



BOARD OF DIRECTORS MEETING

**January 30, 2020
3:00 pm
City Commission Chambers**

Chair: Bryan Desloge

Agenda

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VI. CITIZENS TO BE HEARD

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

VII. ADJOURN

NEXT BOARD OF DIRECTORS MEETING: March 12, 2020, 3:00 PM

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 Susan Emmanuel, Public Information Officer, 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.

Blueprint Intergovernmental Agency Board of Directors

Agenda Item #1

January 30, 2020

Title: Approval of the December 12, 2019 Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Category: Consent

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

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Autumn Calder, Director, Blueprint
Cristina Paredes, Director, Office of Economic Vitality

STATEMENT OF ISSUE:

This agenda item presents the summary meeting minutes for the December 12, 2019 Blueprint Intergovernmental Agency Board of Directors (IA Board) meeting and requests the IA Board's review and approval of the minutes as presented.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the December 12, 2019 Blueprint Intergovernmental Agency Board of Directors meeting minutes.

OPTIONS:

Option 1: Approve the December 12, 2019 Blueprint Intergovernmental Agency Board of Directors meeting minutes.

Option 2: IA Board direction.

Attachment:

1. Draft Summary Minutes of the Blueprint Intergovernmental Agency Board of Directors Meeting on December 12, 2019.

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Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Date: January 30, 2020
To: Board of Directors
From: Benjamin H. Pingree, PLACE Director
Subject: Summary Minutes to Board of Directors Meeting of December 12, 2019

MEMBERS PRESENT

COUNTY	CITY
Commissioner Bryan Desloge, Chair	Mayor John Dailey
Commissioner Kristin Dozier	Commissioner Elaine Bryant
Commissioner Nick Maddox	Commissioner Jeremy Matlow
Commissioner Mary Ann Lindley	Commissioner Curtis Richardson
Commissioner Bill Proctor	Commissioner Dianne Williams- Cox
Commissioner Jimbo Jackson	
Commissioner Rick Minor	

I. AGENDA MODIFICATIONS

Ben Pingree noted that Commissioner Matlow pulled Item #2 for discussion.

IV. CONSENT

1. Approval of the September 5, 2019 Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

Option 1: Approve the September 5, 2019 Blueprint Intergovernmental Agency Board of Directors meeting minutes.

3. Acceptance of the Status Report of the Tallahassee-Leon County Office of Economic Vitality.

Option 1. Accept the Tallahassee-Leon County Office of Economic Vitality Status Report.

4. Acceptance of the Blueprint Intergovernmental Agency Annual Performance Report.

Option 1: Accept the Annual Performance Report for the period covering June 2018 – September 2019.

5. Acceptance of the Southwest Area Transportation Plan Final Report.

Option 1: Accept the Southwest Area Transportation Plan Final Report.

6. Acceptance of the Status Report on the Procurement Process for Strategic Communications and Marketing and Graphics Continuing Services Contracts.

Option 1: Accept the status report on the procurement process for Marketing and Graphics Services and Strategic Communications continuing services contracts.

7. Approval of a Local Funding Agreement with the Florida Department of Transportation for Pedestrian Crosswalk Improvements on South Monroe Street.

Option 1: Authorize the Intergovernmental Management Committee to approve execution of a Locally Funded Agreement with the Florida Department of Transportation for the construction of pedestrian crosswalk improvements on South Monroe Street.

8. Authorization to Proceed with Procurement of Continuing Service Agreement Contracts for Design Services.

Option 1: Authorize staff to advertise, negotiate, and award Continuing Service Agreements for design services with IMC approval.

9. Acceptance of the Status Report on the Emerging Florida Hemp Sector in the Capital and Northwest Florida Region.

Option 1: Acceptance of the Status Report on the Florida Hemp Sector in the Capital and Northwest Florida Region.

Mayor Dailey moved, seconded by Commissioner Richardson, to approve Consent Agenda Items 1, 3, 4, 5, 6, 7, 8, and 9.

The motion passed 11-0 with Commissioner Maddox absent from Chambers.

II. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS

3-minute limit per speaker; there will not be any discussion by the Commission

Speakers:

Stanley Sims, 1320 Avondale Way, spoke on equality in eminent domain proceedings, public safety, and bridging economic gaps.

Michael Rosenthal, 4045 Kilmartin Drive, spoke in opposition to the Northeast Gateway project preferring the no-build option.

Steve Martin, 2025 Stonegate Drive, spoke on the appearance of diversity but not in thought throughout local government committees.

John Hedrick, 1551 Cristobal Drive #J, addressed the IA Board with questions on Capital Cascades Trail (CCT) Segment 3 and Airport Gateway.

III. PRESENTATIONS

- Citizen Advisory Committee Chairman's Report:
J.R. Harding provided a summary of the December 5, 2019, Citizen Advisory Committee's (CAC) meeting that included the transition of Chairmanship to Ms. Elva Peppers with Jim McShane accepting the role of Vice-Chair. The CAC supported the position of the Killearn Homes Association for Alternative 1 with conditions as well as Alternative 3. The committee also supported the recommendation of revisions to the Blueprint Real Estate Policy and the Blueprint Relocation Policy and Procedures Manual. Lastly the CAC would hold a retreat on Wednesday, February 12, 2020 with staff in order to find better and more meaningful ways to engage the work and the public.
- Autumn Calder noted that Item #2, the Status Report on Blueprint Infrastructure Projects would be taken up under General Business and provided a few additional updates including:
 - The selection of Genesis-Halff, Inc. for the design of the Orange-Meridian Placemaking project with public engagement beginning early in 2020.
 - CCT Segment 3 Amenities at Coal Chute Pond, a Skateable Art installation, the History & Culture Trail, a green restroom at the playground, and the St. Marks Trailhead. Blueprint was hosting an open house style Community Breakfast Conversation on Saturday, December 14, 2019 to provide information on the Segment 3 amenities and gather community input on the design of a new gathering space at the regional pond.
 - The selection of RS&H for the design of Northeast Connector: Bannerman Road. Preliminary public outreach began in Fall 2019 through two "pop-up" style tables at the Northtown Get-down.
 - The completion of the Southwest Area Transportation Plan furthered progress on the Airport Gateway project with procurement of a design consultant scheduled for Spring 2020.
- Cristina Paredes provided a brief summary on the status of the Office of Economic Vitality projects including that the Open4Biz Hurricane Business Map app launched for Hurricane Michael won a Silver Award from the International Economic Development Council and for a Trending Local Government Innovation Showcase Award. Shop Local business efforts, media engagements, business outreach and technical assistance also. Lastly, on January 10, 2020, the Economic Vitality Leadership Council would host a Strategic Plan Workshop in preparation for the IA Board's March workshop on the strategic plan.
- Darryl Jones provide a brief summary on the status of the Minority Women Small Business Enterprise (MWSBE) Division's quarterly activities including updates on the consolidated MWSBE policies, reciprocity with the State Office of Supplier Diversity, two industry academies with 74 attendees, and 19 certifications or new certifications. Taxable sales were up 11%, year over year, with the expectation of an increase for December 2019 as well.

- Drew Dietrich provided a brief summary on the status of the Business Vitality Division's quarterly activities including OEV cohosting two hemp summits with the Apalachee Regional Planning Council to support the emerging industry in the regional economy, support for entrepreneurship through Tallahassee Startup Week, support and expansion of the Government Technologies market, and business development updates that involved a site visit with one of the world's largest private companies that represented more than \$9-billion in revenues in the electronics industry. OEV staff engaged them with stakeholders, at the MagLab with a key takeaway of their surprise with the offerings of Tallahassee and described the city as "being on the cusp" with technology and business development.
- A copy of the presentation is on file at Blueprint Intergovernmental Agency.

Commissioner Proctor spoke to the need to simplify the academic nature of the language used in presentations and marketing material to reach the broader audience. He questioned the decision to consolidate the two MWSBE programs. The new program seemed to lack accountability at the County or within the OEV program. He could not speak to the City's processes, however, consolidation seemed to have weakened the MWSBE program. He felt as if there was less collaboration with the purchasing department(s), contractors, etc. He suggested that the County consider reverting to the earlier structure of an independent MWSBE office. As it stood, the single digit percentages of business for women and minority owned business was simply not enough.

Commissioner Maddox noted the gravity of the issue and stated that the intention of consolidation was to strengthen the MWSBE programs. Ben Pingree stated that data trends supported the assessment of a fortified program through consolidation. The January 30, 2020 IA Board agenda would include an item for the new MWSBE policies and a current performance report of actual expenditures of City and County with MWSBE certified vendors. A December 10, 2019 Board of County Commissioners (BOCC) agenda item included an analysis of County spending and noted that the County exceeded their target goals. Staff was actively preparing the same analysis for the City. He understood and respected policy decisions to consolidate or potentially separate the programs in the future, however, based on his expertise in economic development, he stressed the importance of having the MWSBE Division as the "number two" in the economic development office.

Darryl Jones stated that a distinguishing factor of the consolidated MWSBE program was the recognition of the vital role that minority and women owned and small businesses fill in the local economy. Furthermore, procurement opportunities made available through the City, County, and Blueprint would operate under a unified set of policies, consolidated processes and goals, and, with the support of the IA Board, provide the ability to expand the business available through the certification and procurement process. Under the proposed new policies and processes vendors would be criterion awarded points for participating in mentor-protégé or joint venture partnerships in order to grow the MWSBE's experience and capacity to qualify as a prime on future contracts. Through those ecosystem partnerships, business that aid OEV to create jobs would be awarded points through the procurement process. All the while creating opportunity and showing greater economic impact for the MWSBE

program. That comes through IA Board direction and the consolidation of both programs.

Commissioner Desloge appreciated the overview and requested a memo or agenda item to the IA Board with additional follow up.

Commissioner Minor applauded the progress of the consolidated MWSBE program and expressed concern with the “good faith” clause. He noted the increased use of the clause with contractors citing the economy and busy with other work making it harder to find MWSBE’s to satisfy the requirements of the requests for proposal. He requested that the memo include the steps required when a bidder exercises the “good faith” step and compare that to the experiences, efforts, and results of other communities.

Commissioner Dozier stated that based on her experience in the construction industry it was important that the IA Board support strengthening entrepreneurship. The issues between MWSBE certification and increased capacity of entrepreneurs worked hand in hand. She requested that the sole-proprietor graphic from the OEV status report presentation be emailed to her.

Regarding the Hemp Summits, Commissioner Dozier commended OEV for their efforts noted the attendance, more than 200 farmers at the Mariana, FL summit, and the deep dive into business development with many business owners at the Tallahassee Summit. She spoke to full life cycle of this emerging industry noting that a company such a Divvy Up Socks, a local, DOMI supported startup, could one day carry a line of hemp socks that were grown and processed regionally.

ITEMS PULLED FOR DISCUSSION

2. Acceptance of the Status Report on Blueprint Infrastructure Projects

Speakers:

Brian Lupiani 607 McDaniel Street, requested the IA Board reconsider the approval, at the September 5, 2019, IA Board meeting of Pond 3DB along FAMU Way.

Max Epstein, 1001 San Luis Road, requested the IA Board reconsider the approval, at the September 5, 2019, IA Board meeting of Pond 3DB along FAMU Way citing health concerns with stormwater ponds.

Lucia Sommers, 1611 Milton Street, requested the IA Board reconsider the approval, at the September 5, 2019, IA Board meeting of Pond 3DB along FAMU Way citing health concerns with stormwater ponds.

Katherine Mears, 2005 Gardenbrook Lane, requested the IA Board reconsider the approval, at the September 5, 2019, IA Board meeting of Pond 3DB along FAMU Way citing health concerns with stormwater ponds.

Vynessah Dasher, 2309 Old Bainbridge Road, requested the IA Board reconsider the approval, at the September 5, 2019, IA Board meeting of Pond 3DB along FAMU Way.

Wis Benoit, 1916 Meridian Street, requested the IA Board reconsider the approval, at the September 5, 2019, IA Board meeting of Pond 3DB along FAMU Way.

Lori Finkel, 1125 Groveland Hills Drive, requested the IA Board reconsider the approval, at the September 5, 2019, IA Board meeting of Pond 3DB along FAMU Way citing health concerns with stormwater ponds.

Tammy Brennan, 1109 Rosewood Drive, requested the IA Board reconsider the approval, at the September 5, 2019, IA Board meeting of Pond 3DB along FAMU Way citing eminent domain concerns.

Leslie Harris, 2022 Hillsborough Street, expressed concern with the affordable housing policy and spoke about concerns with the Airport Gateway project.

Christic Henry, 3121 Pontiac Drive, spoke in support of project development and engagement that supported residents of the project area.

Commissioner Minor moved, seconded by Commissioner Desloge, to bring back a future agenda item to discuss potential health hazards of stormwater ponds and if it rises to the level for action to be taken, survey other communities for how they have mitigated the health effects.

Commissioner Dozier stated that the County, City, and Blueprint were all in the position of cleaning up past stormwater mistakes that would be a long term process, not only of cleaning up the water but also learning more and gaining the technology to do better in the future. Stormwater ponds were not designed to meet the recreational standards referenced by earlier citizen comment; additional signage might be an alternative for increased public safety. She stated that Blueprint constructed the ponds, however, ongoing operation and maintenance issues fell to the City and County. She encouraged the individual Commissions to address it respectively and to collaborate on solutions.

Commissioner Dozier offered, accepted by Commissioner Minor, a friendly amendment to motion: to include information on water quality standards for recreational use and stormwater, how standards have changed through the years, and how staff intends to incorporate new technology.

Commissioner Minor clarified that the intent of his motion was not to elevate the water quality of stormwater ponds to that of recreational standards. His intention was to increase transparency on the health and safety of stormwater ponds in Tallahassee-Leon County. Furthermore, recognizing that multiple agencies constructed and managed ponds in the area and that Blueprint was only

responsible for the ponds constructed by the Agency, Commissioner Minor encouraged staff discretion for which ponds were included and expected a comprehensive report.

Commissioner Dozier requested clarification on floodplain compensation mitigation. Autumn Calder stated that the Capital Cascades Trail system provided flood reduction benefits however, parts of the Trail impacted the flood plain, therefore compensation for that impact was provided in Pond 3DB. Commissioner Dozier noted the importance of the distinction and encouraged staff to unpack that more in the future. However, it was accurate to say that the Capital Cascades Trail series of ponds was intended to reduce flooding through the systems and was accomplishing that intention. Autumn Calder confirmed Commissioner Dozier's assertion and stated that there was significant flood reduction along the Capital Cascades Corridor specifically along South Monroe Street.

Commissioner Matlow stated that he pulled the item in order for the IA Board to discuss who maintains the ponds, particularly the ones constructed by Blueprint because of the active nature of amenities around them. Whether the ponds were toxic or not, they were aesthetically unappealing especially where children might be playing near them. He felt it important to investigate new technology and alternative solutions to reduce algae.

Ben Pingree stated that it would be a comprehensive report that warranted an expansive approach by Blueprint, City, and County staff.

The motion passed 12/0.

Commissioner Maddox referenced Commissioner Dozier's earlier comments on operations and maintenance of ponds by the City and County. He stressed the importance to each Commission taking up the issue of nutrient removal. Furthermore, he spoke to the history of stormwater issues and mitigation initiatives developed by the residents. The work was a long time in the making and the community was witnessing the fruition of the efforts of citizens working with government.

Regarding comments from Leslie Harris, Commissioner Dozier, requested that clarity on the Providence Neighborhood stance regarding Levy Avenue be clarified in a future Airport Gateway agenda item.

Regarding sale of surplus property, page eight of the agenda item, Commissioner Dozier spoke to the bid for 1231 Stern Street by Casey Rychilk, the high bidder for the property. She understood that staff complied with the policy however, easements discovered after bid submittal changed the value of the land. Mr. Rychilk sent a letter to that effect in June 2019. Based on the current policy, bids could not be amended after opening, which she understood. However, Mr. Rychilk

did not receive notification that his letter was considered a withdrawal of his bid until September 2019, after the bid was awarded to the second highest bidder.

Commissioner Dozier raised the issue because Mr. Rychilk focused on affordable housing and rehabilitating homes in the Sterns Street area. The IA Board missed an opportunity with that sale to get replacement, affordable housing funded by a private sector builder. She requested a review of the process to ensure clear communication, coordination with City Procurement, and achievement of IA Board goals.

Commissioner Dozier moved, seconded by Commissioner Proctor, to bring back a future agenda item to review the policy for how Blueprint coordinates the sale of surplus property with City Procurement; specifically, the process and how communication is address, on bids for the sale of surplus property.

Commissioner Bryant requested validation that Blueprint staff followed the process. Ben Pingree confirmed that staff complied with the process.

Commissioner Matlow suggested that in the future, contested issues, such as the sale of Sterns Street property, be brought to the IA Board for public conversation and a decision.

The motion failed 4/7 with Commissioners Bryant, Richardson, Williams-Cox, Desloge, Lindley, and Maddox and Mayor Dailey casting dissenting votes; and with Commissioner Minor out of Chambers.

Commissioner Williams-Cox thanked the individuals who brought to light the health of stormwater ponds and the risk to children. She further requested that they also be concerned with education and volunteer in schools; with gun violence and requested their assistance with that issue also. She encouraged active participation on all health issues in African-American communities.

Commissioner Williams-Cox moved, seconded by Commissioner Desloge, to accept the December 12, 2019 Status Report on Blueprint Infrastructure Projects.

The motion passed 11/0 with Commissioner Minor out of Chambers.

V. GENERAL BUSINESS / PRESENTATIONS

10. Acceptance of the Northeast Gateway Status Report and Consideration of the Substantial Amendment Process

Autumn Calder and Ryan Wetherell, Consultant Team Project Manager with Kimley Horn & Associates, provided a brief presentation on the status report of the Northeast Gateway including:

- Project purpose and need, history, planning, voter approval, Project Development & Environmental Study (PD&E), community feedback, IA Board direction to advance the evaluation of alternatives, and traffic modeling analyses and coordination.
- Public engagement and community collaboration through meetings, presentations, and four “pop up” events. Specific groups included with Killlearn Homes Association (KHA), Keep It Rural, Grow Tallahassee, and Citizen Stakeholders. Public comments were included in the original agenda material and the agenda modification.
- KHA endorsement to initiate the substantial amendment process for Roberts Road only or for Roberts and Shamrock Streets, on two conditions: that the projects be fully funded and that Roberts Road open first. (Presented as Option 3 and Option 1 respectively.) The Blueprint CAC supported this option also.
- The analysis of the traffic modeling including:
 - Focus on the 29 primary arterial and collector roadways of northeast Tallahassee; considering principal or major roadways and minor roadways also. Welaunee Boulevard was included as a principal arterial for modeling purposes.
 - Two independent peer reviews of data input and results at the end.
 - Evaluation criteria specific to traffic modeling that also connected to the purpose and need component for the project including regional mobility, relief to canopy and primary roads, and potential to support a future Interstate-10 (I-10) interchange.
- The original project description called for a four-lane Welaunee Boulevard, north and south of I-10. However, the traffic modeling process determined two-lanes to be sufficient for the area. The original requirements for right-of-way would be reserved in order to accommodate future transportation needs along the corridor. The reduction to two-lane roadways would reduce the total construction cost of the project.
- Alternatives for IA Board consideration outlined in the agenda material and presentation slides. Staff recommended the alternative Corridor 1 as it was most consistent with the purpose and needs criterion through the 2045 evaluation model and could be achieved within the approved project budget.
- Cost comparisons and economic benefits that supported the potential development of approximately 6,000 acres identified in the Welaunee Critical Area Plan that could include 6,500 homes and 4,500 new jobs over the next 20-30 years.
- The proposed I-10 exchange, while not yet approved, was included in the CRTPA's Long-range Transportation Plan and the Florida Department of Transportation's I-10 Master Plan. Furthermore, an I-10 exchange provided enhanced roadway connectivity, improved roadway safety through reduced congestion and relief to adjacent interchanges. It also increased leveraging opportunities with state and federal partners.
- Next steps included continued community engagement with focused stakeholder groups, a public meeting on alternatives (Spring 2020), and a public hearing to finalize the PD&E Study (Fall 2020).
- A copy of the presentation is on file at Blueprint Intergovernmental Agency.

Speakers:

Max Hurle, 117 South Gadsden, spoke on behalf of the Killlearn Homes Association, in favor of Option 1.

Gloria Arias, 2211 Killarney Way, spoke in favor of Option 1.

Debbie Dantin, 506 Frank Shaw Road, spoke on behalf of the Killlearn Homes Association, spoke in favor of Option 1.

Mike Rychilk, 9601-66 Miccosukee Road, spoke in favor of Option 1 and greenway connectivity.

Sarah Rychilk, 9601-66 Miccosukee Road, spoke in favor of Option 1 and greenway connectivity, prioritization in the project delivery, and desire for 500-1,000 foot width along canopy roads.

Pamela Hall, 5051 Quail Valley Road, spoke to the cost of commuting and encouraged investing in functional transit.

Scott Hannahs, 5051 Quail Valley Road, spoke in favor of Option 1 with note that you can't build your way out of congestion.

Danielle Irwin, 3185, Ferns Glen Drive, spoke in favor of multi-modal transportation and green alternatives for roadway construction.

Stephen Martin, 2625 Stonegate Drive, spoke of his engagement with the Welaunee project.

James Walters, 3222 Shamrock Street East, spoke in favor of Option 3.

Dave Lang, 6025, Roberts Road, expressed concerns with two sides of his tree farm fronting the proposed new construction at Roberts Road. He requested working with Blueprint, City, and County staff on issues including: privacy, trespassing, and poaching, on stormwater maintenance, and noise issues.

Diane Walters, 3222 Shamrock Street East, spoke in favor of Option 3.

Shirley Kerns, Buckhead Homeowners Association, expressed concerns about the location of the Northeast Gateway project and 1-10 interchange and impacts to the Buckhead neighborhood.

Mayor Dailey encouraged staff to work closely with the Lang family given the significant and direct impact to their property by the project. He referenced discussion from a meeting between himself, the BOCC Chair, and the Leon County School Board Chair (Mayor/Chair/Chair Meeting) and considerations raised there to include working with the school district regarding the Roberts Road connection, provide relief to Roberts Elementary and Montford Middle Schools specifically with ingress/egress to the properties for drop-off and pick-up traffic flows.

Mayor Dailey moved, seconded by Commissioner Richardson, Option 1: Initiate the process to significantly amend the project consistent with Corridor 1 – Welaunee Boulevard extends to Roberts Road and the Shamrock Extension. Direct staff to schedule the first public hearing for the Blueprint Citizens Advisory Committee (CAC) meeting on January 16, 2020 and the second and final public hearing for the Blueprint IA Board meeting on January 30, 2020, at which time a supermajority vote will take place to modify the project. And include the language from the Killearn Homes Association letter, with the additional requirement to open Roberts Road concurrently with the Shamrock Street extension.

Commissioner Bryant spoke to the collaborative process and arrival at a conclusion that benefits the majority of the community.

Commissioner Dozier also spoke to the collaborative process noting that many conclusions could be drawn from the conceptual drawings established for the Sales Tax Committee in 2014. The push through public engagement to perform studies earlier in the process supported improved options for the community.

Regarding traffic congestion, Commissioner Dozier stated that work on Capital Circle predated Blueprint 2000 and continued into the Blueprint 2020 program. Speaking as a CRTPA Board member she stated that they were aware of the congestion challenges at Mahan Drive and Capital Circle, in particular. She encouraged the IA Board and Blueprint staff to work with CRTPA as the Northeast Gateway Project progressed as she anticipated the construction to cause some issues there. She also suggested partnering with StarMetro regarding bus routes to outlying areas in the County in order to provide extended service and alleviate traffic congestion. Possibly mixed income housing developments as well.

Commissioner Lindley reminded the IA Board of the holistic philosophy of Blueprint projects and that roadways were not intended to be vehicle centric. The Blueprint promise combined recreation, environmental and transportation, and made the effort through connectivity to reduce the focus on vehicles.

Commissioner Matlow also spoke to the collaborative process and requested clarification on funding. Ben Pingree stated that the reduced footprint to the two-lane option north of I-10 offset the increase of including the Roberts Road option allowing the project to stay within the approved \$42-million budget.

The motion passed 10/0 with Commissioners Minor and Proctor out of Chambers.

11. Acceptance of the Blueprint 2020 Beautification and Improvements to the Fairgrounds and Northeast Park Status Report with Cost Considerations to Advance the Projects

Autumn Calder provided a brief presentation on the status of the Fairgrounds and Northeast Park projects including:

- Enhancement of existing use of the Fairgrounds and provide new infrastructure to support the expanded uses for an estimated \$12-million.
- The North Florida Fair Association (NFFA) lease of the Fairgrounds extended to 2067.
- The new Northeast Park was estimated to cost \$10-million.
- Leon County completed phase one of the project, a two-mile trail, in January 2018.
- Neither project was currently included in the current five-year Capital Improvement Plan (CIP) however, they were the next two projects to be funded from the approved Blueprint 2020 project list.
- Funding options for advancing the projects included:
 - Advancing the projects to fund both in the current CIP and possibly risking delays to three higher-ranked project schedules.
 - Expedite funding and construction of both projects through an additional \$26-million bond. At current rates that would also incur approximately \$2-million annually in debt service and \$9-million in interest.

Speakers:

Mark Harvey, 441 Paul Russell Road, spoke in favor of infrastructure improvements and expressed that the NFFA looked forward to collaboration with staff.

Pam Hall, 5051 Quail Valley Road, spoke in opposition to the Northeast Park location noting that it was outside of the urban services boundary. She suggested locating it closer to the elementary and middle schools to better serve families.

Commissioner Desloge spoke to the time involved in the prioritization of Blueprint 2020 projects and possible alternatives. He also held firm to the position of only reprioritizing projects when warranted through material differences for better opportunities such as gift of land. The impact of reprioritization to funding, especially thorough additional bonds, in effect eliminated projects farther out in the schedule.

Mayor Dailey stated that there was incredible opportunity for redevelopment of the 52-acre Fairgrounds property. He suggested a study of highest and best use alternatives in order to re-energize South Monroe Street as the 2015 Market Feasibility Study affirmed the use of the Fairgrounds within the terms of the existing lease with the NFFA. He respectfully encouraged the County address the severance of the lease with NFFA and declared his support as Mayor and for the conversations to occur at the City Commission as well.

Mayor Dailey further stated that with the shortage of workforce housing, mixed-use development, grocery stores, jobs, and educational opportunities in Tallahassee-Leon County and such a large parcel of centrally located land, it was imperative that the Commissions engaged the issue.

Mayor Dailey stated that the location of the Northeast Park was also discussed at the Mayor/Chair/Chair meeting. He felt that the conversation was another issue that needed to begin with the BOCC because the project originated with the County prior to becoming a Blueprint 2020 project. The property off Proctor Road was outside of the urban services boundary which contributed to urban sprawl. He encouraged the County to consider in a conversation on available resources for a park in Welaunee. The City was already discussing the possibility of it, supported by the amount of capital available through the Northeast Park project, and what would best serve citizens.

Mayor Dailey moved, seconded by Commissioner Richardson, to approve Option 1: Accept the status report of the Blueprint 2020 Beautification and Improvements to the Fairgrounds and Northeast Park projects.

Commissioner Maddox expressed his support for redevelopment of the Fairgrounds and the necessity of a plan to move it forward. It might originate with the County however funding would come through Blueprint.

Commissioner Maddox offered a substitute motion, seconded by Commissioner Minor, to approve Option 1 plus to bring back a future agenda item to redo the 2015 study and for Blueprint and County staff to collaborate with the Fairgrounds Association on the process.

Commissioner Williams-Cox supported redevelopment of the Fairgrounds and having a Bannerman Crossing type growth and other economic development drivers for the Southside. She encouraged conversation and collaboration with the NFFA and to update the Market Feasibility Study.

Commissioner Dozier stated that she could not support the motion despite her desire for redevelopment such as the Mayor described. Redevelopment however would begin with the County and City and required public sector interest to see it through. Cox Stadium would be a consideration and making the NFFA whole also. Regarding the Northeast Park, Commissioner Dozier stated that she consistently voted against that project for all the reasons expressed earlier, particularly though because it was outside of the urban services area. To the discussions at the Mayor/Chair/Chair meeting on park location, she noted that having a park located within the Northeast Gateway Project and near the schools, without reprioritizing the 2020 project list, simply made more sense. Commissioner Dozier encouraged staff to keep the possibility of such development on the radar. Commissioner Desloge noted that while conceptual conversations were in the extreme early stages they were happening. Commissioner Dozier strongly encouraged the conversations.

Commissioner Desloge expressed support of beginning at the County and City level to determine the existence of a market driving force for redevelopment. Should it proceed, collaboration with the NFFA moving forward would be fundamental.

Commissioner Maddox stated that from his perspective the Market Feasibility Study would inform and support the conversations whether the Fairgrounds were improved or moved.

Mayor Dailey agreed that a Market Feasibility Study was the appropriate way forward. However, there were three major differences active now, 1) in the five-years since the last study the City and County working from focused, collaborative ideas for the area, 2) the \$12-million of leverage supported the County's efforts significantly and leveraged with private sector interest carried it further, and 3) the previous feasibility study concentrated on the development of an indoor sports facility whereas the focus currently was on highest and best use. He encouraged the IA Board to pause, for the BOCC to work with the County Attorney on the intricacies of the issue, and to collaborate with the NFFA Board and other stakeholders for how to best move everyone forward.

The substitute motion failed 3/8 with Commissioners Bryant, Matlow, Richardson, Desloge, Dozier, Jackson, and Lindley casting the dissenting votes and Commissioner Proctor out of Chambers.

Commissioner Richardson stated that he could not support the substitute motion because of the faith the community placed in Blueprint to complete the projects that citizens voted on and the IA Board approved. That faith was what passed the sales tax extension. The substitute motion, in his opinion, would break that faith through reprioritizing the projects and jeopardizing the funding of those scheduled for the outer years of the program. He supported redevelopment of the Fairgrounds and the economic development of the South Monroe, Tram Road, South Orange Avenue etc. areas. However, the Mayor was correct that the plan and process was essential to success.

Commissioner Dozier clarified, after confirming with the County Administrator, that the 2015 Market Feasibility Study was a complete market feasibility study, the sports complex was a separate study and that Leon County has evaluated the redevelopment of the area many times. She reiterated the need to make the NFSA "whole" and the investment that would take.

Commissioner Williams-Cox identified the need to develop a comprehensive approach to redevelop the Fairgrounds.

The motion passed 10/1 with Commissioner Maddox casting the dissenting vote and Commissioner Proctor out of Chambers.

12. Consideration of a Blueprint Affordable Housing Policy and Approval of a Proposed Revision to the Blueprint Real Estate Policy to Support Affordable Housing

Susan Dawson provided a brief presentation on a process by which the penny sales tax funds could be used to support affordable housing in the Tallahassee-Leon County community including:

- Revision of the Blueprint Real Estate Policy to formalize the process for Blueprint to consult with the appropriate City or County office to determine if the surplus property was suitable for donation for affordable housing.
- Florida Statutes allowed the penny sales tax funds to acquire land that could be donated to the City or County to be used for affordable housing when Blueprint projects impacted affordable housing stock.
- Blueprint did not have the legal authority to build housing units.
- Land acquisition for affordable housing was allowable under the permissible use section of the Interlocal Agreement. However, because it was not included in the listed projects, if approved, would require a substantial amendment to the Interlocal Agreement wherein Blueprint would include land acquisition to support affordable housing.
- Any land purchased would be funded from Blueprint's portion of sales tax proceeds with the amounts to be determined by the IA Board on a project to project basis through the budget process.

Speakers:

Bill Wilson, 1816 Old Fort Drive, spoke in favor of amending the Interlocal Agreement to allow for the acquisition of land to be used for affordable housing.

Commissioner Dozier expressed concern with the amending the Interlocal Agreement to add land acquisition expenditures for affordable housing because of the unforeseeable budgetary impacts. She suggested adding a paragraph or creating a specific section in agenda items to address affordable housing impacts by Blueprint projects.

Commissioner Dozier moved, seconded by Commissioner Richardson, to approve Options 1 and 2.

Option 1: Accept the Report on Blueprint and Affordable Housing.

Option 2: Approve the Proposed Revision to Blueprint Real Estate Policy Section 107.12.

Commissioner Williams-Cox stressed the importance of including low-income housing in conversations on affordable housing also. The individual Commissions often spoke of affordable house, workforce housing, obtainable housing, etc. The label mattered less than the detail that residents of the Tallahassee-Leon County community paid more than 30% of their income for housing.

Commissioner Maddox requested clarification of the process and potential impacts to Blueprint. Ben Pingree stated that the inclusion of affordable housing was not approved by the voters with the sales tax extension. However, the IA Board could add it through the substantial amendment process discussed earlier. As, noted by Commissioner Dozier staff could not predict the financial impacts. That would be determined on a case by case basis for each project moving forward, if the IA Board approved that substantive policy change.

Ben Pingree further stated that there would be projects, for example, the Northeast Park that would have no impact to housing units because the land was forested. Conversely, other projects such as the Airport Gateway would likely cause impacts to housing units, because of the alignment on Stuckey Avenue, through the creation of a gateway corridor. The project was not yet far enough along to know which properties or how much land would be needed; that information would come through planning and design concepts which would begin in spring 2020. If however, the IA Board approved the revision to the Blueprint Real Estate Policy but not the substantial amendment to the Interlocal Agreement, the balance of those takings could be donated to the City or County to rebuild affordable housing stock.

Commissioner Matlow stated that the Airport Gateway project was a great example of impacts to multi-family, veteran, and low income housing. He doubted if the people living there were aware of the conversations happening therefore it was essential that the IA Board do the right thing for the community through ensuring that projects did not intentionally reduce housing stock. The point of the item was for the IA Board to be cognizant early on in the process of how many units could be impacted base on conceptual roadway alignments, for example. On that point, the public engagement with the homeowners associations and direct to the residents, who may not be involved with the association, of the impending roadway project in order to stay ahead of the eminent domain notices.

Commissioner Williams-Cox supported Commissioner Matlow's comments on early communication for potential takings of property.

The motion passed 9-0 with Commissioners Proctor and Bryant and Mayor Dailey out of Chambers.

13. Acceptance of the Revisions to the Blueprint Real Estate Policy and Blueprint Relocation Policy and Procedures Manual

Commissioner Maddox moved, seconded by Commissioner Richardson to approve Option 1: Accept the Report on the Blueprint Real Estate Policy and Relocation Policy and Procedure Manual.

Susan Dawson provided a brief presentation on the proposed revisions to the Blueprint Real Estate Policy and the Blueprint Relocation Policy and Procedures manual including:

- Provision of the highest level of relocation assistance and payments to owners and tenants displaced by locally funded projects by matching the requirements under state/federally funded projects.
- Provision of additional relocation assistance benefits to owner-occupants to match the level of Florida Department of Transportation (FDOT) and federal requirement.
- Moving cost schedule was expanded from the current policy.
- Expansion of the maximum rental assistance payment.
- Expansion of the maximum business reestablishment expenses.

- Expansion of the incentive offer program.
- Made less stringent the length of tenant occupancy requirement for maximum payment.
- Inclusion of a new replacement housing payments to owner-occupants.
- The incorporation of an Incentive Offer Program into the Blueprint Real Estate Policy.
- Provision of supplemental payments that exceed the maximum amount of when those replacement housing payments are insufficient to provide for comparable housing within the displaced person's financial means.

Speakers:

Jim Spala, PO Box 1793, retired FDOT, spoke in favor of the revisions to the Blueprint Real Estate Policy and the Blueprint Relocation Policy and Procedures Manual and concerns that the incentive offer often gives away money.

Max Epstein, 1001 San Luis Road, spoke on relocation payments to residents of Boynton Stills neighborhood.

Commissioner Matlow stated that it was important that the IA Board guarantee legal representation to homeowners from the beginning, to ensure someone was looking out for their best interest. Secondly, that the IA Board provide for displaced residents the best opportunity available to them under federal relocation guidelines. He wanted to guarantee that the IA Board considered the real world impacts to people's lives at the end of the 42 month payment period.

Susan Dawson stated that the Florida Eminent Domain Statue, Chapter 73, allowed for homeowners to have an attorney whose fees were paid when matters were settled. Regarding tenants however, the law did not include the same provision for legal counsel. There was no legal obligation for any form of government to compensate tenants in the cost of legal representation.

Commissioner Williams-Cox questioned the budgetary impacts of expanded legal representation and stated that it was incumbent on owners, particularly when receiving compensation for legal representation, to work with their tenants to ensure they were safely relocated and not homeless.

Commissioner Dozier stated that she liked the goal but did not see it as feasible. She spoke to the challenge of the costs associated with legal representation for tenants, particularly in multi-family housing units, and suggested that staff explore options and resources such as utilizing mediators, court programs, or partnering with other organizations to provide support in understanding complicated matters that did not get into attorney fees.

Commissioner Matlow stated that the reason for the offer was for the first offer to be the best offer in order to forego long legal battles.

Commissioner Williams-Cox stated that if the tenant met the financial requirements, that Legal Services of North Florida was an excellent resource at their disposal.

The motion passed 10/0 with Commissioner Proctor and Mayor Dailey out of Chambers.

VI. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS

3-minute limit per speaker; there will not be any discussion by the Commission

VII. ADJOURN

The meeting adjourned at 7:33 p.m. Thursday, December 12, 2019.

*The next Blueprint Intergovernmental Agency Board of Directors Meeting
is scheduled for
January 30, 2020, at 3:00 p.m.*

**Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #2
January 30, 2020**

Title: Acceptance of the Status Report on Blueprint Infrastructure Projects

Category: Consent

Department: Blueprint Intergovernmental Agency

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

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Autumn Calder, Director, Blueprint
Daniel Scheer, Design and Construction Manager, Blueprint

STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board acceptance of the status report on Blueprint Intergovernmental Agency (Blueprint) infrastructure projects. Attachment #1 includes a five-year project-phasing schedule that details active Blueprint 2000 and 2020 projects. Attachment #2 is a calendar for the December 2019 and January 2020 community engagement activities, as well as planned activities in February 2020.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

Option 1: Accept the January 2020 Status Report on Blueprint Infrastructure Projects.

SUPPLEMENTAL INFORMATION:

PROJECTS UNDER CONSTRUCTION OR RECENTLY COMPLETED

Capital Cascades Trail – Segment 3

Pond 3D-B Regional Stormwater Facility (RSF) - The City has awarded a construction contract to Allen's Excavation for FAMU Way Phase 3, which includes the CCT Segment 3 Regional Stormwater Facility (RSF) near Lake Bradford Road and the St. Marks Trail Head. Notice to Proceed for construction was issued on August 19, 2019 for the FAMU Way Phase 3 elements of the project. The construction notice to proceed for the RSF and trailhead components is anticipated for February 2020. A status of the Report on Water Quality and Function of Stormwater Management Facilities is presented later in this agenda item.

The design team is developing concepts for an expanded community gathering space to be included near the pond for public input and consideration. Initial concepts were shared at a Blueprint Public Engagement community breakfast on December 14, 2019. Blueprint presented interactive exhibits to the community to explore the proposed community gathering space. Comments and recommendations on the final layout of the new space were recorded. Also at the community breakfast, Blueprint Staff provided information on the Segment 3 RSF and pending Coal Chute Pond enhancements along FAMU-Way.

PROJECTS UNDER DESIGN & RIGHT-OF-WAY ACQUISITION

Greenway and Bike Routes

In early 2020, Blueprint staff will present a prioritization update for the Blueprint Greenways projects considering the Capital Region Transportation Planning Agency's (CRTPA) Bicycle Pedestrian Master Plan, leveraging opportunities, and the approved Blueprint FY 2020-2024 Capital Improvement Plan.

To ensure the greenway and bike route projects would be ready for construction beginning in 2020, the IA Board directed staff to proceed in planning, design, and permitting the following projects:

- Integrated Tallahassee - Leon County Bike Route and Greenways Implementation Plan – *update to IA Board in March 2020 with consideration of CRTPA Bicycle and Pedestrian Master Plan and Tallahassee-Leon County Planning Department One-Stop Shop for Trail Connectivity effort.*
- Capital Circle Southwest Greenway & Debbie Lightsey Nature Park – *Design services procured (George & Associates); complete design in summer 2020*
- Lake Jackson & Lake Jackson South Greenways – *Design services procured (Gresham-Smith); complete design in winter 2020*
- Thomasville Road Trail – *In FY 2020, Blueprint will coordinate with the CRTPA implementation of this project. The first phase of this project will be a feasibility study funded by the CRTPA in FY 2020.*
- University Greenway - *Due to the close proximity to the Airport Gateway project area, it is anticipated this project will move forward with the Airport Gateway project beginning in FY 2020.*

In addition to the advance funding, the Five Year Blueprint Capital Projects Program includes funding for greenway and bike route projects in an allocation of \$1,155,000 in Fiscal Year (FY) 2020 and \$1,540,000 each year from 2021 – 2039.

Capital City Amphitheater Weatherization

At its February 13, 2018 meeting, the Leon County Board of County Commissioners approved a concept to reduce rainwater impacts on the Amphitheater stage. Leon County Tourism is the fiscal agent for the overall project. Blueprint is assisting Leon County Tourism with managing the design, construction, and construction, engineering, and inspection (CEI) services for the Amphitheater canopy extension. Staff anticipates fabrication of structural elements to proceed in spring of 2020. No action has been taken with regard to the sound wall component of the project as the IA Board removed the Sound Wall from the Cascades Park Project at the meeting on September 20, 2018.

A new speaker system is included within Blueprint's amphitheater project description. The speakers will be installed after the canopy extension project is complete as the new canopy extension frame will support them.

The proposed construction window for the canopy extension is set for summer of 2020. Anticipated construction duration is to be four to six weeks and will be coordinated with the City Parks, Recreation and Neighborhood Affairs and Leon County Division of Tourism to avoid conflicts with scheduled performances at the Amphitheater.

Magnolia Drive Multiuse Trail

The project limits are between Adams Street and Apalachee Parkway with the segment between Adams Street and Monroe Street completed. Design is currently at 90% for the remaining phases. Right-of-way acquisition and utility coordination for the project are continuing and staff anticipates construction of segments 1 and 4, Monroe Street to Pontiac Drive, to be advertised for competitive bids in spring 2020. Per the funding agreement for the project, Leon County will provide the procurement of construction and CEI services for all phases. FDOT is currently constructing an intersection reconfiguration at Apalachee Parkway in order to improve motorist and pedestrian safety. The project should be complete in early 2020.

Orange/Meridian Placemaking

The permanent portions of the Orange Avenue/Meridian Street Placemaking Project include enclosing the East Ditch between Meridian Street, revisions to the existing Leon County Stormwater facility and creation of a public gathering space with trails and parking on the parcel at the southwest corner of Orange Avenue and Meridian Street. Blueprint negotiated with Genesis-Halff, Inc. and a design services contract will be awarded soon. Staff anticipates the design to take 18 months with construction anticipated to begin in mid 2021.

Capital Circle Southwest (Crawfordville Road to Orange Avenue)

State Funding for right-of-way acquisition and construction is included in the current FDOT Five-Year Work Program and presented below. Note: Construction funding for the Crawfordville to Springhill Road segment has moved up to FY 2021.

Springhill Road to Orange Avenue

- Right-of-Way: Acquisition underway through partnership with Blueprint
- Construction: Funded in FY 2021 in the amount of \$55,741,000

Crawfordville Road to Springhill Road

- Right-of-Way: Funded from FY 2018 - FY 2020 in the amount of \$16,314,823
- Construction: Funded in FY 2024 in the amount of \$33,879,000

Woodville Highway (Southside Gateway)

Right-of-way acquisition is funded and underway by FDOT and scheduled to continue through FY 2020. The Draft FY 2020 – 2024 FDOT Work Program does not identify funding for construction. In response to community concerns over the design, the Capital Region Transportation Planning Agency Board requested FDOT review of an alternative design and coordination with community members that have indicated concerns over the existing design.

Market District Planning and Park Programming

This project includes creating a new urban park along Maclay Boulevard, regional mobility, and connectivity in and around the Market District. The FY 19 budget allocated \$1,000,000 for planning and design to start the project, and the project is anticipated to be fully funded by FY 2022. Staff anticipates public outreach to begin in the spring of 2020 to support the development of a concept plan for the park space.

The City of Tallahassee Underground Utilities and Public Infrastructure (Stormwater) is leading the project in the Market District that includes repurposing the existing stormwater ponds, and beautification and transportation improvements on Maclay Boulevard and Maclay Commerce Drive. The City awarded a contract to DPB and Associates for design and planning services. To minimize cost and maximize time savings, Blueprint has received a proposed task order for site planning and programming, public outreach, and preliminary design services to DPB and Associates under the City's existing contract in accordance with the Blueprint Procurement Policy for Intergovernmental Management Committee (IMC) review and approval. Blueprint will procure the remaining project elements including pedestrian enhancements and connectivity in areas peripheral (from Maclay Road to Timberlane Road) to the multi-purpose stormwater project separately and in coordination with Leon County and City of Tallahassee.

NE Connector Corridor – Bannerman Road

Upon approval from the IA Board to procure planning and design services for this project on June 27, 2019, staff has awarded a contract with RS&H. The services include the update to the Leon County 2012 Bannerman Road Corridor Plan, a feasibility study of widening Bannerman Road from Tekesta Drive to Meridian Road, design and permitting. Staff anticipates that the feasibility study will be complete in the summer of 2020 with presentation to the IA Board in early fall 2020. Design and property acquisition are planned for completion in 2023, at which time the project will be advertised for construction.

PROJECTS IN PLANNING OR PRELIMINARY DESIGN

Airport Gateway

The Southwest Area Transportation Plan (SATP) is now complete and the IA Board accepted the Plan on December 12, 2019. The SATP provides the planning analysis, public engagement, and existing data collection for various segments of the Airport Gateway project, including North and South Lake Bradford Roads, Springhill Road, and Orange Avenue. Stuckey Avenue and the new roadway are not included in the SATP.

The FY 19 budget allocated \$1,000,000 and the FY 20 budget allocated \$3,500,000 to the project. The project is anticipated to be fully funded by FY 2022. Concurrent with the conclusion of the SATP, Blueprint will procure pre-engineering and design services for the Airport Gateway project in early 2020. Staff is currently developing the scope supporting the procurement of all phases of the project. Staff is currently exploring the opportunity for a joint use stormwater pond with the Tallahassee International Airport and FDOT that will meet Blueprint's requirements for Springhill Road improvements as well as FDOT's Capital Circle widening project and future Airport needs.

Northeast Gateway (Welaunee Boulevard)

The Project Development and Environment (PD&E) study for the Northeast Gateway began in November 2018. The engineering and environmental analyses are underway, including the finalized traffic analysis. The traffic analysis provides traffic volume projections out to year 2045, and it covers the area bordered by Thomasville Road/Capital Circle NE to the west, Pisgah Church Road to the north, Proctor Road/Crump Road to the east, and Mahan Drive to the south. Staff and the project consultant will develop roadway and intersection concepts based on the technical analysis and the public comments received. The tentative project schedule includes completion of the PD&E study in fall 2020 with final design and permitting completion in 2022. The traffic analysis was presented to the IA Board on December 12, 2019. The IA Board directed staff to initiate the process to significantly amend the project to extend Welaunee Boulevard to Roberts Road and to include the Shamrock Extension. Staff scheduled the first public hearing for the Blueprint Citizens Advisory Committee (CAC) meeting on January 16, 2020 and the second and final public hearing for the Blueprint IA Board meeting on January 30, 2020, at which time a supermajority vote of both the City Commission members and County Commission members must take place to modify the project.

CCT Segment 3 History and Culture Trail (HCT)

Staff is finalizing the RFQ package for the historic and interpretive elements for the HCT along Capital Cascades Trail Segment 3. Once the procurement is complete, the selected firm will work closely with members of the History and Culture Trail Working Group and Blueprint to develop and refine thematic concepts, identify new opportunities along the trail, and identify locations for interpretive signage and artistic installations. The selected firm will also co-facilitate meetings with the Working Group to ensure concept development is performed with collaboration with local citizens; design and develop the written content for the interpretive kiosks. At the February 28, 2019 IA Board meeting, the IA Board approved the concept of honoring Dr. Charles U. Smith through the HCT project. The project design scope will include

this concept. Staff anticipate advertisement of the RFQ for design services early 2020 with construction in the spring of 2021.

Capital Cascades Trail Segment 4

The Capital Cascades Trail (CCT) Segment 4 is the final project in the Capital Cascades Trail. Segment 4 will continue the trail and stormwater elements of the CCT south along the Central Drainage Ditch with the goal to provide significant stormwater treatment and flood control improvements south of Orange Avenue downstream of the Saint Augustine Branch. The project will also provide greenway linkages to both commercial and residential areas. The project provides amenities and multimodal options for the southside urban areas of Tallahassee. Staff is developing the request for qualifications for professional services and will procure design services for the project this winter; construction is anticipated to begin in 2022.

Monroe-Adams Placemaking

The proposed FY 2020 allocation of \$1,000,000 will fund preliminary engineering and design services for this placemaking project. Recently, a potential leveraging opportunity emerged as the result of a scheduled FDOT resurfacing project. A detailed update on Blueprint's results from working with FDOT, City, and CRTPA to engage in a cost-sharing opportunity to improve the pedestrian crosswalks consistent with the goals of the Placemaking project by delineating the crosswalks through the installation of pattern pavement was provided to the Board on December 12, 2019. The IA Board authorized the Intergovernmental Management Committee to approve execution of a Locally Funded Agreement with the Florida Department of Transportation for the construction of pedestrian crosswalk improvements on South Monroe Street, and staff is currently developing the agreement in coordination with FDOT.

Alternative Sewer Solutions Study

Consistent with IA Board direction at the June 13, 2017 meeting, Leon County is managing the first phase of this project: The Comprehensive Wastewater Treatment Facilities Plan (CWTFP). The consultant, Jim Stidham and Associates, is leading the CWTFP, including the public input opportunities. The project began in November and will take 12-18 months to complete.

Coal Chute Pond & Cascades Trail Segment 3 Amenities

The Skateable Art Design-Build RFQ for Coal Chute Pond has closed. A total of four respondents were approved to submit proposals by the Project Selection Committee. Proposals, from which a candidate will be selected, are due in February of 2020 and a contract for design build services to construct the proposed Skateable Art amenity is anticipated in April of 2020. The selected team will conduct public outreach with the surrounding community and the skate community to finalize a design that best represents local culture and facilitates a superb recreational experience. The new restroom facilities at the FAMU Way playground are in final design. Construction of these enhancements is expected to being in the Summer of 2020.

Blueprint is currently finalizing the design of the enhanced amenities along FAMU Way, including the Coal Chute Pond area. The amenities in this area were refined through a public involvement process throughout the spring of 2019 with Florida A&M University, Florida State University, and surrounding neighborhoods and businesses whereby over 300 citizens

submitted their amenities preferences. In fall of 2018, the 880 Cities, Public Spaces to Great Places week of activities included a citizen idea session on the Coal Chute Pond space.

In the Capital Cascades Trail Segment 3 agenda item presented to the IA Board at its September 20, 2018 meeting, Blueprint provided an update on the KCCI 2019 class project and inclusion in the Coal Chute Pond area. Coal Chute Pond along Capital Cascades Trail Segment 3 is an ideal location for this installation because of it falls within the History and Culture Trail Project footprint and because of its proximity to university campuses, residential neighborhoods, and Railroad Square Art Park. Consistent with the goal of the History and Culture Trail to provide historical and cultural amenities along Cascades Trail Segment 3, the History and Culture Trail (HCT) Project Budget identifies \$30,000 of funding for the KCCI project. The IA Board approved budget for the HCT project is \$942,000 and includes interpretive panels and sculptural elements. Within the confines of the \$30,000 budget, the KCCI project will enhance the Coal Chute Pond area by adding musical instruments to complement spaces, programmed by Blueprint, at the site. Blueprint Staff and the KCCI team are working with City of Tallahassee representatives to ensure the design minimizes maintenance costs.

UPDATES ON NON-PROJECT SPECIFIC ITEMS

History and Culture in Blueprint Projects

The IA Board provided staff direction at the June 27 meeting to produce an agenda item memorializing community history and culture as part of each Blueprint Infrastructure Project. Staff is researching comparable communities and best practices to develop options for IA Board consideration. Staff anticipates that this item will be ready for IA Board review by the March 2020 meeting.

Capital Cascades Trail Segment 3 After Action Report

At the September 5, 2019 meeting, the IA Board directed staff to prepare an after action report reflecting on the Capital Cascades Trail Segment 3 project. This after action report is provided in Agenda Item #8.

Status Report on North Monroe Street Corridor

The November 12, 2019 Board of County Commissioners meeting included an agenda item on the Consent agenda providing a status report on recent and anticipated projects along the North Monroe corridor. This agenda item, developed by Blueprint Infrastructure, highlighted recent collaborations with FDOT resulting in improvements to the corridor consistent with local priorities. Consistent with the goals of the Blueprint 2020 North Monroe Gateway project, the agenda item also described two opportunities to collaborate with FDOT to continue implementation of the North Monroe Gateway project; first, through the design and construction of landscaping improvements in the medians from Interstate 10 to John Knox Road and secondly, through collaboration on an upcoming sidewalk project. The current FDOT FY 2020 – 2024 Work Program includes \$520,000 in funding for the design of a sidewalk on the west side of North Monroe from John Knox to Lakeshore Drive. Blueprint will continue to coordinate with the CRTPA to add specific improvements along the North Monroe corridor, such as sidewalk improvements, to the local Project Priority Lists with the goal of integrating these improvements into the FDOT Five-Year Work Program.

Sale of Surplus Property

In 2018, the IMC declared two parcels as surplus property in accordance with the Blueprint Real Estate Policy, 1231 Stearns Street and 4750 Capital Circle Southeast. The sale of both properties, in accordance with Blueprint policies, concluded in December 2019.

