposals from the economic development portion of the sales tax proceeds. OEV utilizes the requirements outlined in Policy 114 to review and score a request for funds to support a Non-Competitive Economic Development Project Proposal following IA Board approval or direction to review such a proposal. The evaluation criteria are as follows:

- 1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at <https://oeforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf>, and as may be amended.
- 2) The project's demonstrated alignment with OEV's Targeted Industry Study.
- 3) The project's demonstrated ability to create or retain jobs with at least a livable wage.
- 4) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.
- 5) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women-owned enterprises.
- 6) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.
- 7) Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:

- a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).
 - b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).
 - c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).
 - d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).
 - e. Proposed budget and proposed Scope of Work for the project.
 - f. Detailed deliverables for the project.
- 8) The project's feasibility and the likelihood that the project will achieve its projected outcomes.
 - 9) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.
 - 10) Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes or inconsistent with or in violation of the Blueprint Intergovernmental Agency's Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.
 - 11) The availability of OEV funds based on other OEV project (competitive and non-competitive) funding obligations, and approved or projected budget.
 - 12) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching.
 - 13) Favorable programmatic review and recommendation by the Economic Vitality Leadership Council (EVLC).

The Policy's criteria help identify whether the project demonstrates alignment with OEV's strategic plan, capital investment and job creation, return on investment, sustainability, feasibility, previous grant performance, legality, availability of OEV funds, and cost-sharing. The criteria details are in section 114.05, Criteria for Evaluation of Project Proposals (Attachment #1).

Proposals are scored based on the Non-Competitive Economic Development Project Proposals scoring matrix (See Attachment #3). The scoring matrix evaluates recommendations based on the criteria outlined in Policy 114. Proposals are scored based on whether the proposal complies with the required material. While some items are identified as “threshold requirements” with a simple yes or no grade, others are given a weighted score based on the importance of the contribution to the project. These scores are graded as either “Fully Compliant”, “Partially Compliant”, or “Application Not Recommended” to show the application's quality and the contribution to the project's overall feasibility. The maximum points can total either 95 or 100. If the applicant has a history of previous grants or assistance rewards from OEV, and complied with the stipulations of the previous award, the applicant may receive an additional 5 points. In addition to the scoring matrix, submission response notes are developed to provide feedback as to the quality of each submission and the reason for the score provided. The matrix provides a clear and quantifiable rationale for measuring compliance with Policy 114 and ensures that all proposals reviewed by OEV are done equitably and transparently.

The award of any funds is subject to the availability of funds, the approval of the IA Board, and the requirements of the Policy. If a Non-Competitive Economic Development Project Proposal is selected for funding, the applicant will enter into an agreement with specific terms, conditions, tasks, or deliverables. The Future Opportunity Leveraging Fund (FOLF) in FY 2023 to cover proposed renovations and is available to support this capital project has a balance of \$1,131,442.

Project Analysis and Evaluation:

OEV reviewed the Foodies funding request and its subsequent alignment with Policy 114. The proposal was evaluated based on all criteria outlined in the Policy and reviewed by staff for compliance. Based on the OEV review, Foodies has met all requirements outlined in Policy 114 for consideration of the funding request and is therefore compliant with Policy 114. Based on the criteria evaluation, the Foodies request was scored utilizing the Policy #114 scoring matrix. The detailed Scoring Matrix Sheet and Submission Response Notes are shown below and also in Attachment #4. Those proposals with “threshold requirements” that answer the affirmative (yes), provide the required documentation, and satisfy Policy requirements may be considered for support and funding, pending IA Board approval.

CRITERIA FOR EVALUATION OF PROPOSALS	Points Possible	Items Submitted			Total
		Fully Complete (100% Score)	Partially Complete (50% Score)	Not Usable (0% Score)	
NON-COMPETITIVE ECONOMIC DEVELOPMENT PROJECT PROPOSALS					
SCORING MATRIX					
Applicant Submission Response					
1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at https://oevforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf , and as may be amended.	Information Provided?				Yes
2) The project's demonstrated alignment with OEV's Targeted Industry Study.	Information Provided?				Yes
3) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.	15		x		7.5
4) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.	15		x		7.5
5) The project's feasibility and the likelihood that the project will achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?	15	x			15
6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables?	Information Provided?				N/A
7) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching	10		x		5
Supporting Organizational, Financial and Management Documents					
Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:					
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).	Information Provided?				Yes
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).	Information Provided?				Yes
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).	5		x		2.5
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).	Information Provided (As Needed)?				N/A
e. Proposed budget and proposed Scope of Work for the project.	10	x			10
f. Detailed deliverables for the project.	10	x			10
Feasibility & Viability Determination					
8) The project's demonstrated ability to create or retain jobs with at least a livable wage.	5		x		2.5
9) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.	10		x		5
10) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.	N/A				
Totals:		95			65
* FOR OEV LEGAL REVIEW ONLY Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental Agency's Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.					

The scoring results for the \$100,000 funding request by Foodies are calculated to be 65 out of a possible 95 points. This score reflects that \$45,000 of the funds requested (45%) are being budgeted for marketing and employee support. Marketing and ongoing operational costs, such as salaries and wages, are not eligible expenses in the Policy 114 definition of “capital investment.”

Based on the review, evaluation, and scoring by OEV, Foodies Takeout and Delivery is only eligible to receive funding in the amount of \$55,000. It should be noted that the IA Board has the authority to approve all of, a portion of, or none of the funding requests.

FINANCIAL ANALYSIS:

Foodies is a private, wholly-owned organization aiding the community's economic growth. According to the proposed project plan, the implementation could lead to an estimated \$250,000 in increased economic impact on the community. The projected saved revenue of approximately 30% per delivery service order could make it possible for the tightly budgeted food industry to re-invest in staff and company growth. The applicant has stated that, over the last two years, they have invested over \$150,000 into this system and will continue to contribute an additional \$200,000 over the following three years.

Funding is currently available in the Future Opportunity Leveraging Fund (FOLF) to provide the initial capital improvements of \$55,000. The current balance of FOLF is \$1,131,442.

NEXT STEPS:

Should the IA Board approve the funding request for Foodies, staff will move forward to execute all necessary agreements with Foodies Takeout and Delivery, LLC, and implement the process to fund the Foodies expansion project. These agreements include assurances to provide certainty that the awarded funds will be used solely for the capital investment activities; the principals of the project provide regular reports to include project timeline updates, budget expenditures, milestones achievements, resource allocation, MWSBE participation, and any unexpected challenges or delays. Additionally, OEV will monitor the program's success through monthly restaurant revenue data supplied by Foodies.

CONCLUSION:

This item provided an analysis of a one-time funding request by Foodies Takeout and Delivery, LLC, in the amount of \$100,000 to fund an expansion project growing the Foodies' client list to drive additional saved revenue. This funding request amounts to a one-time expense of \$100,000 for FY 2023.

Foodies was founded on the belief that a new innovative food delivery service method can help retain the lost revenue the food industry is experiencing.

Staff evaluated this Non-Competitive Economic Development Project Proposal under Blueprint Intergovernmental Agency Policy No. 114 guidelines and determined that fifty-five percent (55%) of Foodies' funding request directly supports these actions. Based on the Policy 114 review by staff, it was determined that Foodies was only eligible for the funding request for their expansion project at a one-time amount of \$55,000.