Report on Water Quality and Function of Stormwater Management Facilities

At the December 12, 2019 meeting, the IA Board directed staff to prepare an agenda item containing a information on: potential health hazards and maintenance of selected stormwater ponds, a survey of how other communities have mitigated the potential health effects, information on water quality standards for recreational use and for stormwater, and how standards and technology have changed over time. On December 19, Blueprint staff held a meeting with City and County stormwater technical experts to develop an approach for assembling the requested information and analysis. The report will be developed in collaboration between City, County and Blueprint staff and is anticipated to be presented to the IA Board at the May 21, 2019 meeting.

SUMMARY OF PUBLIC ENGAGEMENT

Calendars displaying December 2019 community engagement activities completed by Blueprint, as well as upcoming activities in January and February 2020, are included as Attachment #2.

Action by the TCC and CAC: This item was presented to the TCC at their January 13, 2020 meeting and the TCC concurred with staff recommendation to the IA Board to approve Option #1. This item was presented to the CAC at their January 16, 2020 meeting as part of the Consent agenda and the CAC recommended the IA Board approve Option #1.

OPTIONS:

- Option 1: Accept the January 2020 Status Report on Blueprint Infrastructure Projects.
- Option 2: IA Board direction.

RECOMMENDED ACTION:

- Option 1: Accept the January 2020 Status Report on Blueprint Infrastructure Projects.

Attachments:

1. Schedule of Current Blueprint 2000 and 2020 Project Phases and Timelines
2. Blueprint Community Engagement Calendar for December of 2019 and January and February of 2020

Schedule of Current Blueprint 2000 and 2020 Project Phases and Timelines

Date Submitted: January 30, 2020

Program	Project	Phase	2020				2021		2022		2023		2024	
			1st Q	2nd Q	3rd Q	4th Q	1-6 Mos	7-12 Mos						
Blueprint 2000	Capital Cascades Trail Segment 3 - Van Buren Street	Design Construction												
	Capital Cascades Trail Segment 3D	Design Construction												
	Capital Cascades Trail Segment 3 - Amenities ¹	Design Construction												
	Capital Cascades Trail Segment 4	Planning Design Right-of-Way Acquisition Construction												
	Cascades Park Alum	Design Construction												
	Cascades Park Amphitheater Weatherization	Design Construction												
	Magnolia Drive	Design Right-of-Way Acquisition Construction												
	Alternative Sewer Solutions Study (Phase 1)	Comprehensive Wastewater Treatment Facilities Plan												
	Bike/Greenways Implementation Plan	Prioritization/Planning												
	Debbie Lightsey Nature Park & Capital Cir Southwest Greenway	Design Construction Planning/Pre-Engineering Design Right-of-Way Acquisition Construction												
Lake Jackson South Greenway	Design Right-of-Way Acquisition Construction													
Orange Avenue (FDOT Project)	PDE Planning/Pre-Engineering Design Construction													
Orange/Meridian Placemaking	Design Construction													
Southwest Area Transportation Plan (CRTPA Project)	Completed Planning Planning/Pre-Engineering Design Construction													
Market District Park Element	Design Construction Planning/Pre-Engineering Design Right-of-Way Acquisition Construction Design Right-of-Way Acquisition Construction													
Market District Trail Connectivity	Design Construction Design Right-of-Way Acquisition Construction Design Right-of-Way Acquisition Construction													
Monroe-Adams Corridor	Design Right-of-Way Acquisition Construction													
Blueprint 2020														

Program	Project	Phase	2020				2021		2022		2023		2024	
			1st Q	2nd Q	3rd Q	4th Q	1-6 Mos	7-12 Mos						
	Lake Lafayette and St Marks Regional Park	Planning/Pre-Engineering Design												
		Planning/Pre-Engineering Design												
	Airport Gateway	Right-of-Way Acquisition Construction												
		PDE Re-evaluation & Feasibility Study Design												
	Northeast Connector - Bannerman Road	Right-of-Way Acquisition Construction												
		Roadway - PDE Roadway - Design Construction												
	Northeast Gateway Boulevard	Roadway - PDE Roadway - Design Construction												
		Dove Pond - Const.												

1. Amenities may include those around Coal Chute pond, Skate Feature and, History and Culture Trail. The proposed trailhead will be constructed as part of Pond 3D-B.

- Planning/Pre-Engineering
- PD&E
- Design
- Right-of-Way Acquisition
- Construction

December 2019

OEV Events

Blueprint Events

Non-OEV/Blueprint Events

January 2020

December 2019

Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 1	2 1:00pm BP TCC Meeting	3 5:30pm NE Gateway Traffic Modeling Public Meeting (Montford Middle) - Blueprint Community Engagement	4 6:00pm Grow Tallahassee Presentation on NE Gateway (5th and Thomas) - Autumn Calder	5 4:00pm BP CAC Meeting	6	7
8	9	10	11	12 3:00pm BP IA Board Meeting	13	14 7:30am CONFIRMED: CCT Seg 3 Amenities Community Breakfast (Bond Elementary School) - Autumn Calder
15	16	17	18	19 5:00pm Fallschase Town Hall Meeting (Eastside Library) - Susan Tanski	20	21
22	23	24	25	26	27	28
29	30	31 Jan 1, 20		2	3	4

January 2020

OEV Events

Blueprint Events

Non-OEV/Blueprint Events

February 2020

January 2020

Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 29	30	31	Jan 1, 20	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	Feb 1

11:00am WFSU Perspectives (WFSU Studios) - Susan Emmanuel

3:30pm TMBA / Blueprint Meeting (Overtion & Assoc. 101 E College, Suite 302) - Ben Pingree

11:00am OEV EVLC Strategic Plan Review Meeting (Grand Conference Room) - Cristina L. Paredes

1:00pm BPIA TCC Meeting (Grand Conference Room) -
6:00pm Bicycle Working Group (Renaissance Center, 435 N.

9:00am 2020 Opportunity Zone
11:00am OEV on WFSU: Perspectives (WFSU)
12:30pm Consolidated
4:30pm BPIA CAC

3:30pm BP Program Information/Engagement (Senior Center) - Susan Emmanuel

9:30am BP Program Information/Project Engagement (Senior Citizen Center) - Susan Emmanuel

8:30am KCCI Presentation - Ben Pingree

7:30am Tallahassee Chamber: Quarterly Forum (Turnbull)
3:00pm Blueprint IA Board of Directors Meeting (City

February 2020

OEV Events
 Blueprint Events
 Non-OEV/Blueprint Events

February 2020						
Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

March 2020						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 26	27	28	29	30	31	Feb 1
2	3	4	5	6	7	8
		11:00am Blueprint PRNA Coordination Meeting (Smith-Williams) 3:30pm Power Forward: Peter Diamantes (Ruby Diamond)	8:00am APA Public Policy Workshop (TBD) - Blueprint Community Engagement Calendar	11:30am Emerging Trends in Real Estate (University Center Club) - Megan Doherty		
9	10	11	12	13	14	15
	6:00pm Joint City County Bicycle Working Group Meetings (Renaissance Center.)	Northeast Connector: Bannerman Road Community 1-on-1's (TBD)		11:00am BP Presentation/Airport Focus (LCRDA Board Meeting Collins Buildingm, 2051 East		
16	17	18	19	20	21	22
						10:00am Mag Lab Open House (National High Magnetic Field Lab) - Cristina L. Paredes
23	24	25	26	27	28	29
	1:00pm BPIA TCC Meeting (Grand Conference Room) - Autumn Calder			4:30pm BPIA CAC Meeting (Grand Conference Room) - Autumn Calder		

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Blueprint Intergovernmental Agency Board of Directors

Agenda Item #3

January 30, 2020

Title: Request for Approval of an Eminent Domain Resolution for the Acquisition of Property Required for the Capital Circle Road Improvement Project from Springhill Road to Orange Avenue

Category: Consent

Department: Blueprint Intergovernmental Agency, Infrastructure Program

Contact: Benjamin H. Pingree, Director, Department of PLACE
Susan Dawson, Esq., Blueprint Intergovernmental Agency
Autumn Calder, Director, Blueprint

STATEMENT OF ISSUE:

This item requests Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of an Eminent Domain Resolution (Attachment #1) to authorize acquisition of private property that has been identified as necessary for the construction of the SR 263 Capital Circle Road Improvement Project from County Road 2203/Springhill Road to State Road 371/Orange Avenue. This project is a segment of the widening of Capital Circle SW from south of Blountstown Highway to Crawfordville Road, a Blueprint Project set forth in the Second Amended and Restated Interlocal Agreement also known as “W-1”. The taking does not require the residents to relocate. Parcel 109(R), as shown in attachment #2, is the wooded backyard portion of the property.

FISCAL IMPACT:

This agenda item has a minimal fiscal impact. In accordance with a funding agreement with FDOT, FDOT will reimburse Blueprint for the direct right-of-way acquisition costs associated with this parcel. Any administrative right-of-way costs are paid by Blueprint.

RECOMMENDED ACTION:

Option 1: Approve Resolution No. 2020-01 authorizing Blueprint to utilize its power of eminent domain to acquire the parcel identified as Parcel 109(R), which is required for the widening of Capital Circle Southwest, a Blueprint Project.

SUPPLEMENTAL INFORMATION:

Section 107.09 of Blueprint's Real Estate Policy provides for the IA Board's approval of condemnation resolutions stating the public purpose of a project and the necessity of acquiring private property needed to construct that project. The Policy further provides that property needed for a project can be acquired either through negotiated settlements or through the use of Blueprint's power of eminent domain.

Eminent domain, sometimes referred to as condemnation, is a governmental power, derived from Article X, Section 6 of the Florida Constitution, which provides that, in order to take private property, the government must prove that the taking is for a valid public purpose (e.g. widening Capital Circle) and to pay full compensation to the landowner. In Florida, eminent domain power may be exercised by the state, county, municipal governments, and special districts, such as the Blueprint Intergovernmental Agency.

The W-1 Project is a segment of the widening of Capital Circle SW from south of Blountstown Highway to Crawfordville Road, a Blueprint Project set forth in the Second Amended and Restated Interlocal Agreement, Exhibit I(g). In June of 2016, Blueprint and FDOT entered into a Joint Project Agreement, Contract Number AS243, and as subsequently amended, whereby Blueprint agreed to administer all elements of the right of way acquisition for the W1 Project segment between Orange Avenue and Springhill Road. FDOT agreed to reimburse Blueprint for direct right of way costs up to a maximum amount of \$8,539,400.00 over the course of the Agreement. To date, right of way costs have fallen well within the agreed upon reimbursement amount.

The W-1 project, or widening of Capital Circle Southwest from south of Blountstown Highway to Crawfordville Road, is the number one priority project of Blueprint 2020. The portion of Capital Circle from Springhill Road to Orange Avenue will be constructed by the Florida Department of Transportation (FDOT). FDOT is designing this project consistent with the previously constructed segments of Capital Circle, which were designed and constructed by Blueprint. See *Item #2, Acceptance of the Status Report on Blueprint Infrastructure Projects* for an update on the FDOT funding for the W-1 project. For FDOT to construct this Project in accord with design plans, Blueprint must acquire fee simple, drainage, construction easements and other interests in real property along the Capital Circle corridor.

On September 20, 2018, the IA Board approved an Eminent Domain Resolution authorizing Blueprint to acquire Parcel 109 through the exercise of its eminent domain power. Subsequent to the IA Board's approval of the condemnation of Parcel 109, the owners modified their property to establish two separate parcel identification numbers. Parcel 109(R), as shown in attachment #2, is the wooded backyard portion of the property. The taking does not require the residents to relocate. The owner's original rectangular shaped property, which had initially existed as two separate platted lots that were combined via a Unity of Title recorded in April of 2013, had been reconfigured back into a southern portion and a northern portion. The newly designated Parcel 109(R) lies within the southern portion of the owner's property under parcel identification number 41-16-31-000-0090. As a result of this modification to the owners' property, FDOT

required a revised appraisal report, which analyzed the impact of the taking of Parcel 109(R) on only the newly reconfigured southern portion of the property.

Legal requirements and FDOT procedures require that a new offer be made to the owner based on the new appraisal report and compliance with all statutory conditions. The negotiations with the owners were not successful. Therefore, to maintain the construction timetable, this agenda item seeks the IA Board's approval once again to acquire title to Parcel 109(R), the newly reconfigured parcel, through eminent domain.

The property interest to be acquired by condemnation is described in the attached Resolution No. 2020-01, in Exhibit "A" to Attachment #1 (legal description). A general location map depicting the owners' entire property limits and Parcel 109(R) is included as Attachment #2. In addition, Attachment #3 provides a sketch depicting Parcel 109(R) as part of the southern portion of the owners' property.

CONCLUSION:

This agenda item seeks IA Board approval of Resolution No. 2020-01 authorizing Blueprint to utilize its power of eminent domain to acquire the parcel identified as Parcel 109(R), which is required for the Capital Circle Southwest, or W-1, Project. The W-1 Project is a segment of the widening of Capital Circle SW from south of Blountstown Highway to Crawfordville Road, a Blueprint Project. In June of 2016, Blueprint and FDOT entered into a Joint Project Agreement, providing for Blueprint to administer right of way acquisition for the W-1 Project and for FDOT to reimburse Blueprint for the right of way costs. To date, right of way costs, including the expected cost for Parcel 109(R), will fall well within the agreed upon reimbursement amount.

Action by TCC and CAC: This item was not presented to the TCC or the CAC. Both were provided with an update on the status of the W-1 Project as part of the Status Report on Blueprint Infrastructure Projects.

OPTIONS:

- Option 1: Approve Resolution No. 2020-01 authorizing Blueprint to utilize its power of eminent domain to acquire the parcel identified as Parcel 109(R), which is required for the widening of Capital Circle Southwest, a Blueprint Project.
- Option 2: Do not approve Resolution No. 2020-01 authorizing condemnation of Parcel 109(R), which is required for the widening of Capital Circle Southwest, a Blueprint Project.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

Option 1: Approve Resolution No. 2020-01 authorizing Blueprint to utilize its power of eminent domain to acquire the parcel identified as Parcel 109(R), which is required for the widening of Capital Circle Southwest, a Blueprint Project.

Attachments

1. Resolution No. 2020-01 (Parcel 109(R), which includes a description of Parcel 109(R) in the attached Exhibit "A").
2. General Aerial Location Map of the Project and Parcel 109(R).
3. Sketch Depicting Location of Parcel 109(R), as part of the southern portion of the owner's property.

**RESOLUTION NO. 2020-01
(Parcel 109(R))**

ACQUISITION OF PROPERTY FOR CONSTRUCTION OF THAT CERTAIN TRANSPORTATION FACILITY THAT IS PART OF STATE ROAD 263/CAPITAL CIRCLE FROM COUNTY ROAD 2203/SPRINGHILL ROAD TO STATE ROAD 371/ORANGE AVENUE IN LEON COUNTY, FLORIDA, WHICH IS DESIGNATED AS ITEM/SEGMENT NUMBER 2197494

A RESOLUTION OF LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY RECOGNIZING AND ESTABLISHING THAT A VALID PUBLIC PURPOSE IS SERVED BY THE CONSTRUCTION OF THAT CERTAIN TRANSPORTATION FACILITY THAT IS PART OF STATE ROAD 263/CAPITAL CIRCLE FROM COUNTY ROAD 2203/SPRINGHILL ROAD TO STATE ROAD 371/ORANGE AVENUE IN LEON COUNTY FLORIDA, WHICH IS DESIGNATED AS ITEM/SEGMENT NUMBER 2197494, TO BE KNOWN AS THE FDOT W1 ROAD IMPROVEMENT PROJECT (THE PROJECT); AND DETERMINING THAT PRIVATE PROPERTY IS NECESSARY FOR THE IMPLEMENTATION OF THE PROJECT; AND AUTHORIZING BLUEPRINT AND ITS AGENTS AND DESIGNEES TO ACQUIRE THE NECESSARY PROPERTY BY GIFT, DONATION, PURCHASE, OR THE EXERCISE OF EMINENT DOMAIN PROCEEDINGS.

WHEREAS, Leon County-City of Tallahassee Blueprint Intergovernmental Agency (the Agency) was created by Interlocal Agreement on October 27, 2000, as subsequently amended and restated on December 9, 2015, (collectively, “Interlocal Agreement”) pursuant to the provisions of Chapter 163.01, Florida Statutes; Article VII, Sections 1 and 3 of the Constitution of the State of Florida; Chapter 166, Florida Statutes; Chapter 125, Florida Statutes; Chapter 212; and other applicable provisions of law, to undertake the acquisition, financing, planning, constructing, managing, operating, servicing, utilizing, owning and exchanging of the Blueprint Projects as set forth in the Interlocal Agreement; and

WHEREAS, in order to accomplish its purposes the Agency shall have the power, pursuant to direction or authorization by its Board of Directors, by its bylaws or by the powers

granted by the Interlocal Agreement, to appropriate property by gift, donation, purchase, or by exercising its right and power of eminent domain, including the procedural powers under Chapter 73 and 74, Florida Statutes, pursuant to its delegated authority as set forth generally in Chapters 125, 127, 163, 166 and 337, Florida Statutes, and more specifically as set forth in Section 163.01(7)(f), including the eminent domain power granted to the State of Florida, Department of Transportation (Department) by Section 337.27(1), Florida Statutes; and

WHEREAS, the Board of Directors on July 10, 2000, determined that the proceeds of the Dedicated Sales Surtax dedicated to the Blueprint 2000 Projects would be used for the purpose of funding Blueprint 2000 Projects as approved by the Board representing both “first priority” and “second priority projects”; and

WHEREAS, the Project is included within one of the Blueprint 2020 first priority projects, identified as the widening of SR 263/Capital Circle from SR 20/Blountstown Highway to CR 2203/Springhill Road, which was reaffirmed as a first priority project in the Second Amended and Restated Interlocal Agreement, dated December 9, 2015; and

WHEREAS, the Agency and the State of Florida, Department of Transportation, entered into a Joint Project Agreement, dated June 27, 2016, and as subsequently amended, pursuant to Contract Number AS243, (“Agreement”), in accordance with Sections 334.004 and 339.12, Florida Statutes, whereby the Agency agreed to administer all elements of right of way acquisition on the Project. The Agreement authorizes the Agency to acquire all property (both real and personal) in the name of the Department, which is necessary to complete the Project. This authority is deemed to include the Agency’s use of the power of eminent domain to condemn the property necessary for the Project in the name of the Department.

WHEREAS, the Department intends to improve that portion of State Road 263/Capital Circle from County Road 2203/Springhill Road to State Road 371/Orange Avenue to increase capacity and improve the flow of traffic along this corridor and to adequately accommodate expected future vehicular traffic; and

WHEREAS, it is in the public interest and for the public benefit to improve, expand and/or alter the flow of traffic on SR 263; and

WHEREAS, the Agency, the Department and their respective consultants have considered and weighed many factors, including but not limited to the availability of an alternate route, costs, environmental factors, long range planning and safety considerations; and

WHEREAS, the implementation of the Project with the design concepts as recommended and/or approved by the Department and Agency, after consideration of public participation at the public meetings, necessitated the acquisition of private properties for use in the construction of the Project.

NOW, THEREFORE BE IT RESOLVED BY LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY, that:

Section 1. The Agency hereby determines that the improvement of that part of State Road 263/Capital Circle from County Road 2203/Springhill Road to State Road 371/Orange Avenue in Leon County, Florida, represents a valid Agency public purpose.

Section 2. The Agency hereby approves the map of location and the survey identifying the property necessary, a copy of which is on file and available at the Blueprint Offices, currently located at 315 S. Calhoun St., Suite 450, Tallahassee, FL 32301, and determines that the right of way depicted and described as **Parcel 109(R)** in Exhibit A attached hereto, is necessary for

implementation of the Project. The property to be acquired is located within Leon County, State of Florida.

Section 3. The Agency hereby authorizes, empowers and directs the Agency and its officials, employees, designees or agents, to acquire by gift, donation, purchase, or by the exercise of its power of eminent domain a fee simple interest in the property identified on Exhibit A as **Parcel 109(R)**, reserving unto the owner(s) the rights of ingress and egress over said parcel to the remaining property, if any, which rights are not to be inconsistent with the Project.

Section 4. The Agency acknowledges that additional properties may be necessary for the completion of the Project, and that, upon the determination by engineers and surveyors of those additional properties, a resolution shall be obtained to include identification of any such additional necessary properties.

Section 5. The Agency acknowledges that, in the course of implementing the Project, the boundaries of the property identified in Exhibit A may differ from that of the property actually acquired because of engineering design changes, negotiated changes resulting in savings in the cost of acquisition, or other such changes made in the best interest of the Leon County – City of Tallahassee Blueprint Intergovernmental Agency, and the Agency agrees that the authority granted by this Resolution shall extend to any acquisition of property involving such changes.

Section 6. The Agency, through its officials, employees, designees or agents are hereby authorized to institute eminent domain proceedings as necessary to complete the acquisition of the property identified in Exhibit A, as Parcel 109(R) by the earliest possible date, which authority shall include signing of the Declaration of Taking and utilizing of any and all laws of the State of Florida applicable thereto, and to compensate the interested parties as required by law.

Section 7. This Resolution shall become effective immediately upon its adoption.

DONE, ADOPTED AND PASSED by Leon County – City of Tallahassee Blueprint Intergovernmental Agency of Leon County, Florida, this 30th day of January 2020.

ATTESTED BY:

TALLAHASSEE-LEON COUNTY, FLORIDA

By: _____
Shelonda Meeks
Board Secretary

By: _____
Bryan Desloge, Chairman
Blueprint Intergovernmental Agency

APPROVED AS TO FORM:

By: _____
Susan Dawson, Esq.
Blueprint Attorney

**SR 263 Capital Circle Road Improvement Project from County Road
2203/Springhill Road to State Road 371/Orange Avenue (W1) Project.**

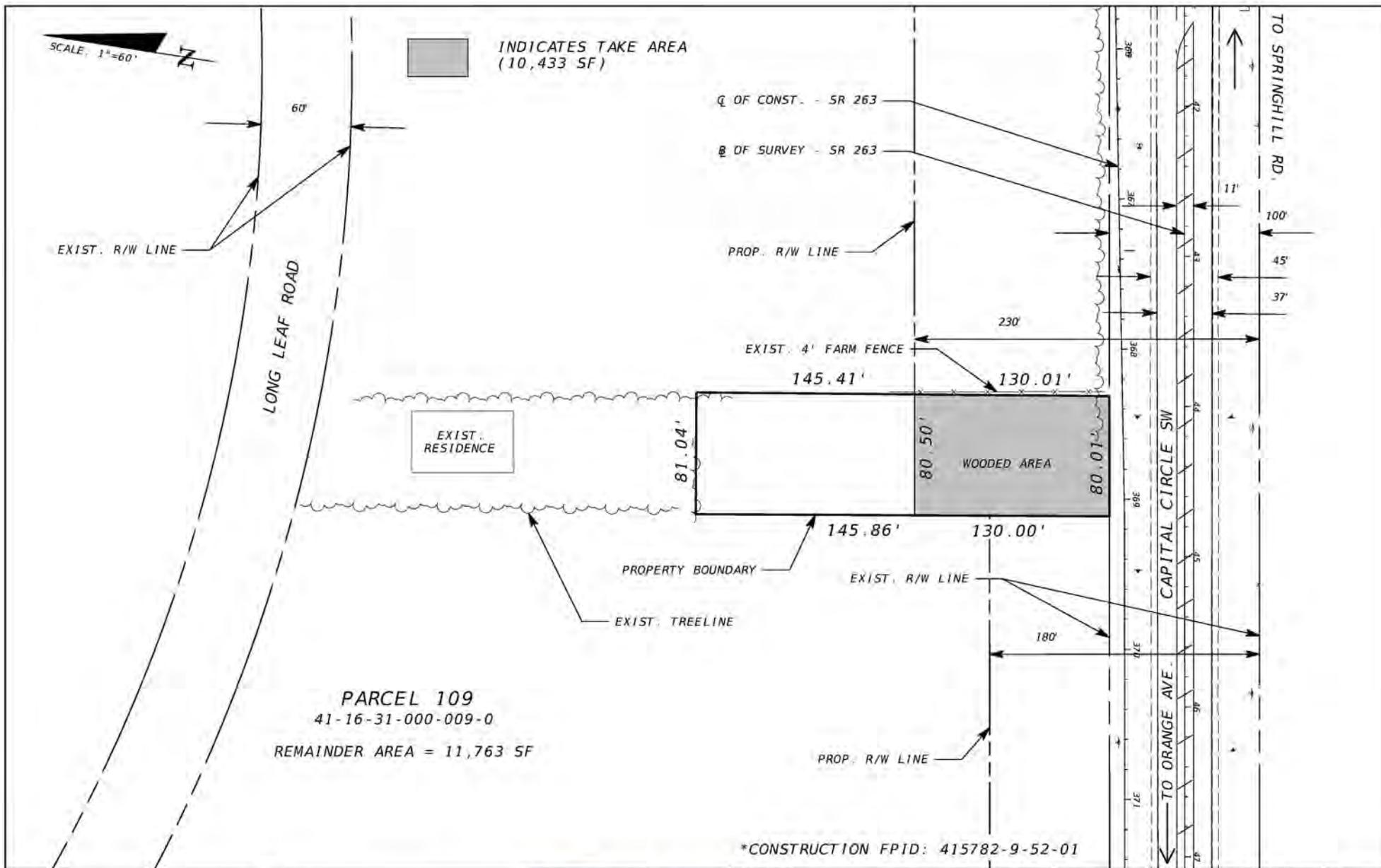
Parcel 109(R) – Legal Description:

A parcel of land being in Lot 9 of Burr Subdivision, as per plat recorded in Plat Book 1, Page 14 of the Public Records of Leon County, Florida, and additional lands all being in Section 16, Township 1 South, Range 1 West, Leon County, Florida, described as follows: Commence at a 5/8 inch iron rod and cap (LB 3293, PLS 3562) marking the southeast corner of said Section 16; thence North 00°36'52" West 2,565.14 feet along the east line of said Section 16 to the centerline of survey of State Road 263, as shown on Florida Department of Transportation (F.D.O.T.) Right of Way Map F.P. No. 2197494 (said map being on file at F.D.O.T. District 3 Office, Chipley, Florida); said point being on a non-tangent curve to the left (concave southerly); thence from a tangent bearing of North 73°02'23" West, northwesterly along said centerline and said curve, having a radius of 1,432.97 feet, for an arc distance of 439.60 feet, through a central angle of 17°34'37" to end of curve; thence South 89°23'00" West 3,056.45 feet along said survey line; thence South 89°21'31" West 411.14 feet; thence departing said centerline of survey, run North 00°38'29" West 50.00 feet to an intersection of the existing northerly right of way line of said State Road 263, as shown on said Right of Way Map with the westerly line of that certain property as described in Official Records Book 1410, Page 969 of the Public Records of Leon County, Florida and POINT OF BEGINNING; thence North 00°06'42" West 130.01 feet along said westerly property line; thence departing said property line, run South 89°21'31" West 80.50 feet to the westerly line of said Burr Subdivision; thence South 00°19'32" East 130.00 feet along said westerly line to said existing northerly right of way line of State Road 263; thence North 89°21'31" East 80.01 feet along said northerly right of way line to POINT OF BEGINNING;

Containing 10,433 square feet or 0.24 acres, more or less.

Exhibit A





REVISIONS		REVISIONS		 <small>TRAVIS E. HOWELL, P.E. #98842</small> <small>3017 HWY 71 NORTH MARANHA, FLORIDA 32046</small> <small>PHONE (850) 628-2040 * FAX (850) 528-4740</small> <small>FLORIDA CERTIFICATE OF AUTHORIZATION NO. 28105</small>	CLIENT: DISKIN PROPERTY RESEARCH	CAPITAL CIRCLE SW PARCEL 109 EXISTING CONDITIONS W/ ACQUISITION(FPID 2197494*)	SHEET NO. 2 of 4
DATE	DESCRIPTION	DATE	DESCRIPTION				

**Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #4
January 30, 2020**

Title: Approval of the Extension of the Telephonic Participation in Agency Meetings Policy

Category: Consent

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

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Autumn Calder, Director, Blueprint
Susan Dawson, Blueprint Attorney

STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of the extension of the current Telephonic Participation in Agency Meetings Policy. The current policy has a sunset provision for December 2019. The proposed changes to the policy eliminates the sunset provision and extends the Telephonic Participation in Agency Meetings Policy and states that IA Board changes to the policy will become effective following IA Board approval.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the proposed changes to extend the Telephonic Participation in Agency Meetings Policy.

BACKGROUND/ANALYSIS:

The Telephonic Participation in Agency Meetings Policy was adopted by the IA Board on February 16, 2004. The purpose of this policy is to prescribe procedures that allow the Board Directors to participate in meetings telephonically. The policy requires IA Board approval for a Board Director to participate telephonically in IA Board meetings when extraordinary circumstances preclude a Board Director from being able to physically attend an IA Board meeting. The policy describes the roles and responsibilities of the Board of Directors, the Chairperson of the Board of Directors, the Director of PLACE, and the “Calling Director” regarding a request for telephonic participation in an IA Board Meeting.

The policy provides procedures and instructions for telephonic participation as such participation relates to the determination of a quorum and voting. Under the current policy, the Calling Director’s participation does not count in the determination of a quorum. Moreover, pursuant to the current policy, the Calling Director is allowed to vote on matters and is not excluded from breaking a tie vote of the Board Directors who are present and voting. This item does not make any substantive changes to the current policy.

The policy has a sunset provision with a date of December 2019. Several Blueprint policies do not have a sunset provision. There is no requirement for a sunset provision. Staff is recommending the deletion of the sunset provision which would expressly extend the Telephonic Participation in Agency Meetings Policy.

CONCLUSION:

This agenda item removes the sunset provision from the Telephonic Participation in Agency Meetings Policy and states that IA Board changes to the policy will become effective following IA Board approval.

OPTIONS:

- Option 1: Approve the proposed changes to extend the Telephonic Participation in Agency Meetings Policy.
- Option 2: Do not approve the proposed changes to extend the Telephonic Participation in Agency Meetings Policy.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Approve the proposed changes to extend the Telephonic Participation in Agency Meetings Policy.

Attachments:

1. Revised Telephonic Participation in Agency Meetings Policy



DATE	2/16/2004
NO.	105
ORG. AGENCY	Blueprint Intergovernmental Agency
APPROVED	

TITLE	Telephonic Participation in Agency Meetings Policy
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105.01 STATEMENT OF POLICY

It is the intent of the Blueprint Intergovernmental Agency (hereinafter the “Agency”) to establish a clear and consistent process for the authorization of the Agency Board of Directors to participate telephonically in Agency meetings where extraordinary circumstances prevent the Director from physically being present at the meeting.

105.02 AUTHORITY

The Blueprint Intergovernmental Agency Board of Directors adopted this policy on February 16, 2004.

105.03 OBJECTIVE

The goal of the Blueprint Intergovernmental Agency is for the Directors of the Board to participate in all Agency meetings and that each Director exercise his/her vote on matters presented to the Board for decision. During the course of events one or more Directors may not be able to physically attend a meeting. The purpose of this policy is to prescribe procedures that will allow Directors to participate in meetings telephonically. It is not the intent of this policy to allow Directors to participate telephonically for convenience only but to acknowledge that extraordinary circumstances may exist from time to time that preclude a Director from being able to physically attend an Agency meeting.

It is the intent of this policy to require Board approval for a Director to participate telephonically in Agency meetings and to establish procedures for telephonic participation to be adopted by the Agency.

105.04 SCOPE AND APPLICABILITY

The policy outlined herein shall apply to the Blueprint Intergovernmental Agency Board of Directors.

105.05 DEFINITIONS

Agency Meeting: Any scheduled and noticed meeting of the Blueprint Intergovernmental Agency Board of Directors.

Telephonic Participation in Agency Meetings Policy

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Agency Board of Directors: Board of elected City and County Commissioners sitting jointly as prescribed in the Interlocal Agreement, as it may be amended from time to time.

Calling Director: Any Member of the Board of Directors for the Blueprint Intergovernmental Agency who requests to participate telephonically in an Agency meeting without being physically present at the meeting.

Telephonic Participation: Participation in an Agency meeting via high quality telephone with speaker or video teleconferencing.

Chairperson: Duly elected member of the Board of Directors charged with the conduct of all Meetings of the Agency Board of Directors.

Vice Chairperson: Duly elected Member of the Board of Directors who acts as the Chairperson in the absence of the Chairperson.

Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, the Blueprint Intergovernmental Agency and the Office of Economic Vitality, reporting directly to the Intergovernmental Management Committee or their Designees.

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.

105.06 ROLES AND RESPONSIBILITIES

A. Director of PLACE or his/her Designee is responsible for:

1. Acting as the point of coordination for all Board of Directors to initiate a request for Telephonic Participation.
2. Coordinating the logistical support for Telephonic Participation as required.

B. Calling Director is responsible for:

1. Initiating requests to the Board of Directors, through the Blueprint Director, to participate in an Agency meeting telephonically.
2. Notifying the Director of PLACE of the desire to participate telephonically in sufficient time allow the Director of PLACE to coordinate the needed logistical support.
3. Prior to the Agency Meeting initiate the phone connection.
4. Maintain/reestablish the phone connection as required.
5. Ensure that communications to the meeting are high quality so not to disrupt the normal conduct of the Agency Meeting.

Telephonic Participation in Agency Meetings Policy

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C. Agency Board of Directors is responsible for:

1. Authorizing a Director(s) to participate via telephone with a standard of:
 - a) Extraordinary circumstances.
 - b) Based on good judgment of the Board of Directors.
 - c) On a case-by-case basis.
2. Authorize the disconnection of a Calling Director if the connection becomes degraded to the point that it impairs the conduct of the Agency Meeting.

D. Vice Chairperson: Act as the Chairperson in the absence of the Chairperson.

E. Chairperson of the Board of Directors is responsible for:

1. Presenting to the Board as the initial item of business any late request for telephonic participation from a Director(s).
2. During voting ask the Calling Director for their vote separate from those Directors present.
3. Request from the Board authorization to disconnect a Calling Director if the connection becomes degraded to the point that it impairs the conduct of the Agency Meeting.

105.07 ADDITIONAL PROVISIONS, PROCEDURES AND EXCEPTIONS

A. Pursuant to the Legal Opinion of the Agency's Attorney, the following are specified: A Calling Director who requests and is approved for participating telephonically in an Agency meeting will **not** count in the determination of a quorum.

1. A Director who has been duly approved for telephonic participation by the majority of the Board shall vote as required and in accordance with the bylaws.
2. On a case-by-case basis, the majority of the Directors shall determine in their good judgment if a physically absent Director may participate telephonically due to extraordinary circumstances.

B. Implementing Instructions:

1. Any Director desiring to participate telephonically due to extraordinary circumstances will make such request to the Board of Directors at the Agency Board Meeting prior to the meeting for which the absence is requested. Requests from Calling Directors shall be considered during the "Items from Members of the Board" portion of the agenda and will be recorded in the minutes. Approval of a request shall be by majority vote in accordance with Agency bylaws. In the event that the telephonic participation is a last minute requirement the Board shall consider and vote on the request as the initial item of business of the meeting. *It is recommended that only one Director be authorized to participate via telephone at each meeting for logistical reasons.*

Telephonic Participation in Agency Meetings Policy

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2. In situations where advance approval is not possible the Calling Director shall advise the Director of PLACE of the intent to participate telephonically. The Director of PLACE shall coordinate with the City or County staff for the logistical support and will advise the Chairperson of the pending request.
 3. The Director of PLACE working with the Calling Director or designee will ensure that on the day of the Agency Meeting that communications are established and maintained during the Agency meeting.
 4. Clear communications are mandatory for telephonic participation and degraded communications that disrupt the conduct of the Agency Meeting shall be terminated as directed by the majority of the Board. *The use of cellular phones for this purpose is strongly discouraged.* Lost communications are the responsibility of the Calling Director to reestablish. If communications are lost or distorted to the point that the Calling Director cannot hear or be heard the Agency Meeting shall continue without regard to the communications disruptions. Votes taken and material discussed during a period of lost or degraded communications shall not be reheard or be subject to revote for the sole reason of lost or degraded communications with a Calling Director.
 5. To preclude confusion in voting the Chairman shall ask the Calling Director for his/her vote independently of the Directors present.
- C. Any items not specifically addressed in this policy will be presented to the Director of PLACE, and the Agency Attorney for resolution.

~~D. Sunset Provision: December 2019~~

105.08 EFFECTIVE DATE

This policy will become effective on February 16, 2004. Revisions to this policy will become effective immediately upon approval of the Agency Board.

Revised: February 21, 2017
January 30, 2020

**Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #5
January 30, 2020**

Title: Approval of the Extension of the Meeting Schedule and Agenda Development Policy

Category: Consent

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

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Autumn Calder, Director, Blueprint
Susan Dawson, Blueprint Attorney

STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of the extension of the current Meeting Schedule and Agenda Development Policy. The current policy has a sunset provision for December 2019. The proposed changes to the policy eliminates the sunset provision and extends the Meeting Schedule and Agenda Development Policy and states that IA Board changes to the policy will become effective following IA Board approval. In addition, the proposed edits to the policy include several housekeeping edits.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the proposed changes to extend the Meeting Schedule and Agenda Development Policy, including housekeeping edits to the policy.

BACKGROUND/ANALYSIS:

The Agency Bylaws require that the Meeting Schedule and Agenda Development Policy shall prescribe the process and procedure for establishing meeting schedules and the development of the agenda. The Meeting Schedule and Agenda Development Policy was adopted by the IA Board on October 20, 2003. The policy describes the respective roles and responsibilities of the

Chairperson of the Board of Directors, the Intergovernmental Management Committee, and the Director of PLACE, regarding the development, review, and approval of draft agendas and meeting schedules. The policy includes procedures for the addition or deletion of agenda items by the IA Board, and instructions for posting and distributing the agendas and agenda materials. The policy has a sunset provision with a date of December 2019. Several Blueprint policies do not have a sunset provision. There is no requirement for a sunset provision. Staff is recommending the deletion of the sunset provision which would expressly extend the Meeting Schedule and Agenda Development Policy. In addition, the proposed edits to the policy include several housekeeping edits.

CONCLUSION:

This agenda item removes the sunset provision from the Meeting Schedule and Agenda Development Policy, makes several housekeeping edits, and states that IA Board changes to the policy will become effective following IA Board approval.

OPTIONS:

- Option 1: Approve the proposed changes to extend the Meeting Schedule and Agenda Development Policy, including housekeeping edits to the policy.
- Option 2: Do not approve the proposed changes to extend the Meeting Schedule and Agenda Development Policy, including housekeeping edits to the policy.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Approve the proposed changes to extend the Meeting Schedule and Agenda Development Policy, including housekeeping edits to the policy.

Attachments:

1. Revised Meeting Schedule and Agenda Development Policy

		DATE October 20,2003
		NO. 103
TITLE	Meeting Schedule and Agenda Development Policy	ORG. AGENCY Blueprint Intergovernmental Agency
		APPROVED
103.1	<u>STATEMENT OF POLICY</u> It is the intent of the Blueprint Intergovernmental Agency (hereinafter the “Agency”) to establish a clear and consistent process for the development of meeting agendas, prescribe a process for modifying said agendas, and prescribe a process and procedures for establishing and modifying meeting schedules.	
103.2	<u>AUTHORITY</u> This policy was adopted by the Blueprint Intergovernmental Agency Board of Directors on October 20, 2003.	
103.3	<u>OBJECTIVE</u> To establish a policy for the development and modification of agendas and scheduling of meetings of the Agency.	
103.4	<u>SCOPE AND APPLICABILITY</u> The policy outlined herein shall apply to the Agency Board, Intergovernmental Management Committee (IMC) and all employees referenced in the joint project management structure involved in any activities associated with the Blueprint Intergovernmental Agency program, and shall also apply to employees of the Office of Economic Vitality.	
103.5	<u>DEFINITIONS</u> <u>Draft Agenda:</u> An agenda that has been prepared by the Director of PLACE in consultation with the Blueprint Director and the Director of OEV, but has not been approved by the Intergovernmental Management Committee. <u>Draft Agenda Modifications:</u> Changes, including deletions, additions, or supplemental material to existing agenda items on the Draft Agenda. (Does not include editorial or administrative modifications.) <u>Approved Agenda:</u> An agenda with or without supporting documentation that has been approved by the IMC.	

Meeting Schedule and Agenda Development Policy

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Agenda Modifications: Changes made to the Approved Agenda as described above, generally announced at the beginning of each Agency Board of Directors meeting. Depending on the timing of the modification(s), material supporting the changes may or may not be distributed prior to the scheduled meeting.

Intergovernmental Agency Board of Directors: Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided for in the Interlocal Agreement, and generally referred to as the “Agency Board of Directors” or the “Agency Board”.

Intergovernmental Management Committee (IMC): The City Manager and County Administrator.

Chairperson: Duly elected member of the Board of Directors charged with the conduct of all Meetings of the Agency Board of Directors.

Vice Chairperson: Duly elected Member of the Board of Directors who acts as the Chairperson in the absence of the Chairperson.

Electronic Agenda Distribution: Approved or Draft Agendas that are distributed via e-mail or posted on the Blueprint Intergovernmental Agency web page, www.blueprintia.org.

Approved Agency Schedule: The Draft Agency Schedule that has been presented to the Agency at a regular meeting and approved.

Draft Agency Schedule: An annual schedule developed jointly by the City, County and Blueprint staff that recommends specific dates and locations for Agency meetings.

Director of PLACE: The individual responsible for managing and directing the Leon County – City of Tallahassee 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.

OEV 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.

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103.6 ROLES AND RESPONSIBILITIES

- A. The Director of PLACE, in consultation with the Blueprint Director and the OEV Director, shall be responsible for:

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1. Developing the Draft Agenda and supporting documentation based upon input from members of the Board of Directors, direction from previous Agency meetings, staff, IMC, Citizen's Advisory Committee, Technical Coordinating Committee, Finance Committee or operational or administrative requirements.
2. The Director of PLACE may accept or reject agenda items presented by staff for inclusion in the Draft Agenda based on agenda length, time sensitivity of the agenda item or applicability of the agenda item to the Agency. It is the intent that all requested items be included in the agenda. Rejection of an items will be considered as an exception.
3. Presenting the Draft Agenda to the Intergovernmental Management Committee (IMC) for approval.
4. Presenting the Approved Agenda to the Chairperson or the Vice Chairperson, in the absence of the Chair, for review.
5. When requested by other than Directors, presenting the IMC with requests to modify the Approved Agenda (Directors are requested to contact the City Manager or the County Administrator directly).
6. Producing and distributing to Directors, IMC, Director Aides and others as required, electronic and/or hard copies of the Approved Agenda.
7. Developing the Draft Agency Meeting Schedule, reviewing it with the IMC, and presenting it to the Board of Directors for approval.
8. Presenting to the Chairperson, staff requests to modify the Approved Agency Schedule.

B. Intergovernmental Management Committee shall be responsible for:

1. Providing guidance to the Director of PLACE for the development of the Draft Agenda.
2. Reviewing and Approving the Draft Agency Agenda.
3. Providing guidance for Draft Agency Meeting Schedule.
4. Reviewing and commenting on the Draft Agency Meeting Schedule.

C. Vice Chairperson shall be responsible for: Acting as the Chairperson in the absence of the Chairperson.

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D. Chairperson of the Board of Directors shall be responsible for:

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1. Approving the Draft Agency Meeting Schedule for presentation to the Board at a regular meeting.
2. Resolving issues regarding rescheduled meetings.
3. Approving rescheduled meetings.

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103.7 ADDITIONAL PROVISIONS AND EXCEPTIONS

General Provisions:

- A. The Agenda for Intergovernmental Agency meetings will be prepared in Draft by the Blueprint Director. This Draft Agenda will contain items that require Agency Board action as determined by the Director of PLACE --consent, discussion and informational items. The City and County staffs will provide and coordinate with the Director of PLACE any City or County items for inclusion into the Agenda and will provide input for Blueprint Intergovernmental Agency agenda items that may involve or impact either entity. This Draft Agenda will be forwarded to the Intergovernmental Management Committee for their approval.
- B. The IMC must approve all modifications to the Approved Agenda.
- C. Either member of the IMC may unilaterally exclude an item from the agenda, however any agenda item specifically requested by a member of the Board is not subject to exclusion by either member of the IMC.
- D. The Blueprint staff will distribute Approved Agendas electronically (e-mail), on the Blueprint Intergovernmental Agency web site and in hard copy. E-mail copies will be provided seven (7) days in advance of the meeting. Hard copies will be limited to each Director, the IMC, and selected others as deemed necessary and distributed at least five (5) days prior to the scheduled Agency meeting.
- E. Directors who desire the addition of an agenda item or the deletion of an agenda item from the Approved Agenda will contact the City Manager or the County Administrator directly. Staff desiring to add or delete an agenda item from the Approved Agenda will first approach the Director of PLACE who may then forward the staff request to the IMC for consideration. The IMC may deny the late addition or deletion of any agenda item if in his/her opinion the item has not been properly developed, can be deferred until a subsequent meeting without detriment, or in the event of a request to delete, believes that the items needs to be considered by the Board. Late agenda items will only be added if deemed time sensitive and critical by the IMC.
- F. Agendas will be posted to the Blueprint Intergovernmental Agency Web site www.blueprintia.org. Limited copies of the agendas will be available at the Agency meeting. Agency Board will be provided Blueprint Intergovernmental Agency binders that contain reference information to include the Interlocal Agreement and the Agency by-laws. Director aides are requested to post to these binders the Approved Agendas that are provided.
- G. Format for the Agenda will be as attached, see attachment 1.

Agency Meeting Schedule

Annually the Director of PLACE in consultation with the Blueprint Director and the OEV Director, and in conjunction with the City and County staffs will prepare a Draft Agency

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Meeting Schedule. This schedule will specify, times, dates and locations for Agency Board of Director meetings for a period of not less than one year. Meeting locations will generally be held in the City Commission Chamber. Other locations may be used as approved by the Chairperson. Times for meetings will generally be 3:00 p.m. to 5:00 p.m., however, meetings may be scheduled for 5:00 p.m. to 7:00 p.m. if approved by the Agency. The Draft Agency Meeting Schedule may include meeting dates for the TCC and the CAC. CRTPA meetings and Agency Board meetings will not be on the same day except as approved by the Chairperson in extreme cases.

Once reviewed by the IMC and the Agency Chairperson, the Draft Agency Meeting Schedule will be distributed to each member of the board for their review prior to the Agency meeting. Distribution will be as above for agenda distribution.

The Draft Agency Meeting Schedule will be presented to the Agency Board as an agenda item. Once passed by the Agency Board of Directors the Approved Schedule will not be altered except in extreme cases. Requests to alter the Approved Schedule must be presented to the Agency Board Chairperson who will task staff to query the Directors for their availability and agreement to modify the approved schedule. Based upon input from the Directors the Chairman will make the decision considering the following:

- i. The number of members available for the originally scheduled meeting.
- ii. The number of members indicating agreement to a new specified meeting date.
- iii. The number of members available on the rescheduled meeting date.

After considering the above information the Chairperson will determine which alternative, the original date or the rescheduled meeting date satisfies the needs and desires of the greatest number of the Directors.

The Chairperson may direct meeting cancellations only after a query of the Directors is made and the Chairperson considers the desires of the Directors. If the majority of the total quorum present ~~Board members~~ desire not to cancel a meeting then the meeting will be held as scheduled minus those Directors who are not available to attend. If sufficient City or County Commissioners are not available to form a quorum the Chairperson may elect to hold the meeting yet defer any agenda items requiring a vote.

Any items not specifically addressed in this policy will be presented to the Director of PLACE and the Intergovernmental Management Committee for resolution.

~~Sunset Provision: December 2019~~

Meeting Schedule and Agenda Development Policy

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~~103.4~~ 103.8 ORDER OF MEETING

A Board meeting shall proceed in the following order, subject to Agenda modification:

- I. AGENDA MODIFICATIONS
- II. CITIZENS TO BE HEARD [NON-AGENDA ITEMS]
- III. INFORMATIONAL ITEMS
- IV. CONSENT ITEMS
- V. GENERAL BUSINESS ITEMS
- VI. CITIZENS TO BE HEARD
- VII. ADJOURN

103.~~908~~ EFFECTIVE DATE

This policy will become effective on October 20, 2003, pending approval by the Blueprint Intergovernmental Agency Board. Revisions to this policy will become effective immediately upon approval of the Agency Board.

Revised: February 28, 2019
January 30, 2020

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**Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #6
January 30, 2020**

Title: Approval of Resolution Supporting Project Juggernaut as a
“Qualified Target Industry” Applicant and Targeted Business
Program Application

Category: General Business

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

**Lead Staff /
Project Team:** Benjamin H. Pingree, Director, Department of PLACE
Cristina Paredes, Director, Office of Economic Vitality
Drew Dietrich, Deputy Director, Office of Economic Vitality

PLACEHOLDER:

Item to be provided.



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Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #7
January 30, 2020

Title: Approval of the Minority Women Small Business Enterprise Policy and the Revision to the Blueprint Procurement Policy

Category: General Business

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

Lead Staff / Project Team: Benjamin H. Pingree, Director of PLACE
Susan Dawson, Blueprint Attorney
Cristina Paredes, Director of the Office of Economic Vitality
Darryl Jones, Deputy Director of the Office of Economic Vitality
Kirsten Mood, Assistant Blueprint Attorney

STATEMENT OF ISSUE:

This agenda item seeks the Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of the consolidated Minority Women and Small Business Enterprise (MWSBE) Policy (Attachment #1) and corresponding update to the Blueprint Procurement Policy providing that Blueprint solicitations will be subject to the consolidated MWSBE Policy (Attachment #2). The MWSBE Policy is based on the findings of the 2019 Disparity Study (Attachment #3), which revealed disparity in the four-county market area of Leon, Gadsden, Wakulla, and Jefferson Counties. These findings are consistent with previous research and less comprehensive reports.

The Blueprint procurement process will now be governed by the terms outlined in the MWSBE Policy (Attachment #1). This policy incorporates goals set to reduce disparity in the region. Following IA Board approval, the MWSBE Policy will go before the Leon County Board of County Commissioners and the City of Tallahassee Commission on February 25 and 26, 2020, respectively. Corresponding revisions to City and County procurement policies that provide for City and County solicitations to follow the MWSBE Policy will be presented for consideration and approval.

Following the approval of all three entities and revision of all corresponding procurement policies, the consolidated MWSBE Policy will become effective April 1, 2020. Leading up

to the effective date, the MWSBE Division staff, City Procurement, and County Purchasing staff will work to familiarize both project managers and vendors with the new MWSBE Policy and associated forms through workshops and community engagement. Following April 1, all new solicitations issued by the City, County, and Blueprint will follow the consolidated MWSBE Policy as administered by the Tallahassee – Leon County Office of Economic Vitality MWSBE Division.

Upon implementation, the Tallahassee – Leon County Office of Economic Vitality MWSBE Division will be uniquely poised unlike any other supplier diversity program in the state of Florida. First, 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 within one local government. The 2019 Disparity Study is also unique in that it evaluated data from three different entities and yielded consolidated aspirational goals to be utilized by all three governmental entities. Finally, the MWSBE Division will facilitate the utilization of joint ventures, partnerships, and associations, plus apprenticeships, externships, and mentor-protégé relationships to build greater capacity for MWSBE firms and stimulate job creation in our local economy. The consolidated MWSBE Policy and the opportunities it will create make it a unique tool for business expansion and retention.

FISCAL IMPACT:

This item does not have a fiscal impact.

RECOMMENDED ACTION:

- Option 1: Approve the Minority, Women, and Small Business Enterprise Policy for the Blueprint Intergovernmental Agency and approve the revisions 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 February 25 and 26, respectively.

EXECUTIVE SUMMARY:

This agenda item presents the consolidated MWSBE Policy and a corresponding revision to the Blueprint Procurement Policy approving Blueprint participation in the proposed consolidated MWSBE Program.

On April 26 and 27, 2016, the Leon County Board of County Commissioners and the City of Tallahassee Commission, respectively, accepted the Final Report of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee and its recommendations, including a new disparity study and consolidation of the County and City MWSBE Programs under the Tallahassee – Leon County Office of Economic Vitality

(OEV). The City and County merged their respective supplier diversity offices into the OEV Minority, Women, and Small Business Enterprise (MWSBE) Division. One of the MWSBE Division’s first tasks was to secure a disparity study whose findings and recommendations would serve as the foundation of the MWSBE Division. In order to continue a legally defensible race- and gender-conscious government program, a disparity study must first identify evidence of disparity in the relevant market area. Accordingly, the MWSBE Division advertised a contract that was awarded to MGT of America, Inc. (MGT), to conduct the 2019 Disparity Study. Over the next three years, staff worked with MGT to conduct a thorough analysis of five fiscal years of expenditures, held dozens of stakeholder meetings, and engaged as many stakeholders as possible.

The 2019 Disparity Study considered the expenditures of the City of Tallahassee, Leon County Government, and Blueprint, and compared the utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to their availability in the relevant market area. The 2019 Disparity Study revealed evidence of disparity to support not only a continued race- and gender-conscious MWSBE Program but a single, consolidated MWSBE Program that serves all three entities. In addition, the 2019 Disparity Study included new, consolidated aspirational goals for all three entities adopted by the IA Board at its June 27, 2019 meeting (Attachment #4). Following IA Board acceptance of the 2019 Disparity Study on June 27, 2019, the Disparity Study became the basis of the proposed consolidated MWSBE Policy.

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%

Representatives of the City, County, and Blueprint considered the twelve recommendations set forth in the 2019 Disparity Study to develop consolidated MWSBE Policy and necessary revisions to the Blueprint Procurement Policy presented in this agenda item.

The staff and MGT, the Disparity Study consultant, have been engaged with local industry stakeholders and public sector leaders on the consolidated MWSBE Policy. This engagement with principal constituencies ensures the successful compliance and utilization of the new policies and procedures. To date, OEV staff held the following meetings to engage both internal and external stakeholders in the development of these consolidated policies:

- 11 internal stakeholder meetings (members of the leadership team of the City of Tallahassee and the Leon County Government) (Attachment #5).

- 9 external stakeholder meetings (representatives and businesses within the industry with interest in MWSBE policies).

This agenda item seeks IA Board approval of the proposed consolidated MWSBE Policy and corresponding revision to the Blueprint Procurement Policy. The proposed revision to the Blueprint Procurement Policy removes references to the former programs of the City and County and provides that Blueprint solicitations will be governed by the consolidated MWSBE Policy.

The key attributes of the consolidated MWSBE Policy include the following:

- MBE, WBE, and SBE firm certification and reciprocity with the Florida Department of Management Services Office of Supplier Diversity program.
- MWBE Program including project specific MBE and WBE goals for all feasible solicitations.
- Small Business Program to reserve projects for SBE firms and unbundling where feasible.
- Mentor-Protégé; Joint Venture, Partnership, and Association; and Apprenticeship or Externship to build capacity among MWSBE firms.

The differences among the attributes of the former City, former County, and proposed consolidated MWSBE Policy are highlighted in Attachment #6 to this agenda item.

Amendment to the Blueprint Procurement Policy is necessary for the MWSBE Division to administer the consolidated MWSBE Policy. This uniformity includes the MWSBE division setting narrowly tailored goals for solicitations, analyzing bid responses, and providing contract compliance monitoring and oversight for all jurisdictions. Thus, the revised Blueprint Procurement Policy requires IA Board approval.

This agenda item also seeks the IA Board's direction to bring the consolidated MWSBE Policy and corresponding amendments to the City and County procurement policies before their respective commissions for approval.

SUPPLEMENTAL INFORMATION:

This agenda item presents the consolidated MWSBE Policy and a corresponding revision to the Blueprint Procurement Policy approving Blueprint participation in the proposed consolidated MWSBE Program.

NEW MWSBE POLICY HIGHLIGHTS

The key attributes of the consolidated MWSBE Policy include the following:

- Standardizes MBE, WBE, and SBE firm size requirements.
- Provides five certification categories: Minority Business Enterprise, Women Business Enterprise, Small Business Enterprise, Minority Business

Enterprise/Small Business Enterprise, and Women Business Enterprise/Small Business Enterprise.

- Increases certified firm size ceiling to a firm net worth of \$5 million and a maximum of 200 employees, allowing for greater participation.
- Allows for reciprocal certification with the State of Florida's Department of Management Services Office of Supplier Diversity (OSD).
- Directs the MWSBE Division to work together with City Procurement Services Division, County Purchasing Division, and all project managers to set project specific goals for subcontracting and sub-consultants in every solicitation suitable for MBE and WBE participation.
- Only funds expended with certified MWBE firms from Leon, Gadsden, Jefferson, and Wakulla counties, will be counted towards satisfying project specific MWBE goals. Local preference, as set forth in each entity's respective procurement policy, applies to prime contractors and consultants only.
- Submission of Good Faith Effort documentation will not be eligible for MWBE Participation Plan points, but will allow the submittal to be responsive.
- Provides two strategies to increase utilization of SBE firms by reserving, where feasible, contracts valued under \$150,000 for competition among SBE firms. The second is to encourage the "unbundling" of projects into smaller projects.
- Encourages 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.
- The MWSBE Division will compile MWBE and SBE Program information into an annual report to be presented to the IA Board.

BACKGROUND AND WORKGROUP ENGAGEMENT

The City of Tallahassee and Leon County Government operated separate MWSBE Programs based on disparity studies from different years and based on the respective entities' prior MBE and WBE utilization.¹ The Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division merged from the respective supplier diversity offices within the City of Tallahassee and Leon County Government. In April 2016, the City and County agreed to functionally consolidate their MWSBE Programs under the newly created OEV and fund a new disparity study to provide the most recent, legally defensible data and to determine whether evidence existed to support the consolidation of the two MWSBE Programs or whether the MWSBE Programs must remain separate. For the last three years, the MWSBE Division has operated two MWSBE Programs side-by-side to serve the City, County, and Blueprint. On June 27, 2019, the IA Board accepted the 2019 Disparity Study conducted by MGT of America, Inc. (MGT), providing factual predicate evidence to support a consolidated MWSBE program serving all three entities and directed the creation of a policy to govern the consolidated program.

¹ As with many of its policies and procedures, Blueprint adopted the supplier diversity policies of the City of Tallahassee.

MGT worked with OEV and a workgroup of internal stakeholders to complete the 2019 Disparity Study. Upon MGT's completion of an initial draft consolidated MWSBE Policy, OEV reconvened the workgroup comprised of staff from the City, County, and Blueprint to refine the consolidated MWSBE Policy to address the requirements of each office (Attachment #5). A subset of the workgroup consisting of the MWSBE Division, City Procurement Services Division, and County Purchasing Division worked collaboratively to tailor the proposed consolidated MWSBE Policy to the needs of the City, County, and Blueprint. Members of the internal stakeholder workgroup held eleven meetings to discuss external stakeholder recommendations and review existing policies for both the City of Tallahassee and Leon County Government.

The proposed consolidated MWSBE Policy includes a process for certifying Minority and Women Business Enterprise (MWBE) firms for participation in the MWBE program. The policy also includes a process for certifying Small Business Enterprise (SBE) firms and updated the existing SBE Programs. In addition, the MWSBE Policy includes a process for encouraging mentor-protégé relationships, joint ventures, and apprenticeships and externships. These programs will serve the local business community and provide capacity building for MWSBE firms in an effort to stimulate job creation in the local economy. Accordingly, the MWSBE Division sought input and collaboration from key external stakeholders in the business and workforce development community.

The group of external stakeholders included members of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee and the MWSBE Citizens Advisory Committee. The external stakeholders met with the MWSBE Division nine times to review the proposed MWSBE Policy over a period of four months. The expertise of the external stakeholders was invaluable to the creation of the proposed consolidated MWSBE Policy.

CERTIFICATION

External stakeholder input was most valuable in the area of MWSBE certification. Currently, MBE, WBE, and SBE firms can be certified when their gross receipts fall under thresholds identified in the City and County policies and when they employ 50 employees or less. The proposed MWSBE Policy standardized MBE, WBE, and SBE firm size requirements across all three entities. In addition, the size requirements increased to a \$5 million firm net worth and a maximum of 200 employees. The new size requirements are in keeping with reciprocal certification for firms that hold a certification with the State of Florida's Department of Management Services Office of Supplier Diversity (OSD), another feature of the proposed MWSBE Policy endorsed by the external stakeholders. Reciprocal certification for those firms certified with OSD has the potential to expand the MWSBE Division database of certified firms by an estimated 197 firms. Attachment #6 to this agenda item highlights the differences among certification requirements of the City and County's Current MWSBE Policies, the State of Florida's OSD program, and the proposed consolidated MWSBE Policy.

MWBE PROGRAM

The consolidated Minority and Women Business Enterprise (MWBE) Program is driven by the aspirational goals identified in the 2019 Disparity Study. The aspirational goals represent payments to certified firms performing work on City, County, and Blueprint projects as a percentage of total spending. The aspirational goals for MBE and WBE spending is presented below.

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%

The following sections describe how the aspirational goals inform each solicitation through setting project specific goals for all solicitations where feasible and how the MWSBE Division will score the MWBE sections of those solicitations.

Project Specific Goals

To meet the aspirational goals and maintain a narrowly-tailored, legally defensible program, the MWSBE Policy provides that the MWSBE Division, City Procurement Services Division, County Purchasing Division, and all project managers will work together to set project specific goals for subcontractors and subconsultants in every solicitation suitable for MBE and WBE participation before advertisement to the public. Not all solicitations will be suitable for MBE and WBE project specific goals. For example, MBE and WBE project specific goals would not be appropriate for a solicitation of services for which there are no certified MBE or WBE firms willing or able to perform the work. In the event that the MWSBE Division determines that project specific goals are not reasonable for a solicitation or recommends project specific goals lower than the aspirational goal, the MWSBE Director will notify the City Procurement Services or the County Purchasing Director.

Usually, solicitations for all three entities involve a project manager or department notifying the Procurement Services or Purchasing Division of a procurement need. The Procurement Services or Purchasing Division work with the project manager to develop a solicitation, and the purchasing agent, project manager, and a representative from the MWSBE Division hold a solicitation development meeting to produce a solicitation with project specific goals, if feasible. Once the solicitation has been developed, it is advertised to the public. Following the advertisement, the purchasing agent may schedule a pre-bid meeting with potential respondents. Following the public opening, the MWSBE Division is responsible for scoring the MWSBE section of the solicitation, where applicable, and

the Procurement Services or Purchasing Division and solicitation scoring committee are responsible for scoring the other components of the solicitation. The MWSBE Policy provides guidelines for MWSBE Division evaluation of responses to solicitations that include project specific goals.

The consolidated MWBE Program also provides an incentive for MBE and WBE firms to become prime contractors or consultants. The proposed consolidated MWSBE Policy provides that when an MBE or WBE firm responds as a prime contractor or consultant, the project specific goal is fulfilled for its certification designation. For example, where a WBE firm is the prime respondent to a solicitation, the project specific goal for WBE utilization is fulfilled. The WBE firm remains responsible for meeting the project specific goal for MBE utilization.

Responsiveness

Among the substantive changes included in the consolidated MWSBE Policy is the recommended uniformity of MWBE goal setting and communication with vendors on project specific MWBE goals. The consolidated MWSBE Policy recommends pre-solicitation meetings that include the project manager, purchasing agent, and other internal stakeholders before a bid is made public. With improved input obtained during the pre-solicitation meeting, the MWSBE Division will be better equipped to set narrowly tailored goals for all projects based upon the specifications outlined in solicitations and the availability of certified MWBE firms in the subcontractor and subconsultant industries necessary for the project. Next, the MWSBE Policy authorizes project managers and purchasing agents to convene pre-bid meetings that will describe solicitations for all respondents, including MWBE project specific goals and scoring. Not only does the law governing race- and gender-conscious government programs require narrowly tailoring, but narrowly tailoring project specific goals on each project also accurately represents the opportunity for MWBE firm utilization that respondents will be capable of meeting. Pre-bid meetings allow the MWSBE Division to describe its supplier diversity process to respondents on all projects. These policy changes are intended to increase the responsiveness of respondents and lessen the need for Good Faith Effort documentation in responses.

The MWSBE Division will be responsible for evaluating the responses to all solicitations with project specific goals for responsiveness. Where project specific goals are set, respondents will be asked to provide an **MWBE Participation Plan** and/or **Good Faith Effort documentation** as part of their responses. An MWBE Participation Plan asks respondents to list the MWBE firms that will be utilized on the project to meet the project specific goals, to affirm that they will monitor the MWBE firms to ensure participation, and to agree to comply with the MWSBE Policy. Where a respondent does not meet the full project specific goal for MWSBE Good Faith Effort documentation provides evidence of a bid respondent's efforts to utilize MWBEs who are unavailable.

If the MWSBE Division finds that a response is non-responsive to the MWBE portion of the solicitation, the MWSBE Division will recommend that the Procurement Services or Purchasing Division deem the respondent non-responsive. The determination of overall responsiveness will be governed by the applicable Purchasing Manual or Procurement Policy of the appropriate entity. The MWSBE Division will evaluate responsiveness to the MWBE section of a solicitation according to the table below.

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 that is eligible for partial points but no Good Faith Effort documentation demonstrating why respondent could not meet the full project-specific goal; • 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.

Scoring

For solicitations that have project specific goals and involve scoring, the MWSBE Division will award points for the MWBE section. The MWSBE Division is only responsible for the scoring of the MWBE section of a solicitation and determining whether the MWBE Participation Plan and Good Faith Effort documentation, if any, is responsive. The MWSBE Division then provides the MWBE Score and determination of responsiveness to the purchasing agent. The purchasing agent and any relevant scoring committee is responsible for scoring the remainder of the solicitation as provided in each entity's relevant procurement policy.

The consolidated MWSBE Policy provides that, generally, a maximum number of points available for the MWBE section of a solicitation is a total of **12 points**. A total of **10 points** is available for an MWBE Participation Plan. Demonstrating one or more of Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationships may earn an additional **2 points**.

- a. Submission of an MWBE Participation Plan will earn **10 points** for the following: (1) utilizing certified MWBE firm(s); (2) to meet the project specific goals; and (3) agreeing to monitor, report, and abide by the MWSBE Policy.
- b. Submission of an MWBE Participation Plan will earn **5 points** for the following: (1) utilizing certified MWBE firm(s); (2) to meet a portion of the project specific goals; and (3) agreeing to monitor, report, and abide by the MWSBE Policy.
- c. Demonstrating one or more of Joint Venture, Partnership, and Association; mentor-protégé; or apprenticeship relationships will earn **2 points**.

The table below lays out all possible 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.

When MBE or WBE firms respond to a solicitation as a prime contractor or consultant, the MBE or WBE firms may self-perform the project specific goal corresponding to the firm's certification. 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 subcontracting goal for WBE participation.

Good Faith Effort

When a respondent fails to meet project specific goals in whole or in part at the time of response submittal, supplier diversity professionals like the MWSBE Division presume that MWBE firms were available to complete the work, but the respondent did not engage them. The respondent is responsible for demonstrating that it made a good faith effort to engage MWBE firms to meet the project specific goals, but was unable to do so, through submission of Good Faith Effort documentation.

Good Faith Effort documentation will, for the first time, be evaluated the same way for all three entities. Ten different kinds of Good Faith Effort documentation, including attendance at a pre-bid or pre-proposal meeting, copies of advertisements placed in the local newspaper and minority publications, and copies of written correspondence sent to certified MWBE firms, will be acceptable to demonstrate Good Faith Effort.

SBE PROGRAM

The proposed MWSBE Policy provides two procurement strategies to increase the utilization of Small Business Enterprise (SBE) firms: reserve projects and unbundling of projects. Reserve projects are identified by size and reserved for only SBE firms to respond. Unbundling of projects is a strategy used, where feasible, to break large projects into smaller projects to increase SBE firm participation as prime contractors or consultants.

The first strategy is to reserve, where feasible given project time constraints and certified SBE firm availability, those projects valued under \$150,000 for competition among only certified SBE firms. Solicitations for reserved projects valued under \$150,000 will be advertised only to certified SBE firms, and only certified SBE firms will be allowed to respond. If no certified SBE firms respond to a reserved solicitation or the responses are deemed unreasonable, all responses will be rejected and the project will be re-advertised in the usual manner to all prospective respondents.

The second strategy is to encourage as a matter of policy the "unbundling" of projects, where feasible, into smaller projects which may be more suitable for SBE firm participation. As part of the solicitation development meetings arranged by the City Procurement Services and County Purchasing Divisions, the MWSBE Division will recommend that projects be broken into smaller projects to encourage SBE firm participation.

MENTOR-PROTÉGÉ; JOINT VENTURE, PARTNERSHIP, AND ASSOCIATION; AND APPRENTICESHIP OR EXTERNSHIP

The proposed MWSBE Policy encourages 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. The consolidated MWSBE Policy provides incentive for prime contractors and consultants to employ apprentices and externs for the first time through Apprenticeship or Externship. Where applicable, Mentor-Protégé and Apprenticeship or Externship relationships and Joint Ventures, Partnerships, and Associations will be worth 2 points towards a respondent's MWBE Score. The consolidated MWSBE Policy incentivizes these relationships for the first time with additional points in an MWBE Score.

Mentor-Protégé Relationships

The MWSBE Division will approve a Mentor-Protégé relationship between a Mentor and a Protégé that is an MBE, WBE, or SBE firm certified with the MWSBE Division for an initial period of 3 years. Each year, the Mentor and Protégé will prepare a three-year development plan that will help the certified firm build capacity and experience. A Mentor responding to a City, County, or Blueprint solicitation can demonstrate a Mentor-Protégé relationship in its response for 2 points and may count the work of its Protégé towards one half of the relevant MBE or WBE goal.

Joint Venture, Partnership, and Association

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 Partnership or Association is subject to the same requirements as a Joint Venture, but does not require the formation of a legal entity separate from its component firms. The MWBE firm or smaller MWBE firm in a Joint Venture, Partnership, or Association will comprise a minimum of ten percent (10%) of the association and will receive a share of contract dollars proportionate to the percentage of its participation. From its creation and each year subsequent, a Joint Venture, Partnership, or Association will submit a Joint Venture, Partnership, and Association Affidavit and all contractual agreements related thereto. Joint Ventures, Partnerships, and Associations responding to City, County, and Blueprint solicitations can earn 2 points for demonstrating their relationship in their response and may count the work of the smaller MWBE firm towards one half of the relevant MBE or WBE goal.

Apprenticeship or Externship

Respondents may earn 2 points towards for affirming in their response that the respondents themselves or their subcontractors or sub-consultants will participate in an apprenticeship program registered with the Florida Department of Education or the United States Department of Labor or utilize otherwise-qualifying apprentices or externship for at least ten percent (10%) of the labor hours on the construction project.

Respondents will be required, quarterly, to submit documentation of the company's participation in an apprenticeship program or an externship program offered by qualified workforce development intermediary or educational institution or documentation of apprentice utilization.

REPORTING

The effectiveness of the MWBE Program and SBE Program will be measured by a review of funds 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 MWSBE Division will compile program information into an annual report. These annual supplier diversity reports on MWSBE utilization will be captured uniformly for all three governments because 1) a consolidated MWSBE Policy ensures uniformity in processes, thus uniformity in data collection; 2) the utilization of the B2GNow Contract Compliance Monitoring software, that tracks both non-MWSBE and MWSBE subcontracting, will capture the same data for the City of Tallahassee, Leon County Government, and Blueprint. This compliance software has been used by Leon County Government for more than a decade. This tool has been invaluable in collecting Leon County's subcontracting data and verifying subcontractor utilization through payment documentation. Presently, staff is on-boarding this software in partnership with the City of Tallahassee procurement and finance staff for utilization by the City of Tallahassee and Blueprint. This next step will make data collection and compliance monitoring more efficient and synonymous with all three jurisdictions.

As with the existing program, prime contractors and consultants will be expected to maintain records about their subcontractors, subconsultants, or suppliers and make those records available to the MWSBE Division. Primes will also be responsible for providing a Final Pay Affidavit documenting the same. In addition, the MWSBE Division will work with purchasing card vendors to upload information about purchasing card expenditures into the City and County's electronic tracking system, B2GNow. City Purchasing and County Procurement Services Divisions will continue to work with the MWSBE Division to ensure the accurate capture of prime and subcontractor data in the B2GNow system. Capture of all prime and subcontracting data, including MBE, WBE, SBE, and non-minority firms, will facilitate progress towards reaching the aspirational goals.

CAPACITY BUILDING COMPONENT

The proposed consolidated MWSBE Policy also codifies the work that the MWSBE Division continues to do to reach out to MBE, WBE, and SBE firms and help connect them with resources to build capacity. The MWSBE Division looks forward to establishing a method of evaluating all firms that do business with the City, County, and Blueprint to provide better feedback to vendors and provide MBE, WBE, and SBE firms with another qualification that can help them land the jobs they want.

BLUEPRINT PROCUREMENT POLICY UPDATE

Attachment #2 to this agenda item is a proposed revision to the Blueprint Procurement Policy that removes the reference to the former programs and policies of the City and the County and provides that the MWSBE Division will administer the new program in accordance with the proposed consolidated MWSBE Policy.

NEXT STEPS

The 2019 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 work to complete the IA Board direction from its June 2019 meeting in cooperation with the City Purchasing Division, and County Procurement Services Division. Specifically, the MWSBE Division, City Purchasing Division, and County Procurement Services Division 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.
- Convene a Taskforce to implement the mentor-protégé, joint venture, and apprenticeship elements of the MWSBE Policy and schedule meetings in cooperation with MGT to implement them.
- Finalize and update the City's DBE Plan for approval by the City of Tallahassee Commission.
- Staff will continue to work with the City and County departments to facilitate the implementation of the new MWSBE Policy.
- Upon approval of the consolidated MWSBE Policy, staff will host stakeholder meetings with the appropriate industry associations on the new aspirational goals and policy.

CONCLUSION

The proposed consolidated MWSBE Policy lays the foundation for a successful program of work for the MWSBE Division and the ability of City, County, and Blueprint to meet the aspirational goals identified in the 2019 Disparity Study. This agenda item presents the consolidated MWSBE Policy and a corresponding revision to the Blueprint Procurement Policy approving Blueprint participation in the proposed consolidated MWSBE Program. Following IA Board approval of 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.

Once approved by all three entities, the consolidated MWSBE Program will serve all three entities with one uniform program. Following the approval of all three entities and

revision of all corresponding procurement policies, the consolidated MWSBE Policy will become effective April 1, 2020. Prior to the effective date, the MWSBE Division and City Purchasing and County Procurement Services Divisions will work to familiarize both project managers and vendors with the new MWSBE Policy and associated forms through workshops and community engagement. Following April 1, all new solicitations issued by the City, County, and Blueprint will follow the consolidated MWSBE Policy as administered by the Tallahassee – Leon County Office of Economic Vitality MWSBE Division.

The consolidated MWSBE Policy will uniquely position the MWSBE Division to perform unlike any other supplier diversity program in the state of Florida. Not only is the MWSBE Division unique in that it is housed in a City and County local economic development organization, not a purchasing, budget, or community services department, but it also will serve three local jurisdictions. The 2019 Disparity Study is unique in evaluating data across three local jurisdictions and yielding consolidated aspirational goals to be utilized by all three jurisdictions. Finally, the MWSBE Division will 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 consolidated MWSBE Program is the culmination of the 2016 Final Report of the MWSBE Programs Evaluation Committee accepted by the Leon County Board of County Commissioners and City of Tallahassee Commission, the consolidation of the MWSBE Division within the Office of Economic Vitality, and the conclusion of the 2019 Disparity Study.

Action by the Minority, Women, Small Business Enterprise Citizens Advisory Committee, Blueprint Citizens Advisory Committee, and Economic Vitality Leadership Council: At its January 16, 2020 meeting, the MWSBE CAC recommended that the IA Board approve the MWSBE Policy and revision to the Blueprint Procurement Policy and recommended that the IA Board direct staff to work with City and County Staff to bring the MWSBE Policy and corresponding updates to their procurement policies before the City and County Commissions. The EVLC considered an update on the status of the MWSBE Policy at its January 11, 2020 meeting. At its meeting on January 16, 2020, the Blueprint CAC recommended that the IA Board approve the MWSBE Policy and revision to the Blueprint Procurement Policy and recommended that the IA Board direct staff to work with City and County Staff to bring the MWSBE Policy and corresponding updates to their procurement policies before the City and County Commissions.

OPTIONS:

- Option 1: Approve the Minority, Women, Small Business Enterprise Policy for the Blueprint Intergovernmental Agency and approve the revision 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 February 25 and 26, respectively.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Approve the Minority, Women, Small Business Enterprise Policy for the Blueprint Intergovernmental Agency and approve the revision 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 February 25 and 26, respectively.

Attachments:

1. Proposed Minority, Women, Small Business Enterprise Policy
2. Revision to the Blueprint Procurement Policy
3. 2019 Disparity Study Executive Summary
4. June 27, 2019 Disparity Study Agenda Item
5. Workgroup Membership
6. Certification Comparison Chart: Existing City of Tallahassee and Leon County, State of Florida OSD, and Consolidated MWSBE Policy

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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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.

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 participation in City, County, and Blueprint procurement opportunities.

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.

- 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.

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" - An American 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.

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.
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.
2. Organizing 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. MWBE Aspirational Goals

Each project specific goal is based on both 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
MWBE ASPIRATIONAL GOALS

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. 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 XII.

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 may schedule a solicitation development meeting including the MWSBE Division. Solicitation development meetings may occur in person or via teleconference, video conference, email, or other technology. Following 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.

C. 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. Copies 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. Copies 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. Copies 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. Documentation 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. Documentation 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. Documentation 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. Documentation 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 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.
9. 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. 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. 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 portion 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 that is eligible for 8 or 10 points; Completed MWBE Participation Plan that is eligible for 2, 4, or 6 points and 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 that is eligible for 2, 4, or 6 points but no Good Faith Effort documentation demonstrating why respondent could not meet the full project-specific goal; 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.

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. Generally, points will be awarded according to the schedules below. Each solicitation will identify the points associated with the MWBE portion of each solicitation.

Generally, the maximum number of points available for the MWBE portion of solicitation is a total of **10 points**.

A total of **8 points** can be awarded for an MWBE Participation Plan:

- a. Submission of an **MWBE Participation Plan** will earn **8 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 **4 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 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	MWBE Participation Plan
2 Points	Demonstrating Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship relationship is eligible to earn 2 points
4 Points	An MWBE Participation Plan that meets the following requirements is eligible for 4 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.
8 Points	An MWBE Participation Plan that meets the following requirements is eligible for 8 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	Demonstrates Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship, but is ineligible for 4 or 8 points. Good Faith Effort documentation demonstrating why respondent could not meet the project specific goal is necessary for responsiveness.
4 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.
6 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.
8 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.
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. Also demonstrates Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship.

E. 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 towards 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. 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. 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. 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. All prime contractors and consultants, subcontractors and subconsultants, and MWBE subcontractors and subconsultants must maintain records for the period prescribed by Florida law 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.

I. 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.

J. 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. 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

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

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

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

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 Participation Plan 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.

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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. However, the other project specific goal must also be fulfilled. 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.
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) on that contract.
6. 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.
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 MWSBE 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 must presume that the firm is not performing a CUF.
8. 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. 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. 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. 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. 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. 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 XII 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 is 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 MBE 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 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). 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.

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.

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<p style="text-align: center;">BLUEPRINT INTERGOVERNMENTAL AGENCY</p>	<p>DATE June 17, 2002</p>
	<p>NO. 101</p>
<p>TITLE</p> <p style="text-align: center;">PROCUREMENT POLICY</p>	<p>ORG. AGENCY</p> <p>Blueprint Intergovernmental Agency</p>
<p>101.01 <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 <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 <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 <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 insure 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](#). ~~the Office of Economic Vitality's MWSBE policy approved January 22, 2014, with the following exceptions:~~
 - a. ~~Minority Women Small Business Enterprise Participation Goals shall be established as follows:~~

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~~1) Operating Expenses: The highest of either the City of Tallahassee's or Leon County's goals will be utilized, based on the applicable category as referenced in the respective approved policies.~~

~~2) Capital Projects: A representative from the OEV's Minority, Women, & Small Business Enterprise Division and the OEV Director OR Blueprint Director (or designee) OR Director of PLACE shall review each proposed project to determine an appropriate goal for minority, women participation, based on the requirements of the project and the availability of certified minority and women participants in the local market area. This provision also applies to professional/consultant services contracts included in the overall project scope.~~

~~b. The percent breakdown of each expenditure category allocated to minority, women and disadvantaged businesses shall be determined through consultation with the OEV's Minority, Women and Small Business Enterprise Division.~~

~~e. The MWSBE point system used in evaluating minority, women and disadvantaged or/and small business enterprise participation in professional and consultant services for contract award shall be consistent with Leon County's procedure in which ten points, rather than five, are utilized.~~

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	\$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:

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- 1) The 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.

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

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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

EXECUTIVE SUMMARY

2019 Disparity Study

City of Tallahassee, Leon County, and Blueprint



EXECUTIVE SUMMARY

INTRODUCTION

MGT of America Consulting, LLC (MGT) was retained to conduct a **Minority, Women, and Small Business Enterprise (MWSBE) Disparity Study (Study)** for the City of Tallahassee, Leon County, Florida and Blueprint Intergovernmental Agency (City/County/Blueprint). In this chapter, MGT provides summary findings for the City/County/Blueprint. The Study analyzed procurement trends and practices for the study period of October 1, 2012 through September 30, 2017 (FY2013 – FY2017).

It is important to note that MGT has seen economic and programmatic improvements since the last set of disparity studies conducted in 2003 and 2009. There has been the consolidation of the City's and the County's MWSBE programs in the Office of Economic Vitality (OEV), significant growth of firms in the market area, and growth in the private sector marketplace. As a result of this economic growth, market area contractors and subcontractors are experiencing workload and capacity issues which has an impact on their availability to bid and do work in the area.

You will find in this Executive Summary:

- ◆ Evidence for the study's the central research question: *Is there factual predicate evidence to support the continuation a race- and gender-conscious MWBE program for the City/County/Blueprint?*
- ◆ Important Findings regarding MWBE utilization, availability and disparity for market area primes and construction subcontractors, anecdotal evidence, and private sector information.
- ◆ Commendations and Recommendations based on the study's findings and conclusions.

MGT found sufficient evidence of disparity and recommends the continuation of City/County/Blueprint's MWBE program to address identified disparities.

FINDINGS FOR MWBE UTILIZATION, AVAILABILITY AND DISPARITY

The City of Tallahassee - Prime Contractors

The expenditure utilization analysis shows that non-MWBE prime firms are utilized at substantially higher rates than their MWBE counterparts. Across all procurement categories, prime MWBE utilization, including Blueprint spending, amounted to 4.76 percent of \$526,165 million spent with firms in the relevant market area. The spend by the MWBE classifications were 1.88 percent for Non-minority Women firms, 1.05 percent for African American firms, 1.81 percent for Hispanic American firms, and 0.02 percent for Asian American firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 40.15. See **Table ES-1** below.

TABLE ES-1.
PRIME UTILIZATION, AVAILABILITY AND DISPARITY ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
ALL PROCUREMENT CATEGORIES
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$5,536,135.95	1.05%	2.46%	42.71	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$81,890.00	0.02%	0.80%	1.94	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$9,545,432.21	1.81%	0.76%	237.91	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.11%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$15,163,458.16	2.88%	4.14%	69.66	Underutilization	Disparity*
NON-MINORITY WOMEN FIRMS	\$9,907,767.06	1.88%	7.73%	24.35	Underutilization	Disparity*
TOTAL MWBE FIRMS	\$25,071,225.22	4.76%	11.87%	40.15	Underutilization	Disparity*
NON-MWBE FIRMS	\$501,094,251.48	95.24%	88.13%	108.06	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

The City of Tallahassee – Construction Subcontractors

For the City's construction subcontractors, MGT estimated that 79.14 percent or \$54.3 million of spending went to non-MWBE firms, while only 20.86 percent or \$14.3 million when to MWBE firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 51.20. See **Table ES-2** below.

TABLE ES-2.
SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS
BY BUSINESS OWNERSHIP CLASSIFICATION
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$10,046,063.73	14.64%	22.22%	65.88	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.00%	0.00	n/a	n/a
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	6.48%	0.00	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	3.70%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$10,046,063.73	14.64%	32.41%	45.17	Underutilization	Disparity*
NON-MINORITY WOMEN FIRMS	\$4,266,456.89	6.22%	8.33%	74.64	Underutilization	Disparity*
TOTAL MWBE FIRMS	\$14,312,520.62	20.86%	40.74%	51.20	Underutilization	Disparity*
NON-MWBE FIRMS	\$54,295,107.18	79.14%	59.26%	133.55	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

n/a - no utilization or availability so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

Blueprint - Prime Contractors

Prime utilization with MWBE amounted to 0.91 percent of the \$100.1 million spent with firms within the relevant market area. Spending was captured for three MWBE classifications; 0.90 percent or \$902.2 thousand for Non-minority Women firms, 0.01 percent or \$11.5 thousand for African American firms, and \$750 or 0.00 percent for Asian American firms. M/WBEs were underutilized, with a substantial and statistically significant disparity ratio of 6.47. See **Table ES-3** below.

TABLE ES-3.
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION
AND ALL PROCUREMENT CATEGORIES
BLUEPRINT DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$11,527.20	0.01%	1.93%	0.60	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$750.00	0.00%	0.32%	0.23	Underutilization	Disparity
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	1.22%	0.00	Underutilization	Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.29%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$12,277.20	0.01%	3.77%	0.33	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS	\$902,206.77	0.90%	10.36%	8.70	Underutilization	Disparity*
TOTAL M/WBE FIRMS	\$914,483.97	0.91%	14.12%	6.47	Underutilization	Disparity*
NON-M/WBE FIRMS	\$99,200,631.45	99.09%	85.88%	115.38	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Blueprint – Construction Subcontractors

Overall, construction subcontract dollars were estimated to have been \$19.8 million or 33 percent of the \$59.9 million in Blueprint construction prime contracts in the market area. Based on the analysis, non-MWBE firms received \$10.8 million (54.9%) of construction subcontracts. African American firms received 12.23 percent or \$2.4 million while Nonminority women firms received 32.88 percent or \$6.49 million. MWBEs were underutilized with a disparity ratio of 95.98 but lacks statistical significance due to the relatively small size/share of population of Non-minority Women firms. See **Table ES-4** below.

TABLE ES-4.
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING
CONSTRUCTION
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$2,416,804.71	12.23%	19.00%	64.37	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.50%	0.00	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	4.50%	0.00	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	1.50%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$2,416,804.71	12.23%	25.50%	47.96	Underutilization	Disparity*
NON-MINORITY WOMEN FIRMS	\$6,498,195.24	32.88%	21.50%	152.93	Overutilization	No Disparity
TOTAL MWBE FIRMS	\$8,914,999.95	45.11%	47.00%	95.98	Underutilization	Disparity
NON-MWBE FIRMS	\$10,849,183.59	54.89%	53.00%	103.57	Overutilization	No Disparity

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Leon County - Prime Contractors

Leon County prime MWBE utilization amounted to 12.20 percent or \$15.1 million of total payments within the relevant market area; 5.95 percent or \$7.4 million for Nonminority Women firms, 4.70 percent or \$5.81 million for African American firms, 1.51 percent or \$1.87 million for Hispanic American firms, and 0.04 percent or \$52.1 thousand for Asian American firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 66.68. See **Table ES-5** below.

TABLE ES-5.
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING
ALL PROCUREMENT CATEGORIES
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$5,813,081.14	4.70%	5.89%	79.80	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$52,122.35	0.04%	1.13%	3.73	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$1,872,998.30	1.51%	1.30%	115.99	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.08%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$7,738,201.79	6.25%	8.40%	74.42	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS	\$7,363,517.86	5.95%	9.90%	60.11	Underutilization	Disparity*
TOTAL MWBE FIRMS	\$15,101,719.65	12.20%	18.30%	66.68	Underutilization	Disparity*
NON-MWBE FIRMS	\$108,634,994.17	87.80%	81.70%	107.46	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Leon County – Construction Subcontractors

MGT calculated that overall construction subcontract dollars to have been \$19.6 million or 33 percent of the \$59.4 million in County construction prime contracts in the market area. Based on the analysis, non-MWBE firms received \$13.8 million (70.16%) of construction subcontracts. African American firms received 20.71 percent or \$4.06 million, Nonminority women firms received 6.54 percent or \$1.28 million, and Hispanic American firms received 2.59 percent or \$507.9 thousand. MWBEs were underutilized with a substantial and statistically significant disparity ratio of 79.85. See **Table ES-6** below.

TABLE ES-6.
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING
CONSTRUCTION
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$4,063,114.93	20.71%	28.62%	72.37	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.00%	n/a	n/a	n/a
HISPANIC AMERICAN FIRMS	\$507,858.66	2.59%	2.43%	106.56	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.00%	n/a	n/a	n/a
BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
TOTAL MINORITY FIRMS	\$4,570,973.59	23.30%	31.05%	75.04	Underutilization	Disparity*
NON-MINORITY WOMEN FIRMS	\$1,282,196.15	6.54%	6.32%	103.47	Overutilization	No Disparity
TOTAL MWBE FIRMS	\$5,853,169.74	29.84%	37.37%	79.85	Underutilization	Disparity*
NON-MWBE FIRMS	\$13,764,011.87	70.16%	62.63%	112.02	Overutilization	No Disparity

Disparity Index: under 80 represents substantial underutilization.

* represents statistical significance at 95% confidence interval.

n/a No utilization or availability so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

FINDINGS FOR COMBINED MWBE UTILIZATION, AVAILABILITY AND DISPARITY

During the study period, October 1, 2012 through September 30, 2017, across all agencies and all procurement categories, M/WBE utilization amounted to 6.18 percent of total payments, or \$40,172,945 of \$649,902,191. There was statistically significant underutilization for all M/WBE groups, except Hispanic American, who were overutilized. **Table ES-7** shows a summary of M/WBE utilization, availability and disparity by business owner classification.

TABLE ES-7.

COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING FOR PRIMES, ALL PROCUREMENT CATEGORIES

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION %	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$11,349,217.09	1.75%	4.74%	36.81	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$134,012.35	0.02%	0.79%	2.61	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$11,416,287.51	1.76%	1.57%	111.74	Overutilization	No Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.18%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$22,901,659.95	3.52%	7.28%	48.38	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS	\$17,271,284.92	2.66%	8.99%	29.57	Underutilization	Disparity*
TOTAL M/WBE FIRMS	\$40,172,944.87	6.18%	16.27%	37.99	Underutilization	Disparity*
NON-M/WBE FIRMS	\$609,729,245.65	93.82%	83.73%	112.05	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded.

* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

During the study period, October 1, 2012 through September 30, 2017, across all agencies for the construction procurement category, Construction subcontractor payments are estimates based on U.S. Census data (see **Chapter 4**). Procedures are being put in place by the Office of Economic Vitality (OEV) to capture this data for the next disparity study cycle. MWBE subcontractor utilization amounted to 22.86 percent or \$20.16 million of total estimated payments of \$88.22 million. There was no utilization of Asian American or Native American subcontractor firms. There was substantial underutilization for all MWBE groups. See **Table ES-8** below

TABLE ES-8

COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION SUBCONTRACTORS

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$14,109,178.66	15.99%	21.33%	74.96	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.67%	0.00	Underutilization	Disparity
HISPANIC AMERICAN FIRMS	\$507,858.66	0.58%	6.67%	8.63	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	2.00%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS	\$14,617,037.32	16.57%	30.67%	54.03	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS	\$5,548,653.04	6.29%	12.67%	49.65	Underutilization	Disparity*
TOTAL M/WBE FIRMS	\$20,165,690.36	22.86%	43.33%	52.75	Underutilization	Disparity*
NON-M/WBE FIRMS	\$68,059,119.05	77.14%	56.67%	136.13	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded.

* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

GOAL ATTAINMENT FOR 2019

The charts below (**Tables ES-9 – ES-11**) display goal attainment when compared to the 2019 Disparity Study for the City of Tallahassee, Blueprint and Leon County.

CITY OF TALLAHASSEE – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for the City, when compared to current City MWBE goals, was achieved for MBE and WBE Construction Subcontractors. See **Table ES-9** below.

TABLE ES-9.
CITY OF TALLAHASSEE CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	2003 CITY GOALS		2019 CITY GOAL ATTAINMENT		DIFFERENCE	
	MBE*	WBE*	MBE	WBE	MBE	WBE
Construction	7.50%	3.00%	2.98%	1.12%	-4.52%	-1.88%
Construction Subcontractor	7.50%	3.00%	14.64%	6.22%	7.14%	3.22%
A & E	7.50%	3.00%	1.15%	2.84%	-6.35%	-0.16%
Professional Services	12.50%	3.00%	2.11%	5.29%	-10.39%	2.29%
Other Services	7.50%	3.00%	4.96%	2.99%	-2.54%	-0.01%
Materials and Supplies	7.50%	3.00%	0.09%	0.66%	-7.41%	-2.34%

*Note: Other than Professional Services, goals are for Capital Budget projects \$100,000 or more.

BLUEPRINT – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for Blueprint, when compared to current Blueprint MWBE goals, was achieved for MBE and WBE Construction Subcontractors, and WBEs in Other Services and Materials and Supplies. See **Table ES-10** below.

TABLE ES-10.
BLUEPRINT CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	BLUEPRINT GOALS		2019 BLUEPRINT GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	7.50%	3.00%	0.00%	0.11%	-7.50%	-2.89%
Construction Subcontractor	7.50%	3.00%	12.23%	32.88%	4.73%	29.88%
A & E	7.50%	3.00%	0.00%	2.16%	-7.50%	-0.84%
Professional Services	12.50%	3.00%	0.00%	0.48%	-12.50%	-2.52%
Other Services	7.50%	3.00%	1.00%	9.09%	-6.50%	6.09%
Materials and Supplies	7.50%	3.00%	0.00%	3.56%	-7.50%	0.56%

*Note: Other than Professional Services, goals are for Capital Budget projects \$100,000 or more.

LEON COUNTY – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for Leon County, when compared to current County MWBE goals, was achieved for MBEs in Construction Subcontractors, MBEs Other Services and WBEs in Professional Services and Materials and Supplies. See **Table ES-11** below.

TABLE ES-11.
LEON COUNTY CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	2009 COUNTY GOALS		2019 COUNTY GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	8.00%	5.00%	3.95%	4.43%	-4.05%	-0.57%
Construction Subcontractor	17.00%	9.00%	23.30%	6.54%	6.30%	-2.46%
A & E	12.00%	14.00%	10.20%	7.49%	-1.80%	-6.51%
Professional Services	7.00%	15.00%	0.77%	0.79%	-6.23%	-14.21%
Other Services	10.00%	8.00%	21.98%	7.23%	11.98%	-0.77%
Materials and Supplies	1.00%	6.00%	0.10%	10.84%	-0.90%	4.84%

OTHER FINDINGS

DISPARITIES IN SURVEY OF BUSINESS OWNERS DATA (CHAPTER 6)

Findings from the U.S Census 2012 SBO data indicate there is substantial underutilization for most MWBE firms across industry sectors for the procurement categories identified for this study. Further, each of the five procurement categories analyzed showed substantial disparity among defined MWBE classes, where sufficient data were available.

DISPARITIES IN SELF-EMPLOYMENT AND REVENUE EARNINGS (CHAPTER 6)

Findings from the PUMS 2011 – 2016 data indicate that MWBE firms were significantly less likely than nonminority males to be self-employed. It is evident that racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment after other factors are controlled for. If they were self-employed, MWBE firms earned significantly less in 2011-2016 than self-employed nonminority males.

ANECDOTAL EVIDENCE OF DISCRIMINATION (CHAPTER 7)

Among the MWBE firms who responded to survey questions about barriers to doing business with the City/ County/Blueprint:

- ◆ Firms indicated that during most of the study period the MWBE programs and DBE program, were operated by two agencies. Firms indicated that the consolidated programs should help increase

utilization but will require additional resources, and support from the governing bodies for the programs to function effectively.

- ◆ Participants stated that contracts are too large for their firms to successfully compete on.
- ◆ Having two different program guidelines within the same office is counterproductive. OEV is in the process of consolidating their MWBE programs which will help address this issue.

Many MWBE firms identified two major barriers:

- ◆ Primes not being held accountable for utilizing MWBEs. Primes submit names of MWBE subs to get work, but do not use the subs named in their proposal.
- ◆ Primes are slow to pay for work completed. Accountability is needed to ensure primes are paying subcontractors timely and the contracted amounts.

Some MWBE firms felt that they were evaluated with a higher level of scrutiny regarding their qualifications and ability to perform compared to their nonminority counterparts.

COMMENDATIONS AND RECOMMENDATIONS

The following commendations and recommendations are based on multiple findings and do not necessarily tie to one finding. In developing the study’s recommendations MGT focused on addressing policy and operations, which will strengthen City/County/Blueprint’s efforts to achieve goals related to increasing the utilization of MWBEs in all City/County/Blueprint contracting and procurement.

RECOMMENDATION A: COMBINED ASPIRATIONAL M/WBE GOALS

One of the objectives of this disparity study was to determine if a set of consolidated MWBE goals was feasible, and if so, develop a set of consolidated goals for the City/County/Blueprint. We present a proposed set of consolidated goals in **Table ES-12**. The proposed consolidated goals are based on legal defensibility, current industry standards, and have been vetted by the Disparity Study Workgroup. The methodology used a combined M/WBE utilization calculation for the City/County/Blueprint and weighting for M/WBE availability and utilization.

The aspirational goals shown below should not be applied rigidly to every individual City/County/Blueprint procurement. Instead M/WBE goals should vary from project to project. Aspirational goals should be based on relative M/WBE availability.

TABLE ES-12.
PROPOSED 2019 COMBINED ASPIRATIONAL MBE AND WBE GOALS
CITY/COUNTY/BLEUPRINT

BUSINESS CATEGORY	CONSOLIDATED GOALS	
	MBE	WBE
Construction	5.00%	4.00%
Construction Subcontractor	14.00%	9.00%
A & E	8.00%	6.00%

BUSINESS CATEGORY	CONSOLIDATED GOALS	
	MBE	WBE
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Source: Chapter 8, 2019 City/County/Blueprint Disparity Study

RECOMMENDATION B: NARROWLY TAILORED M/WBE PROGRAM

Developments in court cases involving federal disadvantaged business enterprise (DBE) programs provide important insight into the design of local M/WBE programs. Federal courts have consistently found DBE regulations in 49 CFR 26 to be narrowly tailored.¹ The federal DBE program features in **Table ES-13** demonstrate the application of a narrowly tailored remedial procurement preference program. The City/County/Blueprint should adopt these features in any new M/WBE program.

TABLE ES-13.
NARROWLY TAILORED M/WBE PROGRAM FEATURES

	<i>Narrowly Tailored Goal-setting Features</i>	DBE Regulations
1.	The City/County/Blueprint should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The City/County/Blueprint should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The City/County/Blueprint should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)

Source: Suggested features in a proposed narrowly tailored M/WBE program based on USDOT 49 CFR 26.

COMMENDATION AND RECOMMENDATIONS C: SUBCONTRACTOR PROJECT GOALS

This study provides evidence to support the continuation of City/County/Blueprint's MWBE program. This conclusion is based primarily on the following:

- ◆ Statistical disparities in current MWBE utilization which showed substantial underutilization in all business categories, for all MWBE groups, except for Hispanic Americans in Construction and Other Services;
- ◆ Evidence of discrimination in business formation and revenue earned from self-employment. Racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment and MWBE firms earned significantly less in 2011-2016 than self-employed nonminority males;
- ◆ Anecdotal evidence of disparate treatment to MWBE subcontractors by prime contractors; and
- ◆ Disparities identified in the private sector marketplace through the U.S. Census Survey of Business Owners (SBO) data.

¹ *Adarand v. Slater*, 228 F.3d 1147 (10th Cir. 2000), *Gross Seed. v. State of Nebraska*, 345 F.3d 968 (8th Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004).

COMMENDATION

City/County/Blueprint should be commended for establishing subcontractor goals on certain City/County/Blueprint contracts. City/County/Blueprint has established procedures for its project specific subcontracting goal setting process.

RECOMMENDATIONS

- ◆ MGT recommends that City/County/Blueprint continue to establish project specific subcontracting goals on a contract by contract basis, based on the availability of ready, willing, and able MWBE firms.
- ◆ MGT recommends that City/County/Blueprint do not place goals on contracts where overutilization has been identified, i.e. Hispanic Americans in Construction and Other Services.
- ◆ MGT also recommends that City/County/Blueprint require prime contractors to document outreach efforts and reasons for rejecting qualified MWBEs and/or MWBEs that were the low bidder.

RECOMMENDATION D: BIDDER ROTATION

City/County/Blueprint should consider bidder rotation to limit habitual purchases from majority firms and to ensure that MWSBEs have an opportunity to bid along with majority firms. Bid rotation encourages MWSBE utilization, particularly in architecture and engineering, by providing each pre-qualified vendor an opportunity to be chosen to perform on a contract. For example, the School Board of Broward County use bid rotation as part of their Supplier Diversity Outreach Program. It is used for a prequalified panel of certified SBEs for smaller contracts valued at less than \$50,000.

RECOMMENDATION E: CONTRACT SIZE

Many MWBE firms stated that one of the barriers they faced was the size of contracts. Contracts are too large for their firms to successfully compete on. MGT recommends that City/County/Blueprint consider structuring smaller bid packages (unbundle), where feasible, so small firms can work as primes and subcontractors and have the capacity to bid and win subcontracts.

COMMENDATION AND RECOMMENDATION F: DATA MANAGEMENT

City/County/Blueprint should be commended for utilizing B2GNow, a contract compliance and monitoring tracking system. This system can maintain and track awarded projects (awards and payments) at the prime and sub level.

City/County/Blueprint should fully implement, monitor and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze M/WBE and SBE utilization data to monitor goal attainment. Data collection should include:

- ◆ Require primes (both M/WBE and non-M/WBE) to report all subcontractor and supplier utilization.
- ◆ Validate subcontractor utilization using compliance reporting.

- ◆ Consistently collect bid and proposal responses and identify those that are M/WBE firms.
- ◆ Document M/WBE and SBE bidders on City/County/Blueprint contracts.

COMMENDATION AND RECOMMENDATION G: PROMPT PAYMENT

- ◆ OEV should be commended for having a prompt payment policy for subcontractors. OEV requires every contract with a prime to include provisions to ensure prompt payment to subcontractors for satisfactory work. Failure to provide prompt payments may result in penalties for non-compliance.
- ◆ OEV also requires prime contractors to submit monthly M/WBE subcontractor reports. The OEV monitors the monthly activity of MWBE subcontractors to review progress payments. MWBE subcontractors who are not being paid in a timely manner may notify OEV. OEV's oversight is an effort to ensure subcontractors are paid timely for their goods and services.

RECOMMENDATION

- ◆ OEV should review current penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.

COMMENDATION H: SMALL BUSINESS ENTERPRISE (SBE) PROGRAM

City/County/Blueprint should be commended for encouraging SBE utilization. SBE programs have the advantage that they are generally not subject to constitutional challenge.

RECOMMENDATION

- ◆ City/County/Blueprint should consider the use of SBE bid preferences. SBE bid preferences operate along similar lines as MWBE bid preferences. For example, prime consultants could receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant. This would further encourage primes to utilize SBEs in their bids.

RECOMMENDATION I: PURCHASING CARDS

- ◆ City/County/Blueprint should consider promoting the utilization of MWSBEs on purchasing cards. This would require the purchasing card vendor to report on M/WBE utilization. Reporting on purchasing card MWSBE expenditures would help towards MWSBE goal attainment.

RECOMMENDATION J: DESK AUDIT

The operation of a comprehensive MWBE program will require staff dedicated to conduct outreach, bid evaluation, monitoring and compliance, goal setting, and reporting. To enhance the effectiveness of the MWBE Program, MGT is recommending that a desk audit be performed to determine if additional resources are necessary.

RECOMMENDATION K: M/WBE GRADUATION

The City/County/Blueprint should consider a phased graduation process for firms that exceed the certification personal net worth requirements. A phased graduation will allow potential graduates to continue to build capacity without the effects of immediate removal from the program.

RECOMMENDATION L: BONDING

Bonding continue to be a barrier to MWBEs ability to secure contracts. City/County/Blueprint should consider simplifying the bonding process, reducing bond requirements, and providing assistance to MWBEs and other small businesses to obtain bonding assistance. For example, the Florida Department of Transportation has a small business initiative where they waive performance and bid bond requirements for contracts under \$250,000.

CONCLUSION

This study provides factual predicate evidence for continuing remedial efforts to include MWBEs in City/County/Blueprint's procurement. One of the objectives of the study was to examine the merits of consolidating OEV's MWSBE policies and procedures. The results of this study support the move in this direction.

Disparity was identified in most procurement categories and business ownership classifications. No disparity was found for prime Hispanic American firms in Construction and Other Services (due to utilization of 2 Hispanic American firms). See **Table ES-14** below. This evidence is based on quantitative and qualitative data from public and private sources. While City/County/Blueprint has made progress in MWBE inclusion, any future efforts must be narrowly tailored to rectify the issues identified in this report.

TABLE ES-14.
SUMMARY OF DISPARITY FINDINGS

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALES	MWBES OVERALL
Construction	Disparity	n/a	No Disparity*	n/a	Disparity*	Disparity*
Construction Subcontractors	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
A&E	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
Professional Services	Disparity*	Disparity	Disparity*	n/a	Disparity*	Disparity*
Other Services	Disparity*	Disparity*	No Disparity	n/a	Disparity*	Disparity*
Material & Supplies	Disparity*	Disparity*	Disparity*	n/a	Disparity*	Disparity*

Study Period: October 1, 2012 to September 30, 2017.

*Denotes statistical significance.

n/a denotes no utilization or availability, so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

The results of this study position the City/County/Blueprint to use procurement as a strategy for achieving greater business diversity and economic inclusion. The commitment to business diversity and inclusion is

embodied in the establishment of OEV and the recognition that procurement can be a powerful mechanism for promoting economic empowerment.

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Blueprint Intergovernmental Agency Board of Directors Agenda Item #20

June 27, 2019

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Category: General Business

Department: Office of Economic Vitality

Contact: Benjamin H. Pingree, Director of PLACE
Cristina Paredes, Director of the Office of Economic Vitality
Darryl Jones, Deputy Director of the Office of Economic Vitality,
Minority Women Small Business Enterprise Division
Kirsten Mood, Assistant Blueprint Attorney

STATEMENT OF ISSUE:

This agenda item presents the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency (Attachment #2) to the Blueprint Intergovernmental Agency Board of Directors (IA Board). In addition, staff are seeking IA Board direction to develop uniform MWSBE Policies based on the results of the 2019 Disparity Study for consideration by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the IA Board. MGT of America, Inc. (MGT), will present the 2019 Disparity Study at the June 27, 2019 meeting.

FISCAL IMPACT

This item does not have fiscal impact.

STRATEGIC PLAN

The Strategic Plan indicates that the 2019 Disparity Study would inform the programs of the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division and the OEV Five Year Work Plan. Following IA Board acceptance of the 2019 Disparity Study, the recommendations therein will be used to develop MWSBE Policies that will be brought back to the IA Board, City of Tallahassee Commission, and Leon County Government.