OEV staff recommends Option 2, "Do not approve the funding request of \$55,000 for capital investment," due to the relatively low score (65 out of a possible 95 points) against evaluation criteria and a low degree of demonstrated economic impact. The IA Board may,

at its discretion, approve full or partial funding for the request in accordance with the guidance found in Policy 114.

Action by EVLC: The Economic Vitality Leadership Council (EVLC), as the stakeholder advisory group for OEV, provides policy recommendations to ensure alignment with OEV's core strategic goals. At the August 30, 2023, EVLC meeting, while a quorum was not present, the EVLC members present unanimously to give a favorable programmatic recommendation to support the Foodies' request.

OPTIONS:


- Option 1: Approve funding for request of \$55,00 for capital investment.
- Option 2: Do not approve the funding request of \$55,000 for capital investment.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

- Option 2: Do not approve funding request of \$55,000 for capital investment.

Attachments:

1. Policy 114 – Evaluation of Non-Competitive Economic Development Project Proposals
2. Foodies Takeout and Delivery Non-Competitive Project Fund Application
3. Policy 114 – Blank Scoring Matrix and Submission Response Notes
4. Policy 114 – Completed Scoring Matrix and Submission Response Notes

 <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p>		<p>DATE September 27, 2021</p>
		<p>NO. 114</p>
<p>TITLE</p> <p>OFFICE OF ECONOMIC VITALITY Evaluation of Non-Competitive Economic Development Project Proposals Policy</p>	<p>ORG. AGENCY Blueprint Intergovernmental Agency</p>	
	<p>FINAL</p>	
<p>114.01</p>	<p><u>STATEMENT OF POLICY</u></p> <p>This Policy is intended to provide criteria for the evaluation and determination of funding of non-competitive economic development proposals from the economic development portion of the sales tax proceeds allocated to the Office of Economic Vitality (OEV). The existence of this Policy is not intended to create any grant or funding program. The award of any funds is subject to the availability of funds, the approval of the IA Board, and the requirements of this Policy.</p>	
<p>114.02</p>	<p><u>AUTHORITY</u></p> <p>Chapter 163.01(7), Florida Statutes Section 212.055, Florida Statutes Second Amended and Restated Interlocal Agreement OEV’s Economic Development Strategic Plan, as may be amended</p>	
<p>114.03</p>	<p><u>DEFINITIONS</u></p> <p>a. <u>Capital Investment</u>: An investment by a company to pursue its objectives, such as continuing or growing operations. It also can refer to a company's acquisition of permanent fixed assets such as property, plant and equipment.</p> <p>b. <u>Competitive Project</u>: An economic development project where a business is considering expansion or relocation in Tallahassee-Leon County against other potential communities and typically involves the use of incentives and negotiation to induce the business to decide to locate locally. These projects typically align with the OEV strategic plan, target industries, create/retain jobs, and demonstrate capital investment.</p> <p>c. <u>Economic Development</u>: A coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.</p> <p>d. <u>Eligible Applicant</u>: Eligible applicants under this Policy are for-profit or non-profit organizations who are currently registered with the Florida Department of State, and are headquartered in the Tallahassee – Leon County area; a unit of a state or local government in the Tallahassee – Leon County area engaged in economic development activities; and public educational institutions located in and serving the Tallahassee- Leon County area. Eligible</p>	

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applications must meet the goals of the OEV strategic plan and receive a majority vote of the IA Board for evaluation by staff.

e. Intergovernmental Agency Board of Directors (IA Board): Governing body of the Blueprint Intergovernmental Agency, consisting of the City and County Commissions, as provided for in the Interlocal Agreement, and referred to herein as “IA Board”.

f. Non-Competitive Economic Development Project: A non-competitive economic development project is an economic development project having a general public purpose which supports the improvement of the local economy within the Tallahassee – Leon County area and has demonstrated alignment with OEV’s Strategic Plan, create/retain jobs, and demonstrate a capital investment into the community. The entity proposing the project is not seeking to expand or locate its operations in a different country, state, or in municipalities within the state of Florida. These projects are non-competitive as they are not relying upon the assistance of the local economic development organization and/or provision of incentives to win the project among competing jurisdictions in other cities or states.

g. Office of Economic Vitality: The local economic development organization for the City of Tallahassee and Leon County Government, as defined in section 288.075, Florida Statutes.

h. Office of Economic Vitality Economic Development Strategic Plan: The Economic Development Strategic Plan of the Office of Economic Vitality is a coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County. The plan, as may be amended, containing plans or goals to enhance the quality of the local economic base, improve community "infrastructure" for economic development and develop leadership and cooperation for the implementation of a local economic development strategy.

i. Targeted Industry Study: Identifies four industry sectors that contribute to private sector job growth, wealth creation, and a diversification of the economy. These industries have a strong potential for growth and interconnect with each other, which maximizes resources and enhances opportunities for innovation and sustainable economic vitality. For Tallahassee-Leon County these industries include: applied sciences and innovation, manufacturing & transportation/logistics, professional services and information technology, and healthcare.

114.04 INELIGIBLE PROJECT PROPOSALS

The following project proposals will be deemed ineligible and will not be considered for funding:

a. Project proposals that do not have a general public purpose of improving the local economy of the Tallahassee – Leon County area, pursuant to section 212.055(2(d)(3), Florida Statutes and do not meet the goals of the economic development strategic plan,

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- b. to create/retain jobs, and make a capital investment into the local economy.
- b. Project proposals from individuals.
- c. Project proposals from entities that are not eligible applicants as defined in section 114.03(d) of this policy.
- d. Project proposals that have not received direction from the IA Board to be reviewed and analyzed by the Office of Economic Vitality.
- e. Project proposals that propose OEV funds be used, directly or indirectly, in whole or in part, to support or oppose any political party, campaign, or candidate, or engage in lobbying the Intergovernmental Agency Board of Directors.
- f. Project proposals from applicants with documented unsatisfactory performance under prior OEV, City, County, State or Federal awards or programs. Documented unsatisfactory performance includes but is not limited to cancellation letters, notices of non-compliance, or substantiated written complaints regarding the applicant.

114.05 CRITERIA FOR EVALUATION OF PROJECT PROPOSALS

- A. OEV shall use the following criteria to review and score a request for funds to support a non-competitive economic development project proposal following IA Board approval or direction to review such proposal:
 - 1) The project’s demonstrated alignment with OEV’s Strategic Plan as outlined at <https://oevforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf>, and as may be amended.
 - 2) The project’s demonstrated alignment with OEV’s Targeted Industry Study.
 - 3) The project’s demonstrated ability to create or retain jobs with at least a livable wage.
 - 4) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.
 - 5) The project’s demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.
 - 6) The project’s sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.
 - 7) Submission to OEV of the following documents from the applicant supporting the applicant’s organizational, financial, and management capacity:
 - a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).
 - b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).
 - c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial

**Evaluation of Non-Competitive Economic Development Project
Proposals Policy**

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statements and reports, organization chart, resumes of management/leadership team responsible for project activities and deliverables).

d. Recent independent market analysis, performed at the applicant’s expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).

e. Proposed budget and proposed Scope of Work for the project.

f. Detailed deliverables for the project.