LEGAL NECESSITY

In order to maintain a legally defensible race- or gender-based program, a government must first conduct a disparity study to determine whether factual predicate evidence of disparity exists in the relevant market. A disparity study must compare the **government's** utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to the availability of MBE and WBE firms in the relevant market during a limited period. If this comparison reveals that the government has not utilized MBE and WBE firms in sufficient proportion to their availability in the market, significant disparity exists to justify a race- or gender-based program going forward. For more information on the legal necessity and precedent for race- and gender-conscious government programs, see Chapter 2 of the Disparity Study, Attachment #2.

The 2019 Disparity Study identifies significant disparity sufficient to support a consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency.

RECOMMENDED ACTION:

- Option 1: Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.
- Option 2: Direct staff to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.
- Option 3: Direct staff to work with City Procurement and County Purchasing to review the 2019 Disparity Study recommendations below for inclusion into the consolidated MWSBE Policies and the procurement and purchasing policies and procedures of all three entities and bring back an agenda item to the IA Board for consideration:
- Review the use of bidder rotation for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
 - Consider the **“unbundling”** of contracts for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
 - Review current prompt payment policies for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.
 - Review the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with Purchasing Cards.

- Create policies and procedures for the utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.
- Create a SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.
- Review bonding requirements and opportunities for MWSBEs.
- Consider creating an MWSBE Graduation Program in the consolidated MWSBE Policies for certified MWSBEs.

Option 4: Direct staff to bring back Apprenticeship and mentor/protégé programs for consideration by the IA Board.

EXECUTIVE SUMMARY

In 2016, the City and County merged their respective supplier diversity offices into the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division. **One of the MWSBE Division's first tasks was to secure a** disparity study whose findings and recommendations would serve as the foundation of the MWSBE Division. In order to continue a legally defensible race- or gender-conscious government program, a disparity study must first identify evidence of disparity in the relevant market area. Accordingly, the MWSBE Division advertised a contract that was awarded to MGT of America, Inc. (MGT), to conduct the 2019 Disparity Study.

The 2019 Disparity Study was commissioned to determine whether evidence of disparity existed in the market, and if so, whether that disparity was sufficient to support a single MWSBE Program to serve the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The 2019 Disparity Study considered the expenditures of all three entities and compared the utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to their availability in the relevant market area.

The 2019 Disparity Study revealed evidence of disparity to support not only a continued race- and gender-conscious MWSBE Program but a single, consolidated MWSBE Program that serves all three entities. In addition, the 2019 Disparity Study includes new, consolidated aspirational Goals. The 2019 Disparity Study also includes twelve recommendations that representatives of the City, County, and Blueprint will consider to develop consolidated MWSBE Policies and to make necessary amendments to Procurement and Purchasing Policies. In addition, OEV will convene a Taskforce to assist in developing mentor/protégé and apprenticeship programs in cooperation with MGT. Staff seek IA Board acceptance of the 2019 Disparity Study. Staff also seek direction to develop the consolidated MWSBE Policies and bring them back to the IA Board for consideration. Next, the MWSBE Policies and any necessary amendments to the **City's and County's Purchasing and Procurement Policies will be brought before the City of Tallahassee Commission, Leon County Commission, and the IA Board.**

SUPPLEMENTAL INFORMATION:

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I. Background

Before the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division merged from the respective supplier diversity offices within the City of Tallahassee and Leon County Government, the City and the County operated separate MWSBE Programs based on disparity studies from different years and based on the respective **entities'** prior MBE and WBE utilization.¹ In April 2016, the City and County agreed to functionally consolidate their MWSBE Programs under the newly created OEV and fund a new Disparity Study to provide the most recent, legally defensible data, but also to determine whether evidence existed to support the consolidation of the two MWSBE Programs or whether the MWSBE Programs must remain separate. The consolidation of the City and County programs was based on the recommendation of a citizen committee that met for five months in 2016 to provide feedback to the on MWSBE Programs. For the last three years, the MWSBE Division has operated two MWSBE Programs side-by-side to serve the City, County, and Blueprint.

As such, OEV had as one of its principal responsibilities since its creation the duty to manage and return a disparity study to the IA Board, the City of Tallahassee, and Leon County Government. The 2019 Disparity Study will serve as one of the keystone documents for OEV and its MWSBE Division. The 2019 Disparity Study will also inform the Purchasing and Procurement Policies and the supplier diversity goals of the City of Tallahassee, Leon County, and Blueprint. Following direction from the IA Board, OEV conducted a national solicitation for a disparity study. MGT of America, Inc. (MGT), won the solicitation. Blueprint negotiated a contract that was finalized in April 2017 for MGT to conduct a Disparity Study of Fiscal Years (FY) 2012-2016 for the City of Tallahassee, Leon County Government, and Blueprint. The scope of work included the following:

- 2019 Disparity Study
 - Anecdotal analysis of the City and County MWSBE Programs, designed to explain and interpret statistical findings. Courts have ruled that the

¹ As with many of its policies and procedures, Blueprint adopted the supplier diversity policies of the City of Tallahassee.

Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

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- combination of disparity study findings and empirical evidence provides the best evidence demonstrating the existence of historically discriminatory practices if any.
- Define measurable goals and benchmarks.
- Expenditure analysis for all County, City, and all other related agencies, including Blueprint, for FY 2012-2017.
- Examine methods to ensure contract compliance, monitoring, and enforcement.
- Provide modifications to the SBE Program including but not limited to creating graduation requirements, increasing the set-aside ceiling for SBE projects to at least \$250,000, and automatically certifying MWSBEs as SBEs, when eligible.
- Develop uniform MWSBE Policies for the County and City, which includes an evaluation policy for applying the MWSBE goals to awarding projects, if supported by factual predicate evidence.
 - Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of **Tallahassee's** participation in the Unified Certification Program and the Florida Department of Transportation Disadvantaged Business Enterprise certification process. Modifications to existing certification thresholds and size standards, if necessary.
 - Consideration to allow MBE or WBE prime contractors to count self-performed work to meet the aspirational MBE/WBE Utilization targets for the appropriate purchasing categories.
 - Develop a Mentor-Protégé Program for certified MWSBE vendors.
 - Develop an apprenticeship program to support the business community and provide employment opportunities for high school-aged children and recent high school graduates and;
 - Review the potential of reciprocal certification programs with other MWSBE offices, specifically the Florida Office of Supplier Diversity.
- Review and update the **City's** DBE Plan for approval by the City of Tallahassee Commission
- Review of the Harvard Study on Economic Segregation presented to the IA Board on March 1, 2018. See Attachment 3.

MGT completed community engagement with the business community to inform the Disparity Study. **MGT's** engagement included the following:

- Conducted twelve (12) Policy/Stakeholder Interviews.
- Conducted two (2) Stakeholder Kickoff Meetings.
- Two (2) Presentations/Meetings with MWSBE Citizen Advisory Committee, one (1) with Blueprint Citizen Advisory Committee, one (1) with IA Board.
- Conducted five (5) Focus Group Meetings (one ACDBE).
- Conducted four (4) Community Meetings/Public Hearings

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- In total, approximately forty (40) attendees; Twenty-five (25) people shared experiences
- Completed thirteen (13) stakeholder interviews with Trade Associations and Business Organizations
- Completed forty-five (45) in-depth interviews with business owners
- Over two hundred and ninety (290) business owners contacted
- Business Information Surveys
 - Over thirty (30) completed
 - Completed Custom Census Business Surveys – Over 1,300 completed
- Approximately 27,000 calls made to local business owners.

The volume of public engagement with business owners—both MWSBE and non-MWSBE firms—ultimately informed the anecdotal findings reported in the Disparity Study. As discussed above, race- and gender- based government programs must be supported by factual predicate evidence of disparity. Disparity studies quantify evidence of disparity by analyzing utilization, or expenditures with MBE and WBE firms, within a limited time period and geographic market area. The fraction of MBE and WBE utilization divided by MBE and WBE availability and multiplied by 100 yields a Disparity Index. If the Disparity Index for a given category of MBE or WBE firms is 100, the government has utilized those firms in direct proportion to their availability in the relevant market area during the study time period. A Disparity Index below 100 represents Underutilization of MBE or WBE firms, and a Disparity Index above 100 represents Overutilization. A Disparity Index demonstrating Underutilization below 80 indicates significant disparity sufficient to justify a government program in the category measured. Once significant disparity is identified, a government can implement a legally defensible race- or gender-based program narrowly tailored to remedy the identified disparity.

OEV and MGT were in constant dialogue for the successful management of the 2019 Disparity Study over the last two years. OEV assisted MGT by facilitating the acquisition of financial and procurement data from the City, County, and Blueprint that MGT utilized to determine MBE and WBE utilization during the study period. OEV also brokered opportunities for public and business community engagement throughout the study for **MGT's** collection of anecdotal information. OEV staff also facilitated stakeholder engagements with the three local chambers—Greater Tallahassee, Big Bend Minority, and Capital City Chambers of Commerce—and the Big Bend Contractors Association for anecdotal information. At the recommendation of MGT and following IA Board approval in December 2018, OEV and MGT negotiated an extension of the contract to add FY 2017 data to the 2019 Disparity Study. The extended agreement also included additional deliverables: the creation of an apprenticeship program and a review of the academic validity of the Harvard Study on Economic Segregation.

On March 1, 2018, staff presented **MGT's** response to the Harvard Study on Economic Segregation to the IA Board. MGT reviewed the Harvard Study and perceived economic segregation through the lens of the data being processed for the 2019 Disparity Study.

MGT used the Harvard Study to guide and direct the data analyzed in the 2019 Disparity Study to answer to what extent, if any, there is discrimination and disparate treatment in the marketplace. MGT examined causal or underlying factors that impact utilization and availability of MBE and WBE firms in the marketplace. MGT delivered an updated response to the Harvard Study indicating how the 2019 Disparity Study efforts of the City, County, and Blueprint, including OEV and its MWSBE Division, strengthen small, minority, and women owned businesses. See Attachment 3.

Upon the completion of the draft 2019 Disparity Study, OEV convened a Disparity Study Workgroup to verify the data and approve the methodology used to complete the 2019 Disparity Study. The attorneys on the Workgroup reviewed the law cited in the Disparity Study to ensure its legal defensibility. The budget, procurement, and purchasing offices authenticated the supporting financial data. The Workgroup accepted the methodology used to calculate utilization, availability, and disparity. The Workgroup included:

- Cassandra Jackson, City Attorney
- Herb Thiele, Leon County Attorney
- Ben Pingree, PLACE Director
- LaShawn Riggins, Deputy Leon County Attorney
- Amy Toman, Deputy City Attorney
- Cristina Paredes, Office of Economic Vitality Director
- Autumn Calder, Blueprint Director
- Scott Ross, Leon County Budget Director
- Robert Wigen, COT Budget Director
- Shelly Kelley, County Purchasing Director
- Andre Libroth, City Procurement Director
- Kirsten Mood, Assistant Blueprint Attorney
- Darryl Jones, Deputy Director Office of Economic Vitality/MWSBE Division
- LaTanya Raffington, MWSBE Division
- Shanea Wilks, MWSBE Division
- Tres Long, Blueprint Accountant
- Shelonda Meeks, Blueprint Administration
- Maribel Nicholson-Choice, Blueprint Legal Consultant

MGT conducted the 2019 Disparity Study to analyze the expenditures of all three entities within the four-county market area of Leon, Gadsden, Jefferson, and Wakulla Counties between Fiscal Year (FY) 2012 and FY 2017. The expenditures of all three entities with MBE and WBE firms—utilization—compared to the availability of MBE and WBE firms in the four-county market area during the study period revealed significant disparity that is sufficient to support a consolidated MWSBE Program for the City, County, and Blueprint. Now that significant disparity has been identified, MGT will continue to work with the three entities to develop a consolidated MWSBE Program.

MGT remains responsible for working with all three entities to develop MWSBE Policies to support a consolidated MWSBE Program. These policies will include Tiered Certification, Reciprocal Certification, and MWSBE Graduation. MGT will also review and update the **City's** Disadvantaged Business Enterprise (DBE) Program applicable to the Airport, update the current Small Business Enterprise (SBE) Program, and update its prior review of the Harvard Study on Economic Segregation. MGT also remains responsible for developing policies for a mentor/protégé program and an apprenticeship program. Staff recommends that a Taskforce convene to guide MGT in creating these deliverables. Both programs will serve the local business community and provide capacity building for MWSBEs and stimulate job creation in our local economy. Therefore, the creation of these programs will require input and collaborations from key stakeholders in our business community and workforce development partners. OEV will report to the IA Board with Taskforce recommendations for the implementation of a mentor/protégé program and an apprenticeship program.

II. Legal Necessity

In 1989, the United States Supreme Court decided *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989). *Croson* struck down the City of Richmond Minority Business Enterprise Program requiring prime contractors to subcontract at least 30% of the prime contract award to minority businesses. Justice **O'Connor**, writing for the Court, found that the City of Richmond failed to demonstrate a compelling state interest in justifying its plan and that the plan was not narrowly tailored to remedy the effects of past discrimination. *Id.* at 506-11. Justice **O'Connor's** decision carved out a method by which governments can rectify a history of race- and gender-based discrimination: (1) identify factual predicate evidence of significant disparity sufficient to demonstrate a compelling state interest in using a race- or gender-conscious program; and (2) tailor the program narrowly to address the actual disparity for which there is recent, geographically relevant evidence.

A disparity study identifying factual predicate evidence of disparity is necessary to support a narrowly tailored, legally defensible MWSBE Program. See *Eng'g Contractors Ass'n of S. Fla., Inc.*, 122 F.3d 895, 916 (11th Cir.1989)); *Concrete Works of Colo., Inc. v. City and Cty. of Denver (Concrete Works IV)*, 321 F.3d 950 (10th Cir.), *cert. denied*, 540 U.S. 1027 (2003). Without such evidence, a local government cannot claim a compelling state interest in implementing a race- or gender-conscious program. A disparity study must be conducted every few years and include a limited market area to ensure the most up-to-date and narrowly tailored data necessary for a legally defensible race- and gender-conscious program. See *Rothe Dev. Corp. v. United States Dep't of Def.*, 545 F.3d 1023, 1039 (Fed. Cir. 2008).

For more information on the legal necessity and precedent for race-and gender-conscious government programs, see Chapter 2 of the Disparity Study, Attachment #2.

III. Workgroup Engagement

As mentioned previously, upon completion of the draft 2019 Disparity Study, OEV convened a Workgroup comprised of staff from the City, County, and Blueprint to authenticate the data and methodology used to inform the 2019 Disparity Study and its recommendations, provide legal review of the case law cited in the Disparity Study, and to accept the findings contained therein. The Disparity Study Workgroup had eight meetings. There were also additional meetings with MGT, attorneys, and the data and financial managers for verifying the information.

The **Workgroup's** verification of data in the draft Disparity Study ensures that the final 2019 Disparity Study is its most legally defensible and statistically sound before IA Board consideration. The Workgroup accepted the methodology that MGT used:

- Based on similar goal-setting process as established in 49 CFR 26, the U.S. Department of Transportation (DOT) Disadvantaged Business Enterprise (DBE) regulations.
- MBE and WBE Availability – used custom census based on Dun & Bradstreet to estimate availability in the four-county market area.
- MBE and WBE Utilization – baseline availability estimates were adjusted for measures of existing MWSBE utilization for the study period.
- Proposed MBE and WBE Aspirational Goals – used a weighted average of MBE and WBE utilization and availability.

Following acceptance from the Workgroup, MGT shared the 2019 Disparity Study and discussed its methodology, process, findings, commendations, and recommendations **with the Blueprint Intergovernmental Agency's citizen advisory committees.**

The results of the Disparity Study were presented to the Blueprint Citizen Advisory Committee (CAC) on June 13, 2019, the Economic Vitality Leadership Council (EVLC) on June 14, 2019, and the Minority Women and Small Business Enterprise Citizen Advisory Committee on June 17, 2019. Each committee received a presentation by MGT and had the opportunity to engage with the consultants on the recommendations and findings presented.

IV. Utilization

One of the most important components of the 2019 Disparity Study is the reporting of current utilization of MBE and WBE firms from all three entities. As discussed above, the **MWSBE Division has been operating the City and the County's legacy MWSBE Programs** based on prior year disparity studies including data limited to each respective entity. The continuation of any MWSBE Program required an updated disparity study for the most recent fiscal years. To determine whether the two programs could be consolidated, a study of all three entities was imperative. Therefore, the 2019 Disparity Study reviews City, County, and Blueprint expenditures between FY 2012 and FY 2017. The 2019 Disparity

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Study also limited its review to a four-county market area: Leon, Gadsden, Jefferson, and Wakulla Counties.

Disparity studies quantify evidence of disparity by analyzing utilization, or government expenditures with MBE and WBE firms. The fraction of MBE and WBE utilization divided by MBE and WBE availability in the four-county market area and multiplied yields the Disparity Index. A Disparity Index of 100 indicates parity—that the government is using MBE and WBE firms in proportion to their availability. A score under 100 indicates Underutilization, and a score over 100 indicates Overutilization. A Disparity Index below 80 indicates significant disparity sufficient to justify a race- or gender-conscious government program.

Although MBE and WBE firms from outside the four-county market area are excluded from the 2019 Disparity Study for legal defensibility, the data nevertheless demonstrates that the City, County, and Blueprint exceeded their current aspirational goals for Construction Subcontractors. Blueprint exceeded its WBE goals in the areas of Other Services and Materials and Supplies. Leon County exceeded its MBE goals in Other Services and exceeded WBE goals in Materials and Supplies. The following data presents a picture of the combined spending of all three entities among MBE and WBE firms in the four-county market area for services in the following business categories: Construction; Architecture and Engineering (A&E); Professional Services; Materials and Supplies; and Other Services.

Table 8-24, from the Disparity Study, below details how the City, County, and Blueprint spent all of their combined dollars with MBE, WBE, and non-minority firms across all business categories between FY 2012 and FY 2017. These expenditures are those dollars spent with Prime Contractors. These expenditures also guide MGT in developing narrowly tailored goals based on the 2019 Disparity Study that are also attainable based on recent performance. Detailed information regarding the utilization can be found in Chapter 8 of the Disparity Study.

TABLE 8-24 FY 2012-FY 2017
UTILIZATION OF FIRMS BY CITY, COUNTY, AND BLUEPRINT
BY PRIME CONTRACT CATEGORY AND BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION PRIMES	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES	ALL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
AFRICAN AMERICAN FIRMS	\$2,558,888.39	\$1,794,021.42	\$424,844.11	\$6,510,702.13	\$60,761.04	\$11,349,217.09
ASIAN AMERICAN FIRMS	\$5,360.00	\$0.00	\$5,020.00	\$116,584.35	\$7,048.00	\$134,012.35
HISPANIC AMERICAN FIRMS	\$7,763,230.30	\$209,991.00	\$95,696.04	\$3,347,370.17	\$0.00	\$11,416,287.51
NATIVE AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL MINORITY FIRMS	\$10,327,478.69	\$2,004,012.42	\$525,560.15	\$9,974,656.65	\$69,952.04	\$22,901,659.95
NONMINORITY FEMALE FIRMS	\$5,638,173.55	\$2,816,515.72	\$1,182,488.14	\$4,897,180.46	\$2,736,927.05	\$17,271,284.92
TOTAL M/WBE FIRMS	\$15,965,652.24	\$4,820,528.14	\$1,708,048.29	\$14,871,837.11	\$2,806,879.09	\$40,172,944.87
TOTAL NON-M/WBE FIRMS	\$311,273,720.32	\$74,517,482.68	\$30,572,401.77	\$122,879,259.59	\$70,486,381.29	\$609,729,245.65
TOTAL FIRMS	\$327,239,372.56	\$79,338,010.82	\$32,280,450.06	\$137,751,096.70	\$73,293,260.38	\$649,902,190.52

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TABLE 8-24 FY 2012-FY 2017

**UTILIZATION OF FIRMS BY CITY, COUNTY, AND BLUEPRINT
BY PRIME CONTRACT CATEGORY AND BUSINESS OWNERSHIP CLASSIFICATION**

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION PRIMES	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES	ALL
	(%)	(%)	(%)	(%)	(%)	(%)
AFRICAN AMERICAN FIRMS	0.78%	2.26%	1.32%	4.73%	0.08%	1.75%
ASIAN AMERICAN FIRMS	0.00%	0.00%	0.02%	0.08%	0.01%	0.02%
HISPANIC AMERICAN FIRMS	2.37%	0.26%	0.30%	2.43%	0.00%	1.76%
NATIVE AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	3.16%	2.53%	1.63%	7.24%	0.10%	3.52%
NONMINORITY WOMEN FIRMS	1.72%	3.55%	3.66%	3.56%	3.73%	2.66%
TOTAL M/WBE FIRMS	4.88%	6.08%	5.29%	10.80%	3.83%	6.18%
TOTAL NON-M/WBE FIRMS	95.12%	93.92%	94.71%	89.20%	96.17%	93.82%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Study Period: October 1, 2012 to September 30, 2017.

Staff analysis: It is important to note that for the several years of the study, the City and the County administered their programs through separate offices. The MWSBE Division continued to administer the programs for the respective entities after May 2016.

Table 8-25 below breaks out the Construction Subcontracting expenditures of each entity with MBE and WBE firms within the study period. MGT examined entity-specific data like the data presented in Table 8-25 to support its recommendation that the current MBE and WBE utilization of all three entities compared to availability in the four-county market area supported a move towards a consolidated MWSBE Program. The data in Table 8-25 delivers the strongest evidence of the success of the current programs.

TABLE 8-25 FY 2012-FY 2017

**UTILIZATION OF CONSTRUCTION SUBCONTRACTOR FIRMS
BY CITY, COUNTY, AND BLUEPRINT BY BUSINESS OWNERSHIP CLASSIFICATION**

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION SUBCONTRACTORS			
	CITY	BLUEPRINT*	COUNTY	ALL
	(\$)	(\$)	(\$)	(\$)
AFRICAN AMERICAN FIRMS	\$10,046,063.73	\$2,416,804.71	\$4,063,114.93	\$14,109,178.66
ASIAN AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00
HISPANIC AMERICAN FIRMS	\$0.00	\$0.00	\$507,858.66	\$507,858.66
NATIVE AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL MINORITY FIRMS	\$10,046,063.73	\$2,416,804.71	\$4,570,973.59	\$14,617,037.32
NONMINORITY FEMALE FIRMS	\$4,266,456.89	\$6,498,195.24	\$1,282,196.15	\$5,548,653.04
TOTAL M/WBE FIRMS	\$14,312,520.62	\$8,914,999.95	\$5,853,169.74	\$20,165,690.36
TOTAL NON-M/WBE FIRMS	\$54,295,107.18	\$10,849,183.59	\$13,764,011.87	\$68,059,119.05
TOTAL FIRMS	\$68,607,627.80	\$19,764,183.54	\$19,617,181.61	\$88,224,809.41

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TABLE 8-25 FY 2012-FY 2017

**UTILIZATION OF CONSTRUCTION SUBCONTRACTOR FIRMS
BY CITY, COUNTY, AND BLUEPRINT BY BUSINESS OWNERSHIP CLASSIFICATION**

BUSINESS OWNERSHIP CLASSIFICATION	CITY	BLUEPRINT*	COUNTY	ALL
	(%)	(%)	(%)	(%)
AFRICAN AMERICAN FIRMS	14.64%	12.23%	20.71%	15.99%
ASIAN AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%
HISPANIC AMERICAN FIRMS	0.00%	0.00%	2.59%	0.58%
NATIVE AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%
TOTAL MINORITY FIRMS	14.64%	12.23%	23.30%	16.57%
NONMINORITY WOMEN FIRMS	6.22%	32.88%	6.54%	6.29%
TOTAL M/WBE FIRMS	20.86%	45.11%	29.84%	22.86%
TOTAL NON-M/WBE FIRMS	79.14%	54.89%	70.16%	77.14%
TOTAL FIRMS	100.00%	100.00%	100.00%	100.00%

Study Period: October 1, 2012 to September 30, 2017.

*Note: Blueprint subcontractor dollars are also included in City's totals

Staff analysis: The greatest volume of MWSBE utilization is in Construction Subcontracting as noted in the tables above. All three entities exceeded their current MBE Goals based on prior disparity studies in the area of Construction Subcontracting. The City and Blueprint exceeded the current WBE Goals in the area of Construction Subcontracting. Leon County Government also exceeded its current MBE goal in the business category of Other Services. See Executive Summary, Page E-7, Table E-11, Attachment #1.

Presently, the City of Tallahassee and Leon County Government have experienced underutilization of certified MWSBEs due to the current market demands for construction subcontractors by both local commercial developments and hurricane recovery efforts in the Florida Panhandle. Construction subcontractors indicate that while they are able to perform the advertised work and would normally be willing, they are not currently able to bid for more work as they assist in the recovery of Hurricane Michael to the west. Although this underutilization may have an effect on future disparity studies, it may be considered anecdotal evidence of the strength of the programs administered by the MWSBE Division that construction subcontractors with whom all three entities work have found success in the wider market.

V. Disparity Study Findings

The most important element of the Disparity Study is the comparison of each jurisdiction's MBE and WBE utilization to their availability in the four-county market area. Also important for the purpose of legal defensibility is review of anecdotal evidence of disparity. Together, these findings represent factual predicate evidence of significant disparity necessary to justify a narrowly-tailored MWSBE Program. Without this factual predicate evidence, an MWSBE Program must fall to legal challenge. MGT's research revealed factual predicate evidence of significant disparity. Therefore, MGT recommends the continuation of an MWSBE Program for all three entities. Further, MGT advises that, based on its findings, the City, County, and Blueprint can consolidate their MBE and WBE Goals and maintain a narrowly tailored, legally defensible MWSBE Program.

Anecdotal Findings

MGT collected anecdotal information from in-depth interviews, focus groups, community and stakeholder meetings, and business surveys. Both MWSBE firms and non-MWSBE firms were utilized in the gathering of anecdotal information. The Disparity Study consultant reported the following:

- Firms indicated that during most of the study period, the MWSBE Program, and the DBE program, were operated by two agencies.
- Firms indicated that the consolidated programs should help increase utilization, but will require additional resources, and support from the governing bodies to function effectively.
- Participants stated that contracts are too large for their firms to successfully compete on.
- Firms **stated that “having two different program guidelines (policies and practices) within the same office is counterproductive.” OEV is in the process of consolidating their MWSBE Programs which will help address this issue.**
- Firms believed **that “primes are not being held accountable for utilizing MWSBEs. Primes submit names of MWSBE subs to get work, but do not use the subs named in their proposal.”**
- **Some firms also stated that “primes are slow to pay for work completed. Accountability is needed to ensure primes are paying subs timely and contracted amounts.”**

Utilization and Availability Findings

The following tables show disparity in all three jurisdictions. As discussed on page 10, MGT calculated a Disparity Index based on the MBE and WBE utilization of all three entities divided by the availability of MBE and WBE firms in the four-county market area and multiplied by 100. A Disparity Index of 80 or below indicates a significant disparity. The following tables show the utilization, availability, and Disparity Indexes for MBE and WBE firms during the study period, FY 2012 to FY 2017.

Combined MWSBE Utilization, Availability, and Disparity

During the study period, across all agencies and all procurement categories, MWSBE utilization amounted to 6.18 percent of total payments, or \$40,172,945 of \$649,902,191. There was statistically significant underutilization for all MWSBE groups, except Hispanic Americans in the business categories of Prime Construction and Other Services. The current utilization, when compared to availability through the associated Disparity Index allows MGT to create MBE and WBE Goals to support a future MWSBE Program. MGT has recommended that, based on these numbers, the separate City and County MWSBE Programs can be consolidated into one. See Table E-7 below.

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**TABLE E-7 FY 2012-FY 2017
COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING FOR PRIME CONTRACTORS, ALL CATEGORIES**

BUSINESS CLASSIFICATION	OWNERSHIP	UTILIZATION %	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS		\$11,349,217.09	1.75%	4.74%	36.81	Underutilization	Disparity*
ASIAN AMERICAN FIRMS		\$134,012.35	0.02%	0.79%	2.61	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS		\$11,416,287.51	1.76%	1.57%	111.74	Overutilization	No Disparity*
NATIVE AMERICAN FIRMS		\$0.00	0.00%	0.18%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS		\$22,901,659.95	3.52%	7.28%	48.38	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS		\$17,271,284.92	2.66%	8.99%	29.57	Underutilization	Disparity*
TOTAL M/WBE FIRMS		\$40,172,944.87	6.18%	16.27%	37.99	Underutilization	Disparity*
NON-M/WBE FIRMS		\$609,729,245.65	93.82%	83.73%	112.05	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indexes have been rounded.

* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

Staff analysis: Overall, the Disparity Indexes above indicate a need for a continued MWSBE Program. The success of Hispanic American MBE firms provides an example of how MBE goals must be narrowly tailored to meet legal standards. Hispanic American utilization only exceeded availability in the business categories of Prime Construction and Other Services. Disparity existed for Hispanic American firms in the business categories of Construction Subcontracting, A&E, and Materials and Supplies. See 2019 Disparity Study, Page 8-29, Table 8-30, Attachment #2. Therefore, narrowly tailored goals for Hispanic American firms are appropriate in those business categories where disparity exists for Hispanic Americans. Should the IA Board approve, the best method to narrowly tailor a consolidated MWSBE Program to fit the disparity MGT has identified will be the subject of collaboration among MGT, City, County, and Blueprint representatives in the coming months to create consolidated MWSBE Policies.

Combined MWSBE Construction Subcontractor Utilization, Availability, and Disparity

During the study period, across all three entities, Construction Subcontractor payments are estimates based on U.S. Census data. OEV and the Disparity Study Workgroup have initiated procedures to capture more of this data for the next Disparity Study cycle. MWSBE subcontractor utilization amounted to 22.86 percent or \$20.16 million of total estimated payments of \$88.22 million. There was no utilization of Asian American or Native American subcontractor firms. There was substantial underutilization for all MBE and WBE groups in the business category of Construction Subcontracting. See Table E-8 below.

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TABLE E-8 FY 2012-FY 2017
COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION SUBCONTRACTORS

BUSINESS CLASSIFICATION	OWNERSHIP	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS		\$14,109,178.66	15.99%	21.33%	74.96	Underutilization	Disparity*
ASIAN AMERICAN FIRMS		\$0.00	0.00%	0.67%	0.00	Underutilization	Disparity
HISPANIC AMERICAN FIRMS		\$507,858.66	0.58%	6.67%	8.63	Underutilization	Disparity*
NATIVE AMERICAN FIRMS		\$0.00	0.00%	2.00%	0.00	Underutilization	Disparity
TOTAL MINORITY FIRMS		\$14,617,037.32	16.57%	30.67%	54.03	Underutilization	Disparity*
NONMINORITY WOMEN FIRMS		\$5,548,653.04	6.29%	12.67%	49.65	Underutilization	Disparity*
TOTAL M/WBE FIRMS		\$20,165,690.36	22.86%	43.33%	52.75	Underutilization	Disparity*
NON-M/WBE FIRMS		\$68,059,119.05	77.14%	56.67%	136.13	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study. Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00. The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded. * denotes the ratio of utilization to availability is statistically significant at a 0.05 level. The totals may not equal the sum of components due to rounding.

Staff analysis: The Disparity Indexes above in the area of Construction Subcontracting provide detail for the aspirational goals that MGT recommends as part of the 2019 Disparity Study. Without the data comparison above, separate goals could not be generated for the specific business category of Construction Subcontracting. By enacting MGT’s recommendations for data capture, future goals can include even more detail.

VI. Commendations

Following MGT’s review of the policies, procedures, and programs of the City, County, and Blueprint, MGT cited the following areas for which the entities should be commended:

- City, County, and Blueprint should be commended for establishing subcontractor goals on certain City, County, and Blueprint contracts. City, County, and Blueprint have established procedures for project specific subcontracting goal setting process.
- City, County, and Blueprint should be commended for utilizing B2GNow, a contract compliance and monitoring tracking system. This system can maintain and track awarded projects (awards and payments) at the prime and sub level.
 - City, County, and Blueprint should fully implement, monitor and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze MWSBE and SBE utilization data to monitor goal attainment. Data collection should include:
 - Require primes (both MWSBE and non-MWSBE) to report all subcontractor and supplier utilization.
 - Validate subcontractor utilization using compliance reporting.
 - Consistently collect bid and proposal responses and identify those that are MBE and WBE firms.

- Document MWSBE and SBE bidders on City, County, and Blueprint contracts.
- The City, County, and Blueprint should be commended for having a prompt payment policy for subcontractors. The MWSBE Division requires every contract with a prime to include provisions to ensure prompt payment to subcontractors for satisfactory work. Failure to provide prompt payments may result in penalties for non-compliance.
- City, County, and Blueprint should be commended for encouraging SBE utilization. SBE programs have the advantage that they are generally not subject to constitutional challenge.

Staff Response: Following a recommendation of the 2009 Leon County Disparity Study, Leon County purchased the B2GNow contract compliance monitoring software to track MWSBE utilization in Leon County Government procurements. Leon County was successful with its implementation and operation of the B2GNow software. When the MWSBE offices of the City of Tallahassee and Leon County were consolidated, B2GNow became the chosen contract compliance software to serve all three entities. Staff will continue the full integration of B2GNow as the contract compliance software for the City of Tallahassee and Blueprint. The utilization of B2GNow software by all three entities has required the collaboration of several City of Tallahassee, Leon County Government departments, OEV staff and B2GNow technical staff starting in 2016. By August 2019, B2GNow will also serve the City of Tallahassee and Blueprint. The utilization of this contract compliance software by all three entities will be one of the most important functions of our consolidated MWSBE office.

VII. Recommendations

MGT Recommendation A: Combined Aspirational MWSBE Goals

One of the objectives of the 2019 Disparity Study was to determine whether a set of consolidated MWSBE Goals was legally defensible based on MBE and WBE utilization and availability. As a result of its 2019 Disparity Study, MGT identified that a consolidated MWSBE Program and Goals could be supported by evidence of significant disparity. MGT developed consolidated Goals for all three entities in Table E-12 below. The proposed consolidated Goals are based on legal defensibility, current industry standards, and recent goal attainment. The data and factual basis for the Goals was vetted by the Disparity Study Workgroup. MGT used a combined MBE and WBE utilization calculation for all three entities. MGT then weighed the Goals for MBE and WBE availability and utilization.

TABLE E-12
PROPOSED 2019 COMBINED ASPIRATIONAL MBE AND WBE GOALS
CITY, COUNTY, AND BLUEPRINT

BUSINESS CATEGORY	REVISED CONSOLIDATED GOALS 6/19/19	
	MBE	WBE
Construction	5.00%	4.00%
Construction Subs	14.00%	9.00%
A & E	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Source: Chapter 8, 2019 City, County, and Blueprint Disparity Study

Staff Response:

Staff supports the recommendation for consolidation of the MWSBE aspirational targets for all three jurisdictions. The MWSBE Division will manage bid analyses with a single set of goals and the contract compliance monitoring function will be managed by a single contract compliance monitoring software, B2GNow. The MWSBE Division will continue to review RFPs and solicitations for the application of aspirational targets.

As noted previously, both the City and County have experienced difficulty in meeting MWSBE Goals in the area of Construction Subcontracting as a result of increased demand in the wake of Hurricane Michael. The MWSBE Division will continue to work with Primes and Subcontractors to narrowly tailor the goals of each solicitation to the actual availability of MBE and WBE firms who would otherwise be willing and able to bid if not for the demands on their services as a result of the natural disaster west of Tallahassee.

Staff Recommendation: Direct staff to use the consolidated MBE and WBE aspirational targets as described in the 2019 Disparity Study for Blueprint Procurements and to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.

MGT Recommendation B: Narrowly Tailored MWSBE Program

Developments in court cases involving federal disadvantaged business enterprise (DBE) programs provide important insight into the design of local programs. The federal DBE program features in Table E-13 on the next page demonstrate the application of a narrowly tailored remedial procurement preference program. The City, County, and Blueprint should adopt these features in the new, consolidated MWSBE Program.

TABLE E-13
NARROWLY TAILORED M/WBE PROGRAM FEATURES

	<i>Narrowly Tailored Goal-setting Features</i>	DBE Regulations
1.	The City, County, and Blueprint should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The City, County, and Blueprint should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The City, County, and Blueprint should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)

Source: Suggested features in a proposed narrowly tailored M/WBE program based on USDOT 49 CFR 26.

Staff Response:

Staff support the recommendation for a narrowly tailored MWSBE Program in compliance with the legal precedent MGT provided. A narrowly tailored MWSBE Program is one that is based on recent data from a limited geographic area based on availability of MBE and WBE firms who are willing and able to work with the government in question. Staff can use the data, analysis, and recommendations MGT has delivered to develop a consolidated MWSBE Program that can withstand strict legal scrutiny.

Staff Recommendation: Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.

MGT Recommendation C: Subcontractor Project Goals

In its 2019 Disparity Study, MGT found factual predicate evidence of significant disparity that can support a legally defensible, narrowly tailored MWSBE Program. This factual predicate evidence includes the following:

- ♦ Anecdotal evidence of disparate treatment to MWSBE subcontractors by prime contractors; and
- ♦ Disparities identified in the private sector marketplace through the U.S. Census Survey of Business Owners (SBO) data.
- ♦ Statistical disparities in current MWSBE utilization which showed substantial underutilization in all business categories, for all MWSBE groups, except for Hispanic Americans in Construction and Other Services;
- ♦ Evidence of discrimination in business formation and revenue earned from self-employment. Racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment and MWSBE firms earned significantly less in 2012-2017 than self-employed nonminority males;

Based on the foregoing, MGT recommends the following Subcontractor Project Goals:

- ♦ City, County, and Blueprint should continue to establish project specific subcontracting goals on a contract by contract basis, based on the availability of ready, willing, and able MBE and WBE firms

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- City, County, and Blueprint should not place goals on contracts where overutilization has been identified, i.e. Hispanic Americans in Construction and Other Services.
- City, County, and Blueprint continue to require Prime Contractors to document outreach efforts and reasons for rejecting qualified MWSBEs and/or MWSBEs that were the low bidder (Good Faith Effort).

Staff Response:

Staff supports the consolidation of the MWSBE Program narrowly tailored to the significant disparity identified in the 2019 Disparity Study for the City, County, and Blueprint. Staff also agrees with continuing the practice of capturing Good Faith Efforts when a bid respondent fails to meet the aspirational goal identified for a project. Staff will also continue to narrowly tailor each solicitation to ensure that goals reflect only those MBE and WBE firms who are ready, willing, and able to work.

Staff Recommendation: Direct staff to develop uniform MWSBE Policies based on the results and recommendations in the 2019 Disparity Study for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the IA Board.

MGT Recommendation D: Bidder Rotation

City, County, and Blueprint should consider bidder rotation to limit habitual purchases from majority firms and to ensure that MWSBEs have an opportunity to bid along with majority firms. Bid rotation encourages MWSBE utilization, particularly in architecture and engineering, by providing each pre-qualified vendor an opportunity to be chosen to perform on a contract. For example, the School Board of Broward County use bid rotation as part of their Supplier Diversity Outreach Program. It is used for a prequalified panel of certified Small Business Enterprises for smaller contracts valued at less than \$50,000.

Staff Response:

The City of Tallahassee and Leon County Government already exercise a form of bidder rotation through the use of continuing service agreements. Staff support the recommendation of reviewing its bidder rotation procedures. This practice is intended to provide opportunity for qualified vendors to be selected for multi-year service contracts. Staff also recommends analyzing the adoption of bidder rotation in the procurement policies of the City of Tallahassee, Leon County Government and Blueprint.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to review bidder rotation for incorporation into the consolidated MWSBE policies and the procurement and purchasing policies of all three entities.

MGT Recommendation E: Contract Size

Many MWSBE firms stated that one of the barriers faced was the size of contracts. Contracts are too large for their firms to successfully compete. MGT recommends that City, County, and Blueprint consider structuring smaller bid packages (unbundle), where

feasible, so small firms can bid as primes and subcontractors and have the capacity to bid and win prime contracts.

Staff Response:

Staff agrees that the size of contracts or solicitations may be larger than the capacity of certified MBE and WBE firms in some industries. Staff recommends an analysis of the “unbundling” of projects to increase opportunity for MWSBEs to operate as primes on these smaller projects to help MWSBEs increase capacity. Although “unbundling” is an attractive method of reaching more MBE and WBE firms, Project Managers and Purchasing and Procurement staff may find the utilization of multiple contractors impracticable and cost prohibitive. Accordingly, OEV should seek guidance from City Procurement and County Purchasing to determine whether or how to implement this recommendation.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the use of “unbundling” of contracts for incorporation into the consolidated MWSBE policies and the procurement and purchasing policies of all three entities.

MGT Recommendation F: Data Management

City, County, and Blueprint should fully implement, monitor, and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze MBE, WBE, and SBE utilization data to monitor goal attainment. Data collection should include:

- ♦ Require primes (both MWSBE and non-MWSBE) to report all subcontractor and supplier utilization.
- ♦ Validate subcontractor utilization using compliance reporting.
- ♦ Consistently collect ALL bid and proposal responses and identify those that are MWSBE firms and those that are not.
- ♦ Document MWSBE and SBE bidders on City, County, and Blueprint contracts.

Staff Response:

The Workgroup and staff support the recommendation that all three entities fully implement, monitor, and track progress on KPIs and establish processes to collect and analyze MBE, WBE, and SBE utilization data to monitor goal attainment. If approved, this recommendation would require improvement of information sharing, process coordination between departments and the MWSBE Division, and continued utilization of B2GNow Contract Compliance. The result should be improved data collection and reporting relative to MWSBE utilization and contract monitoring. This recommendation will make the next Disparity Study Cycle simpler. Staff also recommends that the consolidated MWSBE policy and the procurement policies of the City of Tallahassee, Leon County Government, and Blueprint be amended to support the full integration of B2GNow contract compliance software in procurement.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the creation of policies and procedures for the

utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.

MGT Recommendation G: Prompt Payment

OEV should review current penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.

Staff Response:

Current City, County, and Blueprint Procurement Policies include Prompt Payment requirements that require that Prime Contractors pay Subcontractors in a prompt manner. Staff will review current penalties for MWSBE Prompt Payment Policy infractions. Staff will pursue guidance from City of Tallahassee, Leon County Government, and Blueprint Attorneys for policy options and integration into all relevant policies and procedures for all three jurisdictions.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the review the current Prompt Payment Penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract for updates to the procurement and purchasing policies and procedures of all three entities.

MGT Recommendation H: SBE Bid Preferences

City, County, and Blueprint should consider the use of SBE bid preferences. SBE bid preferences operate along similar lines as MWSBE bid preferences. For example, prime consultants could receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant. This would further encourage primes to utilize SBEs in their bids.

Staff Response:

*Staff supports the use of SBE bid preferences in the procurement processes. If approved, the implementation of this recommendation should result in increased utilization of SBE firms within the local procurement processes. This should result in SBEs being provided increased opportunities and building capacity. Additionally, a consideration is to add to the MWSBE certification criteria the requirement that a firm must have managed and completed three projects, in the area certification is being sought, within the prior 12 months. This addition would demonstrate a **firm's** project management experience would allow for the automatic certification of MWSBE firms as SBEs, if approved.*

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the creation of SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.

MGT Recommendation I: Purchasing Cards

City, County, and Blueprint should consider promoting the utilization of MWSBEs on purchasing cards. This would require the purchasing card vendor to report on M/WBE

utilization. Reporting on purchasing card MWSBE expenditures would help towards MWSBE goal attainment.

Staff Response:

Staff supports the recommendation of promoting and tracking MWSBE utilization on Purchasing Card expenditures. Currently, the vendors who supply City, County, and Blueprint Purchasing Cards can provide more information about small Purchasing Card expenditures employees make on goods and services. For example, a catered lunch paid for with a Purchasing Card may be provided by an MBE or WBE, but the expense is not captured within any current system as a MBE or WBE expenditure. The associated direct expenditures would be captured as prime payments. If approved, the implementation of this recommendation would result in improved reporting of expenditures associated with MWSBE firms and non-MWSBE firms. The 2019 Disparity Study did not capture Purchasing Card expenditures made with MBE and WBE firms. None of the entities logged and labeled this data in a form that MGT could compile. This recommendation will ensure that MWSBE utilization with Purchasing Cards will be captured for future reference to inform future disparity studies.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with purchasing cards for inclusion into the procurement and purchasing policies and procedures of all three entities.

MGT Recommendation J: Desk Audit

The operation of a comprehensive MWSBE Program will require staff dedicated to conduct outreach, bid evaluation, monitoring and compliance, goal setting, and reporting. To enhance the effectiveness of the MWSBE Program, MGT is recommending that a desk audit be performed to determine if additional resources are necessary.

Staff Response:

The Workgroup and staff supports the recommendation of a desk audit to determine the amount of additional staff required for the operations and management of the MWSBE division in FY 2020.

Staff Recommendation: Direct staff to perform a desk audit as recommended in the 2019 Disparity Study as part of the FY 2021 budget process to determine future staffing needs of the MWSBE Division.

MGT Recommendation K: MWSBE Graduation

The City, County, and Blueprint should consider a phased graduation process for firms that exceed the certification personal net worth requirements. A phased graduation will allow potential graduates to continue to build capacity without the effects of immediate removal from the program.

Staff Response:

Graduation from an MWSBE Program has advantages and disadvantages. MBE and WBE firms that are content to remain subcontractors may be cautious about a graduation process. On the other hand, graduation of MBE and WBE firms who consistently perform well and earn contracts can help the MWSBE Program reach more emerging MBE and WBE firms. Graduation could prevent the overutilization uncovered in the 2019 Disparity Study in which two Hispanic American MBE firms responsible for much of the work in the areas of prime construction and other services led to overutilization in those areas and resulting limitation on the use of goals for all Hispanic American firms in those business categories for the duration of the MWSBE Division's use of the 2019 Disparity Study Goals.

A phased graduation process will allow firms in the pre-graduation phase time to prepare for the adjustment of participating in local procurement processes in a different manner. Under such a process, graduation of a firm would indicate growth in that firm's capacity. Phased graduation could serve as a means to measure the performance of the capacity building measures within the MWSBE Program. Staff recommends consideration of MWSBE Graduation in the consolidated MWSBE policy.

Staff Recommendation: Direct staff to review an MWSBE Graduation Program in the consolidated MWSBE Policies.

MGT Recommendation L: Bonding

Bonding continues to be a barrier to MWSBEs ability to secure contracts. City, County, and Blueprint should consider simplifying the bonding process, reducing bond requirements, and providing assistance to MWSBEs and other small businesses to obtain bonding assistance. For example, the Florida Department of Transportation has a small business initiative where they waive performance and bid bond requirements for contracts under \$250,000.

Staff Response:

Staff supports the recommendation to review its bonding process and examine opportunities to help MBE and WBE firms secure bonding through other programs that may be available. With IA Board direction, staff will work with Procurement, Purchasing, and the City and County Attorneys to determine whether the recommendation is feasible.

Staff Recommendation: Direct staff to work with City Procurement and County Purchasing and the attorneys of the City of Tallahassee, Leon County Government, and Blueprint to review current bonding process and seek opportunities to help MBE and WBE firms secure bonding.

Mentor/Protégé Program and Apprenticeship Program

In addition to the foregoing recommendations, MGT is responsible for developing policies for a mentor/protégé program and apprenticeship program. Staff recommends that a Taskforce convene to guide MGT in creating these deliverables. The Taskforce would include representatives from OEV, Lively Vocational Technical College, Tallahassee

Community College Workforce Development, Career Source, Leon County School Board, and the three local chambers of commerce. The principals listed are integral to the successful creation of both the mentor/protégé and apprenticeship programs. These **partners'** influence, input, services and constituents will be required for the creation of these programs. MGT will convene and facilitate the discussions of the Taskforce. OEV will report to the IA Board with recommendations for the implementation of a mentor/protégé Program and an apprenticeship program.

Staff Recommendation: Direct staff to bring back an agenda item on the apprenticeship program and mentor/protégé program, including recommendations of the Taskforce, for IA Board approval.

VIII. Next Steps

The 2019 Disparity Study recommendations have implications for changes to the purchasing and procurement policies of all three entities. If approved by the IA Board, EV staff will work to complete the IA Board direction from its June 2019 meeting in cooperation with the purchasing/procurement offices of the City of Tallahassee and Leon County Government. Specifically, OEV and the purchasing and procurement offices of the City of Tallahassee and Leon County Government will complete the following:

- Work with City and County staff to develop the consolidated MWSBE Policies and Procedures and bring to City of Tallahassee and Leon County Government for approval and inclusion in their respective purchasing/procurement policies. The resulting consolidated MWSBE Policies will be brought back for IA Board approval, including the following elements:
 - 2019 Disparity Study MBE and WBE Goals
 - B2G Now Utilization
 - Purchasing Card Procedures
 - Unbundling of Procurements
 - Bonding Process Opportunities
 - Small Business Enterprise Bid Preferences
 - Bidder Rotation
 - Tiered Certification Program
 - MWSBE Graduation
 - Reciprocal Certification Program
 - Mentor/Protégé Program
 - Apprenticeship Program
- 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.
- Convene a Taskforce for apprenticeship and mentor/protégé programs and schedule meetings in cooperation with MGT to finalize both for IA Board approval.
- Upon approval of the consolidated policies by the City and County, staff will work to update all City of Tallahassee and Leon County Government departments on the new aspirational targets and other changes.

- Upon approval of the consolidated policies, staff will host stakeholder meetings with the appropriate industry associations in new aspirational targets and consolidated purchasing/procurement policies and procedures.
- Finalize and update the **City’s** DBE Plan for approval by the City of Tallahassee Commission with the consolidated MWSBE Policies.
- Staff will continue to work with City and County departments to facilitate the application of the new policies and procedures

IX. Conclusions

The 2019 Disparity Study provides factual predicate evidence for continuing the MWSBE Program in City, County, and Blueprint procurement. One objective of the study was to examine whether the MWSBE Program could employ consolidated goals. The results of this study reveal that consolidated goals are legally defensible and narrowly tailored. The consolidated MWSBE Division will work at a higher level of efficiency and, with all three jurisdictions implementing B2GNow Contract Compliance Software, monitoring of the new aspirational targets for compliance will improve.

Most procurement categories and business ownership classifications exhibited disparity. No disparity was found for prime Hispanic American firms in Construction and Other Services, due to utilization of two Hispanic American firms. See Table E-14 on the next page. While City, County, and Blueprint have made progress in MWSBE inclusion, any future efforts must be narrowly tailored to rectify the disparity identified in the 2019 Disparity Study.

TABLE E-14.
SUMMARY OF DISPARITY FINDINGS

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALES	MWSBES OVERALL
Construction	Disparity	n/a	No Disparity*	n/a	Disparity*	Disparity*
Construction Subcontractors	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
A&E	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
Professional Services	Disparity*	Disparity	Disparity*	n/a	Disparity*	Disparity*
Other Services	Disparity*	Disparity*	No Disparity	n/a	Disparity*	Disparity*
Material & Supplies	Disparity*	Disparity*	Disparity*	n/a	Disparity*	Disparity*

Study Period: October 1, 2012 to September 30, 2017.

*Denotes statistical significance.

n/a denotes no utilization or availability, so disparity analysis could not be calculated.

The results of this study position the City, County, and Blueprint to use procurement as a strategy for achieving greater business diversity and economic inclusion. OEV embodies commitment to business diversity and inclusion and recognizes that procurement can be a powerful mechanism for promoting economic empowerment and opportunity.

Action by the MWSBE CAC and Blueprint CAC and EVLC: The results of the Disparity Study were presented to the Blueprint Citizen Advisory Committee (CAC) on June 13, 2019, the Economic Vitality Leadership Council (EVLC) on June 14, 2019, and the Minority Women and Small Business Enterprise Citizen Advisory Committee on June 17, 2019. Each committee received a presentation by MGT of America and had the opportunity to engage with the consultants on the recommendations and findings presented. Members of the public were provided opportunity for comment at each committee meeting.

OPTIONS:

- Option 1: Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.
- Option 2: Direct staff to use the consolidated MBE and WBE aspirational Goals as described in the 2019 Disparity Study for Blueprint Procurements and to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.
- Option 3: Direct staff to work with City Procurement and County Purchasing to review the 2019 Disparity Study recommendations below for inclusion into the consolidated MWSBE Policies and the procurement and purchasing policies and procedures of all three entities and bring back an agenda item to the IA Board for consideration:
- Review the use of bidder rotation for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
 - Consider the **“unbundling”** of contracts for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
 - Review current prompt payment policies for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.
 - Review the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with Purchasing Cards.
 - Create policies and procedures for the utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.
 - Create a SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.
 - Review bonding requirements and opportunities for MWSBEs.

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- Consider creating an MWSBE Graduation Program in the consolidated MWSBE Policies for certified MWSBEs.

Option 4: Direct staff to bring back Apprenticeship and mentor/protégé programs for consideration by the IA Board.

Option 5: IA Board Direction.

RECOMMENDATION:

Options #1 - 5.

Attachments:

1. 2019 Disparity Study Executive Summary
2. 2019 Disparity Study
3. MGT Response to the Harvard Study

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MWSBE WORKGROUP

- Cassandra Jackson, City Attorney
- Herb Thiele, Leon County Attorney
- Susan Dawson, Blueprint Attorney
- Ben Pingree, PLACE Director
- LaShawn Riggins, Deputy Leon County Attorney
- Amy Toman, Deputy City Attorney
- Cristina Paredes, Office of Economic Vitality Director
- Autumn Calder, Blueprint Director
- Scott Ross, Leon County Budget Director
- Robert Wigen, COT Budget Director
- Shelly Kelley, County Purchasing Director
- Andre Libroth, City Procurement Director
- Darryl Jones, Deputy Director Office of Economic Vitality/MWSBE Division
- LaTanya Raffington, MWSBE Division
- Shanea Wilks, MWSBE Division
- Tres Long, Blueprint Accountant
- Shelonda Meeks, Blueprint Administration
- Maribel Nicholson-Choice, Blueprint Legal Consultant
- Kirsten Mood, Assistant Blueprint Attorney

EXTERNAL STAKEHOLDERS

- LaRoderick McQueen, Leon County Schools*
- Christie Hale-Sparkman, Hale Contracting*
- Katrina Tuggerson, Capital City Chamber
- Kenneth Taite, Haggai Construction*
- Frank Williams, Florida Developers*
- Ted Parker, Ajax Building Corporation*
- Wayne Mayo, Southern Standard Construction*
- Gloria Pugh, AMWAT Moving and Warehousing*
- Keith Bowers, Florida Small Business Development Center
- Adrienne Wright, Abelita, LLC
- Brenda Williams, Tallahassee Housing Authority*
- Terrance Barber, Working Class Wednesday*
- Dr. Gallop Franklin, III, Tallahassee Memorial Hospital*
- Matt Thursam, Retired*
- Antonio Jefferson, BBMC

NOTE: *= Tallahassee-Leon County MWSBE Program Citizen Advisory Committee

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Certification Requirement	Leon County			City of Tallahassee				State of Florida			Proposed Consolidated MWSBE Certification Requirements		
	MBE	WBE	SBE	MBE	WBE	SBE	DBE	MBE	WBE	VBE	MBE	WBE	SBE
Majority Owner(s) must be a Minority or Minorities/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, shall be owned by one or more of such persons.	X	X		X	X						X	X	
Must be 51% owned and managed by a woman, veteran , or minority who is a U.S. citizen or permanent resident alien								X	X	X			
Majority Owner(s) must be socially and economically disadvantaged individuals who own at least a 51% interest and also control management and daily business operations.							X						
Majority Ownership in the business shall not have been transferred to a woman or minority, except by descent or a bona fide sale within the previous 2 years.	X	X		X	X (within 3 yrs)						X	X	
Majority Owner(s) must reside in Leon, Gadsden, Jefferson, or Wakulla County Florida.	X	X	X	X	X	X					X	X	X
Must be owned and managed by permanent residents of Florida								X	X	X			
Majority Owner(s) must be a United States citizen or lawfully admitted permanent resident of the United States.	X	X	X	X	X	X	X	X	X	X	X	X	X
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, including Fictitious Name Registration.	X	X	X	X	X	X	X	X	X	X	X	X	X
Business must be Independent and not an Affiliate, Front, facade, broker, or pass through.	X	X	X	X	X	X	X				X	X	X
Business must be a for-profit business concern.	X	X	X	X	X	X	X	X	X	X	X	X	X
Business must be currently located within the Market Area.	X	X	X	X	X	X					X	X	X
Business must be based in Florida	X	X	X	X	X	X	X	X	X	X	X	X	X
Business must have all licenses required by local, state, and federal law, if applicable.	X	X	X	X	X	X	X				X	X	X
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	X	X	X		X	X	X	X	X	X
Applicant must have a professional license, if required by the industry, in the name of the minority, woman, or veteran business owner.								X	X	X			
Business must have expertise normally required by the industry for the field for which Certification is sought.	X	X	X	X	X	X	X				X	X	X
Business must have a net worth no more than \$2 million.	X	X	X										
Net worth must be less than \$5 million								X	X	X	X	X	X
Business must employ 50 or fewer full- or part- time employees, including leased employees.	X	X	X	X	X	X							
Business must employ 200 or fewer full-time permanent employees								X	X	X	X	X	X
Annual gross receipts on average, over the immediately preceding three (3) year period, shall not exceed: - For businesses performing Construction - \$2,000,000/year. - For businesses providing Other Services or Materials & Supplies - \$2,000,000/year. - For businesses providing Professional Services - \$1,000,000/year.	X	X	X										

Certification Requirement	Leon County			City of Tallahassee				State of Florida			Proposed Consolidated MWSBE Certification Requirements		
	MBE	WBE	SBE	MBE	WBE	SBE	DBE	MBE	WBE	VBE	MBE	WBE	SBE
Average annual gross receipts for the preceding three (3) year period, shall not exceed: - For businesses performing Construction - \$4,000,000/year. - For businesses providing Other Services or Materials & Supplies - \$1,000,000/year. - For businesses providing Professional Services - \$1,000,000/year.				X	X	X							
Business must have been established for a period of one (1) calendar year prior to submitting its application for certification.			X			6 months					X	X	X
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	X
Be registered in MyFloridaMarketplace								X	X	X			
Valid business tax certificate, if applicable						X							

* DBE Program- Applicable to USDOT Federal Funds for Aviation, Transit, Planning, etc.

Policy	Leon County	City of Tallahassee	Proposed Consolidated MWSBE Policy
Aspirational Targets/Goals based upon a disparity study recommendation that are assigned when determined to be feasible for a bid or an RFP	X	X	X
Procurement Categories include Construction Prime Contractors, Construction Subcontractors, Architecture and Engineering, Professional Services, Other Services, and Materials and Supplies	X		X
Procurement Categories include: Construction Subcontractors and Professional Services		X	X
Bid responses are evaluated to determine if the respondent met the assigned goal/target.	X	X	X
MWBE Participation Plan includes: Goals assigned to the project, Good Faith Effort options according to policy, and forms for the submission of MWBE and non-MWBE subcontractors, their services to be provided, and the dollar amount the subcontractor is to paid	X		X
MBE Plan includes: Forms that are completed relative to Good Faith Effort attempts to meet the goal/target for the solicitation and forms for the submission of MBE subcontractors their services to be provided, and the dollar amount the subcontractor is to paid		X	X
Good Faith Effort requires completion of the Good Faith Effort Section within the MWBE Participation Plan; and, provision of documented efforts utilized when a prime respondent has failed to meet the assigned goals for a solicitation	X		X
Good Faith Effort requires completion of the Good Faith Effort Section within the MBE Plan; and, provision of documented efforts utilized when a prime respondent has failed to meet the assigned goals for a solicitation. Submissions are evaluated and scored and the MWSBE Division provides a determination to Procurement and the Project Manager relative to responsiveness of the respondent to the goals/targets assigned.		X	X
Good Faith Effort documentation requires completion of a corresponding form and provision of supporting documents establishing that the respondent conducted at least 5/10 Good Faith Effort activities, standard across all three entities.			X
Pre-Solicitation Meetings are held with Purchasing Staff, Project/Contract Manager for the project associated with the solicitation, Budget staff, Risk Management, and the MWSBE Division. These meetings are held to discuss the various components of the solicitation, including feasibility of the assignment MWBE aspirational targets or goals. No goals are assigned, if they are determined to not be feasible based upon the scopes of work and vendor availability for scopes within the project. These meetings are scheduled by Purchasing staff.	X		X
Pre-Bid Meetings are meetings held prior to bid openings to allow potential respondents to verbally make inquiries regarding a project and receive information regarding how to contact staff if additional information is needed. The guidelines and contact information are also included within the solicitation documents. These meetings are scheduled by City Procurement or the Project Manager for the project.		X	X

Policy	Leon County	City of Tallahassee	Proposed Consolidated MWSBE Policy
Pre-Construction Meetings are meetings held with the awardee to discuss the execution of the project with all staff involved. These meetings are scheduled Project or Contract Manager associated with the solicitation.	X	X	X
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, including Fictitious Name Registration.	X	X	X
Small Business Reserve Projects	X		X
Unbundling of larger contracts to encourage SBE participation			X
Mentor-Protégé Program			X
Joint Venture, Partnership, or Association	X	X	X
Apprenticeship or Externship			X
Disadvantaged Business Enterprise (DBE)* Program associated with road and infrastructure projects directly funded FDOT.	X	X	DBE Policy In Process
Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program associated with funding by Federal Aviation Administration (FAA).		X	ACDBE Policy In Process

* DBE Program- Applicable to USDOT Federal Funds for Aviation, Transit, Planning, etc.

**Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #8
January 30, 2020**

Title: Acceptance of the Capital Cascades Trail Segment 3 After Action Report

Category: General Business

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

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Autumn Calder, Director, Blueprint
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STATEMENT OF ISSUE:

Consistent with IA Board direction received at the September 5, 2019 meeting, this agenda item presents the Capital Cascades Trail Segment 3 After Action Report (Report) for review and acceptance by the Blueprint Intergovernmental Agency Board of Directors (IA Board). The Report, contained herein as Attachment #1, has been prepared by Blueprint staff based upon a review of the Segment 3 project management process, and includes the identification of six issue areas for improvement and 15 recommendations to improve project processes, as well as areas of strength. The Report also includes a review of public engagement for the Segment 3 project against the Blueprint Public Engagement Plan, approved by the IA Board at the June 27, 2019 meeting. Specifically, the Report identifies the continuous and meaningful inclusion of the community surrounding the project area as a primary strength of the project process in collaboration with the City of Tallahassee's FAMU Way project. It also identifies opportunities for continuous improvement in public information sharing and involvement, particularly during the period from project approval by the IA Board to implementation and construction. Option #1, acceptance of the Report by the IA Board, will direct Blueprint to move forward with implementing the recommendations contained herein.

FISCAL IMPACT:

This item has no fiscal impact.

RECOMMENDED ACTION:

Option 1: Accept the Capital Cascades Trail Segment 3 After Action Report and direct staff to implement the Report's recommendations.

SUPPLEMENTAL INFORMATION

CAPITAL CASCADES TRAIL SEGMENT 3 PROJECT BACKGROUND

The Capital Cascades Trail Segment 3 project is the culmination of over 12 years of community collaboration led by the vision of the IA Board to create a true gateway to the FAMU campus and provide transportation infrastructure and recreational amenities for southside Tallahassee residents. The project not only meets the multi-modal transportation needs of the community, but also complements one of the most beautiful roadways in Tallahassee, FAMU Way. Prior to the project, the corridor was a dangerous, open ditch and underutilized as a gateway to one of the nation's most honored Historical Black Colleges/Universities, Florida A&M University (FAMU). Previously, the corridor offered few amenities for recreation and lacked vital pedestrian and bicycle facilities. Where there was once a steep-walled drainage canal, the Capital Cascades Trail Segment 3 and FAMU Way corridor now provide colorful landscaping, pedestrian amenities including crosswalks, and a multiuse trail providing connectivity to the Gaines Street and College Town Districts, the Railroad Square Art Park, and connects downtown Tallahassee to the coastal community of St. Marks via the Tallahassee-St. Marks Historic Railroad Trail.

The former industrial Canal Street corridor has been transformed into a cutting-edge and uniquely local transportation facility, balancing vehicular and pedestrian levels of service with aesthetics. The final design of the project achieves multiple goals and incorporates the following design principles as outlined in the February 2000 Economic and Environmental Consensus Committee (EECC) *Blueprint 2000 and Beyond Project Definitions Report*:

- Improves water quality and significantly reduces flooding at South Monroe;
- Provides stormwater treatment through an extensive construction of retention and treatment facilities along the corridor;
- Stormwater facilities (ponds) have been designed as park-like amenities that also maximize attenuation and treatment;
- Includes the design of the St. Marks Trailhead (with amenities) in the vicinity of Mill Street;
- Connects Cascades Park to the St. Marks Trail and provides a direct connection to FAMU;
- Provides new infrastructure and improves safety for cyclists and pedestrians; and
- Acts as a catalyst for Southside revitalization and enhances connections between FSU and FAMU.

In recognition of these achievements, the project has received local and state awards, including: Capital Cascades Trail, Segment 3 (*American Planning Association Florida Award of Merit*): Awarded for its cultivation of physical and social changes along the corridor, the project's community oriented design has greatly enhanced the FAMU entryway, making it one of the most beautiful roadways in Tallahassee, in turn creating a must see destination for all ages in the Capitol Hill area. The enhanced roadway system has provided better traffic flow and connectivity between FAMU, Downtown, and College Town Districts by implementing multi-modal and traffic circle design. Users running, biking, or walking down the corridor are able to access park amenities, college campuses, local businesses, all within walking distance.

FAMU Way Phase 2 Roadway Improvements & Capital Cascades Trail Segment 3D-A (*American Public Works Association Big Bend Branch, Project of the Year Transportation, Beautification and Multifunction*): The project addresses multiple aspects of issues, such as combinations of environmental/stormwater, transportation and beautification. The Project of the Year distinction spotlights projects that exceed public expectations and highlights Blueprint's commitment to improving safety, protecting the community's natural features, and investing in the future. Blueprint engaged area residents and numerous stakeholders throughout the design process while also working to minimize impacts to the environment, historic neighborhoods, and businesses.

Capital Cascades Trail Segment 3 – Amenities Projects

Segment 3 of the Capital Cascades Trail project is significantly more than a multi-use trail. As a result of IA Board vision and direction, and community collaboration, nine amenities projects provide new recreational opportunities and a canvas for sharing local history, and contribute to the sense of place created by the project. Over four acres of new community spaces are interspersed along the trail from Adams Street to Gamble Street, including a new playground, skate park, and trailhead. These projects capitalize on the corridor's beauty, built assets, and provide multi-faceted, vibrant community spaces. While the multi-use trail provides vital local pedestrian and bicycle connections through downtown and regional connections to the Florida coast, the amenities projects provide community assets that make the Capital Cascades Trail and FAMU Way area a gateway, a unique destination, and driver of new economic opportunities.

On December 14, 2019, Blueprint held a Segment 3 Amenities Community Breakfast at Bond Elementary School. Community members were invited to learn more about Capital Cascades Trail amenities projects. At the event Blueprint was able to capture oral histories of attendees who have lived, worked, or socialized in the areas surrounding the Capital Cascades Trail and FAMU Way projects as part of the History and Culture Trail project. The following amenities projects have been completed or are planned for construction:

- *Coal Chute Pond Amenities*: Based on the public engagement and site constraints, the design will include lighting, seating, tables, shade, a hammock and relaxation garden, a drinking fountain, a pond fountain, a multi-use trail around the pond, and an informal performance

space with entrance to Railroad Square. Construction is scheduled to begin in spring 2020 with completion anticipated in the summer of 2020.

- *Skateable Art*: This signature skate facility enhances the local community vibe, complements the surrounding area landscape, and serves as a landmark symbolizing creativity and innovation in Tallahassee. The Skateable Art amenity is south of Coal Chute Pond and adjacent to the Capital Cascades Trail. Blueprint advertised the project for design-build proposals and is currently reviewing the response in accordance with the procurement policy. Design will commence in spring 2020 with construction beginning in the fall. Staff anticipates project completion by early 2021.
- *St. Marks Trailhead*: Located at the Regional Stormwater Facility, the Trailhead connect the Cascades Trail and St. Marks Historic Rail Trail and will feature on-site parking spaces. The design will feature an open and well-lit trailhead including amenities such as a water bottle filling station, bike repair station, and drinking fountain, which will promote safety and crime prevention.
- *Community Gathering Space at the Regional Stormwater Facility*: This new public space will overlook the Regional Stormwater Facility. The design team is developing concepts for an expanded community gathering space to be included near the RSF for public input and consideration. Initial concepts were shared at the Blueprint community breakfast on December 14, 2019. Blueprint displayed an interactive exhibit for the community to explore the proposed community gathering space and be able to offer comments/recommendations on the final layout of that new space.
- *History & Culture Trail (HCT)*: The project will focus on honoring stories of adjacent resilient neighborhoods, civil rights advocates, and economic engines and will highlight the culture of these communities and their stories through artistic cultural and historical interpretations. Interpretive history kiosks will display images, photographs, and historic information about the neighborhoods, businesses, and people living and working in the area surrounding the Capital Cascades Trail Segment 3 and FAMU Way projects. Through a partnership with the Council on Culture and Art (COCA), artistic installations are planned to complement the educational kiosks. Staff has finalized the RFP package for the interpretive elements for the HCT along Capital Cascades Trail Segment 3. Staff anticipate advertisement of the RFP for design services in Spring 2020 with construction in Spring 2021.
- *Restroom at FAMU Way Playground*: The new restroom will include two family restroom stalls near the existing playground and Railroad Square, on the north side of FAMU Way.
- *Anita Favors Thompson Plaza*: On the eastern end of the segment, Anita Favors-Thompson Plaza is a multi-function terraced gathering area within a floodplain management facility. The flexible gathering space was completed as part of the first phase of the Segment 3 project and provides the community with endless opportunities for informal gatherings and outdoor classes. Additionally, vendor spaces, unique lighting, and landscaping have come together to create a state of the art facility available to host events.

- *FAMU Way Playground*: Completed in 2016, the playground is located adjacent to Railroad Square Art Park off FAMU Way, this park features climbing ropes, swings, and a splash zone for children of all ages.
- *Market Area*: Completed in 2016 as part of the first phase of the Segment 3 project, the Market Area has turf panels of Centipede grass for vendor tents, electrical connections, and seat walls to gather around during community activities. This year-round multiuse event space can host farmers' markets, artists and special community events.

SEGMENT 3 AFTER ACTION REPORT

At the September 5, 2019 IA Board meeting, Blueprint staff was directed to bring back an After Action Report (Report) for the Capital Cascades Trail Segment 3 project. The Report also includes a review of public engagement for the Segment 3 project against the Blueprint Public Engagement Plan, approved by the IA Board at the June 27, 2019 meeting and included as Attachment #2. The Report has been developed to serve as an aid for performance evaluation and improvement by analyzing project processes, determining their effectiveness, and proposing adjustments and recommendations to improve future projects. The Report, contained herein as Attachment #1, identifies six issue areas for improvement and 15 recommendations to improve project processes, as well as areas of strength. As detailed in the following section, this Report is based in a methodology that evaluated the project management process against fundamental Blueprint Intergovernmental Agency documents, such as the Interlocal Agreement and Blueprint Public Engagement Plan, and Florida Department of Transportation general project management standards. Actions taken or to be taken to improve the project communication, delivery, and development processes are also identified.

Customer service is a core practice and value of Leon County and the City of Tallahassee, and providing exceptional citizen service is a cornerstone of all Blueprint projects including Segment 3. In particular, solving problems in real time and providing timely and accurate responses to inquiries is a key component of the public engagement process. This is especially important when there are conflicting viewpoints regarding project processes and/or details. Blueprint will continue to engage a diverse array of citizen input and perspectives, recognizing that collaboration through citizen engagement leads to stronger projects.

REPORT METHODOLOGY

The process for identifying the project management strengths as well as opportunities for improvement began with the question: Does the final project product meet the IA Board vision for the project? This was measured against the project goals and descriptions from the April 1999, *Economic and Environmental Consensus Committee (EECC) Report* and the February 2000 *Blueprint 2000 and Beyond Project Definitions Report* as well as subsequent IA actions and direction. Secondly, the project implementation oversight from the *Second Amended and Restated Interlocal Agreement* dated December 9, 2015: were the Blueprint Technical Coordinating Committee and Citizens Advisory Committee properly engaged? Third, while the Blueprint Intergovernmental Agency Community approved at the June 27, 2019 meeting the *Blueprint Intergovernmental Agency Public Engagement Plan*, this document was also used for guidance in answering the question: Did the project public engagement meet the guiding principles of:

- Public engagement is two-way communication aimed at incorporating the views and concerns of the public;
- Public engagement is ongoing through all phases of a project, from concept to construction, programming and maintenance;
- Public engagement is inclusive of all decision-makers and stakeholders;
- The most appropriate tools and techniques are identified and utilized for each audience;
- Comprehensive project records assure the public their comments and concerns have been heard and commitments are carried throughout all phases of a project.

Lastly, the Florida Department of Transportation publishes the *Project Management Handbook*, last updated in 2016, that provides guidelines and recommended practices for FDOT and consultant Project Managers. This document was used to ask and answer the question: Did the CCT Segment 3 Project Manager(s) develop a quality work plan, and were proper monitoring and control methods for project objectives, budget, schedule and quality identified and employed? Given that project is still underway, from this After Action review question, the Report focused primarily on the project work plan(s).

OVERVIEW OF ISSUE AREAS, RECOMMENDATIONS, AND STRENGTHS

The Report identifies six issue areas for improvement and 15 recommendations to improve project processes, as well as areas of strength, supported by five actions as part of the project management processes. Issue areas and recommendations for improvement are included in Table 1, below, and areas of strength and supporting actions are summarized in Table 2. For each of the 15 recommendations and five supporting actions contained within these tables, the current status and timeframe for implementation is identified as follows:

- *In progress*, to identify actions previously underway or new actions that have been initiated by Blueprint in response to the findings of the Report. In progress recommendations also include the timeframe for completion as follows:

- *Short-term*: Action will be completed within next six months, or
- *Intermediate*: Action will be completed within one to two years;
- *Ongoing*, to identify actions that are included in current projects and will be carried forward through future projects for continuous implementation; and
- *Completed*, to identify actions that have been completed.

Table 1, below, summarizes issue areas and recommendations contained in the Report regarding areas for improvement.

Table 1. Identification of Improvement Areas and Recommended Actions

Issue Area	Recommendation
1.0 Public Information, Involvement, and Outreach	
1.1: Increased Communication Before & During Project Implementation	<ul style="list-style-type: none"> • Develop an overview presentation on the Blueprint Infrastructure Program to share information with the community on future projects and purpose. (Complete) • Ensure that all project-specific public involvement plans include a strategy for the “gap period”, defined as the time following project approval but before project implementation. (Complete)
1.2: Improve Project Awareness	<ul style="list-style-type: none"> • Continuously update and use project contact database (Ongoing) • Develop a new, user-friendly Agency website (In progress/Short-term) • Diversify the method of disseminating information to include social and digital media strategies (In progress/Short-term) • Install project specific signage on-site (In progress/Short-term) • Retain a strategic communications consultant to assist with key message development, development of media and community-oriented materials for Blueprint projects. (Complete)
1.2: Citizen Advisory Committee (CAC)	<ul style="list-style-type: none"> • Communicate CAC role as community liaisons (Complete) • Hold CAC Retreat, scheduled for February 12, 2020 (In progress/Short-term) • Increase CAC attendance at upcoming public events (Ongoing)

2.0 Project Process	
2.1: Development of Project Profiles	<ul style="list-style-type: none"> • Create robust project profiles for each of the Agency’s infrastructure projects. Profiles will have information regarding the description of work, and also incorporate community, environmental, and cultural features. (In progress/Intermediate)
2.2: Use of Plain Language	<ul style="list-style-type: none"> • Communicate technical terms in plain language throughout public facing documents such as agenda items, websites, and project fact sheets. (Ongoing)
2.3: Site Survey Quality Control	<ul style="list-style-type: none"> • Verify survey for Segment 3 project. (Complete) • Include full project area, including private property approved for acquisition, in future survey scopes. (Ongoing) • Include specifications to field verify all surveys not conducted by project team in all future consultant contracts. (Ongoing)

Table 2, below, summarizes findings related to areas of strength and actions that supported these project processes:

Table 2. Identified Areas of Strength

Area of Strength and Supporting Actions
<p>1. Engaging the Surrounding Community, the primary stakeholders for the CCT Segment 3 and FAMU Way project</p> <ul style="list-style-type: none"> • A variety of outreach techniques have been used over the 12-year history of the Segment 3 project. Numerous neighborhood sessions were conducted, meetings were held with community partners such as Florida A&M University, local churches, and businesses. (Ongoing) • Engaging community members (stakeholders) through passive and interactive activities to inform the project development process. (Ongoing)
<p>2. Community Inclusion</p> <ul style="list-style-type: none"> • Creating partnerships with FAMU Department of History and School of Architecture to inform project design and development. (Ongoing) • Collaborating with the FAMU Way Citizen Advisory Committee and members of the community to establish the History and Culture Trail project and working group. (Ongoing)

3. Meeting the Project Goals

- The goals of the project as identified in the April 1999, *Economic and Environmental Consensus Committee (EECC) Report* and the February 2000 *Blueprint 2000 and Beyond Project Definitions Report* have been met. The majority of the project has been completed and the remaining components are currently being designed or under construction. **(Complete)**

SUMMARY OF PUBLIC ENGAGEMENT

Public engagement for the Segment 3 project is a key focal point throughout the Report, including recommendations for improving communication moving forward. A comprehensive review of public outreach for CCT Segment 3 is included within the Report as Appendix B.

SUMMARY

Staff is recommending the IA Board accept the Report, which will direct Blueprint to move forward with implementing the recommendations contained herein. Based on this assessment of Capital Cascades Trail Segment 3 project processes, the Report identifies strengths as well as opportunities for continuous improvement, including public information, involvement and outreach. Improvements in these areas will increase the Agency's efficiency, accuracy, and ability to share clear and consistent public information. For example, the review revealed that the development of a public information strategy to enhance the delivery of project information during the "gap" period between project approval and implementation would increase community awareness of projects during these slower periods of project activities.

The Agency embraces a culture of building on lessons learned from past to improve future projects. The prioritization of these lessons learned are part of the reason why the Agency successfully implements its projects in accordance with community priorities. Likewise, the lessons learned from the Capital Cascades Trail Segment 3 project will ensure that the Agency continues to prioritize sound but innovative practices, while keeping the citizenry informed and involved during the development and delivery of Blueprint infrastructure projects.

Action by the TCC and CAC: This item was not presented to the TCC. This item was presented to the CAC at their January 16, 2020 meeting as part of the Consent agenda and the CAC recommended the IA Board approve Option #1.

OPTIONS:

- Option 1: Accept the Capital Cascades Trail Segment 3 After Action Report and direct staff to implement the Report's recommendations.
- Option 2: Do not accept the Capital Cascades Trail Segment 3 After Action Report.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

Option 1: Accept the Capital Cascades Trail Segment 3 After Action Report and direct staff to implement the Report's recommendations.

Attachments:

1. Capital Cascades Trail Segment 3 After Action Report
2. Blueprint Public Engagement Executive Summary and Plan, approved June 27, 2019



Capital Cascades Trail Segment 3 After-Action Report

Report and Recommendations to the Blueprint
Intergovernmental Agency Board of Directors

January 30, 2020

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Executive Summary

At the September 5, 2019 IA Board meeting, Blueprint staff was directed to bring back an After Action Report (Report) for the Capital Cascades Trail Segment 3 project to provide a comprehensive assessment of the project management process. The Report also includes a review of public engagement for the Segment 3 project against the Blueprint Public Engagement Plan, approved by the IA Board at the June 27, 2019 meeting. As detailed herein, this Report is based in a methodology that evaluated the project management process against fundamental Blueprint Intergovernmental Agency documents, such as the Interlocal Agreement and Blueprint Public Engagement Plan, and Florida Department of Transportation general project management standards. Actions taken or to be taken to improve the project communication, delivery, and development processes are also identified. Based on this evaluation, the Report identifies six issue areas for improvement and 15 recommendations to improve project processes, as well as areas of strength.

Providing exceptional customer service is a core practice and value of Leon County Government and the City of Tallahassee, and providing this same level of service is a cornerstone of all Blueprint projects including Segment 3. In particular, solving problems in real time and providing timely and accurate responses to inquiries is a key component of the public engagement process. This is especially important when there are conflicting viewpoints regarding project processes and/or details. Blueprint will continue to engage a diverse array of citizen input and perspectives, recognizing that collaboration through citizen engagement leads to stronger projects.

Following the Executive Summary, the Report begins with a background and high-level review of the CCT Segment 3 project, presents areas for improvement and concludes with areas of strength for application to all Blueprint projects. Recognizing opportunities to adapt and improve, as well as celebrating and building from accomplishments, are core to the successful implementation of the Blueprint program and fulfillment of the Agency's mission to "implement the Blueprint programs in a timely and cost effective manner, utilizing sound but innovative business practices, while keeping the citizenry informed and involved."

Overview of Issue Areas, Recommendations, and Strengths

The Report identifies six issue areas for improvement and 15 recommendations to improve project processes, as well as three areas of strength, supported by five actions as part of the project management processes. Issue areas and recommendations for improvement are included in Table 1, below, and areas of strength and supporting actions are summarized in Table 2. For each of the 15 recommendations and five supporting actions contained within these tables, the current status and timeframe for implementation is identified as follows:

- *In progress*, to identify actions previously underway or new actions that have been initiated by Blueprint in response to the findings of the Report. In progress recommendations also include the timeframe for completion as follows:
 - *Short-term*: Action will be completed within next six months, or
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- *Ongoing*, to identify actions that are included in current projects and will be carried forward through future projects for continuous implementation; and
- *Completed*, to identify actions that have been completed.

Table 1, below, summarizes issue areas and recommendations contained in the Report regarding areas for improvement.

Table 1. IDENTIFICATION OF IMPROVEMENT AREAS AND RECOMMENDED ACTIONS

Issue Area	Recommendation
1.0 Public Information, Involvement, and Outreach	
1.1: Increased Communication Before & During Project Implementation	<ul style="list-style-type: none"> • Develop an overview presentation on the Blueprint Infrastructure Program to share information with the community on future projects and purpose. (Complete) • Ensure that all project-specific public involvement plans include a strategy for the “gap period”, defined as the time following project approval but before project implementation. (Complete)
1.2: Improve Project Awareness	<ul style="list-style-type: none"> • Continuously update and use project contact database (Ongoing) • Develop a new, user-friendly Agency website (In progress/Short-term) • Diversify the method of disseminating information to include social and digital media strategies (In progress/Short-term) • Install project specific signage on-site (In progress/Short-term) • Retain a strategic communications consultant to assist with key message development, development of media and community-oriented materials for Blueprint projects. (Complete)
1.2: Citizen Advisory Committee (CAC)	<ul style="list-style-type: none"> • Communicate CAC role as community liaisons (Complete) • Hold CAC Retreat, scheduled for February 12, 2020 (In progress/Short-term) • Increase CAC Attendance at Upcoming Public Engagement Events and Project Meetings (Ongoing)

2.0 Project Process	
2.1: Development of Project Profiles	<ul style="list-style-type: none"> • Create robust project profiles for each of the Agency’s infrastructure projects. Profiles will provide information regarding the description of work, and also incorporate community, environmental, and cultural features. (In progress/Intermediate)
2.2: Use of Plain Language	<ul style="list-style-type: none"> • Communicate technical terms in plain language throughout public facing documents such as agenda items, websites, and project fact sheets. (Ongoing)
2.3: Site Survey Quality Control	<ul style="list-style-type: none"> • Verify survey for Segment 3 project. (Complete) • Include full project area, including private property approved for acquisition, in future survey scopes. (Ongoing) • As applicable, include specifications to verify all surveys not conducted by project team in all future consultant contracts. (Ongoing)

Table 2, below, summarizes findings related to areas of strength and actions that supported these project processes:

Table 2. Identified Areas of Strength

Area of Strength and Supporting Actions
<p>1. Engaging the Surrounding Community, the primary stakeholders for the CCT Segment 3 and FAMU Way project</p> <ul style="list-style-type: none"> • A variety of outreach techniques have been used over the 12-year history of the Segment 3 project. Numerous neighborhood sessions were conducted, meetings were held with community partners such as Florida A&M University, local churches, and businesses. (Ongoing) • Engaging community members (stakeholders) through passive and interactive activities to inform the project development process. (Ongoing)
<p>2. Community Inclusion</p> <ul style="list-style-type: none"> • Creating partnerships with FAMU Department of History and School of Architecture to inform project design and development. (Ongoing) • Collaborating with the FAMU Way Citizen Advisory Committee and members of the community to establish the History and Culture Trail project and working group. (Ongoing)

3. Meeting the Project Goals

- The goals of the project as identified in the April 1999, *Economic and Environmental Consensus Committee (EECC) Report* and the February 2000 *Blueprint 2000 and Beyond Project Definitions Report* have been met. The majority of the project has been completed and the remaining components are currently being designed or under construction. **(Complete)**

After Action Report Methodology

The process for identifying the project management strengths as well as opportunities for improvement began with the question: Does the final project product meet the IA Board vision for the project? This was measured against the project goals and descriptions from the April 1999, *Economic and Environmental Consensus Committee (EECC) Report* and the February 2000 *Blueprint 2000 and Beyond Project Definitions Report* as well as subsequent IA actions and direction. Secondly, the project implementation oversight from the *Second Amended and Restated Interlocal Agreement* dated December 9, 2015: Were the Blueprint Technical Coordinating Committee and Citizens Advisory Committee properly engaged? Third, while the Blueprint Intergovernmental Agency Community recently approved the *Blueprint Intergovernmental Agency Public Engagement Plan*, this document was also used for guidance in answering the question: Did the project public engagement meet the guiding principles of:

- Public engagement is two-way communication aimed at incorporating the views and concerns of the public;
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- Public engagement is inclusive of all decision-makers and stakeholders;
- The most appropriate tools and techniques are identified and utilized for each audience, and
- Comprehensive project records assure the public their comments and concerns have been heard and commitments are carried throughout all phases of a project.

Lastly, the Florida Department of Transportation publishes the *Project Management Handbook*, last updated in 2016, that provides guidelines and recommended practices for FDOT and consultant Project Managers. This document was used to ask and answer the question: Did the CCT Segment 3 Project Manager(s) develop a quality work plan, and were proper monitoring and control methods for project objectives, budget, schedule and quality identified and employed? Given that the project is still underway, for this After Action review question, the Report focused primarily on the project work plan(s).

Project Background - Capital Cascades Trail Segment 3

Segment 3 extends from South Monroe Street to the Central Drainage Ditch, east of Lake Bradford Road. The Segment 3 project is comprised of the following segments, all of which are complete, except Segment 3D-B and the amenities along the trail, which are currently in design.

- **Segment 3A:** Construction of a box culvert from South Monroe Street to west of South Adams Street. Construction completed in 2013.
- **Segments 3B and 3C:** Construction of the box culvert, trail, and amenities from west of South Adams Street to West of Cleveland Street. Construction completed in 2016.
- **Segment 3D-A:** Construction of the box culvert, trail, and amenities from west of Cleveland Street to south of the Gamble Street roundabout. Construction completed in 2018.
- **Segment 3D-B:** Contains the stormwater treatment components prior to merging with the Central Drainage Ditch (CDD). Segment 3D-B extends the double box culverts from the end of Segment 3D-A to the Regional Stormwater Facility (RSF).

Capital Cascades Trail Segment 3D

On September 28, 2015, the IA Board approved the Capital Cascades Trail Segment 3D - Southern Alignment and Concept Plan. On February 29, 2016, the IA Board approved the Capital Cascades Trail Segment 3D – Concept Plan from Coal Chute Pond to Lake Bradford Road. Blueprint staff was directed to proceed with design, permitting, and right-of-way acquisition for Segment 3D, including the RSF, in coordination with the City's FAMU Way Extension Project. As currently constructed, all stormwater within the St. Augustine Branch Watershed (from Franklin Boulevard, Cascades Park, and Cascades Trail from Monroe Street to Gamble Street) flows via the conveyance system to the planned RSF. The RSF as designed will provide water quality benefits by trapping sediment and reducing total nitrogen and total phosphorous from stormwater runoff from approximately 1,500 acres (2.34 square miles); this equates to approximately 2,649 pounds of nitrogen and phosphorus each year before stormwater enters the Central Drainage Ditch (CDD) system. The CDD transitions into Monson Slough, which enters Lake Munson south of Capital Circle. Appendix A contains documentation of all agenda items presented to the IA Board since June 2015 related to the Segment 3D-B RSF area, and key actions taken by the IA Board.

Permitting

As of January 23, 2019 permitting for the project is underway through City Growth Management. Consistent with the recommendations of the Stormwater Working Group and Blueprint Technical Coordination Committee (TCC), the permit application did not include redevelopment capacity. This allowed the project to move forward in conjunction with the bidding of FAMU Way Phase 3, and to meet the original project goals of improving water quality. Subsequently, the Stormwater Working Group and TCC

recommended evaluating opportunities to amend the permit post construction to add redevelopment capacity to the 3D-B Pond as part of the Capital Cascades Trail Segment 4 project. Consistent with this recommendation, Blueprint is incorporating this analysis into the scope of the Segment 4 project.

Advanced Stormwater Treatment Technologies

Blueprint is continuously seeking innovative technologies to incorporate into infrastructure projects that improve project efficiency and performance for the community. The current RSF design integrates advanced treatment technologies for treating stormwater and removing pollutants. A Bio-sorption Activated Media (BAM) filter is currently included in the current RSF design. The BAM filter contains biological media and assists in treatment of the stormwater passing through the RSF and removes nutrients prior to discharging the water to the nearby CDD. This technology specifically targets the removal of nitrogen.

Segment 3D Project Budget

On September 12, 2016, the IA Board approved a project budget of \$20.5 million for the remaining components of the Segment 3 project from Pinellas Street to the Central Drainage Ditch, including design, construction, and right-of-way acquisition for the RSF, the multi-use trail along FAMU Way, and the underground box culverts from Pinellas Street to the Central Drainage Ditch along Lake Bradford Road. The RSF & box culvert design and construction cost was estimated to be \$5.1 million. At the time the project budget did not include Segment 3 amenities such as the Pond landscape/hardscape and the new St. Marks Trailhead (located at the proposed RSF), the Trail Loop and Skateable Art at Coal Chute Pond, a new Restroom located near the playground along FAMU Way, and the History & Culture Trail (HCT) artistic interpretive installations. On September 20, 2018 the IA Board approved the remaining \$4.4 million (Table 3, page 9) be allocated toward the project components as follows:

- 1) Amenity features at the CCT Segment 3D-B Regional Stormwater Facility (Pond)
- 2) St. Marks Trailhead
- 3) Coal Chute Pond Trail Loop and Skateable Art
- 4) Capital Cascades Trail Restroom at the FAMU Way Playground
- 5) History & Culture Trail Artistic and Interpretive Installations.

On September 5, 2019 the IA Board voted to enhance community gathering spaces along Capital Cascades Trail Segment 3D-B including expansion of the St. Marks Trailhead and creation of the RSF overlook space and to reuse the live oak tree wood as available. The funding of this option did not increase the project budget due to existing capacity within the approved project budget as detailed below in Table 3.

TABLE 3. Updated Segment 3D Project Budget, September 20, 2018

COST ESTIMATE	
Pond 3DB & Box Culvert Design/Construction (Previously Approved)	\$5,100,000
3DB – RSF Amenities and Trailhead	\$2,790,000
Coal Chute Pond Trail Loop & Amenities (Previously Approved)	\$1,400,000
Skateable Art Amenity at Coal Chute Pond (Previously Approved)	\$1,500,000
Restroom at Capital Cascades Trail Segment 3C	\$300,000
History & Culture Trail Installations	\$942,000
Debit Subtotal	\$12,000,000
PROJECT FUNDING ITEMS	
Unencumbered Project Balance, as of September 20, 2018	\$11,664,000
COT PRNA St. Marks Trailhead Contribution	\$150,000
Grant Funding	\$150,000
Fiscal Year 2019 Tax Revenue Allocation	\$4,437,178
Project Allocation Subtotal	\$16,401,000
Estimated Project Budget remaining post construction, to be allocated to Capital Cascades Trail Segment 4	\$4,401,000

Identified Areas of Improvement and Recommended Actions

On reflection of the CCT Segment 3 project management process, Agency staff has identified two overarching areas for improvement: public information, involvement and outreach; and project process. Improvements in these areas will increase the Agency's efficiency, accuracy, and ability to share clear and consistent public information. It is important to note that many of the actions listed below are already underway.

1.0 Public Information, Involvement, and Outreach

Recommendation 1.1: Increased Communication in Project "Gap Periods":

The Agency recognizes that members of the public may feel uninformed due to the reduction in communication during "gaps" in the project delivery process. For example, there is an interim period between a project being added to the Blueprint list in 2014 and the "kick-off" of that project. The Orange-Meridian Placemaking project was added to the Blueprint list in 2014 and the public kick-off meeting for design will be held in early 2020, six years later. The length of time between a project concept approval and the construction is another example of a gap period. In the case of Segment 3D-B, it was three years between concept approval and construction start. During this gap period, essential project tasks such as planning, design, and property acquisition may be underway and the timeline to complete these tasks may be years following the IA Board approval. Since IA Board approval of the Segment 3D-B alignment in 2016, the Blueprint CAC and IA Board have received regular updates on project progress through agenda items, but an external information effort was not undertaken.

Recommendation 1.1.1 Blueprint Infrastructure Community Presentation. Blueprint has developed an overview presentation on the Blueprint Infrastructure Program to share information with the community on future projects and purpose. This presentation will help to continuously engage community members with the Blueprint program while keeping the infrastructure projects relevant for the community. Blueprint has, and will continue, to proactively provide this presentation at community meetings, homeowner association meetings, local events, service organizations, or any other groups, organizations, or associations as requested.

Recommendation 1.1.2 Integrate "Gap" Period Strategy into Project-Specific Public Involvement Plans. Future projects will include public engagement strategies for addressing the "gap period". Public engagement is often focused prior to the point of decision by the IA Board, which is intentional to ensure the inclusion of public input for consideration by the IA Board. Following IA Board approval of a project or design, the length of project phases such as permitting and right-of-way acquisition can sometimes result in reduced communication as the visible components of a project seem to idle as it advances towards construction. Moving forward, Blueprint will ensure that all project-specific public involvement plans include a strategy for the "gap period", defined as the time following project approval but before project implementation.

Recommendation 1.2: Improve Project Awareness

The Agency has heard that members of the public feel unaware of the Blueprint projects. The Agency recognizes that diverse, efficient, and timely information sharing methods are crucial to improving project awareness.

Recommendation 1.2.1 Project Contact Database: Currently the project contact database is underutilized. The Agency is growing the database through enhancement of the “opt-in” function. This function is beneficial because it can be accessed across additional platforms such as the Blueprint website and tablets at public events, therefore increasing the number of contacts in the database. More contacts means enhanced information sharing.

Recommendation 1.2.2 New Blueprint Website and Digital Media: As approved at the September 5, 2019 IA Board meeting, the Fiscal Year 2020 Operating Budget included funding for a new Blueprint website. This new site will include interactive, robust project profiles on all 27 Agency projects. Agency staff is actively working with the Tallahassee-Leon County GIS team to revamp the Blueprint 2020 project story maps to include key project information.

The Agency recognizes that the method by which the public interacts with government and receives information is evolving and thus the methods by which the Agency disseminates information must adapt. In a digital world many people, regardless of age, receive information through social media (Facebook, Instagram, Twitter, etc.). Currently, the Agency does not have its own social media account and is exploring obtaining accounts to grow its online presence, create awareness of project activities, and to distribute information in a widely accessible manner. Digital media strategies that the Agency is exploring are: project videos, sponsored project content through various social media platforms, incorporating QR codes on print material, and responsive web design.

Recommendation 1.2.3 Project Signage: In exploring ways to diversify the method of disseminating project information, the Agency recognizes that visibility is key throughout the project development process. Placing adequate signage that includes updated project information and contact information at project sites will not only brand Blueprint projects but will aid in cultivating awareness.

Recommendation 1.2.4 Public Engagement Plan: On June 27, 2019 the IA Board approved the Blueprint Public Engagement Plan (Plan). The Plan guides public engagement over the lifetime of each Agency project. Recognizing that successful public engagement provides the best project outcomes, the Agency is committed to the development and execution of trusted, high quality, and effective public engagement. The Plan serves as a foundation for stakeholder involvement for all Agency activities and guides the development of project-specific public engagement plans. Developing a project-specific Public Engagement Plan at the beginning of each project is a crucial first step in ensuring all engagement efforts are efficient, effective and contribute to the success of the project. As the Agency initiates individual Blueprint 2020 projects, the Plan will serve as the guide for

developing, implementing and evaluating customized public engagement plans for each project.

Recommendation 1.2.5 Strategic Communications: The Agency recently awarded a contract to Vision First Advisors for strategic communications services. Vision First Advisors will work with the Agency on key message development, development of media and community-oriented materials and provide strategic communications counsel. Strategic Communications services increases the capacity of the Agency to engage in purposeful communication. The strength of retaining this service is its emphasis on strategy rather than on specific tactics as well as its focus on communications understood holistically.

Recommendation 1.3: Citizen Advisory Committee

The Blueprint Citizens Advisory Committee (CAC) serves as an advisory committee to the IA Board and considers agenda items related to the implementation of Blueprint infrastructure projects and the economic development program. In their role as an advisory committee, the CAC makes recommendations to the IA Board. At the December 5, 2019 CAC meeting, Blueprint presented an item providing recommendations for improving CAC meeting processes, which included considerations for improving member engagement with Blueprint projects and information related to Blueprint projects and programs.

Recommendation 1.3.1 CAC Retreat: The CAC Retreat is scheduled for February 12, 2020 from 9:00 am to 1:00 pm. The purpose of the retreat is to provide time take to a deep-dive into specific topics related to the Blueprint Infrastructure program and Office of Economic Vitality. A portion of the retreat will be dedicated to the Blueprint 2020 program as well as the remaining Blueprint 2000 projects. A review of the Sunshine Law and applicability to CAC members will also be included.

Recommendation 1.3.2 CAC Members as Community Liaisons for Blueprint Projects and Programs: As noted in the Bylaws, the 14 CAC members represent diverse interests and Tallahassee-Leon County organizations. Eleven of the 14 CAC members are directly nominated for CAC membership by their member organizations. One of the goals of structuring the CAC membership in this manner is to gain the perspective of these interest groups in the Blueprint and OEV projects and programs, and in turn the CAC members are expected to share this progress with their respective organizations. Blueprint stands ready to assist CAC members in keeping their organizations updated on current and upcoming Blueprint and OEV initiatives.

Recommendation 1.3.3 Increased CAC Attendance at Upcoming Public Events: Numerous Blueprint 2020 infrastructure projects will begin over the next few years, and the Blueprint team is working to engage the community with these planned improvements. Moving forward, CAC members will receive more frequent emails with updates about upcoming Blueprint and OEV events and scheduled community outreach. CAC members are encouraged to attend events and share

engagement opportunities with interested community members. CAC members have been encouraged to share suggestions regarding organizations or groups where the Blueprint team could discuss the Blueprint program and/or upcoming projects.

2.0 Project Process

Recommendation 2.1: Development of Project Profiles

The Agency recognizes that members of the public would like to see project information presented in a concise, consumable manner. To that end, the Agency is creating project profiles for each of its 27 projects. Accessible via the website, project profiles would be available prior to procuring planning and design services and updated as the projects move through each project delivery phase through construction. Drawing from the Blueprint Intergovernmental Agency vision to preserve, protect, and enhance the community's quality of life through the implementation of holistic and coordinated planning, transportation, water quality, environmental and green space projects, project profiles would include the following information:

- *Neighborhood/Community:* This section would focus on place-oriented data such as schools, businesses, and churches existing within the project area. Would also capture social locations most frequented within a project area by members of the immediate community
- *Affordable Housing:* Would include information about existing affordable housing located within a project area.
- *Demographic Data:* Information about the population makeup of a project area. This information could include statistics on race, income, education, etc.
- *Historic Sites and Landscapes:* The inclusion of historic sites including buildings, cemeteries, scenic highways, special communities, institutional grounds, etc. as part of the project profile will address existing known and/or recorded resources as well as if a project is in a Historic Preservation Overlay Zone.
- *Recreational Facilities:* Would identify parks, trails, community centers, etc. in or around a project area.
- *Land Uses and Special Districts:* Would include existing zoning and future land uses as well as if the project area is in a special taxing district such as a Community Redevelopment Area.
- *Environment:* The following environmental features could be included in a project profile as applicable: wetlands, wildlife/habitat, contamination, floodplains.
- *Project Cost:* The estimated project cost including the costs of individual project components as developed for the Sales Tax Extension Committee.
- *Case by Case:* This category would catch unique and special qualities of an area not captured by the categories above.

Recommendation 2.2: Use of Plain Language

Misinterpretations occur when technical terms, used by planners, engineers, and other industry experts, are not easy to understand. This can lead to members of the public redefining a technical term to best suit their understanding which can lead to confusion. This confusion was apparent on the Segment 3D Regional Stormwater Facility (RSF) project. The project provides floodplain compensation for the St. Augustine Branch watershed associated with the Capital Cascades Trail projects located upstream. However, those unfamiliar with the terminology understood floodplain compensation to be equivalent to flood reduction. Floodplain compensation is storage area set aside as floodplain which accounts for loss, disturbance, or development which occurred elsewhere in the floodplain. This ensures that the same volume of storage is available at all levels of flooding. When disturbances or developments occur, flood storage areas are lost and flood heights increase because there is less room for floodwater. The Segment 3D RSF is hydraulically linked to the upstream bodies along the Capital Cascades Trail so the area of compensation floods from the same waterway. Since no additional volume was added to the floodplain, there is no flood reduction benefit as part of the Segment 3D RSF project goal. When communicating with members of the public and non-technical persons throughout the project process, especially during public involvement and outreach, Blueprint will communicate technical terms in plain language throughout public facing documents such as: agenda items, websites, and project fact sheets. In the case that a technical term cannot be replaced by plain language, Blueprint will provide a clear and concise definition. Where applicable, a section for terms and definitions can be added to project profiles to educate members of the public on technical terms and their applicability to a project.

The plain language used to communicate to members of the public will be modeled after the Federal Plain Language Guidelines. The Guidelines are based on the Plain Writing Act of 2010 which requires that federal agencies use clear government communication that the public can understand and use and enhance citizen access to government information and services.

Recommendation 2.3: Site Survey Quality Control

The tree survey for the Capital Cascades Trail Segment 3D-B project area was completed by City of Tallahassee staff in approximately 2015. The initial purpose of the survey was to support the design of FAMU Way Phase 3; however, it also included the Segment 3D-B project area. The survey was provided to Kimley-Horn, the Blueprint consultant and engineer of record for Segment 3DB. In late 2015, Kimley-Horn staff performed a general review of the survey file to certain elements of the data. The purpose of the review was to determine if the Kimley-Horn team was comfortable using the City of Tallahassee survey file for design and permitting of Segment 3D-B, which included both the trail and the RSF. The review was limited to general spot-checking of information, datums, and coordinate systems. The consultant did not confirm or verify each element of the survey. It was determined by the consultant that the City of Tallahassee survey was adequate for the design and permitting of Segment 3D-B, and the design of the RSF was based on this survey.

In mid-2019 it was determined that a 76” live oak was not included in the survey. From 2015, several site visits occurred throughout the design process and the discrepancy was not recognized. The oak was located in the back yard of a private piece of property and at the time the tree survey was completed the team did not enter the private property and the oak was missed. Therefore, the 76” oak had not been specifically considered during the RSF design process.

Recommendation 2.3.1 Verify CCT Segment 3D Survey: Since the determination that the oak was not included in the survey, the project team has verified the remainder of the survey, and it has been confirmed to be accurate.

Recommendation 2.3.2 Include Full Project Area, Including Private Property Approved for Acquisition, in Future Survey Scopes: Once the IA Board approves a project concept plan the project management team will ensure that all items are included in the survey and perform a specific review of critical items based on overall project goals and objectives. The project team will include in the survey scope the review of all private property and field verify critical items based on overall project goals and objectives.

Recommendation 2.3.3 As applicable, include specifications to verify all surveys not conducted by project team in all future consultant contracts: To ensure that all surveys are accurate before project design begins, if an existing survey is used, the project team will verify that all data is accurate.

Identified Areas of Strength

Blueprint performed particularly strong, made improvements utilizing previous lessons learned, and performed innovatively beyond the normal operating procedures. These practices have been documented for further development as potential best practices.

Finding 1: Engaging the Surrounding Community, the primary stakeholders for the CCT Segment 3 and FAMU Way project

Community engagement, a primary component of a Blueprint project process, is essential in developing projects that balance technical, social, and environmental elements inherent in community infrastructure projects. Engaging the surrounding community, the primary stakeholders for the CCT Segment 3 and FAMU Way project, has been a strength of the project process. A variety of outreach techniques have been used over the 12 year history of the Segment 3 project, including a FAMU Way Citizen's Advisory Committee, 13 community meetings, a project web page and dedicated social media account, 16 media releases, 16 direct mailings, four door-to-door outreach efforts, 1,300 fliers regarding the alignment modification, two citizen surveys and numerous one-on-one conversations with area residents. In addition to the community and neighborhood sessions, meetings were held with other community partners such as Florida A&M University, local churches, as well as several presentations to the City Commission and the IA Board. A comprehensive review of public outreach for CCT Segment 3 is included in Appendix B. In addition, interactive and passive engagement has been a key component of the development of the project during 2018 and 2019, as detailed below:

1. On October 1, 2018, Blueprint facilitated an interactive workshop at Domi Station with the help of planning staff from the 8 80 Cities consulting firm. Eleven participants attended representing Railroad Square Art Park, the Tallahassee Senior Center, the Community Foundation of North Florida, Big Bend Big Brothers Big Sisters, Domi Station, and Florida State University.
2. On October 4, 2018, a second 8 80 Cities Coal Chute Pond workshop was held in partnership with the Knight Creative Communities Institute (KCCI). Approximately twenty community and civic leaders participated, including Blueprint planning staff. A presentation on 8 80 Cities placemaking principles was given by 8 80 Cities founder, Gil Penalosa, and small groups of participants were formed to participate in a visioning exercise.
3. On March 27, 2019, three Blueprint staff members attended Florida State University's (FSU's) outdoor Market Wednesday Fair.
4. On March 29, 2019, two Blueprint staff members attended Florida A&M University's (FAMU) outdoor SET Friday market and festival. This is a weekly event held on the heart of FAMU's campus outside its student center. Blueprint staff set up a table with the same engagement board for a similar style engagement and outreach. Blueprint staff spoke with roughly 50 students.
5. On December 14, 2019 Blueprint hosted a Community Breakfast which focused on the Cascades Trail amenities along FAMU Way. Members of the community were provided with the opportunity to learn more about the History and Culture Trail, Coal Chute Pond Amenities, Skateable Art, Restroom Facility at FAMU Way Playground, St. Marks Trailhead, Community Gathering Space at the Regional Stormwater Facility, and the 3D-B Regional Stormwater Facility projects. During

this event the public was able to provide valuable design feedback on the Community Gathering Space at the Regional Stormwater Facility. Blueprint was able to collect oral histories of attendees who lived, worked, or socialized in the areas surrounding the Capital Cascades Trail and FAMU Way projects as part of the History and Culture Trail project.