8) The project’s feasibility and the likelihood that the project will achieve its projected outcomes.

9) The applicant’s performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.

10) Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental Agency’s Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.

11) The availability of OEV funds based on other OEV project (competitive and non-competitive) funding obligations, and approved or projected budget.

12) The availability and committed nature of cost sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching

13) Favorable programmatic review and recommendation by the Economic Vitality Leadership Council (EVLC).

114.06 REQUEST FOR CLARIFICATION, ADDITIONAL DOCUMENTATION

At any time during its review, OEV may contact the applicant or entities and persons to request any necessary additional documentation to clarify or substantiate submitted application materials, depending on the type of project proposed. OEV will provide applicants a reasonable amount of time to provide any additional documentation. Applicants agree to execute any releases to allow OEV to obtain information needed to evaluate the project proposal. Failure to provide complete and accurate supporting documentation in a timely manner when requested by OEV may impact the funding recommendation.

114.07 DOCUMENTATION OF COST SHARING OR MATCHING

If applicable, the applicant must document that the matching share will: (i) be committed to the project for the period of performance, (ii) be available as needed, and (iii) not be conditioned or encumbered in any way that may preclude its use consistent with the requirements of OEV’s investment assistance. To meet these requirements, applicants must submit for each source of the matching share a commitment letter, board resolution, or equivalent document signed by an authorized representative of the organization providing the matching funds. Additional documentation may be requested by OEV to substantiate the availability of the matching funds. Documented in-kind contributions may provide the cost

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sharing or matching. Examples of in-kind contributions may include space, equipment, services, or forgiveness or assumptions of debt.

114.08 FUNDING RECOMMENDATION

A. Based on the scoring of the criteria contained in this Policy, OEV shall prepare funding recommendations to fund or not fund the non-competitive economic development project proposal. Recommendations to fund may be for an amount less than the amount requested by the applicant. All recommendations shall be in writing and submitted by Agenda Item at a scheduled IA Board meeting.

B. Approval or disapproval to fund a project proposal shall be granted by the IA Board based on the recommendation of OEV, and on the availability of funding.

C. If a non-competitive economic development project proposal is selected for funding, an agreement with specific terms, conditions, tasks, or deliverables will be entered into by the applicant. By signing the agreement the applicant agrees to comply with all provisions. If an applicant is awarded funding, neither OEV nor the IA Board have any obligation to provide additional funding in connection with that award or to make any future award(s). Amendment of an agreement to extend the period of performance is at the discretion of OEV.

114.09 FORMS AND OTHER DOCUMENTS

OEV shall have the authority to develop and use forms, agreements, scoring matrix, and other documents necessary to implement the requirements of this policy.

114.10 EFFECTIVE DATE

This policy shall be effective on September 27, 2021, upon approval of the IA Board.



Non-Competitive Economic Development Project
Proposal Application

DATE: August 10, 2023

Total Funds Requested: \$100,000

Organization Name: Foodies Takeout, LLC

Organization Address: 223 W. Carolina St.
Tallahassee, FL 32301

Principal Contact Information:

Dustin Rivest, Founder & CEO
850-566-3789
Dustin@FoodiesTakeout.com

Provide a brief overview of the proposed initiative, including its specific aims.

Foodies Takeout & Delivery, www.foodiestakeout.com (Foodies), seeks backing for a local economic development marketing initiative designed for independently owned restaurants in Leon County. The primary objective of Foodies is to reclaim a portion of the \$27.5 million (See attachment D) in local restaurant revenues currently being directed toward commissions for third-party delivery companies, none of which are based in Florida. We are confident that reducing or eliminating third-party online ordering fees for local restaurant owners and assisting them in establishing our local online ordering and delivery service will substantially benefit our local hospitality community.

How do we do help eliminate these large commission fees for our local restaurants? When a customer starts a delivery order on www.FoodiesTakeout.com website or a restaurants website, we send it out to bid to the largest fleet of delivery drivers. We receive quotes within a matter of seconds and apply the lowest delivery fee at checkout for the customer to pay. Because the order started on our website or the restaurants website, the restaurant does not have to pay a hefty commission to the company who picked up the delivery opportunity. A 90 second video can be found here explaining the process: <https://youtu.be/N3gIkG8EqhQ>

With approximately 713 restaurants in Tallahassee (OEV Number) and national averages suggesting 77% (equating to 549 restaurants) utilize third-party delivery services, the potential for positive economic impact is significant. (See this URL for national averages: <https://www.zippia.com/advice/food-delivery-industry-statistics/>) Third-party companies have given these restaurants complimentary tablets and onboarding services at the cost of surrendering 20-30% of their gross sales. We are requesting the OEV grant Foodies funding for supplying tablets, stands, power cables, onboarding/menu creation services, printed flyers, and marketing materials to an additional 100 restaurants. We are also seeking funds to create consumer awareness for the current restaurants who are on our platform and any new additions by way of radio and tv advertising to be spent directly with local stations.

Describe how your project aligns with OEV's Economic Development Strategic Plan.

Foodies is excited to share how our project directly aligns with the Economic Development Strategic Plan, encompassing areas you've outlined: Business Recruitment, Retention, and Expansion; Entrepreneurship and Business Formation; and Maximizing OEV's Impact.

Business Recruitment, Retention, and Expansion: Foodies will actively contribute to business recruitment, retention, and expansion of the local hospitality industry through our growth in partnerships with restaurants and incrementally increasing order volume. Our recent progress has attracted national companies to look at Tallahassee and promising new job creation and competitive delivery rates. In a recent achievement, a prominent delivery company has

committed to establishing a presence in Tallahassee, intending to hire 13 drivers instantly upon Foodies meeting specific milestones.

Moreover, Foodies Takeout & Delivery's growing software-as-a-service (SaaS) model makes Tallahassee more appealing to a younger demographic seeking opportunities with tech companies typically found in larger cities. We are proud to have Tallahassee as our headquarters and our springboard into other municipalities. Our current reseller agreements span from Miami, Florida, to Des Moines, Iowa, promising growth and job creation in Tallahassee as our services expand.

Entrepreneurship and Business Formation: Foodies empowers entrepreneurship in the hospitality industry, particularly in the new trend of Ghost Kitchens. These businesses operate from cost-effective locations, preparing food exclusively for delivery. Notably, we support these businesses by helping them retain more of their hard-earned money through a zero commission on sales, contrasting sharply with other national delivery platforms. This approach fosters an environment of sustainable growth and innovation for startups and small businesses.

Maximizing OEV's Impact: Our project's impact is both tangible and quantifiable. Local restaurants using third-party delivery services sent over \$27.5 million in commissions to out-of-state companies last year. Our mission is to keep this substantial revenue within our community. With zero commission rates and minimal customer fees, we believe that we can convince more restaurants to choose Foodies, potentially saving our community millions annually. This strategy directly aligns with OEV's goal of bolstering local economic prosperity.