6. Project Websites: To help inform the public of the Capital Cascades Trail and FAMU Way projects, multiple project webpages and websites were developed and updated with progress videos and photographs throughout the life of the project.
Website 1: <https://www.talgov.com/projects/famuway-proj-overview.aspx>
Website 2: <http://blueprint2000.org/projects/capital-cascades-trail/>
Website 3: <http://www.woodandpartners.com/famu-way-extension-capital-c/>
Website 4: <https://www.genesisgroup.com/projects/details/FAMU-Way>
Website 5: <http://www.famu.edu/index.cfm?FacilitiesPlanning&FAMUWAY>
7. Online surveys: Used to capture the design opinions of members of the public who were unable to attend in person meetings and activities. The online surveys replicated the style of an in-person outreach experience. The survey information was distributed in a variety of ways, outdoor signage provided a conceptual rendering of the project, along with a QR code and written web link directing viewers to the survey. The survey was advertised through multiple channels. Blueprint partners at FAMU forwarded the survey to FAMU students. Blueprint partners at FSU shared the survey on their social media pages and forwarded the survey to students. The survey was also distributed to Railroad Square, residents of the Stadium Enclave student housing development directly north of Coal Chute Pond, and to Domi Station.

Finding 2: Community Inclusion

Community inclusion has been a theme and a strength of this project since its inception. Some members of the FAMU Way CAC were from historic neighborhoods adjacent to the roadway and voiced the need to reflect the unique history and culture of those communities. In 2015 the City of Tallahassee contracted with FAMU Department of History professors to capture, document, and share these communities stories with a goal of incorporating them into the FAMU Way project. Thus, the Capital Cascades Trail – History and Culture Trail project was established and a working group comprised of former FAMU Way CAC members was developed in 2016.

From the earliest phases of the Capital Cascades Trail project, Blueprint engaged with FAMU. This allowed for School of Architecture students and faculty to collaborate with Blueprint, community members, and the project design team on the overall corridor concept including the hardscape and landscape plans, artistic sculptural elements, and roadway parking. The School of Architecture also helped to determine the themes that are now present throughout the project corridor, and have worked closely with the History and Culture Trail working group and the DesignWorks team from the Planning Department to conceptualize the History and Culture Trail project.

Finding 3: Meeting the Project Goals

Lastly, a strength of this project process has been the planning and engineering effort and expertise to meet the project goals as identified in the April 1999, *Economic and*

Environmental Consensus Committee (EECC) Report and the February 2000 *Blueprint 2000 and Beyond Project Definitions Report*. In summary, the CCT project goals are as follows:

This segment features major stormwater facilities and an integrated linear greenway. The project will maximize economic benefits and retrofit existing stormwater problems. This project will contribute significantly to downtown and southside revitalization, improve neighborhood stability, and link the three centers of activity in the area – FSU, FAMU and the Capitol complex with an urban, linear water park.

With the benefit of having the majority of the project completed and the remaining components designed or under construction, a strength of this project process is that goals of the project have been met.

Summary

In reflecting on the Capital Cascades Trail Segment 3 project, the Report identifies strengths as well as opportunities for continuous improvement of the Agency's project processes, including public information, involvement and outreach. Improvements in these areas will increase the Agency's efficiency, accuracy, and ability to share clear and consistent public information. For example, the review revealed that the development of a public information strategy to enhance the delivery of project information during the "gap" period between project approval and implementation would increase community awareness of projects during these slower periods.

The Agency embraces a culture of building on lessons learned from the past to improve future projects. The prioritization of these lessons learned are part of the reason why the Agency successfully implements its projects in accordance with community priorities. Likewise, the lessons learned from the Capital Cascades Trail Segment 3 project will ensure that the Agency continues to prioritize sound but innovative practices, while keeping the citizenry informed and involved during the development and delivery of Blueprint infrastructure projects.

Appendices

- Appendix A: Review of IA Board Agenda Items Regarding Capital Cascades Trail Segment 3D
- Appendix B: Capital Cascades Trail Segment 3 - Project and Community Engagement Timeline

Appendix A: Review of IA Board Agenda Items Regarding Capital Cascades Trail Segment 3D

IA Board Meeting	Actions Taken
June 22, 2015	<p>Agenda Item: Blueprint Project Updates Excerpt: Segment 3D (West of Cleveland Street to Central Drainage Ditch): The expanded Existing Condition Consolidated Model and Proposed Condition Consolidated Model was completed on March 10, 2015 and subsequently provided to the Capital Cascades Trail Stormwater Working group for review and comment. The goal of the expanded modeling effort is to create an XPSWMM model that produces results consistent with the City’s ICPR model for the Central Drainage Ditch.</p> <p>On April 9, 2015, a second Capital Cascades Trail Stormwater Working Group meeting was conducted. The group discussed the Consolidated Model results and established short and long term goals for the group. The short term goals include making a decision on the Segment 3D alignment (north vs. south) and minimizes gaps in construction between FAMU Way Phase 1 and Phase 2. The long term goals include developing a design to improve water quality (total maximum daily load) at Lake Munson, provide strategic trail connections and replace structural deficient or functionally obsolete bridges in the corridor such as Stearns, Gamble and Springhill Road.</p>
September 28, 2015	<p>Agenda Item: Capital Cascades Trail – Segment 3D – Approval of Southern Alignment and Concept Plan IA Board Approved Action - Option 1: Approve the CCT- Segment 3D - Southern Alignment and Concept Plan. Blueprint will proceed with further analysis of the 3D Study Area (Gamble to the Central Drainage Ditch) in coordination with the City’s Phase 3 FAMU Way Extension Project and will return to the IA as soon as practical to request approval of the complete Segment 3D Concept Plan.</p>
February 29, 2016	<p>Agenda Item: IA Board Approved Action - Option 1: Approve the CCT- Segment 3D – Concept Plan from Coal Chute Pond to Lake Bradford Road. Blueprint will proceed with design and permitting for Segment 3D in coordination with the City’s FAMU Way Extension Project.</p>
June 20, 2016	<p>Agenda Item: Blueprint Project Updates Excerpt: Capital Cascades Trail - Segment 3D (Coal Chute Pond to Lake Bradford Road) Stormwater modeling and design of a regional stormwater facility is ongoing.</p>

IA Board Meeting	Actions Taken
September 12, 2016	<p>Agenda Item: <i>The IA Board was provided with an updated concept plan dated August 2016 for Segment 3D which included the Regional Stormwater Facility.</i></p> <p>IA Board Approved Action – Option 1: Board approval of the Capital Cascades Trail Segment 3D Project Budget at a cost not to exceed \$20,490,000 and authorizes the project implementation described below:</p> <ul style="list-style-type: none"> • The CCT Segment 3D from Pinellas to Gamble will be combined (plans, specifications, permits, etc.) with the City’s FAMU Way Extension Project Phase II (Pinellas to Gamble). • City of Tallahassee Underground Utilities & Public Infrastructure Department, in coordination with Blueprint Intergovernmental Agency, will administer the Construction Contract and provide CEI Services for the combined projects. • Blueprint Intergovernmental Agency and City of Tallahassee Underground Utilities & Public Infrastructure Department will enter into a Joint Project Agreement for the funding associated with construction and construction related services. • Project funding will come from Blueprint utilizing existing available project funds and Fiscal Year 2017, 2018, and 2019 sales tax allocations.
June 13, 2017	<p>Agenda Item: Blueprint Project Updates Excerpt: FAMU Way Extension/Capital Cascade Trail Segments 3B and 3C and 3D-A (Adams St. to Gamble Street)</p> <ul style="list-style-type: none"> • Blueprint is moving forward with FEMA Letter of Map Revision to revise 100-year floodplain in area from Leon High School to Coal Chute Pond outfall. • Construction on Segment 3D-A (Pinellas to Gamble) started on April 3, 2017 with an expected project duration of 600 days.
September 19, 2017	<p>Agenda Item: Blueprint Project Updates Excerpt: FAMU Way Extension/Capital Cascade Trail Segments 3B and 3C and 3D-A (Adams St. to Gamble Street)</p> <p>Blueprint is moving forward with the FEMA Letter of Map Revision to revise the 100-year floodplain in the area from Leon High School to the Coal Chute Pond outfall. The draft will be provided to City Stormwater for review by October 2017. Blueprint anticipates transmittal to FEMA in December 2017 and expects to have revised floodplain maps approved in late 2018 or early 2019.</p>

IA Board Meeting	Actions Taken
	<ul style="list-style-type: none"> • Construction on Segment 3D-A (Pinellas to Gamble) started on April 3, 2017 with an estimated completion near the end of 2018. <p>Capital Cascades Trail – Segment 3</p> <ul style="list-style-type: none"> • Segment 3D (Gamble Street to Lake Bradford Road) – Right-of-way acquisition is underway. • Capital Cascades Trail Segment 3D Regional Stormwater Management Facility (SWMF) - The design scenarios for the SWMF include an in-line option and an off-line (bypass) option. The design consultants have developed an evaluation matrix to facilitate the decision making. The Stormwater Working Group (SWWG) will convene in early September 2017 to review the options, analyze the evaluation matrix and provide technical feedback. The matrix includes flood compensation, storage capacity, facility maintenance, water quality, and construction cost. The community criteria includes aesthetics, construction cost and amenities. Upon receiving feedback from the SWWG, Blueprint will schedule a special TCC meeting in October to review and comment before completing the final design.
<p>December 5, 2017</p>	<p>Agenda Item: Blueprint Project Updates</p> <p>Excerpt: FAMU Way Extension/Capital Cascade Trail Segments 3B and 3C and 3D-A (Adams St. to Gamble Street)</p> <ul style="list-style-type: none"> • In October 2017, Blueprint submitted to City Stormwater for review a FEMA Letter of Map Revision seeking to revise the 100-year floodplain. Blueprint anticipates transmittal of the letter to FEMA in December 2017 and expects to have revised floodplain maps approved in late 2018 or early 2019. • Construction on Segment 3D-A (Pinellas St. to Gamble St.) started on April 3, 2017 and has an estimated completion near the end of 2018. <p>Capital Cascades Trail – Segment 3</p> <ul style="list-style-type: none"> • Segment 3D (Gamble Street to Central Drainage Ditch) – Right-of-way acquisition is underway.

IA Board Meeting	Actions Taken
	<ul style="list-style-type: none"> • Capital Cascades Trail Segment 3D Regional Stormwater Management Facility (SWMF) - The Stormwater Working Group (SWWG) and the Blueprint Technical Coordinating Committee (TCC) met in October 2017 to discuss two design scenarios for the SWMF - an in-line option and an off-line (bypass) option. Blueprint and the design team are working to provide the additional information requested.
<p>March 1, 2018</p>	<p>Agenda Item: Blueprint Project Updates</p> <p>Excerpt: Capital Cascade Trail Segments 3D-A (Pinellas to Gamble Street)</p> <ul style="list-style-type: none"> • Roadway and trail construction began in April 2017 and is expected to be complete in late 2018. The double box culvert installation is nearing completion, and the Gamble/FAMU Way Roundabout opened to traffic in November 2017. <p>Capital Cascades Trail – Segment 3</p> <ul style="list-style-type: none"> • Segment 3D (Gamble Street to Central Drainage Ditch) – Right-of-way acquisition is underway. • Capital Cascades Trail Segment 3D Regional Stormwater Management Facility (SWMF) – The multi-agency Stormwater Working Group has recommended a preferred design for the Segment 3D regional stormwater facility. The Blueprint Technical Coordinating Committee (TCC) will meet on February 12, 2018 to review and discuss design characteristics including a trash collection system and aesthetics.
<p>September 20, 2018</p>	<p>Agenda Item: Blueprint Project Updates</p> <p>Excerpt: Capital Cascades Trail Segment 3D (Pinellas to Gamble Streets)</p> <ul style="list-style-type: none"> • Trail construction began in April 2017 and is now complete. The roadway was opened to the public on August 16, 2018. Grand opening activities are being coordinated with the City and County. <p>Capital Cascades Trail – Segment 3 (Gamble Street to Central Drainage Ditch)</p> <ul style="list-style-type: none"> • Per direction from the IA Board in September of 2016, right-of-way acquisition and design services are underway and are nearing completion, and the multi-agency Stormwater Working Group and the Technical

IA Board Meeting	Actions Taken
	<p>Coordinating Committee (TCC) have recommended a preferred design for the Segment 3D Regional Stormwater Facility (RSF) as well as the permitting strategy. Permitting for the project is currently under review by City Growth Management and by the FDEP. The design and permitting effort will be completed in December of 2018. A master plan for the amenities around the proposed stormwater management facility, including the new trailhead for the St. Marks Trail and amenities at Coal Chute Pond, is presented in Item #12 as part of this IA Board Agenda. Staff intends to advertise the RSF project with the amenities listed herein concurrently with the FAMU Way Phase 3 Project offered by City Underground Utilities and Public Infrastructure in November/December of 2018.</p>
<p>September 20, 2018</p>	<p>IA Board Approved Action - Option 1: Authorize Blueprint to proceed with the procurement of the construction of the proposed Pond amenities, the St. Marks Trailhead, and the Coal Chute Pond Trail Loop in conjunction with the City of Tallahassee’s FAMU Way Phase 3 project; and authorize the Intergovernmental Management Committee to execute a 3rd Amendment to the MOU by and between the City of Tallahassee and Blueprint Intergovernmental Agency, dated May 2, 2017, consistent herewith in a form approved by legal counsel.</p> <p>Option 2: Authorize Blueprint to procure the design and construction services for of the Capital Cascades Trail Segment 3 Restroom in accordance with the Blueprint Procurement Policy.</p> <p>Option 3: Authorize Blueprint to issue a RFP for the History & Culture Trail interpretive kiosk installations in accordance with the Blueprint Procurement Policy. Authorize staff to enter into an agreement with the Council on Culture and Arts to assist with the artist solicitation and selection of the public art component of this project, in a form approved by legal counsel and authorize the Intergovernmental Management Committee to execute same, in accordance with Blueprint Procurement Policies.</p> <p>Option 4: Accept the project status report.</p>
<p>December 6, 2018</p>	<p>Agenda Item: Blueprint Project Updates</p> <p>Excerpt: Capital Cascades Trail – Segment 3</p> <ul style="list-style-type: none"> • <u>Regional Stormwater Facility</u> – Per direction from the IA Board at the September 12, 2016 meeting, right-of-way acquisition and design services are underway and are nearing completion, and the multi-agency Stormwater

IA Board Meeting	Actions Taken
	<p>Working Group and the Technical Coordinating Committee (TCC) have recommended a preferred design for the Segment 3D Regional Stormwater Facility (RSF) as well as the permitting strategy. Additional survey is currently being gathered to ensure the project does not adversely impact residents downstream of the proposed pond. Permitting for the project is currently under review through City Growth Management and through FDEP. The design and permitting effort will be completed in the spring of 2019. As approved by the IA Board at the Blueprint Intergovernmental Agency Board of Directors Meeting Item Title: Acceptance of the Status Report on Blueprint Intergovernmental Agency Infrastructure Projects Page 3 of 5 September 20, 2018 meeting, Blueprint is proceeding with the advertisement of the RSF project with the amenities and the St. Marks Trailhead concurrently with the FAMU Way Phase 3 Project offered by City Underground Utilities and Public Infrastructure.</p>
<p>February 28, 2019</p>	<p>Agenda Item: Blueprint Project Updates Excerpt: Capital Cascades Trail – Segment 3</p> <ul style="list-style-type: none"> • <u>Regional Stormwater Facility</u> – The project design is substantially completed and is being advertised for bids concurrently with the FAMU Way Phase 3 project, as approved by the IA Board at the September 20, 2018 meeting. Right-of-way acquisition continues with an anticipated completion of spring 2019. Permitting for the project is underway through City Growth Management. Consistent with the recommendations of the Stormwater Working Group and Blueprint Technical Coordination Committee (TCC), the permit application will not include redevelopment capacity. This will allow the project to move forward in conjunction with the bidding of FAMU Way Phase 3, as well as meet the original goals of the project to improve current water quality and reduce existing flooding downstream.
<p>June 27, 2019</p>	<p>Agenda Item: Blueprint Project Updates Excerpt: Capital Cascades Trail – Segment 3</p> <ul style="list-style-type: none"> • <u>Pond 3D-B Regional Stormwater Facility (RSF)</u> – The City’s advertisement for bids for construction of FAMU Way Phase 3, which includes the CCT Segment 3 Regional Stormwater Facility (RSF) near Lake Bradford Road and the St. Marks Trail Head, has closed and the City has awarded a

IA Board Meeting	Actions Taken
	<p>construction contract. Right-of-way acquisition continues with anticipated completion in summer 2019, at which point the City’s contractor will begin construction (estimated June 2019). Concurrently, Blueprint’s permitting efforts are underway for the RSF, and staff anticipate completing permitting in the summer of 2019.</p>
<p>June 27, 2019</p>	<p>IA Board Approved Action - Option 1: Authorize the Intergovernmental Management Committee to execute a Grant Agreement with the Florida Department of Environmental Protection to reimburse design, permitting, and construction expenditures relating to the Capital Cascade Trail Segment 3D-B project with grant funds.</p>
<p>September 5, 2019</p>	<p>Agenda Item: Blueprint Project Updates Excerpt: Capital Cascades Trail – Segment 3 <u>Pond 3D-B Regional Stormwater Facility (RSF)</u> - The City has awarded a construction contract to Allen’s Excavation for FAMU Way Phase 3, which includes the CCT Segment 3 Regional Stormwater Facility (RSF) near Lake Bradford Road and the St. Marks Trail Head. A preconstruction meeting was held on August 1 and a Notice to Proceed was issued on August 19 for the FAMU Way Phase 3 elements of the project with a delayed notice to proceed pending for the RSF and trailhead components. A thorough update is presented in Agenda Item #11.</p>
<p>September 5, 2019</p>	<p>Agenda Item: Acceptance of the Capital Cascades Trail Segment 3 Status Report on Public Engagement, Acquisition Processes, and 3D-B Regional Stormwater Facility</p> <p>Option 1: Accept the status report on the Capital Cascades Trail Segment 3 public engagement, acquisition processes and 3D-B Regional Stormwater Facility.</p> <p>Option 2: Direct Blueprint staff to enhance community gathering spaces along Capital Cascades Trail Segment 3D-B including expansion of the St. Marks Trailhead and creation of the RSF overlook space and to reuse the live oak tree wood as available.</p>
<p>December 12, 2019</p>	<p>Agenda Item: Blueprint Project Updates Excerpt: Capital Cascades Trail – Segment 3 <u>Pond 3D-B Regional Stormwater Facility (RSF)</u> - The City has awarded a construction contract to Allen’s Excavation for FAMU Way Phase 3, which includes the CCT Segment 3 Regional Stormwater Facility (RSF) near Lake Bradford Road and the St. Marks Trail Head. Notice to Proceed for construction was issued on August 19 for the FAMU Way Phase 3 elements of the project. The construction notice to proceed for the RSF and trailhead components is anticipated for February 2020.</p>

IA Board Meeting	Actions Taken
	<p>The design team is developing concepts for an expanded community gathering space to be included near the pond for public input and consideration. Initial concepts will be shared at a Blueprint Public Engagement community breakfast on December 14, 2019. Blueprint will have an interactive exhibit for the community to explore the proposed community gathering space and be able to offer comments/recommendations on the final layout of that new space. Also at the community breakfast, information on the Coal Shute Pond enhancements along FAMU- Way will also be available.</p>

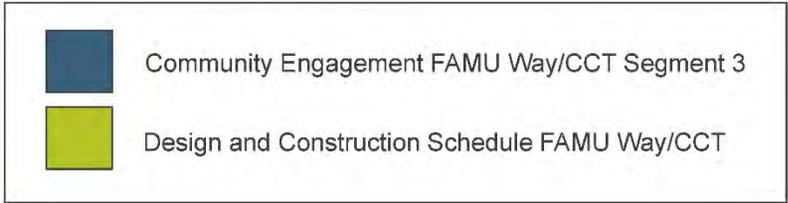
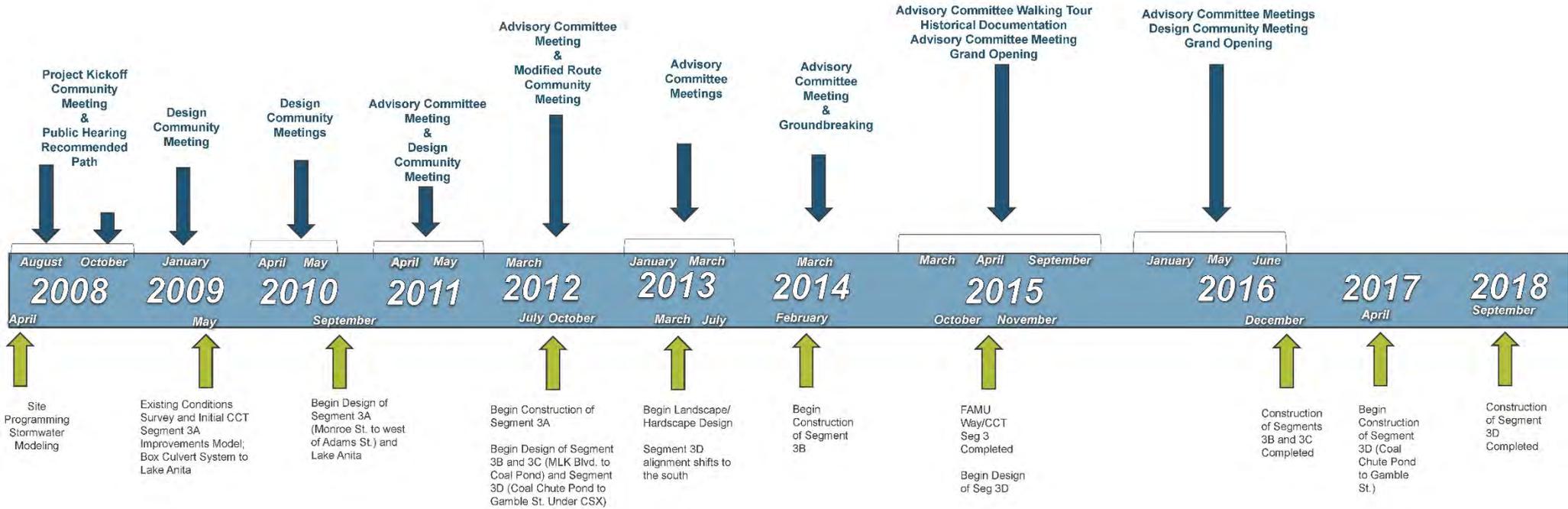
Appendix B: Segment 3 Project and Community Engagement Timeline

A detailed timeline of the project history and community engagement beginning in 2008 is included as a part of Appendix B. A variety of outreach techniques have been used including, 13 community meetings, a project web page and dedicated social media account, 16 media releases, 16 direct mailings, four door-to-door outreach efforts, distributed 1300 fliers regarding the alignment modification, two citizen surveys and numerous one-on-one conversations with area residents. Additionally, the FAMU Way Citizen's Advisory Committee formed in winter 2010, met throughout the project duration, and substantially informed project decisions. Beginning in 2008, properly noticed formal community-wide meetings convened. The City and/or Blueprint hosted the following formal meetings:

- August 2008 (Project Information)
- October 2008 (Public Hearing – recommended path)
- January 2009 (Design)
- April 2010 (Design)
- May 2010 (Design)
- April 2011 (FAMU Way Advisory Committee)
- May 2011 (Design)
- March 2012 (FAMU Way Advisory Committee)
- March 2012 (Modified Route)
- January 2013 (FAMU Way Advisory Committee)
- March 2013 (FAMU Way Advisory Committee)
- March 2014 (FAMU Way Advisory Committee)
- March 2014 (Groundbreaking Ceremony)
- March 2015 (FAMU Way Advisory Committee, Walking Tour)
- April 2015 (Historical documentation)
- September 2015 (FAMU Way Citizen Committee)
- October 2015 (Grand Opening FAMU Way/CCT Segment 3)
- January 2016 (FAMU Way Citizen Committee) – *Discussion of proposed design change*
- January 2016 (Flier Mailed to Residents) – *Invitation to community meeting to discuss proposed design change*
- January 2016 (Community Meeting) - *Discussion of proposed design change*
- February 2016 (Flier Mailed to Residents and Door-to-Door Outreach) – *Summary of proposed design change and invitation to February 29, 2016 IA Board meeting*
- May 2016 (FAMU Way Citizen Committee)
- June 2016 (Grand Opening FAMU Way/CCT Segment 3B)

In addition to the community and neighborhood sessions, meetings with other community partners such as Florida A&M University, local churches, as well as several presentations to the City Commission and the IA Board were conducted. The final design is representative of a collaboration between community partners and technical staff. Community engagement has helped create a final product that seeks to balance the technical, social, and environmental challenges associated with this complicated project.

Capital Cascades Trail and FAMU Way Project Outreach and Construction Timeline



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PUBLIC ENGAGEMENT PLAN EXECUTIVE SUMMARY

PUBLIC ENGAGEMENT PLAN

Recognizing that it is through public engagement that the future of our community is planned, the Blueprint Intergovernmental Agency (Blueprint) is committed to the development and execution of trustworthy and effective public engagement.

PURPOSE OF PLAN

Organized by principles, goals, process, and requirements, the Public Engagement Plan (Plan) provides the foundation for highly-effective community engagement. A successful engagement strategy establishes goals, determines key audiences and stakeholders, develops and executes appropriate outreach methods, and evaluates success.

As individual projects are initiated, the Plan will serve as the foundation for the development of the customized project public engagement plans. The customized plans will consider stakeholders, unique characters, and innovative methodology to best reach targets.

Developing a project-specific Public Engagement Plan at the beginning of each project is a crucial first step in ensuring all engagement efforts are efficient and effective. The successful implementation of the plan will help ensure the project reflects — to the greatest extent possible — what the community envisions.

WHAT IS BLUEPRINT?

The Blueprint Intergovernmental Agency is an intergovernmental agency in Tallahassee-Leon County that is responsible for building projects funded by the local government infrastructure surtax. The multidisciplinary staff plans, designs and constructs infrastructure improvement projects across the Tallahassee-Leon County community.



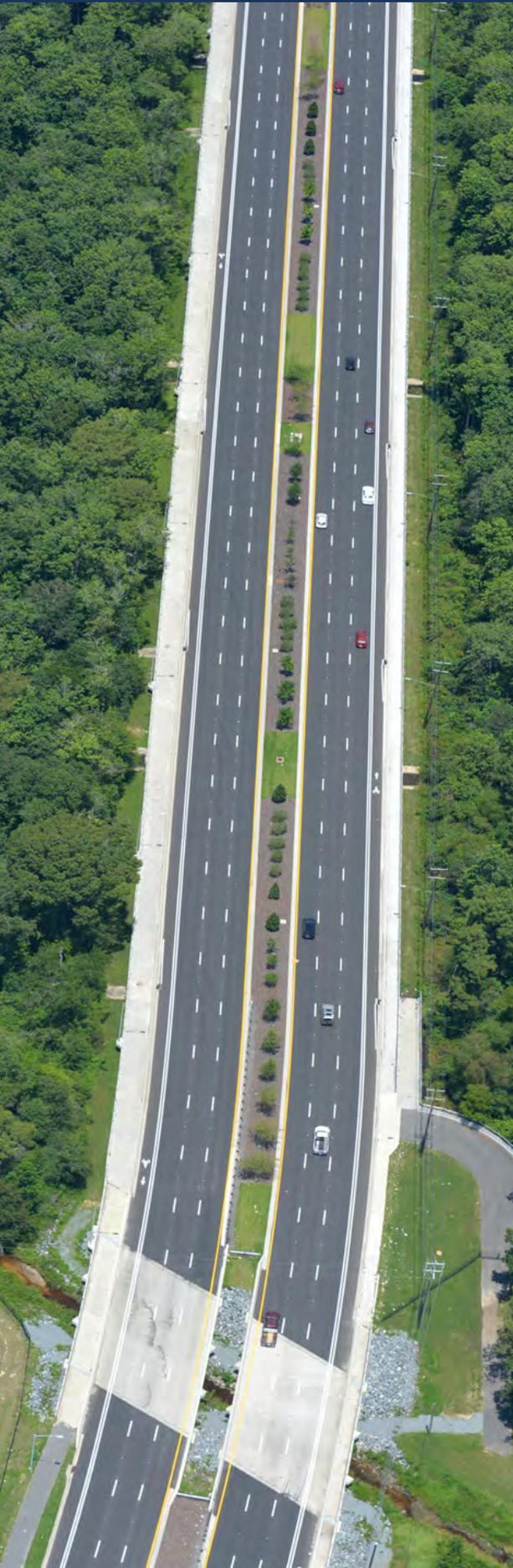
GUIDING PRINCIPLES

- Public engagement is **two-way communication** aimed at incorporating the views and concerns of the public into the project.
- Public engagement is **ongoing** through all phases of a project, from concept to construction, programming, and maintenance.
- Public engagement is **inclusive of all** decision-makers and stakeholders.
- People have different communication styles and preferences, and identifying the most appropriate tools and techniques for each project and audience is essential.
- Comprehensive project records assure the public their comments and concerns have been heard and commitments are carried throughout the project.

COMMUNITY INPUT MEETINGS

Public engagement was a key factor in coordinating the Airport Gateway project. Blueprint had over 25 meetings to collect and apply community input into the project.





GOALS, OBJECTIVES, AND ACTIONS

It is well understood that successful public engagement is a cornerstone of a successful project. It is particularly important and rewarding to bring community members into the individual project planning process because the resulting decisions often have a direct and palpable effect on their daily lives. Many practical reasons to engage residents in planning include:

- Debunk myths and misunderstandings.
- Help people understand project tradeoffs.
- Ensure that good plans remain intact over time.
- Improve the quality of project planning.
- Enhance trust in local government.

With this in mind, and anchored by the Guiding Principles, Blueprint's Public Engagement Plan sets forth Goals, Objectives and Actions for robust engagement.

GET INVOLVED

Find out about Blueprint's projects, plans, events, programs, and more by visiting www.BlueprintIA.org.



GOALS, OBJECTIVES, AND ACTIONS

GOAL 1 Achieve early involvement and ***maintain continuous involvement*** of the public in the development of plans, projects, and programs.

OBJECTIVE 1 Public participation strategies will be ***tailored to fit the audience and the issues***, rather than using a “one size fits all” approach.

ACTION Blueprint will strive to ***understand the interests and concerns*** of target audiences in order to ***determine the most relevant content*** and ***most effective ways to communicate*** with each segment.

ACTION Blueprint will target specific audiences, ***go where the people are***, and create or participate in events targeted to those audiences.

ACTION Blueprint will ensure a professional look and feel for communications, tailor content, and ***format for ease of use and understanding***.

ACTION Blueprint will develop a better understanding of ***appropriate communications strategies*** for low-literacy individuals and non-English speaking communities.

LEARN MORE

For a complete listing of the Goals, Objectives and Actions, go to www.BlueprintIA.org/PublicEngagementPlan.

GOALS

REQUIREMENTS

PUBLIC ENGAGEMENT PROCESS

Each Blueprint project will have a customized Public Engagement Plan that is developed at the start of the project, using the goals and objectives found in this Engagement Plan as the foundation. Outreach activities and engagement techniques will vary from project to project, as each project's desired outcomes and stakeholder groups character of community are unique. At a minimum, each project-level engagement plan will include the following:

PROJECT LEVEL PUBLIC ENGAGEMENT

- I. Project Description
- II. Project Contact Information
- III. Project Goals
- IV. Identification of Officials and Agencies
- V. Identification Of Affected Communities And Stakeholders
- VI. Identification of Potential Impacts and Concerns
- VII. Possible Outreach Activities
- VIII. Engagement Techniques
- IX. Public Engagement Schedule
- X. Summary of Public Comments Report

ONGOING ENGAGEMENT

- Blueprint Intergovernmental Agency Board of Directors
- Citizen Advisory Committee
- Technical Coordinating Committee





PROJECT PLAN REQUIREMENTS

To ensure thorough stakeholder involvement, the project team must identify the key, stakeholders, partner agencies, interested parties, and impacted entities associated with a project. Below is a listing of typical project stakeholders to consider.

- **Customized engagement strategies** based on the project's community and innovations in outreach.
- **Early and continuous** opportunities for involvement.
- Public meetings at **convenient and accessible** locations and times.
- **Timely information** on issues, processes, and procedures.
- **Reasonable access** to technical and policy information.
- Electronic **accessible and available public information** via the web.
- **Adequate notice of involvement opportunities** at key decision points.
- Methods for **considering, responding to, and incorporating public input**.
- A course of action for **seeking out and considering the needs** of the traditionally underserved.
- **Periodic review, evaluation** of the participation process, and **adjusting strategies**, when warranted, in a timely manner.

SEE THE FULL LIST

See the state and federal requirements at
www.BlueprintIA.org/PublicEngagementPlan.

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PROPOSED PUBLIC ENGAGEMENT PLAN

Introduction

This Public Engagement Plan (Plan) broadly outlines how Blueprint staff will involve all stakeholders in the planning and/or development of Blueprint (Agency) projects. The Plan describes goals and objectives, identifies specific approaches, and tools for successful community engagement as well as evaluation techniques to measure the effectiveness of the strategies. As individual projects are initiated, the Plan will serve as the foundation for the development of the customized public engagement plans that will be established for each project.

What is Blueprint?

The Blueprint Intergovernmental Agency, is an intergovernmental agency in Tallahassee-Leon County that is responsible for building infrastructure projects funded by the local government infrastructure surtax. The multidisciplinary staff plans, designs and constructs infrastructure improvement projects across the Tallahassee-Leon County community.

Purpose

Recognizing that it is through public engagement that the future of our community is planned, the Agency is committed to the development and execution of trusted, high quality, and effective public engagement.

Establishing the Agency's public engagement process is a crucial step in ensuring all engagement efforts are efficient and effective. This discernment process allows the Agency to refine goals, identify the community's needs, determine key audiences, identify stakeholders, determine the appropriate outreach and engagement strategy, and plan for an evaluation of the initiatives' success. Answering these questions first provides the level of specificity necessary for successful public engagement.

Guiding Principals

There are essential principles that guide public engagement and should be applied at all project phases.

- Public engagement is two-way communication aimed at incorporating the views and concerns of the public.
- Public engagement is ongoing through all phases of a project, from concept to construction, programming and maintenance
- Public engagement is inclusive of all decision-makers and stakeholders.
- The most appropriate tools and techniques are identified and utilized for each audience

- Comprehensive project records assure the public their comments and concerns have been heard and commitments are carried throughout all phases of a project.

Early and effective public engagement leads to projects that genuinely reflect the community's needs and desires, provides for greater acceptance of the project by the community, fosters a strong sense of community, and affirms Agency credibility. Successful public engagement helps the Agency build trust and a cohesive, trusting relationship with the community.

Goals

Three overarching goals support Blueprint 2020 Public Engagement efforts. They are:

1. Widely disseminate, clear, complete, and timely information to the residents, stakeholders, affected agencies, and interested parties regarding the overall Blueprint 2020 program as well as the individual Agency plans, projects and programs.
2. Create an open and ongoing two-way public involvement process that ensures comprehensive resident, stakeholder, agency, and interested party input into and full participation in plans, projects, and programs.
3. Achieve early involvement and maintain continuous involvement of the public in the development of plans, projects, and programs.

Public Engagement Plan Requirements

The Agency will develop and execute a Public Engagement Plan for each project as early as possible in the project development phase. Engagement at the outset of a project brings stakeholder values and concerns to the project team early in the decision making process, allowing the input received to inform the development of the project. The project specific engagement plan will identify appropriate outreach activities based on the type of project and the potential community concerns. At a minimum, each project's public engagement process must provide:

- Early and continuous opportunities for inclusive involvement
- Public meetings at convenient and accessible locations and times
- Timely information on issues, processes, and procedures
- Reasonable access to technical and policy information
- Electronic accessible and available public information via the web
- Use of best practices and innovative outreach methodologies
- Adequate notice of involvement opportunities at key decision points
- Methods for considering and responding to public input
- A course of action for seeking out and considering the needs of the traditionally underserved
- Periodic review and evaluation of the participation process

Federal Requirements

As several Blueprint 2020 projects involve state roads or other facilities that receive federal funding, there are federal requirements that must be met in project specific public engagement efforts, from access to the Agency website and print materials to property acquisition. In fact, as the Agency applies best practices, it adheres to or surpasses these regulations. The regulations most relevant to Blueprint projects include:

- The Americans with Disabilities Act of 1990 (ADA)
- Title VI of the Civil Rights Act of 1964 and Other Nondiscrimination Laws
- Executive Order 12898 Actions to Address Environmental Justice in Minority Populations and Low Income Populations
- National Environmental Policy Act (NEPA) of 1969
- Uniform Relocation Assistance and Real Property Acquisition Policies Act

For a full listing of current federal regulations and specific details on all applicable regulations, consult the online resource at www.gpo.gov.

State Requirements

There are Blueprint 2020 projects that will need to abide by State of Florida requirements for public engagement as well. Those requirements can be found in the Florida Statutes (FS), which are available online at <http://flsenate.gov/Laws/Statutes>. The following are the most frequently referenced and relevant statutes and should be reviewed prior to the development of all project-specific engagement plans.

- Executive Order 07-01, Section 2 - Plain Language Initiative
- Section 120.525, FS, Administrative Procedures Act
- Section 286.011, FS, Public Business (Government in the Sunshine)
- Section 335.199, FS, State Highway System (Access Modification)

Goals

Three overarching goals support Blueprint 2020 Public Engagement efforts. The objectives and actions relating to each goal are listed below. A Public Engagement Evaluation Matrix is included as Appendix #1.

Goal 1. Widely disseminate, clear, complete, and timely information to the residents, stakeholders, affected agencies, and interested parties regarding the overall Blueprint 2020 program as well as the individual Agency plans, projects and programs.

Objective 1: Blueprint will identify organizations and individuals representing a broad spectrum of community interests and encourage their participation in the project.

Objective 2: Blueprint will develop relationships and form partnerships with organizations in the communities and use these partnerships to develop a better understanding of Blueprint's projects in the community.

Action 1: Blueprint will make presentations at civic, municipal, county, and other stakeholder group meetings to provide pertinent information regarding its program of work.

Action 2: Blueprint will participate in activities such as festivals, workshops, and summer camps conducted by partner organizations to provide pertinent information regarding its program of work.

Action 3: Blueprint will distribute and make literature available at other agencies' locations and events.

Objective 3: Coordinate public involvement activities with other similar programs to make best use of staff and resources while minimizing public time demands.

Action 1: Blueprint will coordinate and, where possible, collaborate with the public involvement efforts of other departments and agencies, for projects located in the vicinity of Blueprint projects. particularly those focused on transportation.

Action 2: Blueprint will participate in local conferences and events by exhibiting display booths to increase awareness of specific projects and general Blueprint activities.

Action 3: Blueprint will conduct seminars and conferences to educate the public and on design, development, and technology advances that will help further the Agency's goals.

Goal 2. Create an open and ongoing two-way public involvement process that ensures comprehensive resident, stakeholder, agency, and interested party input into and full participation in plans, projects, and programs.

Objective 1: Information will be disseminated through a variety of media.

Action 1: Blueprint will develop and use visualization techniques including: PowerPoint presentations, display boards, maps, interactive mapping, video, and the Agency website and social media to assist in communicating with the public.

Action 2: Blueprint will use its website and social media platforms to publish and make available plans and studies and to inform the public about opportunities to participate.

Action 3: Blueprint will use its website and social media platforms to receive input from the community on the Agency's programs, plans, and projects. publish and make available plans and studies and to inform the public about opportunities to participate.

Action 4: Blueprint will provide press releases to local media (radio, TV, and newspapers) and local civic organizations to promote meetings, events, and project information

Goal 3. Achieve early involvement and maintain continuous involvement of the public in the development of plans, projects, and programs.

Objective 1: Public participation strategies will be tailored to fit the audience and the issues, rather than using a "one size fits all" approach.

Action 1: Blueprint will strive to understand the interests and concerns of target audiences in order to determine the most relevant content and most effective ways to communicate with each segment.

Action 2: Blueprint will target specific audiences, go where the people are, and create or participate in events targeted to those audiences.

Action 3: Blueprint will ensure a professional look and feel for communications, tailor content, and format for ease of use and understanding.

Action 4: Blueprint will develop a better understanding of appropriate communications strategies for low-literacy individuals and non-English speaking communities.

Objective 2: Blueprint will seek to improve its community engagement program by regularly reviewing this plan and its outreach activities.

Action 1: Blueprint will regularly survey the public on the best ways to provide information, increase engagement, and utilize public input, and will incorporate resulting recommendations into the Public Engagement Plan.

Action 2: Blueprint will periodically update this Public Engagement Plan.

Public Engagement Process

Blueprint actively seeks the participation of all relevant agencies, stakeholders and partners and opportunities for coordinating with them. Blueprint also works together with all partners for more effective outreach activities and results. This section provides guidelines for how Blueprint will encourage the public and interested parties to engage and participate in the Agency's program of work.

Agency Level Public Engagement

Major Committees

The Blueprint Intergovernmental Agency is guided by a Board of Directors (IA Board), comprised of the Tallahassee City and Leon County Commissions sitting as one body. The IA Board provides leadership and sets the direction for the entire Agency program of work. The quarterly IA Board Meetings are properly noticed and open to the public. Each meeting allows for and encourages public comments, affording the public the opportunity to provide input to the IA Board.

The Technical Coordinating Committee (TCC) provides professional advice and technical expertise to the Agency at the project level. This committee is comprised of representatives from City Management, County Administration, and includes the Tallahassee-Leon County Planning Director, the City Public Works Director, the County Transportation Engineering Director, the City Stormwater Manager, the County Chief of Stormwater Engineering, the City Growth Management Biologist, and the County Director of Environmental Compliance. All TCC meetings are noticed, open to the public and public comments are accepted.

The Citizen Advisory Committee (CAC) serves in an advisory capacity to the Agency. The twelve members represent to the Agency a broad spectrum of the community, including but not limited to: the Civil Rights Community, Tallahassee Chamber of Commerce, Council of Neighborhood Associations, Senior Citizens, the Disabled Community, the Minority Chamber of Commerce, the Planning Commission, Network of Entrepreneurs and Business Advocates and include a biologist and a financial expert. All CAC meetings are noticed, open to the public and public comments are accepted.

Project Level Public Engagement

Each Blueprint project will have a Public Engagement Plan (Plan) which will be developed and executed as each project is programmed. The Project Public Engagement Plan will include:

- I. Project Description
- II. Project Goals
- III. Project Team Contact Information
- IV. Project Schedule
- V. Public Engagement Schedule
 - a. By Project Phase
 - b. For Duration of Project
 - c. Engagement Evaluation Points
- VI. Public Engagement Goals and Tools
 - a. By Project Phase
 - b. For Duration of Project
 - c. Engagement Evaluation Points
- VII. Identification of Pertinent Officials and Agencies

State: Florida Department of State, Division of Historical Resources
Florida Department of Agriculture and Consumer Services
Florida Department of Environmental Protection
Florida Department of Fish and Wildlife Conservation Commission
Florida Department of Economic Opportunity
(Note: Add others that pertain to the project)
Federal: Federal Highway Administration
Federal Transit Administration
U.S. Army Corps of Engineers
U.S. Coast Guard
U.S. Department of Interior - National Park Service
U.S. Department of Interior - U.S. Fish and Wildlife Service
U.S. Department of Commerce - National Marine Fisheries Service
U.S. Environmental Protection Agency
(Note: Add others that pertain to the project)

Regional: Chambers of Commerce
Regional Planning Council
Capital Region Transportation Planning Agency
Water Management District
Army Corp of Engineers
(others that may pertain to the project)

Local Elected and Appointed Officials (for consideration purposes)

Intergovernmental Agency Board of Directors
Florida State Senators
Florida State Representatives, Local Districts
Federal Delegation

- VIII. Identification Of Affected Communities And Stakeholders
 - a. Target Audience

- b. General public
 - c. Directly affected public
 - d. Technical Advisory Committee
 - e. Citizen Advisory Committee
 - f. Public agency staff
 - g. School district
 - h. Providers and users of public transportation
 - i. Providers and users of pedestrian and bicycle transportation facilities
 - j. Non-English-speaking and low-literacy public
- IX. Outreach Activities
- a. Community Meetings
 - i. Project Specific
 - ii. Homeowners
 - iii. Partner Events
 - b. Mailings (Letters, Newsletters)
 - c. Web Pages
 - d. Social Media
 - e. Community Events
 - f. Etc.
- X. Engagement Techniques
- a. Charettes
 - b. Visual Preference Surveys
 - c. Walking Surveys
 - d. Etc.
- XI. Summary Report: Summary and Analysis of Public Engagement
- a. A report will be developed to summarize the public engagement results and recommendations.
 - b. Report will contain the overall input provided through all engagement techniques utilized throughout the process.
 - c. The report will be available to the public for review on the Blueprint website.

Appendix #1

2019 Public Participation Plan Evaluation Evaluation Matrix						
Objectives	Tools Used	Evaluation Criteria	Result	Performance Target	Target Status	Notes
GOAL ONE: Widely disseminate clear, complete, and timely information of the residents, stakeholder, affected agencies, and interested parties regarding the overall Blueprint program as well as the individual plans, projects and programs.						
Objective 1: <i>Blueprint will identify organizations and individuals representing a broad spectrum of community interests and encourage their participation in the project.</i>						
Objective 2: <i>Blueprint will develop relationships and form partnerships with organizations in the communities and use these partnerships to develop a better understanding of Blueprint's projects in the community.</i>						
Objective 3: <i>Coordinate public engagement activities with other similar programs to make best use of staff and resources while minimizing public time demand.</i>						
GOAL TWO: Create an open and ongoing two-way public engagement process that ensures comprehensive resident, stakeholder, agency, and interested party input into and full participation in projects.						
Objective 1: <i>Information will be disseminated through a variety of media.</i>						
Objective 2: <i>Engagement methodology selected will successfully reach target audience.</i>						
GOAL THREE: Achieve early engagement and maintain continuous involvement of the public in the development and lifetime of projects.						
Objective 1: <i>Public engagement strategies will be tailored to fit the audience and the issues, rather than using a "one size fits all" approach.</i>						
Objective 2: <i>Blueprint will seek to improve its community engagement program by regularly reviewing this plan and its outreach approach.</i>						



Public Engagement Tools

Tallahassee-Leon County is comprised of diverse individuals that possess many different concerns, needs, interests and opinions. With technology rapidly changing, it is becoming harder to communicate using traditional methods. With these advancements, new opportunities to distribute information have arisen. Tools to inform the public include different techniques that can be used to provide the public with information they need to understand a project, get involved in the decision-making process and also provide feedback to the project team and influence decisions.

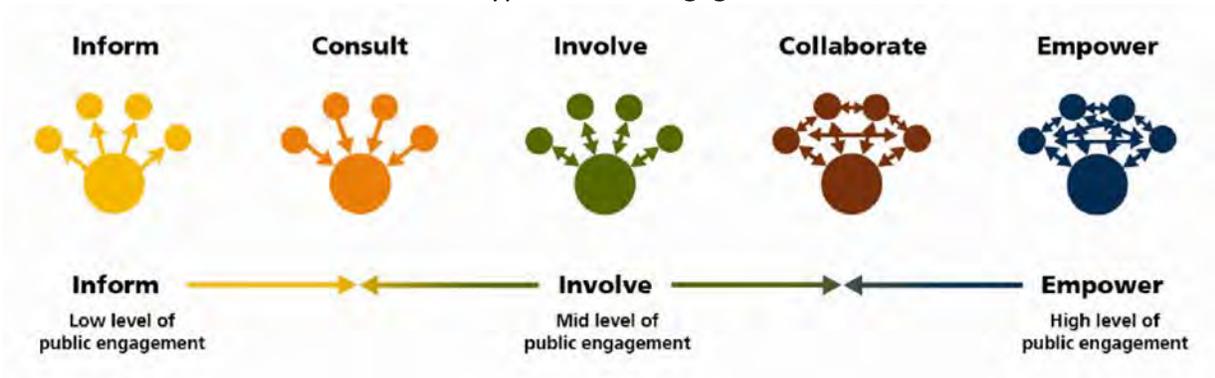
Public engagement can lead to

- Better decisions that more effectively respond to the needs and priorities of a diverse community
- Increased public understanding of and support for Blueprint projects
- Increased transparency and accountability of Blueprint Intergovernmental Agency Board actions
- Community members and community resources becoming part of the solution to project challenges

What is Public Engagement?

Public engagement gives stakeholders the opportunity to influence decisions that affect their lives. Public engagement is a process that consists of a series of appropriate activities and actions used over the lifespan of a project to inform, obtain input from, and/or collaborate with the public. The goals of public engagement will evolve over the lifespan of the project and will often progress from informing, to consulting, to involvement and collaboration. In the development of the project's public engagement plan, the project team will identify the engagement goals by project phase and how the goals will be reached, e.g. by informing, or consulting, etc., for each phase of a project. Once the goals have been identified, the correct engagement tool or activity can be determined.

What Are Typical Public Engagement Goals?



Inform

To provide the public with information on the project of decision. This does not actually provide the opportunity for public participation, but rather engages the public and provides the community with the information they need to understand the project and the decision-making process.

Consult

To obtain and consider public input at set points in the process. This is the basic minimum opportunity for public input, to consult simply means to ask. You are asking the public for their opinions and will consider the input received as decisions are made.

Involve

To work directly with the public and consider their input throughout the process. At this level, the public is invited into the process.

Collaborate

To engage the public in key activities and decisions during the process. The collaborative level includes the explicit attempt to find consensus solutions. In the end, the input received and will be used by those making decisions regarding the project.

Empower

To implement what the public decides. At the empower level, the public is provided with the opportunity to make decisions for themselves. The most common activity seen at this level are public voting or ballot measures.

How do you know what public engagement tools are appropriate?

The type engagement activity used is driven by the goals for the engagement. The table below offers a sampling of engagement tools appropriate for each identified engagement goal, but is not exhaustive. Innovative strategies are constantly being developed and tested. The project team should research and consider implementing any emerging, innovative and available engagement activities or strategies that would improve public engagement.

Engagement Goal

Engagement Tool/Activity	Inform	Consult	Involve	Collaborate	Empower	
	Website & Social Media	X	X			
	Printed Materials	X	X			
	Community Events	X	X			
	Visual Preference Surveys		X	X	X	
	Focus Groups		X	X	X	
	Walking Surveys		X	X	X	
	Charrettes		X	X	X	
	Advisory Board				X	X
	Task Forces				X	X
	Consensus Workshops				X	X
	Public Meetings	X	X	X	X	X

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**Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #9
January 30, 2020**

Title: Acceptance of the Status Report and Consideration of Purchase of Property located at 1309 Alabama Street

Category: General Business

Department: Blueprint Intergovernmental Agency, Office of Economic Vitality

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Susan Dawson, Blueprint Attorney
Cristina Paredes, Director, Office of Economic Vitality
T.J. Lewis, Business Development Manager, Office of Economic Vitality

STATEMENT OF ISSUE:

At the September 5, 2019, meeting, the Blueprint Intergovernmental Agency Board of Directors (IA Board) directed staff to research and obtain an asking price for the property located at 1309 Alabama Street with the objective of addressing limited access to affordable grocery store within the Griffin Heights Community. Preliminary research into the property has been conducted along with a market analysis for potential acquisition and reuse.

This agenda item provides an analysis on the parcel including the property status, the seller's asking price as well as the market retail status and future re-use of 1309 Alabama Street property.

FISCAL IMPACT:

Should the IA Board wish to move forward with the purchase of 1309 Alabama Street property, this item will have a fiscal impact. This impact would range from the cost of performing an appraisal up to the potential cost of acquisition through any future redevelopment costs. The attorney representing the property owner has informed staff of his client's willingness to sell with an asking price of \$250,000. Should the property owner agree to sell the property at the appraised value and other applicable requirements per the Blueprint Real Estate Policy are satisfied, staff will bring back an agenda item to the IA Board for final consideration regarding the purchase of the property. Utilizing the process outlined below funding could be reallocated from the Business Recruitment and Incentive Fund. The current balance of this fund is \$343,415.

STRATEGIC PLAN:

The Office of Economic Vitality, under the policy direction of the IA Board, serves to improve the business climate and reduce challenges for existing businesses. While the Economic

Development Strategic Plan does not expressly provide support for establishing neighborhood-scale grocery markets, OEV funds may be utilized to purchase the parcel per IA Board direction.

RECOMMENDED ACTION:

Option 4. IA Board Direction.

SUPPLEMENTAL INFORMATION:

BACKGROUND

At the September 5, 2019, meeting, the Blueprint Intergovernmental Agency Board of Directors (IA Board) directed staff to research and obtain an asking price for the property located at 1309 Alabama Street with the objective of addressing limited access to affordable grocery store within the Griffin Heights Community. The subject property, identified under the parcel ID: 212635 M0010, consists of a 0.25 acre +/- lot situated at the southeast corner of Alabama and Harlem Streets within Tallahassee's Griffin College Heights subdivision (Attachment #1). The parcel is zoned Residential Preservation 2 (RP-2) within the *Residential Preservation* land use category, also within the Tallahassee Multi-Modal Transportation District and Urban Services Area. The property is also included within two economic incentive areas: Historically Underutilized Business Zone and the state of Florida's Urban Jobs Tax Credit area. The property is not located within a CRA.

PROPERTY STATUS

During late 2018 or early 2019 "All in One Supermarket", a legal nonconforming retail store that historically operated on this site, ceased operations. After the closure of the retail store, several neighborhood and community stakeholders with concerns about the property approached city officials to inquire about assistance with diminished access to convenience retail and food options within the greater Griffin Heights community. In follow-up to their concerns, the Tallahassee Leon County Planning Department (Planning Department) held a discussion with Growth Management and OEV regarding the current status of the subject property and potential opportunities for re-use. During discovery discussions, possible code enforcement issues related to the property were also raised, in addition to concerns with the structural integrity of the retail store.

The City Growth Management Department may determine that the legal nonconformity status of any nonconforming building or structure has been lost under any of the following conditions:

- a. Abandonment of the building or structure;
- b. Unlawful extension or expansion of the building or structure;
- c. Repair and maintenance, remodeling or reconstruction of the building or structure where the cost of the work exceeds 50 percent of the structural value of the building or structure, provided, however, that this shall not apply to single, and two-family dwellings; or
- d. Change of use within the nonconforming building or structure to a more intensive use.

The structure of the “All in One Supermarket” on the Alabama Street parcel has been vacated/abandoned and there are currently no active utility services to this address. Should the legal nonconformity status be removed, under current zoning regulations, future uses on this parcel are largely limited to 1 and 2-family dwelling units and operations of a retail establishment (such as grocery store and/or neighborhood convenience store) are not allowed. To date no formal action to remove legal nonconforming status has been taken, however, this matter could limit allowable economic development uses on the property in the short term.

Prior to the adoption of the 2030 Comprehensive Plan, the zoning in Griffin Heights was a mixture of Commercial, Residential Mixed Use, and Residential zoning districts. Alabama Street historically was a commercial thoroughfare, until the mid-1970s when local government began to downzone a significant number of properties from commercial to residential uses. This downzoning trend continued through the adoption of the 2030 Comprehensive Plan. Several parcels along the Alabama Street corridor were stripped of their commercial-use entitlements previously held by right under historic regulations. A limited number of legal commercial uses still remain along Alabama Street (Attachment #2), however, current land-use regulations have complicated reinvestment efforts which in certain cases has resulted in nonconforming structures falling into a state of disrepair.

In 2019 the Griffin Heights Neighborhood began *Neighborhood First* community planning efforts, led by the City’s Neighborhood Affairs Department, to address public safety, education, community empowerment, volunteerism, and beautification. Through the *Neighborhood First* effort Griffin Heights residents identified “lack of access to capital and other opportunities to develop business within the neighborhood” as the primary economic development concern. Three strategies were developed to address this concern: (1) Support business incubation and development in the neighborhood; (2) Increase access to entrepreneurship training and small business financing; (3) Introduce youth to entrepreneurship through job shadowing, apprenticeships and mentoring. The community also expressed a desire for “residents to have increased access to locations to purchase and grow affordable healthy food” requesting land-use changes, specifically the creation of a “main street” along Alabama Street that would allow for neighborhood-scale commercial development and increase opportunities for social interaction. The “All-in-One Supermarket” that previously operated at 1309 Alabama Street was identified as a focal point during *Neighborhood First* community planning to address public safety concerns related to Loitering that neighborhood residents cited as an important safety issue for children and pedestrians walking through the area.

For the 2020 Comprehensive Plan Amendment Cycle, the Planning Department aims to address many of the nonconformities along the Alabama Street Corridor with two proposed Comprehensive Plan amendments (map and text) that will introduce a new Future Land Use Category, *Neighborhood Boundary* (NB), which may be used to establish mixed-use corridors with neighborhood-scale, non-residential uses. If adopted, redevelopment of the parcel could include limited retail (such as a neighborhood convenience store), offices, bed and breakfast inns and community services. Adoption of the proposed Comprehensive Plan Amendment, consistent with the recommendations by CRA citizen committee to revitalize the neighborhood, signal proactive steps by local government to draw investment interest from the private sector. The proposed Neighborhood Boundary (TTA 2020 011) Text Amendment and related Map

Amendment (TMA 2020 010) are anticipated to be adopted on May 26, 2020 and would go into effect on June 27, 2020.

RETAIL MARKET STATUS AND FUTURE REUSE OPPORTUNITIES:

In the interest of addressing existing economic challenges and concerns within the Griffin Heights neighborhood, staff has identified current retail trends that indicate surplus/leakage of economic activity within a five minute walkshed of the property located at 1309 W. Alabama Street. The Leakage Index is at equilibrium at 1.0, which means that demand and sales are in balance, leakage values lower than 1.0 indicate demand exceeds sales, where values higher than 1.0 indicate that sales exceed demand. The major store types leaking resources out of the Griffin Heights neighborhood are:

- Motor Vehicle Parts and Dealers (0.1),
- Building Materials-Garden Equipment-Supplies (0.3),
- General Merchandise (0.3),
- Clothing & Accessories (0.4),
- Furniture and Home Furnishing (0.4),
- Electronics and Appliances (0.6),
- Sporting Goods-Hobby-Book & Music (0.7), and
- Health & Personal Care (0.8).

The major store categories showing surplus for the same geographic walkshed include:

- Food & Beverage Stores (+2.1),
- Food Service and Drinking Places (+2.9), and
- Miscellaneous Stores (+1.3).

A detailed analysis of the Food & Beverage Stores category segments the industry into four sub-categories, (1) *Supermarkets/Grocery*, (2) *Convenience*, (3) *Specialty Foods*. Within a 5-minute drive time of the subject parcel the *Grocery Stores* sub-category shows a significant surplus of 2.3, *Specialty Food Stores* show a surplus rate of 1.2, and *Convenience Stores* show a leakage rate of 0.1, representing the only subcategory in the Food & Beverage Stores industry with leakage near the subject parcel. This specific leakage rate is influenced by several factors such as heavily commercialized areas West Tennessee Street from Dewey Street to Ocala Street and Tharpe Street to the north between MLK Boulevard and Ocala Street (encompassing a large portion of the greater Frenchtown neighborhood and Griffin College Heights). On these commercial corridors, the concentration of Food and Beverage activity could be seen as a boon to visibility (there are a minimum of 10 food and beverage stores within the walkshed area) which likely overshadow and prevent a neighborhood-embedded convenience store or food marts (except those with fuel pumps) primarily engaged in retailing a limited line of goods that generally includes milk, bread, soda, and snacks from thriving. Initial market analysis indicates adequate service by grocery store and food service providers within the five-minute walkshed of the subject parcel.

A customer profile analysis of the area surrounding 1309 Alabama Street provides a more transparent and accurate view of the underlying market for a neighborhood-embedded convenience store. The report provides a detailed demographic profile of those living in the area, their spending patterns and where there may be a lack of certain types of trade services.

Residency in the area is dominated by individuals 19-24 years old with incomes of < \$15,000, renting, and a variety of “Key Features” attributes that could alter the character of a future convenience store-type installation at the site or persuade a change in land use altogether to conform to this profile. Attachment #4 provides detailed Residential and Workplace profile types for the market within the five minute drive time of the subject property.

In summary, the market and retail leakage analysis demonstrates two key trends that could influence future uses of the parcel as led by the private sector and market demand:

Grocery Market Saturation

Due to the saturation of similar food/beverage providers within the study area, success of a grocery store at this location may be challenged. There are currently over 10 stores within the 5-minute drive time that provide these services to the community, which contributes to the market surplus observed within this area. However, due to the observed pedestrian activity and transit ridership near the subject location, a walk-time analysis may support the need to introduce an additional provider.

Convenience Store Sub-Category Offers Possibilities

Alternatively, because the convenience store sub-category is the only shop type within the Food & Beverage Stores category experiencing a retail leakage, a neighborhood embedded convenience store could have more opportunity at success within the subdivision than along Tharpe or Tennessee Streets compared to larger format stores.

In addition, staff conducted preliminary research to explore case studies from other cities (New Orleans, Detroit, Baltimore, and Austin) acting to address similar neighborhood safety, resident empowerment and economic development concerns within underserved neighborhoods (Attachment #5). Through a variety of public private partnerships these communities have successfully funded the turn-around of retail plazas or launched smaller-scale neighborhood corner markets to deliver fresh, affordable and nutritious food and also provide training/education on health and wellness. These centers also serve as community development hubs which strengthen relationships within the traditionally underserved neighborhoods and promote other safety and economic benefits. For the purpose of supporting the City’s *Community First* and other related Community Development initiatives, the subject parcel is a location that provides an opportunity to be similarly innovative in the development of small-scale neighborhood-supported programs to improve access and delivery of healthy and affordable food within the Griffin Heights community.

While the Economic Development Strategic Plan does not expressly provide support for establishing neighborhood-scale grocery markets or reducing loitering and crime, should the IA Board seek to continue towards purchase, staff will ensure redevelopment of the parcel will align with the long term Economic Development Strategic Plan. Moreover an independent appraisal to determine the true value of the parcel is also required with direction to bring back a purchase/sale item should seller agree to the appraised value. This approach aligns with current actions of the CRA on November 14, 2019 to purchase 2021 Holton Street in the amount of \$222,500 with the intent to reduce blight and crime within the greater Bond community. Currently, CRA staff is conducting an analysis of the structural components of the property to determine suitability for future uses, including public/neighborhood engagement outreach activities.

Property Acquisition

Since the September meeting, staff has been in communication with neighborhood representatives, the property owner, and her attorney regarding the acquisition of 1309 Alabama Street and as part of the development of this status report. At the time of writing this agenda item, the property was not on the market for sale; however, the attorney representing the property owner has informed staff of his client’s willingness to sell with an asking price of \$250,000.

The Leon County Property Appraiser currently assigns a total market value of \$141,555 to the land and 3,230 SF of improvements on the parcel. Staff also researched comparable property purchases in the area within 1-mile of the Alabama Street property, where a limited number of commercial transactions have occurred over the past 12-months (as shown in Table #1 below). Should the IA Board direct staff to proceed forward with the acquisition of this property an independent appraisal of the property is required by the Blueprint Real Estate Policy. The Blueprint Real Estate Policy also requires a Survey, Natural Features Inventory and Title Inspection to be completed prior to the purchase of property.

Table #1: Comparable Values within a 1-mile radius of 1309 Alabama Street

Location	Price/SF	Sales Price
1203 Commercial Park Drive	\$38.05	\$127,500
1209 Commercial Park Drive	\$33.33	\$180,000
1105 W Tharpe Street*	\$69.42	\$175,000
Average	\$46.93	\$160,833
Subject at Asking Price Rate: 1309 Alabama Street 3,230 SF	Subject/SF \$77.40	Subject Asking Price: \$250,000

*Source: CoStar Realty Information, obtained 01/2020. *1105 West Tharpe Street is located along a 4-lane Minor Arterial roadway, which may have an impact on the sales price. Alabama Street is classified as a Minor Collector roadway.*

Should the IA Board wish to pursue the purchase of 1309 Alabama Street, (current conditions described in Attachment #1), staff recommends moving forward with an inspection of the structural elements, a professional appraisal, title inspection, and other applicable requirements per the Blueprint Real Estate Policy and bring back an agenda item to the IA Board for final consideration regarding the purchase of the property should seller agree to appraised value. Such an appraisal would detail the specific condition of the property, the current zoning and land use limitations, the number of allowable parking spaces and give an appraisal value to form the basis of a fair-market offer provided the current condition of the structure on the property.

Additional PLACE Actions

OEV is prepared to provide technical assistance to the property owner should they desire to relaunch a business from the subject location, develop a sales strategy for a target market

audience, obtain additional market/demographic data or recruit qualified employees. The proposed Comprehensive Plan Amendments which would reclassify the future land use on the subject parcel to *Neighborhood Boundary* serve as a first step in broad community development and would expand private investment options for this property to include neighborhood-scale, non-residential uses such as a neighborhood convenience store. Current ownership is also eligible for professional design services, and site planning assistance available through the Planning Department's *DesignWorks* team.

CONCLUSION:

As part of the development of this status report staff has been in communication with neighborhood representatives, the property owner, and her attorney regarding the acquisition of 1309 Alabama Street since September. Staff has determined that while 1309 Alabama Street is not currently listed on the market, the owner, according to her legal representative, is interested in selling the property for \$250,000. Initial market analysis indicates adequate service by grocery store and food service providers within the five-minute walkshed of the subject parcel.

Should the IA Board direct staff to pursue purchasing the property, next steps involve ordering an independent appraisal, title inspection, and a Natural Features Inventory of the parcel prior to negotiating a final sales price with the owner. Staff would then bring back an agenda item to the IA Board for final consideration regarding any final Purchase Agreement should the seller agree to the appraised value. While the Economic Development Strategic Plan does not expressly provide support for establishing neighborhood-scale grocery markets or reducing loitering and crime, should the IA Board seek to continue towards purchase, staff will ensure redevelopment of the parcel will align with the long term Economic Development Strategic Plan.

OPTIONS:

- Option 1. Accept the Status Report on 1309 Alabama Street.
- Option 2: Direct staff to move forward with a professional appraisal, title inspection, and other applicable requirements per the Blueprint Real Estate Policy and bring back an agenda item to the IA Board for final consideration regarding the purchase of the 1309 Alabama Street property.
- Option 3: Direct staff to conduct research on best practices as well as public engagement with the neighborhood to best align the reuse of the facility to the long term economic development strategic plan and community needs.
- Option 4: IA Board Direction.

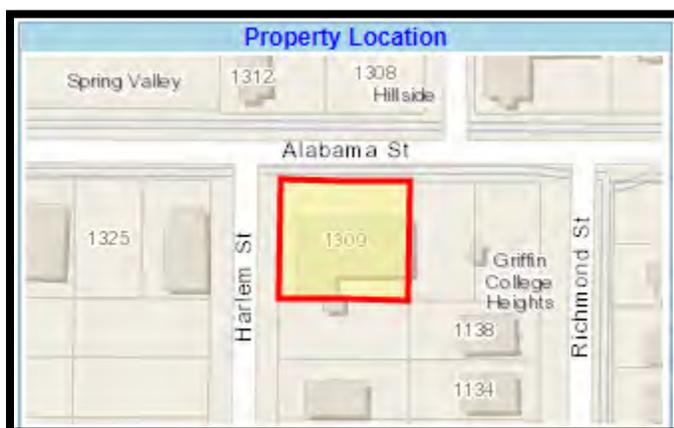
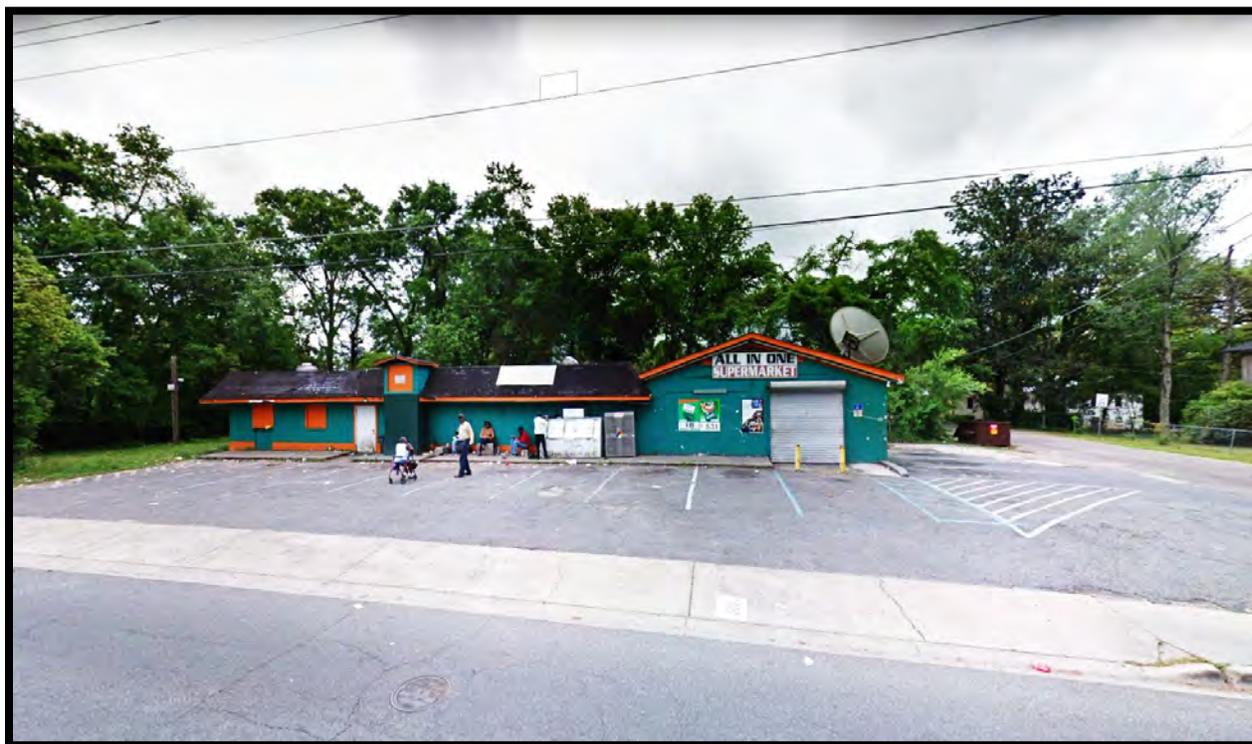
RECOMMENDED ACTION:

Option 4: IA Board Direction.

Attachments:

1. Map, Photo, Current Conditions of 1309 Alabama Street Property
2. RP-2 Non-Conformities West of Old Bainbridge Road
3. Tallahassee Land Development Code, Division 3, Section 10-71 - Non-Conformities
4. 1309 Alabama Street: Five Minute Drive Time Map, Retail Leakage and Surplus Analysis, and, Neighborhood Consumer Profile data
5. Case Studies: Addressing Limited Access to Healthy Food Options in Underserved Neighborhoods.

1309 Alabama Street
Tallahassee, FL 32304



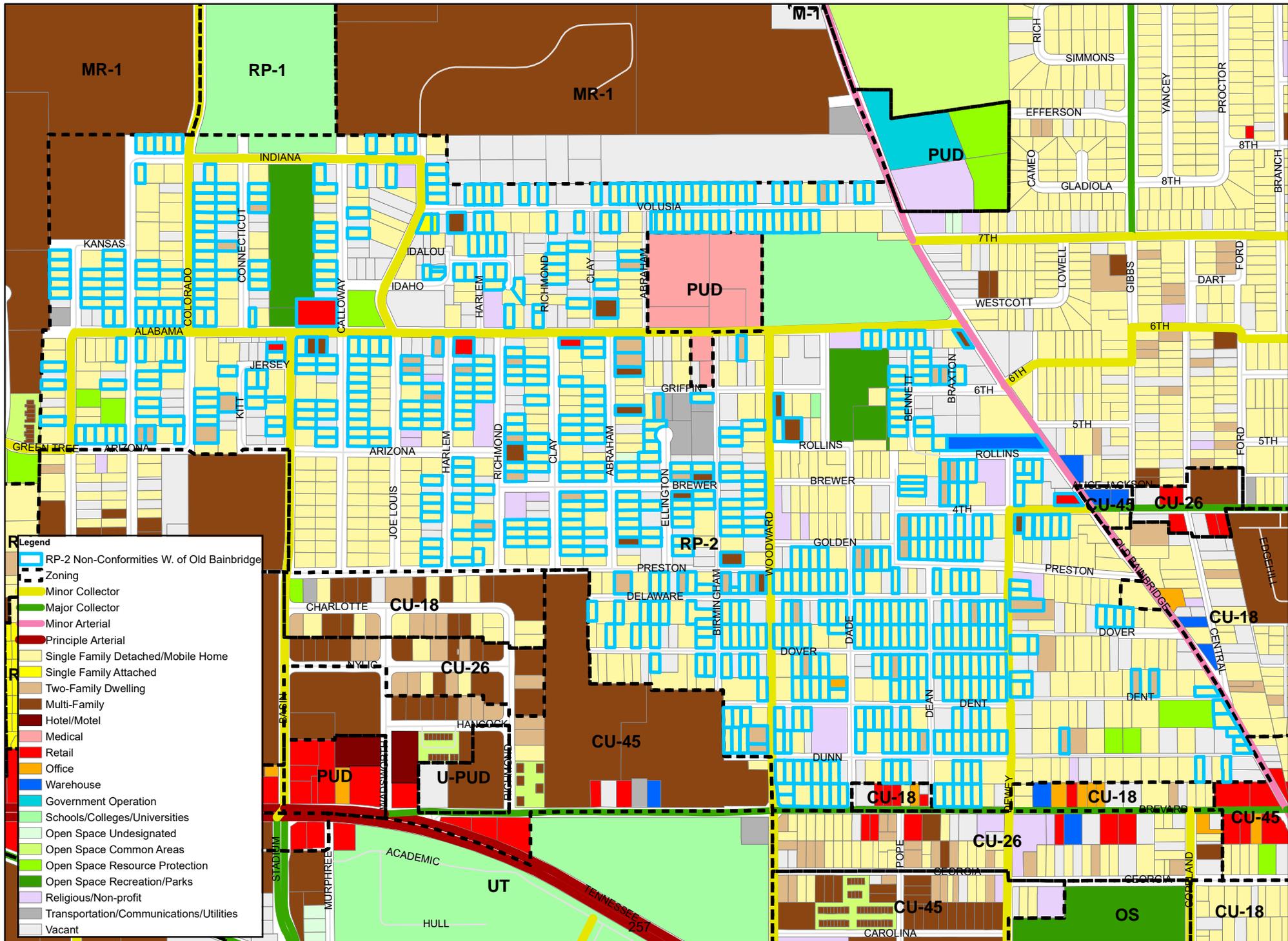
Parcel ID: 212635 M0010
Acreage: 0.250 – Estimated
Subdivision: Griffin College Heights
Building Count: 1
Building Use: Commercial
Building Type: 200 – Store
Year Built: 1953
Base SF: 3,230

Zoning Information: **RP-2 – Residential Preservation 2** - The RP-2 District is intended to apply to residential development in areas designated "Residential Preservation" on the Future Land Use Map, preserving the low density residential character of single-family, two-unit townhouse, and duplex residential development, protecting from incompatible land uses, and prohibiting densities in excess of six (6.0) dwelling units per acre.

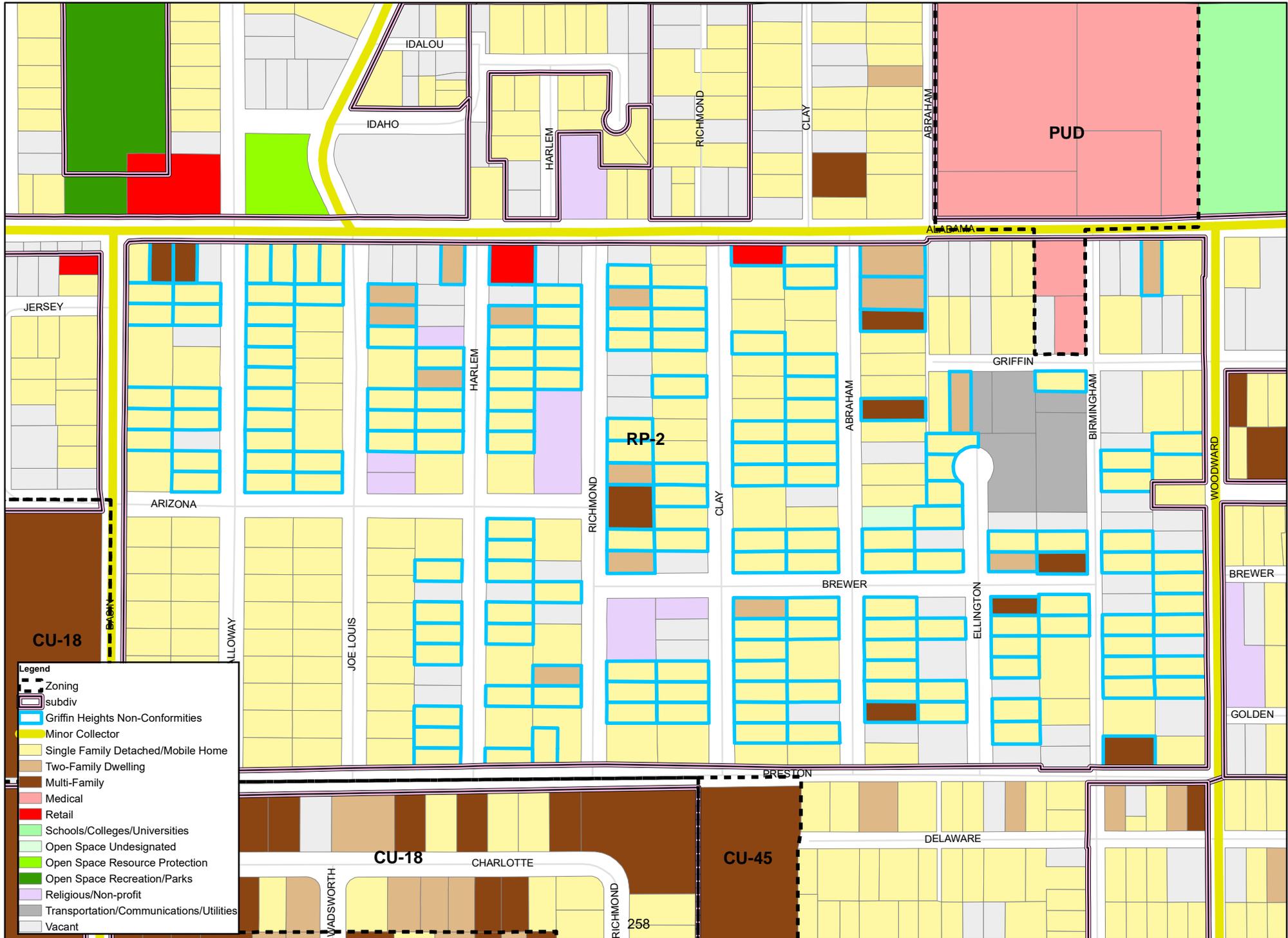
Allowable Uses: Low Density Residential, Passive Recreation, Active Recreation, Community Services, Light Infrastructure

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RP-2 West of Old Bainbridge with Non-Conformities



Griffin Heights Subdivision with Non-Conformities



DIVISION 3. - NONCONFORMITIES

Sec. 10-71. - Definitions.

- (a) The words and terms used in this division are considered "terms of art," i.e., having a unique meaning in the context of this division. Therefore, definitions applicable to the nonconforming use provisions of this division will not apply elsewhere in this chapter. However, other terms which are defined in this chapter may be used in this division and, if used, shall be bound by the definitions contained therein.
- (b) In addition to the definitions and rules of construction in section 1-2, the following words, terms and phrases, when used in this division, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Abandonment means to cease a use or activity or the use of a building or structure without intent to resume, but excluding periods of discontinuance; provided, however, discontinuance for a period of more than 12 months shall be deemed to constitute abandonment, unless the owner meets any one of the following criteria as determined by the building and zoning official:

- (1) Existence of a valid, unexpired occupational license for the premises;
- (2) Continuance of utility connections;
- (3) Active marketing of the property; or
- (4) Legal proceedings related to change of ownership (foreclosures, bankruptcies, etc.);

or the owner is granted an extension of time by the board of adjustment and appeals. Request for extension of time shall be filed and processed as a variance under the terms of this chapter.

Alteration means any change, addition to, or modification of a building or structure.

Amortization means the elimination of a nonconformity by specifying the useful life of the building, structure, use, sign or parking and by requiring such building, structure, use, sign or parking to become conforming within that time period.

Change of use means any change in the use of land, including parking areas, or the use of a building or structure. Change of use to a "more intensive" use refers to a change in which the proposed use increases the extent of nonconformity. Change of use to a "less intensive" use refers to a change in which the proposed use decreases the extent of nonconformity.

Completion means finalization of a project including, as shown by the issuance of a certificate of occupancy where required and, but not limited to, new construction, alterations (extension/expansion, repair and/or maintenance and remodelling) or changes of use.

Damaged and destroyed mean a use, building or structure that has been harmed by a natural event or by a manmade action, other than an action by the property owner/developer, and which results in a need for reconstruction in order to satisfy all applicable city codes and ordinances, state statutes and federal requirements.

Discontinue means to cease a use or activity or the use of a building or structure with the intent to resume the same or another use or activity within the short term, provided, however, a discontinuation of use for a period of more than six months shall be deemed to constitute an abandonment, unless the owner of the subject property is granted an extension of time by the board of adjustment and appeals. Discontinuation includes temporary or short term (not more than six months) interruptions in a use, during periods of remodeling, maintaining or rearranging a facility, or during normal periods of vacation or seasonal closure, and changes of use or tenancy, or periods during which the property is being held for sale or lease.

Effective date of this chapter means the effective date of the ordinance from which this chapter is derived, the reference shall be deemed to include the effective date of any amendments to this chapter if the amendment, rather than the chapter as originally adopted, creates a nonconformity.

Expenditure means a sum of money paid out in return for some benefit or to fulfill some obligation. The term also includes binding contractual commitments to make future expenditures, as well as any other substantial changes in position.

Extension/expansion means any increase in the number of dwelling units, the size of a dwelling unit or units, the gross floor area of a nonresidential building or structure or the gross area devoted to an outdoor use including, but not limited to, parking.

Legal nonconformity status means a condition in which the nonconformity is within the parameters of the "extent of permissible activities" as shown on the schedule of nonconforming regulations.

Nonconforming lot means a nonconformity that occurs when a lot existing on the effective date of this chapter (and not created for purposes of evading the restrictions of this chapter) does not meet the minimum area requirement of the zoning district in which the lot is located.

Nonconforming project means a nonconformity that occurs when a structure, development, or undertaking that is incomplete on the effective date of this chapter and would be inconsistent with one or more of the regulations applicable to the zoning district in which it is located, is completed as proposed or planned.

Nonconforming use means a nonconformity that occurs when property is used for a purpose or in any manner made unlawful by the lists of permitted uses, land use development criteria, commercial-location standards, buffer zone standards, or any other use regulations, development standards or dimensional requirements applicable to the subject property under this chapter which is adopted subsequent to the creation of such use.

Nonconformity means a situation that occurs when, on the effective date of this chapter, an existing lot, structure or improvement, or the use of an existing lot, structure or improvement no longer conforms to one or more of the regulations applicable to the zoning district in which the lot, structure or improvement is located.

Nonconformity relief means permission to deviate from the limitations on permissible activities in connection with a nonconformity granted in accordance with section 10-80.

Reconstruction means the rebuilding of a building or structure which has been damaged or destroyed.

Remodelling means any change to or modification of the physical appearance of a building or structure without any increase in the number or size of dwelling units or in the gross floor area of a nonresidential use.

Repair and/or maintenance mean any actions which correct defects in or which extend the useful life of or which bring a building, structure or use, including parking, into conformance with applicable building, electrical, mechanical, fire, health, safety or related city codes and chapters.

Structural value means the present-day cost of replacing the building, structure or site improvement including the land on which the building or structure is situated, as determined by the valuation as reflected in the most recent county property appraiser valuation.

(Code 1984, ch. 27, § 12.2; Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-72. - Purpose and intent.

The purpose of this division is to provide regulations pertaining to the continuation and elimination of pre-existing uses, buildings, structures, lots, parking facilities and signs, which do not conform to the standards or requirements of this chapter, or any amendment thereto. It is the intent of this chapter to permit continuation of such nonconformities, but with limitations and restrictions on the extension, enlargement or expansion of the nonconformity, change of use, rebuilding of damaged or destroyed structures, discontinuation of use, and abandonment of the structure or use; to provide procedures for elimination of such nonconformities through amortization; and to provide standards and procedures for determination that a property has lost its legal nonconformity status.

(Code 1984, ch. 27, § 12.1; Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-73. - Right to continuation of nonconformity/completion of nonconforming project.

- (a) Unless otherwise specifically provided in this division and, subject to the restrictions and qualifications set forth herein, nonconformities existing on the effective date of this chapter may be continued.
- (b) The burden shall be on the property owner/developer to establish an entitlement to continuation of a nonconformity or to completion of a nonconforming project.

(Code 1984, ch. 27, § 12.3; Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-74. - Schedule of nonconformity regulations.

- (a) The schedule of nonconformity regulations, appearing in section 10-85 establishes (i) the extent of permissible activities which can be accommodated respect to the types of nonconformity without loss of legal nonconformity status; and (ii) the types of activities which will result in the loss of legal nonconformity status.
- (b) The supplemental nonconformity regulations establish the requirements applicable to specific types of nonconformities and to specific activities by property owners/developers.
- (c) If there is a conflict between any provision of the schedule of nonconformity regulations and any provision of the supplemental nonconformity regulations, the provision of the supplemental nonconformity regulations shall control.

(Code 1984, ch. 27, § 12.4; Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-75. - Permit.

A nonconformity permit shall be required for all permissible activities whenever any other city permit is required excluding occupation licenses for the applicable activity.

(Code 1984, ch. 27, § 12.5(A); Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-76. - Nonconforming lots.

- (a) When a nonconforming lot can be used in conformity with all of the regulations applicable to the intended use, except that the lot is smaller than the required minimum lot area applicable to the zoning district, the lot may be used as proposed, if for a manufactured home, single- or two-family use. With respect to all other uses, the lot shall be made conforming, if possible, through resubdivision, acquisition of adjoining property or other techniques. The property owner/developer may apply for a nonconformity relief pursuant to section 10-80.
- (b) When a use proposed for a nonconforming lot is one that is conforming in all other respects but the applicable setback requirements, the property owner/developer may apply for a nonconformity relief pursuant to section 10-80.
- (c) A nonconformity relief may be granted by the board of adjustment and appeals pursuant to section 10-80 for a nonconforming lot if the proposed use is a permitted use in the applicable zoning district and construction of such use cannot be reasonably accomplished in conformity with the area or setback requirements. Mere financial hardship will not constitute sufficient grounds for finding that a nonconformity relief is needed.
- (d) If an undeveloped nonconforming lot adjoins one or more other undeveloped nonconforming lots in the same ownership, nonconformity relief shall not be granted if resubdivision to make both lots conforming can be reasonably accomplished.
- (e) All nonconforming lots on property which abut developed lots, or in relation to which developed lots exist within 500 feet of the nonconforming lot, and which have the same or similar nonconformity, shall be considered to be conforming, provided that the nonconforming lot is in character with lots in the surrounding area or in character with previously developed lots in the same area or neighborhood.

(Code 1984, ch. 27, § 12.5(B), (C); Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 98-O-0054AA, § 2, 10-28-1998)

Sec. 10-77. - Nonconforming uses of land.

- (a) A nonconforming use of open land may not be enlarged or increased, nor may it be extended to cover more land than was occupied by that use when it became nonconforming.
- (b) A nonconforming use shall not be moved in whole or in part to any other portion of the parcel occupied by such use when it became nonconforming, except for manufactured homes.
- (c) A nonconforming use shall not be converted to another less intensive nonconforming use, except pursuant to a nonconformity relief granted pursuant to section 10-80. In no event shall a nonconforming use be changed to a more intensive nonconforming use.
- (d) A nonconforming use may be changed to a conforming use regardless of whether the new use conforms with the development standards or other dimensional requirements of this chapter.
- (e) If a nonconforming use is discontinued, it may be resumed without further review by the city. If, however, a nonconforming use is abandoned, any subsequent use of the land shall conform with the use and the development standards or other dimensional requirements of this chapter.
- (f) Upon compliance with the procedures set forth in section 10-82, the city may determine that the legal nonconformity status of a nonconforming use of land has been lost under any of the following circumstances:
 - (1) Abandonment of the use;
 - (2) Unlawful extension or expansion of the use; or
 - (3) Change of use to a more intensive use.
- (g) A manufactured home made nonconforming as to the use of land shall be eligible for replacement with a new manufactured home provided that the new manufactured home is constructed on or after July 13, 1994, and meets the design standards provided in subsections 10-420(d)(1) through (d)(3).

(Code 1984, ch. 27, § 12.5(C); Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 98-O-0054AA, § 3, 10-28-1998)

Sec. 10-78. - Nonconforming buildings and structures.

- (a) *Manufactured homes, one-family and two-family.*
 - (1) Any existing manufactured home, one-family or two-family residential building or structure made nonconforming as to dimensional requirements, site improvement requirements, and/or development standards by this chapter may be continued indefinitely, unless such building or structure is made subject to amortization by city commission adoption of an amortization schedule, after proper notice and public hearing and receipt of a recommendation or report from the planning commission as set forth in section 10-81.
 - (2) Any existing one- or two-family residential buildings or structures made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter may be repaired and maintained, remodeled and reconstructed without

limitation as to the cost of the work in relation to the value of the building or structure.

- (3) Any existing manufactured home made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter may be repaired, maintained and remodeled without limitation as to the cost of the work in relation to the value of the building or structure, provided that such repair, maintenance and/or remodeling complies with the applicable standards.
- (4) Any existing manufactured home, one-family or two-family residential building or structure made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter may be extended or enlarged so long as such extension or enlargement does not contribute to nor increase the specific nonconforming dimensional or site improvement requirement. Extensions and or enlargements to manufactured homes shall comply with the applicable standards.
- (5) The use of any existing manufactured home, one-family or two-family residential buildings or structures made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter may not be changed to another more intensive use unless such use is permitted by this chapter and complies with all applicable requirements, including development standards or other dimensional requirements, site improvement standards, and parking space requirements.
- (6) If any existing manufactured home, one-family or two-family residential buildings or structures made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter are discontinued, they may be resumed without further review by the city. If, however, such building or structure is abandoned, any subsequent use involving the expenditure of 50 percent or more of the value of the building or structure shall not be permitted except in compliance with this chapter; subsequent use involving an expenditure of less than 50 percent of the value of the building or structure shall be permitted.
- (7) Any existing manufactured home, one-family or two-family residential building or structure made nonconforming as to parking space requirements by this chapter may be continued indefinitely; provided, however, that upon the extension or enlargement of such use, there must be compliance with the parking space requirements of this chapter unless a nonconformity relief is granted pursuant to section 10-80.

(b) *All other uses:*

- (1) Any existing multiple-family residential building or structure or a nonresidential building or structure made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter may be continued indefinitely, unless such building or structure is made subject to amortization by city commission adoption of an amortization chapter and schedule, after proper notice and public hearing and receipt of a report and recommendation from the planning commission as set forth in section 10-81.
- (2) Any existing multiple-family residential building or structure or a nonresidential building or structure made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter may be repaired and maintained, remodeled and reconstructed so long as the cost of the work is less than 50 percent of the structural value of the building or structure.

- (3) Any existing multiple-family residential building or structure or a nonresidential building or structure made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements may be extended or enlarged by up to ten percent so long as such extension or enlargement does not contribute to nor increase the specific nonconforming dimensional or site improvement requirement.
- (4) The use of any existing multiple-family residential building or structure or nonresidential building or structure made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter may not be changed to another more intensive use. A change to another less intensive use shall be permitted provided that such use is permitted by this chapter, the extent of the nonconformity is decreased and the use complies with all other applicable requirements, including dimensional requirements and site improvement requirements.
- (5) If any existing multiple-family residential or nonresidential buildings or structures made nonconforming as to development standards or other dimensional requirements and/or site improvement requirements by this chapter are discontinued, they may be resumed without further review by the city. If, however, such building or structure is abandoned, any subsequent use involving an expenditure of 50 percent or more of the structural value of the building or structure shall not be permitted except in compliance with all applicable zoning district regulations; subsequent use involving an expenditure of less than 50 percent of the structural value of the building or structure shall be permitted only by nonconformity relief granted pursuant to section 10-80.
- (6) Any existing multiple-family residential or nonresidential building or structure made nonconforming as to parking space requirements by this chapter may be continued indefinitely; provided, however, that upon the extension or enlargement of such use, repair or maintenance of such use, remodeling or reconstruction of such use with a value of 50 percent or more of the value of the building or structure, there must be compliance with the parking space requirement of this chapter unless a nonconformity relief from the otherwise required off-street parking is granted pursuant to section 10-80.
- (7) Upon compliance with the procedures set forth in section 10-82, the city may determine that the legal nonconformity status of a nonconforming building or structure has been lost under any of the following conditions:
- a. Abandonment of the building or structure;
 - b. Unlawful extension or expansion of the building or structure;
 - c. Repair and maintenance, remodeling or reconstruction of the building or structure where the cost of the work exceeds 50 percent of the structural value of the building or structure, provided, however, that this shall not apply to single- and two-family residences; or
 - d. Change of use within the nonconforming building or structure to a more intensive use.
- (c) Nothing in this section shall be deemed to prevent the strengthening or restoring to a safe condition of any building or part thereof declared to be unsafe by any city or state official charged with protecting the public health or safety, upon order of such official.

(Code 1984, ch. 27, § 12.5(D); Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 98-O-0054AA, § 5, 10-28-1998)

- (a) A nonconforming use of a conforming building or structure which is otherwise conforming may not be enlarged or increased nor may it be extended to cover more area of the building or structure than was occupied by that use when it became nonconforming. Any nonconforming use may be extended throughout any parts of a building which were manifestly arranged or designed for such use at the time of adoption or amendment of this chapter, but no such use shall be extended to occupy any land outside such building. If no structural alterations are made, any nonconforming use of a structure, or a structure and land, may be changed to another nonconforming use provided that the board of adjustment and appeals, by making findings in the specific case, shall find that the proposed use is more appropriate to the zone than the existing nonconforming use. In permitting such change, the board may require appropriate conditions and safeguards in accord with the provisions of this chapter.
- (b) A nonconforming use of a conforming building or structure may be changed to a conforming use regardless of whether the new use conforms with the development standards or other dimensional requirements of this chapter. Any structure, or a structure and land in combination, in or on which a nonconforming use is superseded by a permitted use, shall thereafter conform to the regulations for the zoning district in which the structure is located, and the nonconforming use may not thereafter be resumed. When a nonconforming use of a structure is replaced by a less intensive nonconforming use, the occupancy may not thereafter revert to a more intensive use. Further, a nonconforming use shall not be changed to a less intensive nonconforming use unless all development standards or other dimensional and site improvement requirements for such use can be satisfied; provided, however, that nonconformity relief for parking requirements may be granted pursuant to section 10-80 if the property owner can demonstrate, in addition to the requirements of section 10-80: (i) that the required additional parking cannot feasibly be provided on-site or nearby; (ii) that the change is to use which is consistent with the land use element of the comprehensive plan, other applicable elements of the comprehensive plan and all other applicable provisions of this chapter; and (iii) that nonconformity relief is necessary in order for the property owner to maintain reasonable use of the property.
- (c) If a nonconforming use of a conforming building or structure is discontinued, it may be resumed without further review by the city. If, however, a nonconforming use of a conforming building or structure is abandoned, any subsequent use of the land shall conform with the applicable use and development standards or other dimensional requirements of this chapter. Where nonconforming use status applies to a structure and land in combination, removal or destruction of the structure shall eliminate the nonconforming status of the land. Destruction, for the purposes of this subsection, means damage to an extent of more than 50 percent of the structural value of the structure immediately prior to destruction. Additions, extensions and alterations may be made to any nonconforming public use, including but not limited to schools, parks, libraries, and fire stations, if the addition, extension or alteration: (i) does not extend beyond the boundaries of the site in existence when the use became nonconforming; and (ii) does not infringe upon any off-street parking required by this chapter.
- (d) Upon compliance with the procedures set forth in section 10-82, the city commission may determine that the legal nonconformity status of a nonconforming use of a conforming building or structure has been lost under any of the following conditions:
- (1) Abandonment of the nonconforming use;
 - (2) Unlawful extension or expansion of the nonconforming use; or
 - (3) Change of use to a more intensive nonconforming use.

(Code 1984, ch. 27, § 12.5(E); Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-80. - Nonconformity relief procedures.

- (a) Request for nonconformity relief shall be made on application forms provided by the growth management department. The application shall be filed with the administrative body initially responsible for review of the subject project pursuant to chapter 9, article III of this Code under review procedures Types A, B, C, or D. The application shall be accompanied by a site plan, in accordance with section 9-152, in such detail as may be reasonably required by the administrative body to which the application must be initially submitted, as provided above, depicting the nonconformity and the requested nonconformity relief, and its relationship with surrounding properties.
- (b) Nonconformity relief shall only be granted if the following are found:
 - (1) Development of the property for permitted uses is not reasonably possible without the nonconformity relief;
 - (2) Except as otherwise expressly provided in this division, the nonconformity relief shall not increase or create a nonconforming use or condition;
 - (3) The nonconformity relief can be granted without any significant adverse impact on surrounding properties and is not detrimental to the public health, safety and welfare;
 - (4) The nonconformity relief granted is the minimum necessary to accommodate the proposed use; and
 - (5) The adverse impact on surrounding properties of the nonconformity relief would be substantial but may be mitigated, and granting the nonconformity relief is conditioned upon performance of such mitigating measures.
- (c) An application for nonconformity relief shall be reviewed simultaneously with the project in accordance with the review procedures applicable to such project pursuant to chapter 9, article III of this Code. The granting or denial of the requested nonconformity relief shall be part of the final disposition of the review of such project.
- (d) Any party aggrieved by the decision of the planning commission may seek judicial relief in circuit court by seeking certiorari review.

(Code 1984, ch. 27, § 12.7; Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 98-O-0054AA, § 6, 10-28-1998; Ord. No. 00-O-54AA, § 5, 9-27-2000)

Sec. 10-81. - Amortization.

- (a) The city commission may adopt an amortization schedule under which nonconformities may be gradually eliminated. The schedule shall establish a timetable by which certain types of nonconformities shall be eliminated or made conforming.
- (b) Following adoption of an amortization schedule covering a particular type of nonconformity, the planning commission may initiate amortization proceedings with respect to specific properties or structures. Notice of such proceedings shall be given to the property owner by certified mail, return receipt requested, not less than 20 calendar days prior to the date scheduled for the public hearing to be held pursuant to subsection (c) of this section.

- (c) A public hearing shall be conducted by the planning commission with respect to all amortization proceedings. A staff report shall be prepared and shall contain a recommendation as to the appropriate course of action. Where amortization proceedings have been instituted against a group of similarly-situated nonconformities, such proceedings may be consolidated for hearing purposes.
- (d) Following the close of the public hearing, the planning commission shall render its decision within 30 calendar days of the date of the hearing.
- (e) Any party aggrieved by the decision of the planning commission may seek judicial relief in circuit court by seeking certiorari review.

(Code 1984, ch. 27, § 12.7; Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 00-O-54AA, § 5, 9-27-2000)

Sec. 10-82. - Loss of legal nonconformity status; procedures.

- (a) At such time as the planning commission determines that reasons exist for a property (other than a rooming house under section 10-83) to lose its legal nonconformity status, notice of such determination shall be given to the property owner by the city. The notice shall be given by certified mail, return receipt requested, shall clearly state the reasons for the determination, and shall advise the property owner that a hearing to consider the determination shall be held by the planning commission on a date not less than 20 calendar days following the date of the notice. The time and place of the hearing shall be specified in the notice. The planning commission shall have no jurisdiction to determine whether the nonconforming status of a rooming house shall be terminated. See section 10-84.
- (b) A public hearing shall be conducted by the planning commission with respect to all proceedings regarding loss of legal nonconformity status. A staff report shall be prepared and shall contain a recommendation as to the appropriate course of action. Where such proceedings have been instituted against a group of similarly situated nonconformities, such proceedings may be consolidated for hearing purposes.
- (c) Following the close of the public hearing, the planning commission shall render its decision within 30 calendar days of the date of the hearing. The decision shall be supported by written findings, and a record of the proceeding shall be kept.
- (d) Any party aggrieved by the decision of the planning commission may seek judicial relief in circuit court by seeking certiorari review.

(Code 1984, ch. 27, § 12.8; Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 00-O-54AA, §§ 5, 6, 9-27-2000)

Sec. 10-83. - Rooming houses as nonconforming uses.

- (a) All rooming houses in existence on or any time between June 14, 1998, and June 14, 2000, in the following zoning districts: RP-1, RP-2, R-1, and R-2, which districts prohibit rooming houses as permitted uses, shall register with the city as nonconforming uses on or before June 1, 2001.
- (b) Failure to register as a nonconforming use with the city shall result in failure to obtain nonconforming use status.
- (c) No dwelling may continue to be used as a rooming house in the zoning districts designated in subsection (a) of this section if it is not registered as a nonconforming use on or before June 1, 2001. Dwellings not used as a rooming house at any time between June 14, 1998, and June 14, 2000, shall not be allowed nonconforming use status as a rooming house under this section.
- (d) The owner of a rooming house seeking designation under this section as a nonconforming use shall, at the time of registration of the rooming

house under this section, appoint an agent who resides within the county for the purpose of receiving notices from the city concerning the use of the nonconforming property. The owner shall provide the name, address, and telephone number of the agent. The agent shall be available to be contacted 24 hours a day, seven days a week, regarding the rooming house.

- (e) The owner of a rooming house that has been designated as a nonconforming use shall submit to the city annually a registration renewal application with the appropriate fee as prescribed the schedule of fees adopted by resolution of the city commission. The application shall be made on the form prescribed by the city. The application must be received no later than March 31 of each year, beginning 2008. Any application received after that date shall be considered late and shall be charged twice the standard renewal fee prescribed in the schedule of fees. The designated nonconforming use status shall be immediately revoked if a complete renewal application is not received within 120 days after the renewal date.
- (f) A rooming house may lose its status as a nonconforming use if the police department or the city's neighborhood and community services department confirms that on three or more separate occasions within a six-month period, civil or criminal citations have been issued at the address of the rooming house, or the property is determined to be a public nuisance by the code enforcement board pursuant to article IV of chapter 9 of the City Code of Ordinances. Multiple citations issued to different people at a single address at the same time shall not be considered "separate occasions." In determining whether a nonconforming use shall be terminated, citations on matters including, but not limited to, the following shall be considered:
 - (1) Noise ordinances;
 - (2) Animal control ordinances (chapter 4, City Code);
 - (3) General health and sanitation ordinances (chapter 9, article I, City Code);
 - (4) Solid waste ordinances (chapter 21, article XI, City Code);
 - (5) Offensive accumulations and growths code (chapter 9, article III, City Code);
 - (6) Standard housing code (chapter 3, article IX, division 2, Land Development Code);
 - (7) Abandoned and nonoperating vehicles (chapter 20, article IV, City Code);
 - (8) Compliance with the parking requirements in this chapter for rooming houses;
 - (9) Failure to comply with subsections (d) or (e) of this section; and
 - (10) State law regarding any of the above topics.
- (g) Determination of a loss of nonconforming use status for a rooming house shall be made in accordance with section 10-84 pertaining to loss of legal nonconformity status for rooming houses.
- (h) A decision by the staff committee under section 10-84(a) to seek review by the rooming house code board shall be a material breach of a lease of any rooming house regulated by this section, and grounds for termination of the lease.
- (i) Rooming houses shall not be eligible for nonconformity relief procedures set forth in section 10-80 nor for waiver of nonconforming land uses as

provided in sections 10-104 through 10-108.

- (j) The provisions of section 10-79 shall apply to rooming houses with nonconforming use status only to the extent those provisions do not conflict with this section.
- (k) Rezoning.
 - (1) At any time property within the city limits is rezoned from any zoning district which allows rooming houses as a permitted use to residential preservation 1 (RP-1), residential preservation 2 (RP-2), single-family detached residential district (R-1), or single-family detached residential district (R-2), or any other district which prohibits rooming houses, the owner of any rezoned parcel on which a rooming house is located at the time of rezoning shall have 30 days from the date the rezoning is approved by the city commission to file an application under this article to apply for nonconforming use status.
 - (2) Notice of this provision shall be included in notices sent to property owners for rezonings to RP-1, RP-2, R-1, R-2, or any other district which prohibits rooming houses.
 - (3) If the rezoning is challenged in court, the owner shall have 30 days from the date the judicial challenge is finally resolved to file an application for nonconforming use status.
 - (4) Once a rooming house receives nonconforming use status under this subsection (j), all provisions of this Code derived from Ord. No. 00-O-54, shall apply to the parcel.

(Ord. No. 00-O-54AA, § 5, 9-27-2000; Ord. No. 01-O-16, § 2, 2-28-2001; Ord. No. 07-O-45, § 2, 11-20-2007)

Sec. 10-84. - Loss of legal nonconformity status for rooming houses; procedures.

- (a) At such time as it is confirmed that, on three or more separate occasions within a six-month period, civil or criminal citations have been issued at the address of a rooming house, a staff committee composed of one representative from the police department, neighborhood and community services, and the city attorney's office shall review the citations to determine if the citations warrant a hearing before the rooming house code board for possible termination of nonconformity status of the rooming house where the citations were issued.
- (b) If the staff committee determines that the citations warrant further review by the rooming house code board, the neighborhood and community services department shall give notice to the owner or agent of the rooming house that a hearing before the rooming house code board will be set to determine whether the nonconformity status of the rooming house should be terminated. The notice shall be given by certified mail, return receipt requested, shall clearly state the reasons for the hearing, and shall specify the date and time of the hearing. Each notice shall include a conspicuous note informing the property owner or agent that, if a person decides to appeal any decision made by the rooming house code board, he or she will need a record of the proceedings; and, for such purpose, may need to ensure that a verbatim record of the proceedings is made. (See F.S. § 286.0105.)
- (c) The city manager shall appoint five members to the rooming house code board to conduct hearings on the termination of nonconformity status for rooming houses. Of the five members, one shall be a landlord with at least five years experience as a landlord; one shall be a licensed real

estate agent with at least five years experience in property management; one shall be a college or university student over the age of 18; one shall be a homeowner who resides in one of the following zoning districts: RP-1, RP-2, R-1, or R-2; and one shall be a representative recommended by the council of neighborhood associations. All members shall reside within the city limits.