In conclusion, Foodies Takeout & Delivery is committed to aligning its growth with the core principles of OEV's Economic Development Strategic Plan. By championing local businesses, fostering entrepreneurship, and reducing commission outflows, we intend to play a vital role by positively contributing to Tallahassee's economic development future.

Describe how your project aligns with OEV's Targeted Industry Study

(Professional Services & IT)

Growth and Expansion: Our plan to grow from three to ten employees over the next 12 months aligns with the strategic actions supporting Professional Services & Tech, which include expanding existing collaborations and attracting new practitioners or encouraging existing firms to expand their practice areas (page 200).

(Applied Science & Innovation)

Online Platform: Our online ordering platform fits into the tech sector, which is a part of the Professional Services & Tech industry. The study emphasizes the importance of adapting to new technologies and services, such as Ghost Kitchens and new restaurant start-ups (page 190).

0% Commission Model: Our unique selling proposition of offering restaurants a 0% commission on online orders could be seen as an innovative & competitive price offering, which is one of the success factors for businesses in this industry (page 190).

Entrepreneurial Resources: The study mentions the importance of connecting innovators with entrepreneurial resources, which is relevant to our business as we grow and expand (page 200).

Specialized Skills and Services: Our focus on the restaurant industry should be seen as developing specialized skills and services to access niche markets, another success factor mentioned in the study (page 190).

Describe your project's plan for capital investment into the community for the general purpose of improving the local economy.

Our growth strategy involves a direct investment of approximately \$500 into 100 local restaurants. This funding will provide each establishment with a tablet for order processing, complete with a charger and stand. Additionally, the investment will cover the costs of menu creation and the printing of promotional materials. Local printing services, such as Target Print and Mail or Gandy Printers, will be employed for this purpose. Examples of these promotional items are included in the attached document to this application. (See Attachment E)

Indirectly, our project aims to boost the local economy by promoting the Foodies Takeout & Delivery mobile app within our community. We hope to drive more direct orders to our partnered restaurants by increasing consumer awareness. We plan to launch creative advertising campaigns on local radio and television stations to generate excitement and widespread awareness about this initiative.

In addition to this, our team is in the process of hiring two new employees. The necessary equipment for these roles, including computers, desks, and chairs, will be sourced from local suppliers, further contributing to the local economy.

Another indirect benefit of our project is the potential introduction of a new business to Tallahassee. Over the past six months, we have been collaborating with a national white-label delivery company. Once we reach a certain threshold of monthly delivery orders, this company plans to establish a presence in Tallahassee and hiring 13 local drivers. This partnership will also result in a flat delivery fee for our orders, reducing the overall delivery cost to restaurant customers and further stimulating the local economy. (See attachment F)

Describe how the project meets the following criteria:

The project must be sustainable, have support from local stakeholders (private, public, and non-profit entities, etc.), and be aligned with-and integrated into-other public or private investments currently ongoing or planned for the local community.

The project exhibits strong sustainability and enjoys robust backing from a diverse range of local stakeholders, including private, public, and non-profit entities.

From a private sector perspective, we have garnered support from a significant number and a variety of local restaurants. These establishments collectively contribute over \$119,000 in monthly restaurant revenues, demonstrating the project's economic viability. Moreover, this initiative results in a substantial monthly saving of over \$23,000 for our community, further underlining its sustainability.

Regarding public sector involvement, our past collaboration with OEV was very successful as we saw a bump of 11% in orders after we distributed flyers in which the "Powered by OEV" was included. This campaign was conducted in February of 2023 at zero cost to OEV. Foodies also spoke at an OEV Open House in January 2023, educating the public about the amount of fees we are sending to third-party companies and how we can all save money by ordering directly from restaurants.

FOODIES
TAKEOUT & DELIVERY

RESTAURANTS THAT LOVE US

Solte's PIZZA PASTA SUBS
CANCUN'S Sports Bar & Grill
Jeris Mexican Grill
HANGAR 38
Lafay Pursuits
EL JALISCO
Boggs
HORIZONS BAR & GRILLE
CASA TAPAS & CANTINA
CASAGRANDE
SMITTY'S TAPHOUSE & GRILL
MARGARITAS & COCINA
FISH HOUSE & GRILL

FOODIESTAKEOUT.COM

POWERED BY OFFICE OF ECONOMIC VITALITY

KEEPING DOLLARS LOCAL IS OUR PRIORITY

As for non-profit engagement, we have a proven track record of fundraising for local charities. We have previously partnered with four charitable organizations, providing them with financial support through our giveback programs donating a percentage of sales to the organization. We are also in the process of arranging similar collaborations with other non-profit entities, demonstrating our ongoing commitment to community support.

Finally, our alliance with Tallahassee Foodies, a local online group with a substantial following of more than 75,000 people, is another testament to our project's integration into the community. This partnership amplifies our reach and strengthens our ties with local food enthusiasts, ensuring the project's long-term sustainability and success.

The project must be feasible and likely to achieve projected outcomes. What steps will the organization take to initiate and promote the project? How will the organization measure the projected outcomes of the proposed project?

Our proposed initiative is designed to increase the number of restaurants on our platform significantly. We have been absorbing the costs associated with providing tablets for order placement, chargers, tablet stands, menu creation, and printed promotional materials at no charge. This approach has notably hindered our ability to expand our reach to more local restaurants. Our only source of revenue outside of direct investment is our order fee which is passed on to the customer by simply adding on average \$1 to every order. This year we have completed over 22,000 orders.

To address this, we have developed a comprehensive project implementation plan, which will serve as a roadmap for tracking the progress of this initiative. A key aspect of this project involves monitoring the increase in restaurant partnerships, total sales volumes, and the financial savings generated for our community.

We commit to providing monthly or quarterly updates to all relevant stakeholders detailing the advancements made. After a year, we will conduct an impact analysis, which will be available to the public. This approach ensures transparency, accountability, and a clear measure of the projected outcomes of our proposed project.

Currently we are processing around \$119,000 per month through our platform. (See Attachment C) If we didn't exist, this volume would be taking place directly on the third party companies, thus taking between 20 % and 30% or \$23,300 and \$35,700. While we are excited to be saving our local economy this much money, it is a far cry the yearly \$27.5 million we are losing. (See attachment D) Our 12 month goal is to achieve \$1 million in restaurant revenue through our platform, thus saving our local economy approximately \$250,000 per month!

Has the organization ever had a grant or award terminated early by OEV due to non-compliance, or has another agency or sponsor ever requested a return of funds for failure to provide deliverables? If yes, explain.

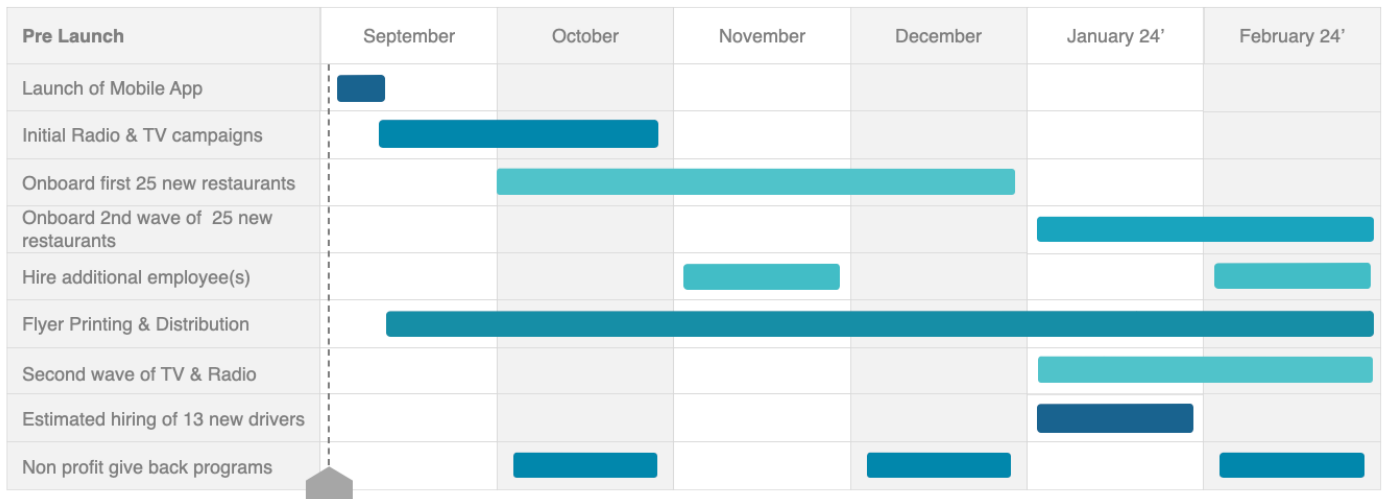
NO

Describe the proposal's availability and commitment to cost sharing by the applicant or matching funds. See Policy No. 114, Section 07 regarding documentation of cost sharing or matching.

Over the past 18 months, we have put in more than \$150,000 into this endeavor. We also plan on investing another \$200,000 over the next 3 years as we grow and scale the companies offering.

Other Information and Requested Documents

Current Position - What's Next?



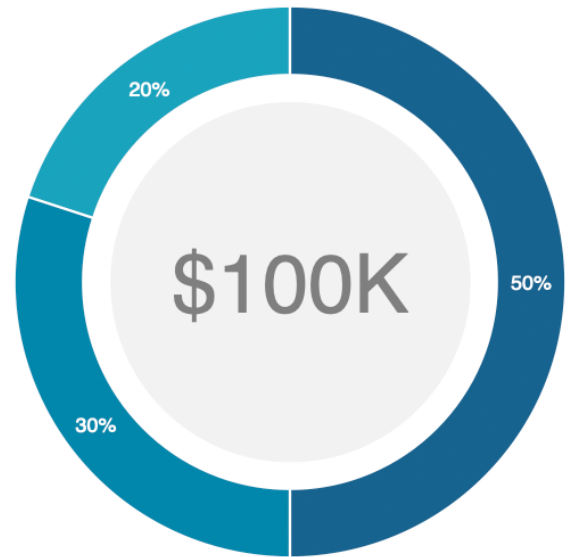
Our Team



Use of Funds

- The largest amount of funds will go towards capital investment for the purchasing of iPads, stands, chargers, menu creation and printed flyers for 100 restaurants.
- 6 months of Radio and TV campaigns to be rotated between all local media companies totaling \$30,000. These funds will be spent directly with the local media companies and the campaigns will promote the current restaurants as well as the new ones that we will be onboarding. *Foodies will be picking up months 7 - 12 for media purchasing to continue the promotion of all restaurants .
- 20% will be used to help support 2 new hires for 3 months along with capital investments needed for their work such as tables, chairs, and computers. * Foodies will look to continue to pay the new employees months 4 and beyond.

- New Restaurant Set Up** 50%
- Media Campaigns** 30%
- New Staffing & Supplies** 20%




	Q3		Q4		Q1 (24)			Q2 (24)		
Proposed Budget (Grant Funds)	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June
Tablet Stand Chargers (\$350 per restaurant)		\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ 1,400		
Tablet Tents and Flyers (\$150 per restaurant)		\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 600		
Staffing (for support & onboarding)			\$ 5,000	\$ 5,000	\$ 5,000					
Capital Investment for Office Desks, Chairs, and Computers.		\$ 5,000								
Radio Ads (Cumulus, Adams, Magic, I Heart)		\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500			
TV Ads (WCTV, WTXL, Comcast, WTWC)		\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500			
Total Budgeted Expenses (Grant Funds)		\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 13,000	\$ 13,000	\$ 2,000		

Current & Continuing Budget										
Staffing (for support & onboarding)	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
Radio Ads / TV Ads	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 5,000	\$ 5,000	\$ 5,000
Newspaper Ads	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Total Current & Continuing Budget	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 18,500	\$ 18,500	\$ 18,500

Combined Budgets & Monthly Expenditures	\$ 10,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 20,500	\$ 18,500	\$ 18,500
----------------------------------------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Attachment A

FLORIDA DEPARTMENT OF STATE DIVISION OF CORPORATIONS

DIVISION of CORPORATIONS
an official State of Florida website

[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

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No Events No Name History

Detail by Entity Name

Florida Limited Liability Company
FOODIES TAKEOUT, LLC

Filing Information

Document Number	L20000232034
FE/EIN Number	85-2295415
Date Filed	08/03/2020
Effective Date	08/03/2020
State	FL
Status	ACTIVE

Principal Address

223 W CAROLINA ST.
TALLAHASSEE, FL 32301

Mailing Address

223 W CAROLINA ST.
TALLAHASSEE, FL 32301

Registered Agent Name & Address

RIVEST, DUSTIN
223 W CAROLINA ST.
TALLAHASSEE, FL 32301

Authorized Person(s) Detail

Name & Address

Title MGR

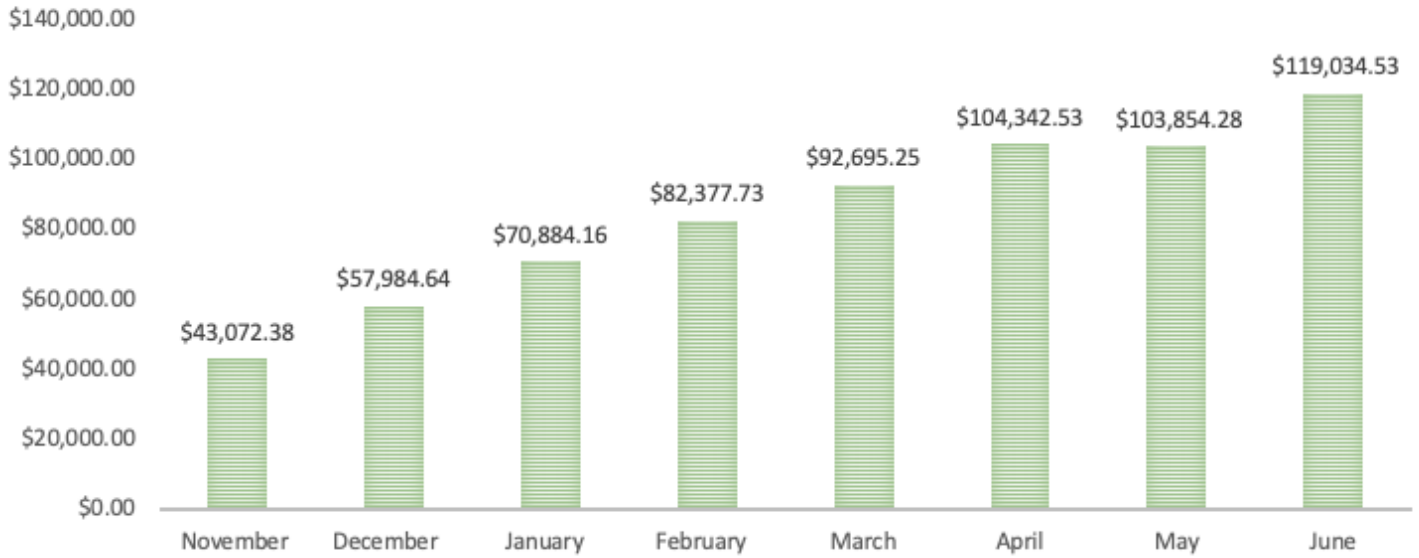
RIVEST, DUSTIN
223 W CAROLINA ST.
TALLAHASSEE, FL 32301

Attachment B

Operating Agreement of Foodies Takeout, LLC sent as a separate document.

Attachment C

RESTAURANT REVENUE GROWTH



Attachment D

OEV DATA TALKS

<https://youtu.be/-VfUXaMI9ik>

2022 Restaurant Revenues = \$850,900,000

https://www.zippia.com/advice/food-delivery-industry-statistics/			
2022 Restaurant Revenues	77% use 3rd party Services	Average sales volume from 3rd party servcies. (21% to 30%) We will use 21%	Commission paid to 3rd party companies ranges from 20% to 30%. Will will use 20%
850,900,000	655,193,000	137,590,530	27,518,106

Attachment E



STOP
Read This!



ORDER ONLINE
TAKE OUT & DELIVERY

FOODIES
TAKEOUT & DELIVERY



**SAVE
15%**

One time use, applicable to orders \$25 and above.

USE CODE SAVE15

Pineappetit.com



**SAVE
15%**

One time use, applicable to orders \$25 and above.

USE CODE SAVE15

EatDavesPizzaGarage.com

Attachment F



20 February 2023

To Whom It May Concern:

Inhousedelivery.com, in partnership with Foodies Takeout and Delivery, would like to offer support for local restaurant deliveries by hiring 15+ drivers in Tallahassee, Florida, if we can demonstrate demand for 150 deliveries per day. Once this delivery demand has been established, we will begin the hiring process, which will be completed within three to four weeks.

Sincerely,

A handwritten signature in blue ink that reads 'Roger A. Avats'.

Roger A. Avats
CEO
Inhousedelivery.com
SocialSchedules.com

6965 El Camino Real, 105-550, Carlsbad, CA 92009
www.socialschedules.com
www.inhousedelivery.com

Attachment G

Collapse Sort ▼ Add notes Edit titles



Foodies Takeout LLC

Balance Sheet

As of July 31, 2023

	TOTAL
▼ ASSETS	
▼ Current Assets	
▶ Bank Accounts	\$12,523.05
▼ Accounts Receivable	
Accounts Receivable (A/R)	686.85
Total Accounts Receivable	\$686.85
▶ Other Current Assets	\$38,530.53
Total Current Assets	\$51,740.43
TOTAL ASSETS	\$51,740.43
▼ LIABILITIES AND EQUITY	
▼ Liabilities	
▼ Current Liabilities	
▼ Other Current Liabilities	
▶ Payroll Liabilities	205.61
Total Other Current Liabilities	\$205.61
Total Current Liabilities	\$205.61
Total Liabilities	\$205.61
▼ Equity	
Investment from XXXXXX	100,000.00
Opening Balance Equity	0.00
Owner's Pay & Personal Expenses	-15,001.70
Retained Earnings	13,838.27
Net Income	-47,301.75
Total Equity	\$51,534.82
TOTAL LIABILITIES AND EQUITY	\$51,740.43

Accrual basis Thursday, August 10, 2023 03:44 PM GMT-04:00

Foodies Takeout LLC

Balance Sheet

As of December 31, 2022

	TOTAL
▼ ASSETS	
▼ Current Assets	
▼ Bank Accounts	
Foodies (8827) - TCF	-509.00
FOODIES TAKEOUT LLC (LLC)	376.73
Total Bank Accounts	\$ -132.27
▼ Accounts Receivable	
Accounts Receivable (A/R)	686.85
Total Accounts Receivable	\$686.85
▶ Other Current Assets	\$11,610.09
Total Current Assets	\$12,164.67
TOTAL ASSETS	\$12,164.67
▼ LIABILITIES AND EQUITY	
Liabilities	
Total Liabilities	
▶ Equity	\$12,164.67
TOTAL LIABILITIES AND EQUITY	\$12,164.67

Foodies Takeout LLC

Balance Sheet

As of December 31, 2023

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	\$18,002.35
Accounts Receivable	
Accounts Receivable (A/R)	686.85
Total Accounts Receivable	\$686.85
Other Current Assets	\$31,030.53
Total Current Assets	\$49,719.73
TOTAL ASSETS	\$49,719.73
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Direct Deposit Payable	0.00
Payroll Liabilities	
Federal Taxes (941/943/944)	0.00
Federal Unemployment (940)	78.00
FL Unemployment Tax	351.00
Total Payroll Liabilities	429.00
Total Other Current Liabilities	\$429.00
Total Current Liabilities	\$429.00
Total Liabilities	\$429.00
Equity	
Investment from [REDACTED]	100,000.00
Opening Balance Equity	0.00
Owner's Pay & Personal Expenses	-15,001.70
Retained Earnings	13,838.27
Net Income	-49,545.84
Total Equity	\$49,290.73
TOTAL LIABILITIES AND EQUITY	\$49,719.73

Foodies Takeout LLC

Profit and Loss

January 1 - August 29, 2023

	TOTAL
Income	
Sales	125,007.41
Total Income	\$125,007.41
Cost of Goods Sold	\$82,251.70
GROSS PROFIT	\$42,755.71
Expenses	\$92,301.55
NET OPERATING INCOME	\$ -49,545.84
NET INCOME	\$ -49,545.84

\$150,000 Investment Breakdown

\$100,000 private investment
\$10,000 in tablets, stands, and chargers
\$24,000 payroll
\$16,000 coding and development

Ron,

It has been a pleasure working with Foodies Takeout. The exceptional service was amazing. I greatly appreciate the partnership we have created and are excited about the future ahead. Together, we can continue to provide delicious food and memorable experiences for our customers.

Jim

Jim
Jim G
OG Subs

To whom it may concern,

I wanted to share my absolute gratitude for Foodies Takeout's incredible support – a true lifesaver for my business, especially during the challenging Covid era. I must extend my heartfelt thanks to Dustin Rivist and the entire team for their fantastic assistance in setting us up without any upfront costs.

As we all shifted to digital operations due to the pandemic, Foodies Takeout was our guiding light, making the transition smooth and hassle-free. Unlike other platforms like UberEats and DoorDash that took advantage of the situation, Foodies Takeout ensured that every hard-earned dollar stayed within our business, with no revenue splitting.

What struck a chord with me was Foodies Takeout's dedication to keeping things local, right here in Leon County. They're a local business themselves, always there when we needed them the most. This partnership has truly been a win-win situation for both of us. I'm pleased to note that the funds generated through Foodies Takeout were swiftly deposited into our bank account every single day.

Even post-Covid, when we expanded and opened another location, the process of getting online was seamless, thanks to Foodies Takeout. They integrated perfectly with our Google and Facebook pages for both outlets, making ordering a breeze. Their team's expanded capacity and exceptional training meant that we always had top-notch customer service at our disposal. Any technical glitches were resolved promptly – no more worries of tracking down a foreign support team.

I'm excited to highlight that Foodies Takeout's integration with delivery giants like Door Dash and Postmates has been a game-changer. It's resulted in a consistent fleet of delivery drivers, which means more sales, allowing us to grow our team, revenue, and wages.

I wholeheartedly recommend Foodies Takeout to my fellow restaurant owners. Their seamless integration, remarkable support, and commitment to local businesses make them stand out in this fast-paced industry.

With sincere appreciation,

Jeri C. Madden

302 E Georgia St, Apt 3A
Tallahassee, FL 32301
(850) 510-7392
emorywilhite1@gmail.com

Emory Wilhite

EXPERIENCE

Foodies Takeout & Delivery — *Restaurant Success*

NOVEMBER 2022 - PRESENT

- Managed and maintained relationships with restaurant partners, ensuring that they were satisfied with the Foodies Takeout & Delivery platform and providing them with the support they needed to succeed.
- Grew restaurant sales by developing and implementing marketing and promotional campaigns, as well as providing training and support to restaurant staff.
- Improved restaurant operations by identifying and resolving operational issues, as well as providing guidance on best practices for online ordering.
- Increased customer satisfaction by resolving customer complaints and providing excellent customer service.

223 Agency — *Account Executive*

FEBRUARY 2022 - PRESENT

- Developed and executed marketing campaigns for a variety of clients.
- Created and optimized landing pages.
- Wrote and edited marketing copy, including website content, blog posts, and press releases.
- Collaborated with creative and design teams to develop and implement marketing materials.

All Access Coaching — *Email Marketer/Copywriter*

JUNE 2021 - FEBRUARY 2022

- Write and schedule 4-6 weekly emails detailing specific football plays and concepts for an audience of 20,000 football coaches.
- Edit and publish blog posts on WordPress site.
- Edit the books of expert coaches for publication.

EDUCATION

Florida State University, Tallahassee — *B.A. Religion*

AUGUST 2018 - MAY 2021

Ron David Schulman

1817 Log Ridge Trail Fl. 32312
Cell (850)212-0668 ~ Email rds1770@gmail.com

OBJECTIVE

Continue in a career where I am on my feet, on the go, and interacting with people on a daily basis. Obtain a position allowing room for personal growth and development.

QUALIFICATIONS

A highly adaptable, results driven leader with expertise encompassing:

- Building performance based relationships
- Collaborative leadership style
- Create internal climate to promote customer satisfaction
- Lead to promote excellence in team performance
- Recruit and develop leaders within the team
- Maintain strategic agility in a high volume account
- Leader in diversity and inclusive management
- Retail orientation to business

Critical Skills

Leadership Development: Relied on such areas as skills and needs assessment to properly coach and train potential leaders. **Results:** Mentored, developed and promoted dozens of Management, Supervisors and General Managers towards advancement to greater responsibilities. This is achieved by utilizing, situational leadership, along with collaborative partnerships. In which both sides offer input into the goals that are set.

Sales and Revenue Growth: Led a collaborative team that drove business to achieve record highs in sales and profits. **Results:** \$2M in sales, with 11% increase versus prior year sales, 20% increase drive thru sales versus prior year sales and 10% customer increase per previous year customer counts.

Business Development and Training: Visionary Leadership works diligently with general managers, managers and staff to foster an understanding of company objectives that represented a commitment to exceed financial goals.

Results: Improve financial performance documented in the business that I have operated. Performing and leading conference calls for food improvement results and advanced restaurant to a training store status.

Experience

- 2023 – present Foodies Takeout and Delivery**
Client Success manager
Onboarding expert
iPad integration specialist
- 2019 – 2023 Owned Brooklyn Pizza
Manage entire Operation .
Increased Growth of company by double in first year
Opened 2 locations at Florida State Universities with sales of over 1 million Dollars.
- 2015- 2019 Training Specialist Walmart
Training Leadership for Walmart
Expert on all procedures
Expert on all policies
Teach and train while working side by side with Leadership
- 2009 – 2015 **Training General Manager, Steakshake-Tallahassee, FL.**
Achieved training store status
Food Safe Certified...Serv safe
Minimized employee turnover ratio
Continue to develop leadership skills
Double digit sales increase with speed of service focus
Developed and promoted General Managers
Implemented action plans focusing on deficient areas
- 2007 - 2009 **Associate Manager, Cracker Barrel-Tallahassee, FL.**
Sales growth over prior years
Organized, planned and scheduled restaurant functions
Scheduling manager achieving labor percentages of 160 employees
Improved store margins, food cost reduction with focus on accuracy of production records and waste elimination
- 1992 - 2007 **Chief Operating Officer, Telerave Wireless- Naples FL.**
Managed Profit and loss statements
Multi-unit experience
Built record sales with effective inventory controls and Effective Marketing Techniques
Built sustaining relationships with vendors while negotiating contracts to increase flow thru percentages
Communicated advertising and sales information to Employees



**NON-COMPETITIVE ECONOMIC DEVELOPMENT PROJECT
PROPOSALS
SCORING MATRIX**

CRITERIA FOR EVALUATION OF PROPOSALS	Points Possible	Items Submitted			Total
		Fully Complete (100% Score)	Partially Complete (50% Score)	Not Usable (0% Score)	
Applicant Submission Response					
1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at https://oeforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf , and as may be amended.	Information Provided?				
2) The project's demonstrated alignment with OEV's Targeted Industry Study.	Information Provided?				
3) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.	15				
4) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.	15				
5) The project's feasibility and the likelihood that the project will achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?	15				
6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables?	Information Provided?				N/A
7) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching	10				
Supporting Organizational, Financial and Management Documents					
Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:					
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).	Information Provided?				
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).	Information Provided?				
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).	5				
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).	Information Provided (As Needed)?				N/A
e. Proposed budget and proposed Scope of Work for the project.	10				
f. Detailed deliverables for the project.	10				
Feasibility & Viability Determination					
8) The project's demonstrated ability to create or retain jobs with at least a livable wage.	5				
9) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.	10				
10) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.	5				
Totals:		100			0

<p><i>* FOR OEV LEGAL REVIEW ONLY</i></p> <p>Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental Agency's Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.</p>	
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**NON-COMPETITIVE ECONOMIC DEVELOPMENT PROJECT
PROPOSALS
SCORING MATRIX**

CRITERIA FOR EVALUATION OF PROPOSALS	Points Possible	Items Submitted			Total
		Fully Complete (100% Score)	Partially Complete (50% Score)	Not Usable (0% Score)	
Applicant Submission Response					
1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at https://oevforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf , and as may be amended.	Information Provided?				Yes
2) The project's demonstrated alignment with OEV's Targeted Industry Study.	Information Provided?				Yes
3) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.	15		x		7.5
4) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.	15		x		7.5
5) The project's feasibility and the likelihood that the project will achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?	15	x			15
6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables?	Information Provided?				N/A
7) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching	10		x		5
Supporting Organizational, Financial and Management Documents					
Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:					
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).	Information Provided?				Yes
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).	Information Provided?				Yes
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).	5		x		2.5
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).	Information Provided (As Needed)?				N/A
e. Proposed budget and proposed Scope of Work for the project.	10	x			10
f. Detailed deliverables for the project.	10	x			10
Feasibility & Viability Determination					
8) The project's demonstrated ability to create or retain jobs with at least a livable wage.	5		x		2.5
9) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.	10		x		5
10) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.	N/A				
Totals:	95				65

<p><i>* FOR OEV LEGAL REVIEW ONLY</i></p> <p>Whether the project proposal, in whole or in part, is consistent with or in compliance with local, state, or federal laws, ordinances, policies, rules, and statutes, or inconsistent with or in violation of the Blueprint Intergovernmental Agency's Second Amended and Restated Interlocal Agreement, Bylaws, policies, agreements, or IA Board direction.</p>	
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**NON-COMPETITIVE ECONOMIC DEVELOPMENT PROJECT
PROPOSALS**

SCORING NOTES

CRITERIA FOR EVALUATION OF PROPOSALS	NOTES
Applicant Submission Response	
1) The project's demonstrated alignment with OEV's Strategic Plan as outlined at https://oevforbusiness.org/wp-content/uploads/OEV-Strategic-Plan-2022.pdf , and as may be amended.	This project does show alignment with the OEV Strategic Plan primarily through the "Business Recruitment, Retention, and Expansion" and "Entrepreneurship and Business Formation" sections. The project scope is to help reduce lost revenue for local restaurants through the increased use of the Foodies ordering system. In addition, Foodies works with food service entrepreneurs at "ghost kitchens" functioning primarily with a delivery-only model, again, helping them to retain revenue to grow.
2) The project's demonstrated alignment with OEV's Targeted Industry Study.	Foodies is a "tech" company focusing on food delivery. This aligns directly with the OEV Targeted Industry of "Professional Services & IT" landing squarely in both categories. Also, due to the method in which the system works, a first of its kind, it is very innovative which does bring the "Applied Science & Innovation" industries into play.
3) Demonstrates a capital investment into the community for the general public purpose of improving the local economy.	With each new client or restaurant that signs on with Foodies, they provide an investment of approximately \$500, which includes a tablet for order processing, complete with a charger and stand and promotional materials. With the growth of the clientele, Foodies is hiring two new staff members. A portion of the funds will be utilized to purchase the necessary equipment for these roles, including computers, desks, and chairs. In addition, due to the success of the Foodies process, a national white-label delivery company plans to establish a presence in Tallahassee and hire 13 local drivers. This being said, 45% of the requested funds is budgeted to be used for marketing and staffing support, which is traditionally not classified as capital investment.
4) The project's sustainability, including the extent to which the project demonstrates support from local stakeholders (private, public, and non-profit entities, etc.) and is aligned with and integrated into other public or private investments currently ongoing or planned for the local community.	Letters of support from OG Subs and Jeri's Midtown Café detail how the system has been able to help these organizations retain revenue while being an easy system to implement and maintain.
5) The project's feasibility and the likelihood that the project will achieve its projected outcomes. What steps will the organization take to initiate, and promote the project? How will the organization measure the projected outcomes of the proposed project?	The objective of this project is to build the number of restaurants on the Foodies platform by 100. Over the past 18 months, Foodies has been able to onboard approximately 50 restaurants. Therefore, with increased promotional effort, it is feasible that they hit the goal of 100 new clients. The allocated funds will allow for the purchase and implementation of the hardware associated with each onboarding as well as promote the system through print, radio, and television marketing campaigns. The project implementation plan will track the increase in restaurant partnerships, total sales volume, and the financial savings generated.
6) Has the organization ever had a grant or award terminated early by OEV due to noncompliance; or has another agency or sponsor ever requested a return of funds for failure to provide deliverables?	No.
7) The availability and committed nature of cost-sharing by the applicant or matching funds. See section 114.07 regarding documentation of cost sharing or matching	The applicant states that they have currently invested over \$150,000 in this project and plans to invest an additional \$200,000 in the coming 3 years.
Supporting Organizational, Financial and Management Documents	
Submission to OEV of the following documents from the applicant supporting the applicant's organizational, financial, and management capacity:	
a. Certification from the Florida Department of State, Division of Corporations as to the current corporate status of the applicant (non-profit and for-profit corporations only).	Complete.
b. Copy of the Articles of Incorporation of the applicant (non-profit and for-profit corporations only).	Complete.
c. Documents reflecting the organizational, management, and financial structure of the applicant (including but not limited to bank statements, filed tax returns, audited financial statements and reports, organization chart, and resumes of management/leadership team responsible for project activities and deliverables).	The applicant included an organizational chart with a management structure and financial balance P&L sheets from 2022 and 2023. Resumes for 2 of the 4 staff, Emory White and Ron Shulman, have also been provided.
d. Recent independent market analysis, performed at the applicant's expense, evaluating the economic development impact of the proposal to the Tallahassee – Leon County area (required for requests exceeding \$100,000).	Not Applicable
e. Proposed budget and proposed Scope of Work for the project.	A proposed budget for the use of the requested \$100,000 is included and details the use of the funds. 50% will be used for new restaurant set-up, 30% on media campaigns, and 20% on new staffing and supplies (\$5,000 toward equipment and furniture). A detailed timeline of the project indicates when, over the next 6 months, each initiative will be completed.
f. Detailed deliverables for the project.	The information provided for the scope of the project details the individual tasks to be completed. Additionally, they set a goal of increasing the clientele base by 100 local restaurants and increasing employee headcount by 2 initially and 10 over the next 12 months.
Feasibility & Viability Determination	
8) The project's demonstrated ability to create or retain jobs with at least a livable wage.	The project aims to allow local restaurants to retain revenue from the delivery service, providing an opportunity to scale and hire additional staff. Foodies is also committed to hiring 2 to 10 employees to accommodate their growth. The new staff salary will be approximately \$50k per year. This is slightly below the Leon County average annual wage of just over \$51k per year.
9) The project's demonstrated return on investment, including the ability to improve the local economy through land/infrastructure improvements, research and development, and economic inclusion through the support of minority and women owned enterprises.	Each restaurant onboarded is able to save 20% on each delivery order. Statistically, 77% of restaurants utilize a food delivery service, approximately 550 businesses in Leon County. Adding 100 clients to the Foodies network could equate to over \$250,000 of saved revenue per month.
10) The applicant's performance under previous grant or assistance awards, including whether the applicant as a grantee submitted required performance reports, data, or deliverables.	Not Applicable