- (d) Each member of the rooming house code board shall serve at the pleasure of the city manager.
- (e) Hearings shall be staffed by neighborhood and community services, and shall be conducted in the following manner:
 - (1) All hearings shall be held within 30 days of the date the notice from neighborhood and community services was served on the property owner or agent, unless all parties stipulate to a later date.
 - (2) All hearings shall be open to the public.
 - (3) The parties in the hearing shall be the property owner or agent, the property owner's witnesses, city staff, and city witnesses.
 - (4) Neighborhood and community services shall provide the following to the rooming house code board at least five working days prior to the hearing:
 - a. The notice sent to the property owner or agent;
 - b. Copies of the citations issued at the rooming house address; and
 - c. A staff report and recommendation with proposed findings.
 - (5) All witnesses shall testify under oath and be subject to reasonable cross examination, unless all parties waive these formalities.
 - (6) Neighborhood and community services shall present its case, followed by the property owner or agent.
 - (7) The chair of the rooming house code board shall decide all questions of procedure and admission of evidence. The board may request additional evidence as it deems necessary and appropriate.
 - (8) The rooming house code board may order the hearing continued until a date certain if necessary to obtain additional information for determination of the matters at issue.
 - (9) The rooming house code board shall promptly enter a written order, with findings of fact.
 - (10) Ex parte communications with any member or alternate member of the rooming house code board on the merits of the matter before it are prohibited. However, the foregoing does not prohibit discussions between the chair of the board and city staff that pertain solely to scheduling and other administrative matters unrelated to the merits of the matter.
- (f) If the rooming house code board determines that the nonconforming use status of a rooming house should be terminated, the order shall be effective 30 calendar days after it is rendered unless the property owner or agent initiates eviction proceedings against the residents of the rooming house. In that event, the nonconforming use status of the rooming house may continue as long as the property owner or agent diligently prosecutes the eviction proceedings.
 - (1) Notwithstanding the foregoing, if the same rooming house is the subject of proceedings before the rooming house code board under this section more than once during a 12-month period, and the rooming house code board finds in each proceeding that the nonconforming

status of the subject rooming house should be terminated, the nonconforming use status of that rooming house may be terminated, regardless of whether eviction proceedings have begun.

(2) If city staff intends to request termination of nonconforming use status under subsection (f)(1) of this section, the notice to the owner or agent sent pursuant to subsection (a) of this section shall specifically and conspicuously advise the owner or agent that such relief is being requested.

(g) Any party aggrieved by the decision of the rooming house code board may seek judicial relief in circuit court by seeking certiorari review. The effect of the board's order shall be stayed until the circuit court proceedings are concluded.

(Code 1984, ch. 27, § 12.9; Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 00-O-54AA, §§ 5, 7, 9-27-2000)

Sec. 10-85. - Schedule 12.4 of nonconformity regulations.

Schedule of Nonconformities: Extent of Permissible Activities
(Absent Nonconformity Relief)

Type of Nonconformity	Repair and Maintenance	Remodeling	Discontinuance
Nonconforming Building or Structure	Yes, if manufactured home, SF or 2F; all others, cost not to exceed 50% of structural value; provided if more than 50% must comply with parking.	Yes, if manufactured home, SF or 2F; all others, cost not to exceed 50% of structural value; provided if more than 50% must comply with parking.	Yes, but not to exceed 360 days; if more than 360 days, expenditure more than 50% only by deviation, except manufactured home, SF and 2F
Nonconforming Lot (undeveloped)	Not applicable	Not applicable	Not applicable
Nonconforming Use of a Conforming Building or Structure	Not applicable	Not applicable	Yes, but not to exceed 360 days
Nonconforming Use of Land	Not applicable	Not applicable	Yes, but not to exceed 360 days

Schedule of Nonconformities:
Activities Resulting in the Loss of Legal Nonconformity Status

Type of Nonconformity	Abandonment	Extension/Expansion	Reconstruction (> 50% of Value)	Change of Use (more intensive)	Amortization
Nonconforming Use or Structure	Yes	Yes, if over 10%, except manufactured home, SF or 2F	Yes, except manufactured home, SF or 2F	Yes, if to a more intensive use	Yes, at end of prescribed amortization period
Nonconforming Lot (undeveloped)	Not applicable	Not applicable	Not applicable	Not applicable	Yes, at end of prescribed amortization period
Nonconforming Use of a Conforming Building or Structure	Yes	Yes	Not applicable	Yes, if to a more intensive use	Yes, at end of prescribed amortization period
Nonconforming Use of Land	Yes	Yes	Not applicable	Yes, if to a more intensive use	Yes, at end of prescribed amortization period

(Code 1984, ch. 27, sch. 12.4; Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 98-O-0054AA, § 7, 10-28-1998)

Secs. 10-86—10-100. - Reserved.

DIVISION 4. - NONCONFORMING LAND USE WAIVERS

Sec. 10-101. - Title.

This division shall be known as the Tallahassee Nonconforming Land Uses Ordinance.

(Code 1984, ch. 27, § 12A.1; Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-102. - Definitions.

The definition contained in this section shall be supplemental to those contained in section 10-2, which shall be applicable throughout this division unless a conflict with the definition provided in this section exists, in which case the meaning provided in this section shall prevail. The following term, when used in this division, shall have the meaning ascribed to it in this section, except where the context clearly indicates a different meaning.

Nonconforming uses means a use of land which is not consistent with the designated future land use category of the city's 2010 Comprehensive Plan and/or the this chapter and chapter 9, article III of this Code.

(Code 1984, ch. 27, § 12A.3; Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-103. - Intent.

It is the intent of this division to provide procedures and criteria for the review of the status of nonconforming land uses.

(Code 1984, ch. 27, § 12A.2; Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-104. - Eligibility for waiver.

The nonconforming use shall be consistent with all of the following criteria as set forth by the comprehensive plan and this division, in order to be eligible for application for a certification of previously established land use conformity (PELUC certificate). Any nonconformity that is expressly prohibited by the following criteria shall not be eligible to apply for waiver of nonconforming use status.

- (1) The nonconforming use shall have been originally established as a legal use and have been in existence on July 16, 1990.
- (2) The waiver provisions as set forth by land use policy 1.5.1 of the comprehensive plan and this division shall be applicable only to existing nonconforming uses of land and cannot be applied to waive any other development criteria in the land development ordinances and regulations, such as but not limited to, environmental requirements, buffering, open space, building codes, lot area, impervious surface,

parking, or setbacks.

- (3) In all future land use and zoning categories, the following, uses shall not be eligible to apply for a PELUC certificate:
 - a. Heavy infrastructure and heavy industrial uses adjoining low density residential area.
 - b. Heavy infrastructure and any industrial use for which sole access is to a local or minor collector street, unless the street is a designated nonresidential street.
- (4) In order to protect existing residential areas from encroachment of incompatible uses that are destructive to the character and integrity of the residential environment, the following uses that are located within areas designated residential preservation shall not be eligible to apply for a PELUC certificate:
 - a. Commercial uses and development in excess of 20,000 square feet of building floor area, other than office uses.
 - b. All industrial uses.
 - c. Heavy infrastructure.
- (5) No request for waiver can be submitted which exceeds a floor area ratio of 0.5 for office uses and 0.2 for all other uses with the exception of residential land uses. A request for waiver can be submitted for residential land uses regardless of the floor area ratio.

(Code 1984, ch. 27, § 12A.4; Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 99-O-0017, § 1, 4-28-1999)

Sec. 10-105. - Criteria for granting waiver of nonconforming use status.

The establishment of eligibility of the nonconforming use for purposes of application submittal shall in no way be construed to form the basis for granting the waiver, or waiver with mitigation, of nonconforming use status. The applicant shall bear the burden of demonstrating that the impacts of the nonconforming use are either minimal upon the surrounding land uses and are not detrimental to the public health, safety, and welfare, or that the impacts of the nonconforming use may be substantially mitigated. Economic hardship may be considered as a factor supporting granting a nonconforming use waiver.

- (1) The board of adjustment and appeals may grant a PELUC certificate upon application of the property owner and after public review and hearing. Notice of the public hearing shall be given at least five days in advance of the hearing and shall be mailed at least ten days prior to the meeting to property owners of record within 200 feet of the subject property. A principal place of residence shall be exempt from the requirements as set forth below. A PELUC certificate for any other eligible use may only be granted upon the board of adjustment and appeals' findings of fact and conclusions of law that the nonconforming use is consistent with the following criteria as set forth by land use policy 1.5.11 and this division:
 - a. A determination that the impact of the nonconformity is minimal upon surrounding land use and is not detrimental to the public health, safety, and welfare and, as a result, the nonconforming status may be waived.
 - b. A determination that the impact of the nonconformity may be substantially mitigated such that the development may attain conforming

status by implementing the outlined mitigation steps.

1. Site plan or plan of development may be required to demonstrate mitigative measures that will maintain compatibility through specified design measures. Inter-site compatibility criteria shall be determined by the board of adjustment and appeals based on the following:
 - i. Aesthetically and functionally compatible land uses.
 - ii. Adequate buffering, screening, landscaping, and architectural treatment if located in a residential area.
 - iii. Sufficient parking, designed to provide safe internal traffic circulation, and off-site access.
 2. The objectionable impacts of service and delivery areas, refuse and recycling collection areas, as well as the outdoor storage and work areas generally associated with commercial residential buildings shall be designed to minimize off-site impacts.
- (2) If the board of adjustment and appeals determines that the nonconforming use meets the required criteria as specified by land use policy 1.5.1 and this division, the board of adjustment and appeals shall issue a PELUC certificate, in a recordable format, which shall be valid only for the specific use and area of the site for which the waiver was granted. The certificate may contain conditions under which the waiver has been granted and may contain an expiration date for the waiver. The certificate shall provide that any expansion proposed on the property covered by the certificate must comply with the development standards for the primary use in the district in which the property is located. If an expiration date is provided, the use shall revert to nonconforming status on the expiration date. Upon application to the board of adjustment and appeals prior to the expiration date, the expiration date may be extended after review by the board of adjustment and appeals. The granting of a PELUC certificate for a particular use on a single parcel of property shall in no way be construed to waive any other development requirements or to establish vesting or precedence for other nonconforming uses on that parcel or on any other parcel.

(Code 1984, ch. 27, § 12A.5; Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 01-O-28AA, § 30, 10-24-2001)

Sec. 10-106. - Final order of the board of adjustment and appeals.

- (a) The PELUC certificate may require the applicant to meet certain specific mitigative conditions such as, but not limited to, a site plan or plan of development, buffering, architectural treatment in residential areas, additional setbacks, access limitations, limitations on use, or an expiration date of the use. Such order cannot allow a waiver that exceeds a floor area ratio of 0.5 for office uses and 0.2 for all other uses.
- (b) The written certificate of the board of adjustment and appeals shall be permanently on file in the office of the growth management department and a copy thereof promptly transmitted to the applicant. The applicant shall provide proof to the land use administrator that the certificate has been recorded in the public records of the county within 30 days of the date of the certificate. Failure to record shall render the certificate null and void as though it had never been issued.

(Code 1984, ch. 27, § 12A.6; Ord. No. 95-O-0025AA, 9-13-1995; Ord. No. 01-O-28AA, § 31, 10-24-2001)

Sec. 10-107. - Change of use/violations of conditions of certificate.

- (a) Any use for which the PELUC certificate has been granted that ceases for a period in excess of 12 months shall be deemed a voluntary abandonment of such certificate.
- (b) Any change of use shall be deemed a voluntary abandonment of such certificate unless, upon notice of violation of the certificate conditions from the city, the violation ceases within 30 days.
- (c) A finding of a violation by the code enforcement board of the terms or conditions of the certificate shall be an abandonment of the certificate, and the use shall return to its previous nonconforming status.

(Code 1984, ch. 27, § 12A.7; Ord. No. 95-O-0025AA, 9-13-1995)

Sec. 10-108. - Criteria for denial of waiver of nonconforming status.

Any application for a PELUC certificate shall be denied based upon the board of adjustment and appeals' findings of fact and conclusions of law in accordance with the provisions of this division that the nonconformity violates the intent of this division or that it has substantial impacts which may not be overcome by any mitigation procedures and as such, the development shall remain in a nonconforming status and such use shall terminate according to law.

(Code 1984, ch. 27, § 12A.8; Ord. No. 95-O-0025AA, 9-13-1995)

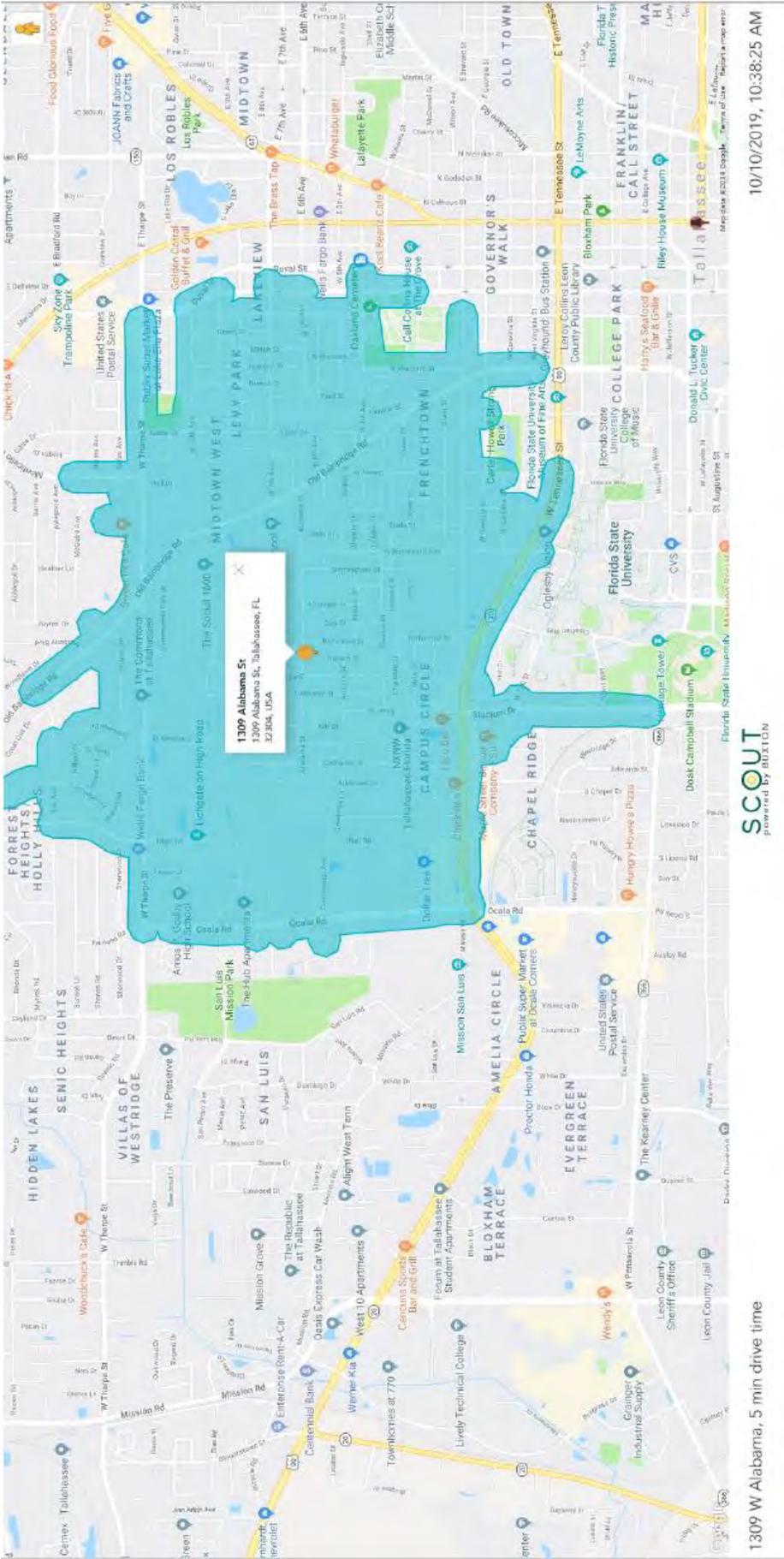
Sec. 10-109. - Appeals.

Every determination of the board of adjustment and appeals regarding a PELUC certificate shall be final, subject to such remedies as any aggrieved party might have at law or in equity.

(Code 1984, ch. 27, § 12A.9; Ord. No. 95-O-0025AA, 9-13-1995)

Secs. 10-110—10-130. - Reserved.

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Retail Leakage and Surplus Analysis

The Retail Leakage and Surplus Analysis examines the quantitative aspect of the community's retail opportunities. It is a guide to understanding retail opportunities but is not an analysis that indicates unconditional opportunities. The analysis is sometimes called "a gap analysis" or "a supply and demand analysis" and can aid in the following:

- Indicating how well the retail needs of local residents are being met
- Uncovering unmet demand and possible opportunities
- Understanding the strengths and weaknesses of the local retail sector
- Measuring the difference between estimated and potential retail sales

Understanding Retail Leakage

Retail leakage means that residents are spending more for products than local businesses capture. Retail sales leakage suggests that there is unmet demand in the trade area and that the community can support additional store space for that type of business.

However, retail leakage does not necessarily translate into opportunity. For example, there could be a strong competitor in a neighboring community that dominates the market for that type of product or store.

Understanding Retail Surplus

A retail surplus means that the community's trade area is capturing the local market plus attracting non-local shoppers. A retail surplus does not necessarily mean that the community cannot support additional business. Many communities have developed strong clusters of stores that have broad geographic appeal. Examples of these types of retailers include: sporting goods stores, home furnishing stores, restaurants, and other specialty operations that become destination retailers and draw customers from outside the trade area.

Examining the quantitative aspects (Leakage/Surplus) is only part of the evaluation of community's retail opportunities. Before any conclusions can be drawn about potential business expansion or recruitment opportunities, qualitative considerations such as trade area psychographics and buying habits must be analyzed in context of other market factors.

Interpreting Leakage Index

1.0 = equilibrium, meaning that demand and sales in the area being analyzed are in balance.

.80 = demand exceeds sales by 20%, meaning that consumers are leaving the area being analyzed.

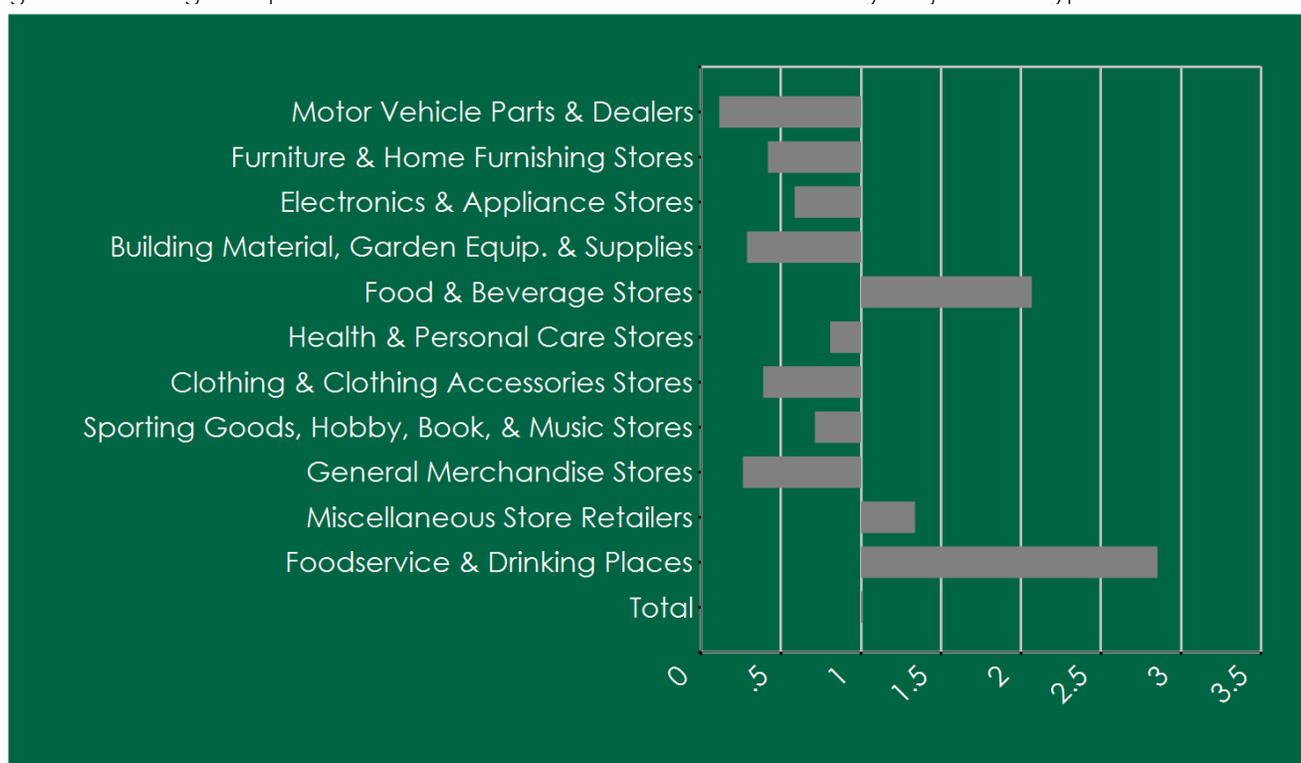
1.2 = sales exceed demand by 20%, meaning that consumers are coming from outside the area being analyzed.

Leakage/Surplus Index by Major Store Type

The quantitative comparison of retail leakage and surplus in the twelve major store types shown in the chart and table below provides an initial measure of market opportunities. Combining this analysis with the knowledge of the local retail situation will take the process of identifying retail possibilities one step further.

Figure 1 provides the leakage/surplus indices and following is the sales potential and estimated sales for major store types.

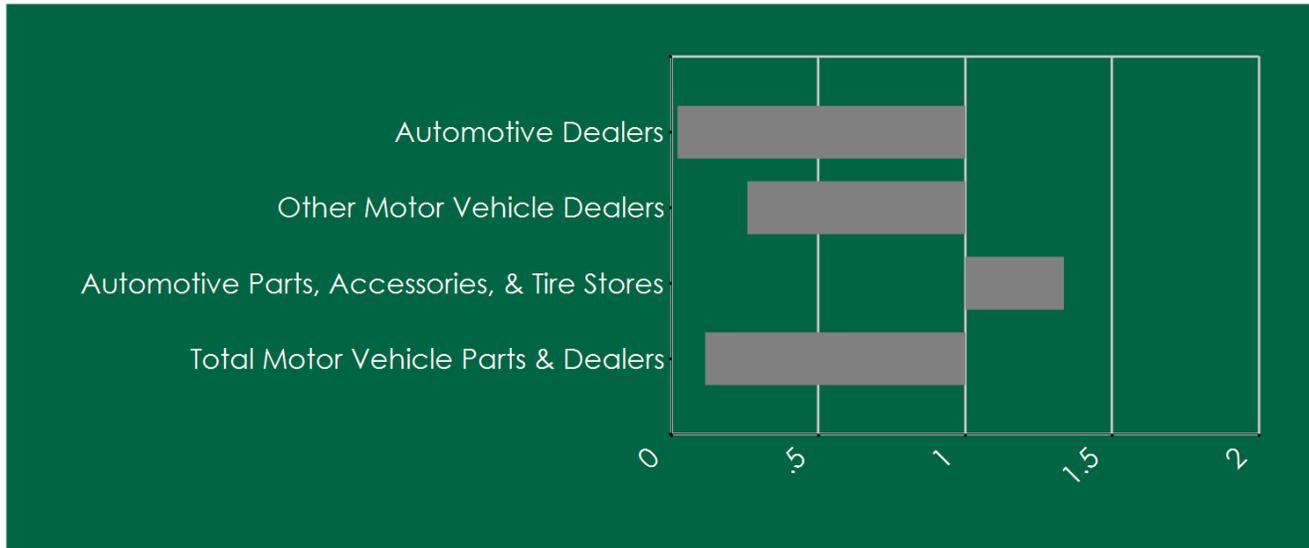
Figure 1. Leakage/Surplus Index and Estimated and Potential Sales by Major Store Types



Store Type	Potential	Estimated Sales	Surplus/Leakage
Motor Vehicle Parts & Dealers	35,068,617	3,990,887	0.1
Furniture & Home Furnishing Stores	2,461,432	1,029,411	0.4
Electronics & Appliance Stores	2,688,510	1,572,345	0.6
Building Material, Garden Equip. & Supplies	7,928,224	2,280,751	0.3
Food & Beverage Stores	24,238,409	50,109,254	2.1
Health & Personal Care Stores	8,809,974	7,115,896	0.8
Clothing & Clothing Accessories Stores	8,384,346	3,256,221	0.4
Sporting Goods, Hobby, Book, & Music Stores	2,869,476	2,041,766	0.7
General Merchandise Stores	21,312,421	5,575,814	0.3
Miscellaneous Store Retailers	3,316,281	4,434,739	1.3
Foodservice & Drinking Places	20,113,232	57,376,933	2.9
Total	137,190,923	138,784,016	1.0

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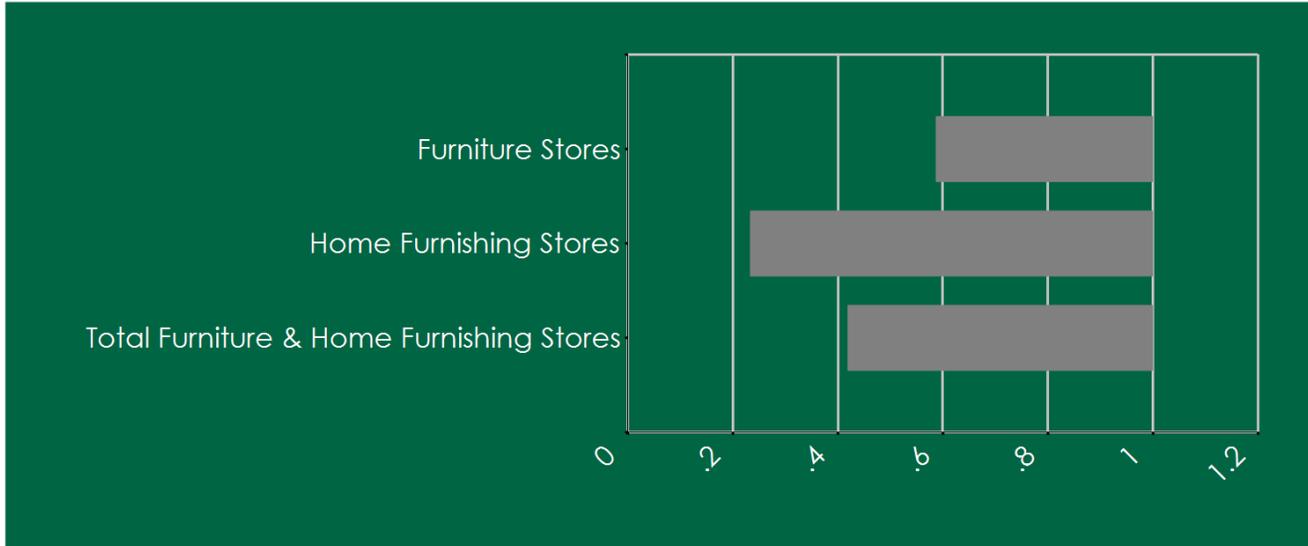
Sub-Categories of Motor Vehicle Parts & Dealers



Store Type	Potential	Estimated Sales	Surplus/Leakage
Automotive Dealers	31,137,334	614,665	0.0
Other Motor Vehicle Dealers	1,737,410	447,016	0.3
Automotive Parts, Accessories, & Tire Stores	2,193,873	2,929,205	1.3
Total Motor Vehicle Parts & Dealers	35,068,617	3,990,887	0.1

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Sub-Categories of Furniture & Home Furnishing Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Furniture Stores	1,293,006	757,762	0.6
Home Furnishing Stores	1,168,426	271,649	0.2
Total Furniture & Home Furnishing Stores	2,461,432	1,029,411	0.4

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Sub-Categories of Electronics & Appliance Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Household appliance stores	337,963	32,094	0.1
Electronics Stores	2,350,547	1,540,251	0.7
Total Electronics & Appliance Stores	2,688,510	1,572,345	0.6

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Sub-Categories of Building Material, Garden Equip. & Supplies



Store Type	Potential	Estimated Sales	Surplus/Leakage
Home Centers	3,837,466	761,291	0.2
Paint and Wallpaper Stores	260,185	27,362	0.1
Hardware Stores	545,327	1,157	0.0
Other Building Material Dealers	2,272,282	1,383,011	0.6
Outdoor Power Equipment Stores	143,546	107,929	0.8
Nursery, Garden Center, & Farm Supply Stores	869,417	0	0.0
Total Building Material, Garden Equip. & Supplies	7,928,224	2,280,751	0.3

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Sub-Categories of Food & Beverage Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Supermarkets and Other Grocery (except Convenience) Stores	21,023,569	47,431,500	2.3
Convenience Stores	977,258	137,184	0.1
Specialty Food Stores	843,883	1,012,026	1.2
Beer, Wine, & Liquor Stores	1,393,699	1,528,543	1.1
Total Food & Beverage Stores	24,238,409	50,109,254	2.1

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Sub-Categories of Health & Personal Care Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Pharmacies and Drug Stores	7,380,596	4,273,388	0.6
Cosmetics, Beauty Supplies and Perfume Stores	537,756	1,132,664	2.1
Optical Goods Stores	237,914	0	0.0
Other Health and Personal Care Stores	653,708	1,709,845	2.6
Total Health & Personal Care Stores	8,809,974	7,115,896	0.8

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Sub-Categories of Clothing & Clothing Accessories Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Mens Clothing Stores	315,915	122,042	0.4
Womens Clothing Stores	1,280,086	884,364	0.7
Childrens and Infants Clothing Stores	336,718	0	0.0
Family Clothing Stores	3,194,366	1,028,846	0.3
Clothing Accessories Stores	361,137	137,828	0.4
Other Clothing Stores	480,595	579,786	1.2
Shoe Stores	1,168,516	196,877	0.2
Jewelry Stores	1,172,714	301,136	0.3
Luggage & Leather Goods Stores	74,299	5,342	0.1
Total Clothing & Clothing Accessories Stores	8,384,346	3,256,221	0.4

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Sub-Categories of Sporting Goods, Hobby, Book, & Music Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Sporting Goods Stores	1,071,948	140,503	0.1
Hobby, Toy, and Game Stores	514,113	219,681	0.4
Sewing, Needlework, and Piece Goods Stores	117,641	122,127	1.0
Musical Instrument and Supplies Stores	107,234	519,443	4.8
Book Stores	921,742	1,010,736	1.1
News Dealers and Newsstands	136,797	29,275	0.2
Total Sporting Goods, Hobby, Book, & Music Stores	2,869,476	2,041,766	0.7

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Sub-Categories of General Merchandise Stores



Store Type	Potential	Estimated Sales	Surplus/Leakage
Department Stores	4,450,348	9,888	0.0
Warehouse Clubs & Superstores	14,709,449	135,585	0.0
All Other General Merchandise Stores	2,152,624	5,430,341	2.5
Total General Merchandise Stores	21,312,421	5,575,814	0.3

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Sub-Categories of Miscellaneous Store Retailers



Store Type	Potential	Estimated Sales	Surplus/Leakage
Florists	122,286	133,759	1.1
Office Supplies and Stationery Stores	319,366	775,062	2.4
Gift, Novelty, and Souvenir Stores	423,190	326,850	0.8
Used Merchandise Stores	584,556	902,407	1.5
Other Miscellaneous Store Retailers	1,866,884	2,296,661	1.2
Total Miscellaneous Store Retailers	3,316,281	4,434,739	1.3

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Sub-Categories of Foodservice & Drinking Places



Store Type	Potential	Estimated Sales	Surplus/Leakage
Special Food Services	1,369,262	1,346,418	1.0
Drinking Places (Alcoholic Beverages)	766,123	1,792,251	2.3
Restaurants and Other Eating Places	17,977,847	54,238,263	3.0
Total Foodservice & Drinking Places	20,113,232	57,376,933	2.9

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Sources and Methodology

The primary data sources used in the construction of the database include:

- Current Year CAPE (Census Area Projections & Estimates) Consumer Expenditure Estimates
- Census of Retail Trade, Merchandise Line Sales
- Census Bureau Monthly Retail Trade

The Census of Retail Trade presents a table known as the Merchandise Line summary, which relates approximately 120 merchandise lines (e.g. hardware) to each of the store types. For each merchandise line, the distribution of sales by store type can be computed, yielding a conversion table which apportions merchandise line sales by store type.

The CAPE (Census Area Projections & Estimates) Consumer Expenditure database was re-computed to these merchandise lines by aggregating both whole and partial categories, yielding, at the block group level, a series of merchandise line estimates which are consistent with the CAPE Consumer Expenditure database.

These two components were then combined in order to derive estimated potential by store type. The results were then compared to current retail trade statistics to ensure consistency and completeness.

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Rural Southern Bliss

Lower to middle income multi-generational families living in small towns

Overview

Concentrated in small towns throughout the South, Rural Southern Bliss are older Americans with working-class lifestyles. Most of the residents are over 45 years old, have modest educations—a little less than half have gone to college—and work in blue-collar jobs. **There's a multi-generational pride in their lives and livelihoods.** In this segment, many kids grow up and stay put in their snug, unassuming towns, where they can rely on the support of long-time neighbors and an extended family. Today this segment is filled with a mix of household types: mostly empty-nesting couples and families, with some divorced individuals and single-parent households.

The decline in manufacturing has hurt the incomes in Rural Southern Bliss, and many are trying to re-invent themselves in a post-industrial age. A high number now work in health care and public administration as well as farming and retail. **Many say that they're working hard to advance in their careers.** Their lower middle-class incomes don't allow for many extravagances, and though nearly all the household heads are homeowners, most of the houses are older clapboard homes worth around \$80,000. These townies go to the same churches, meet at the same coffee shops and gather for barbecues on the major holidays. Most have lived in the same neighborhoods for over a decade.

Rural Southern Bliss enjoy active social lives. They go to movies and state fairs and many of these households with young adults are into athletics like football and WWE. **There's an aspirational quality to this segment—**householders describe themselves as workaholics who are willing to take risks to improve their standard of living. **They would like their families to think they're doing well and they make sure to dress the part.** Many are enthusiastic shoppers who enjoy making a day out of their shopping outings. **They tend to prioritize brands but they're also happy to snap up bargains at discount stores.** Rural Southern Bliss tend to have average tastes in most media. These multi-generational households are big fans of TV channels such as ESPN, Hallmark and MTV. They like to read magazines that cover popular culture—titles such as Us and Vanity Fair. They look to their TVs and radios as favorable places to learn about brands and they are also receptive to major digital brand social media.

Although they have a high rate of late-adopters, they increasingly appreciate the internet; many describe themselves as tech wizards, going online to play games. Next year, they hope to acquire even more online services.

Like other rural segments, Rural Southern Bliss tend to have a conservative outlook, but these households are different—they support the Democratic Party. **They're still traditionalists on many social issues but they also see the value of government in protecting the environment and reducing crime.** Mostly, they want politicians to preserve their opportunity to achieve upward mobility.

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Rural Southern Bliss

Lower middle-income multi-generational families living in small towns

Willie & Jacqueline

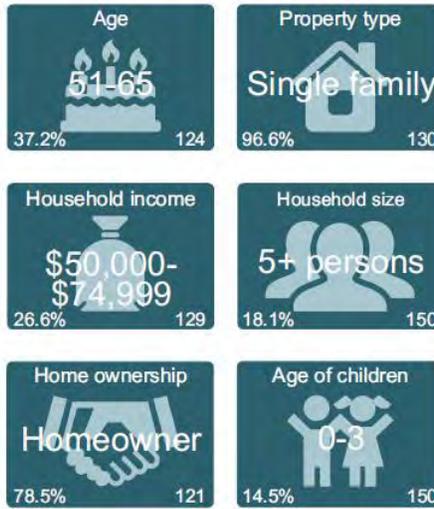
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Key Features

- Fashionable
- Limited discretionary spend
- Aspirational
- Multi-generational households
- Modest educations
- Status shoppers

Who We Are



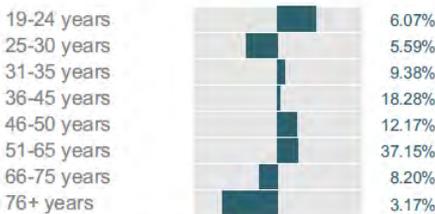
Channel Preference



Technology Adoption



Age



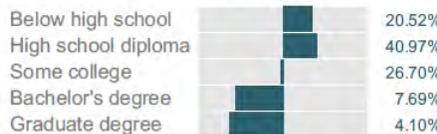
Family Structure



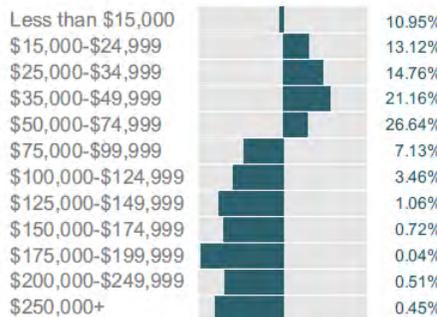
Home Ownership



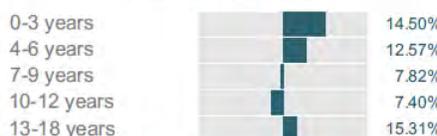
Education



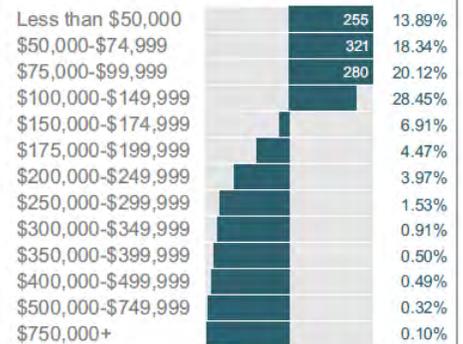
Income



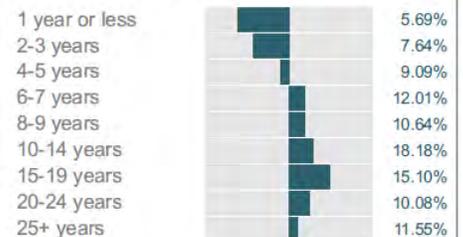
Presence of Children



Estimated Current Home Value



Length of Residence



Colleges and Cafes

Young singles and recent college graduates living in college communities

Overview

Colleges and Cafes live almost exclusively in university towns, but these residents aren't all college alumni who can't bear to leave their old stomping grounds. A high percentage of these young singles are support staffers who work on campus or in entry-level jobs close to the schools. These households tend to be millennials under 35 years old with college degrees. Despite a mixed employment base, most of the households have low incomes and they can only afford modest rentals in older, low-rise apartment buildings. The transient nature of campus communities is reflected in the fact that a majority of residents have been at the same address for fewer than five years. Some stick around for the lively street scene filled with funky clothing boutiques, raucous pizza joints and used bookstores. Others are considering applying for an advanced degree.

The diverse populace of Colleges and Cafes creates a wide-ranging lifestyle. They live for the story and are enthusiastic about trying new things. There are households that are into foreign films and classical music concerts and those that visit state fairs and go target shooting. All of these young people are into working out and enjoying weekend games of pickup football and basketball. Most of the residents don't earn much money; nearly three quarters don't own cars, but they enjoy shopping for designer fashion or the latest consumer electronics. Many shop at discount clothiers and get by on fast food and supermarket takeout. With many of these young people lacking advanced cooking skills, they admit that their favorite cuisine is often fast food although they like the trend of healthier fast food options.

When it comes to media, Colleges and Cafes have varied preferences. They listen to a variety of musical genres, from traditional country and album-oriented rock to hip-hop and R&B. They're often too busy to sit down and watch TV, but they do like keeping up with the latest entertainment news on E! and watch animated shows like Family Guy and millennial-targeted shows like Bridezillas. They like reading magazines, and their favorite publications run the gamut from Condé Nast Traveler to Guns & Ammo. Not surprisingly, they have deep connection with digital media. Because so many go online through their cell phones, these Americans tend to use the internet as a communications tool—for email or instant messaging friends—rather than an entertainment channel for downloading music and gaming.

Colleges and Cafes are receptive to brands engaging them when they go to stream their favorite TV shows. They are also open to learning about brands via online display and video. This is also an email-receptive market that uses coupons or brand announcements in their e-inbox to inform their online and offline shopping.

For political analysts, Colleges and Cafes are difficult to read. These Americans tend to have little participation in the electoral process; half have failed to register to vote. They tend to be liberal in their outlook, though their positions are all over the ideological map. Considering their limited budgets, they are unexpectedly generous with charitable donations of time as well as money. They give to religious organizations and are also likely to volunteer and give to social welfare causes.

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O53

Colleges and Cafes

Young singles and recent college graduates living in college communities

Drew & Catherine

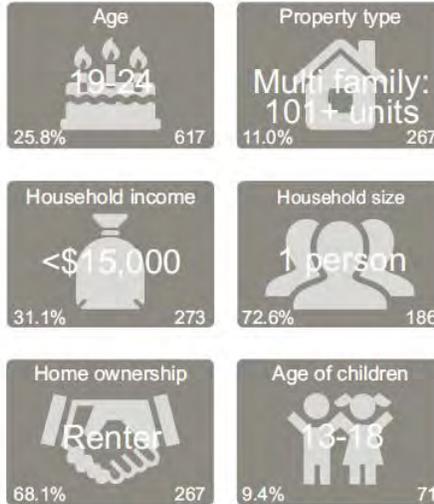
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Key Features

- University towns
- Single adults
- Risk takers
- Active lifestyles
- Politically disengaged
- Well-educated

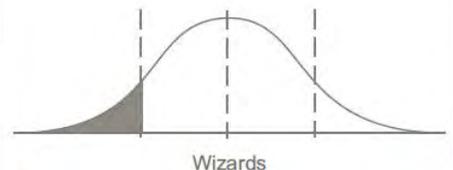
Who We Are



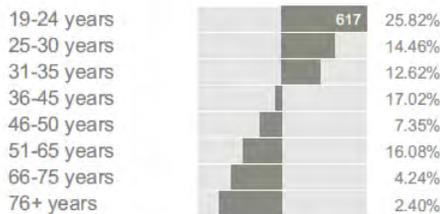
Channel Preference



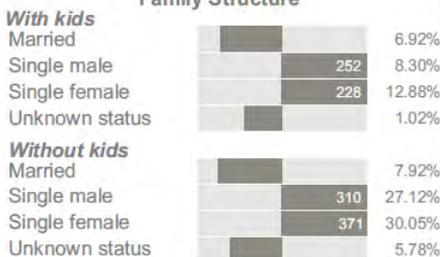
Technology Adoption



Age



Family Structure



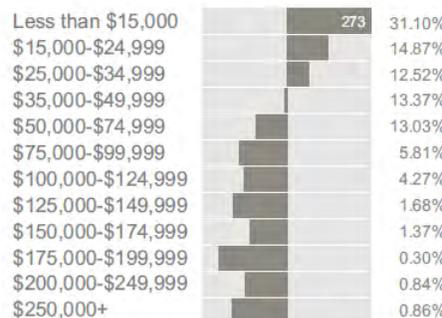
Home Ownership



Education



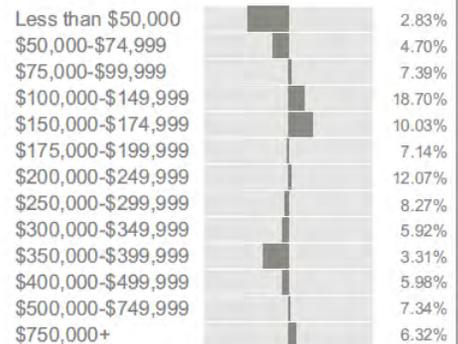
Income



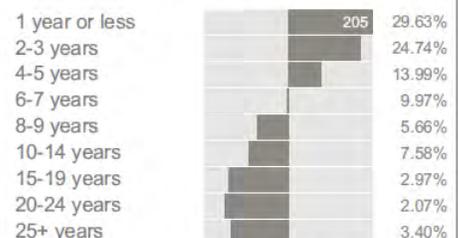
Presence of Children



Estimated Current Home Value



Length of Residence



Hope for Tomorrow

Young, lower-income single parents in second-city apartments

Overview

Life can be a struggle for Hope for Tomorrow consumers, a transient segment of young singles and **single parents in the nation's second-tier cities**. This segment faces stiff economic challenges. Almost 30 percent never graduated high school, the average income is one of the lowest in the nation and more than half of household heads are single parents. For these relatively young adults, over 50 percent are under the age of 35.

Hope for Tomorrow are found throughout the eastern half of the US, especially in second-tier cities in the Midwest and South. More than nine in ten households rent apartments, typically in old buildings and duplexes built in the first half of the last century, many of which are showing their age. However, **that's all they can afford because of their low-paying service-sector jobs** as restaurant workers and school aides. Few talk of spending their lives in these settings filled with transient residents; nearly 60 percent have been at the same address for less than 3 years.

In this financially-challenged segment, **most residents lead modest lifestyles**. They're young enough to enjoy nightlife, and that usually means heading to a bar or nightclub. If they want to get exercise, they generally go to a park or playground for a pickup game of basketball. However, they are unlikely to splurge on cars, travel packages or season tickets to cultural and professional sports events. Many members spend their evenings at home just to save money. However, to keep their kids entertained, they often go over-budget to get cable channels and new toys. Residents are extremely receptive to online media and they listen to urban radio stations and watch a lot of TV. These young parents also **loosen their purse strings to buy toys, books and video games**. If they can afford it, they'll also get internet access to download music, stream videos and check out social media sites.

As consumers, Hope for Tomorrow like the latest fashion and hippest styles, but they can only afford the apparel at discount shops and the clearance racks at pricier chains. They splurge at places like Kmart, Dress Barn and Foot Locker. These consumers say that they look for clothes that can last a long time.

Many members of Hope for Tomorrow aren't satisfied with their lifestyle. They want to get a better job, advance in their careers and be better providers for their kids. Some take adult education courses to improve their lives, and they have the support of their church, where they tend to be active members. **Although they've only lived in their neighborhoods a short time, they tell researchers that they still want to improve their communities as volunteers**.

R67

Hope for Tomorrow

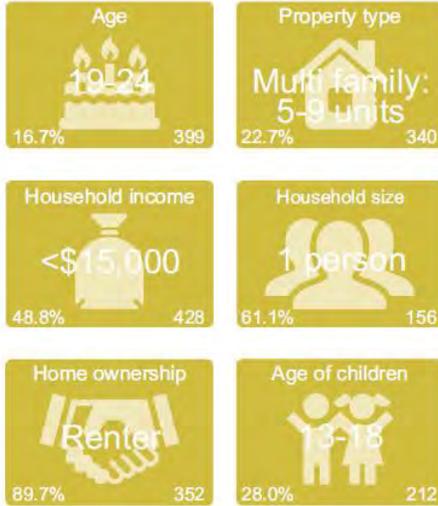
Young, lower-income single parents in second-city apartments

Derrick & Tina

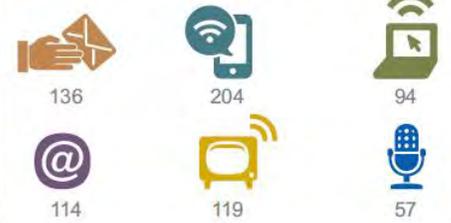
1.24% | 0.88%



Who We Are



Channel Preference



Key Features

- Single parents
- City living
- Seeking approval
- Striving for more
- Cash not credit
- Shopping as entertainment

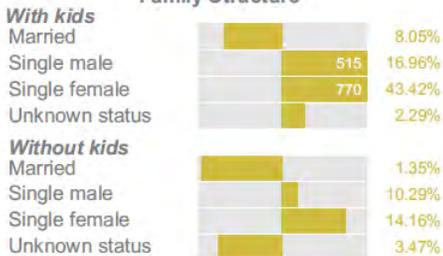
Technology Adoption



Age



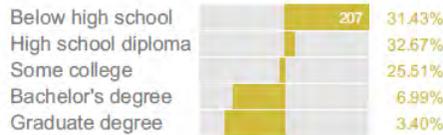
Family Structure



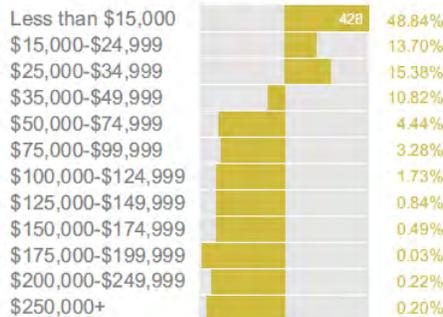
Home Ownership



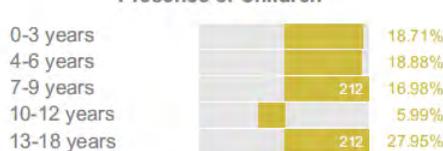
Education



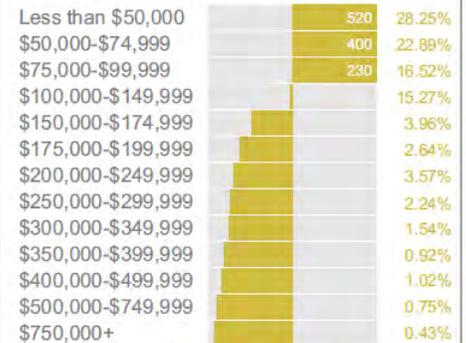
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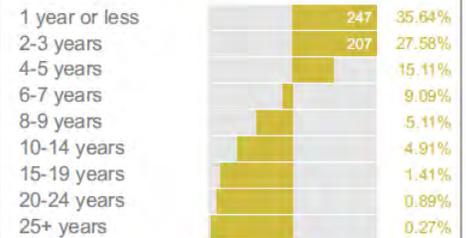
Presence of Children



Estimated Current Home Value



Length of Residence



All estimates, projections or forecasts in this model are subject to errors, including statistical error, error due to the subjective nature of some data, error due to changes in demographics, error based on lagging competitor information or growth data, and error due to factors that are not included in the model. The user assumes all risk of reliance on this information.

Urban Survivors

Middle-aged and older singles and single parents established in modest urban settings

Overview

Centered in downscale neighborhoods in large and second-tier cities, Urban Survivors are older, lower-income households living in aging houses. Most of the householders are over 50 years old and either widowed or divorced. More than a quarter did not graduate from high school while a select **few have gone on to earn a bachelor's degree. Many get by on minimum wages from jobs as blue-collar or service sector workers.** With household incomes half the national average, these Americans can only afford modest lifestyles in often old housing.

Urban Survivors are mostly found in the South and Midwest, typically in older sections of big cities that have struggled with unemployment and poverty for years. These householders own their homes, but their aging bungalows and craftsman-style houses are often in need of repair. Most of the housing stock was built before 1960, and today the structures are valued at less than a third of the national average.

With their modest budgets, the members of Urban Survivors can't afford luxurious lifestyles. They'll occasionally go out to a bar, club or cinema. Most evenings, however, are spent at home, where they cook, do crafts or watch TV. Having had few dealings with banks or brokerage houses, they look to collect valuables as a source of **wealth, whether it's coins, comics or sports memorabilia.** They're fond of the daily lottery and gambling at casino tables and bingo halls in hopes of quick winnings. This segment makes a mixed market for sports and athletic activities. The younger members in the segment enjoy aerobic sports like football and swimming. The older members prefer fishing. Everyone seems to enjoy armchair sports; they watch NBA basketball and motorsports on their older TVs.

In the marketplace, Urban Survivors can be hard to pin down. Some love to shop while others rarely venture into malls and stores. Many care about convenience above all and prefer local stores to national chains. They also like stores that carry a wide selection, and many admit that they have a tendency to buy products on the spur of the moment. Yet most are price sensitive and end up at discount department stores like Kmart, Family Dollar and Fashion Bug. With nearly 70 percent unmarried, many say they want to look attractive. A quarter say they spend a lot of money on cosmetics—more than double the national average.

This urban segment makes a strong media audience. They're fans of the range of traditional media: TV, radio, newspapers and magazines. They tune in to TV networks that offer movies, documentaries and history programs such as Lifetime, Bravo, HBO and BET. Their taste in music swings from R&B to hip-hop and reggae. They read magazines that cover music, business, and ethnic issues—that is, when they're not leafing through the home and food sections of their daily newspaper. Although they're not hyperactive internet users, they do go online to play games, look for better jobs and participate in social networking websites.

Politically, this is one of the most heavily Democratic segments in the nation; they align themselves with the party at nearly twice the national average, but the older populace includes both social liberals and conservatives. Many residents are active in the community and are willing to volunteer for groups to better their neighborhoods. Mostly, though, they want to land a more lucrative job to improve their standard of living and upgrade their home. Money, they say, is the best measure of success.

S • S68 • S69 • S70 • S71

S69

Urban Survivors

Older, lower income singles and single parents established in modest urban neighborhoods

Henry & Emma

1.62% | 1.29%



Key Features

- Modest budgets
- Racially diverse
- Entrepreneurial spirit
- Materialistic aspirations
- Homeowners
- Style on a budget

Who We Are



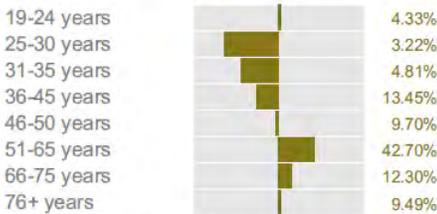
Channel Preference



Technology Adoption



Age



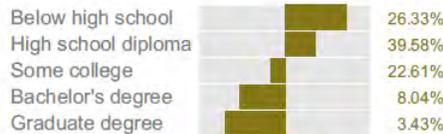
Family Structure



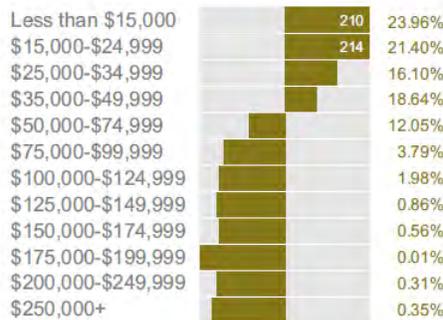
Home Ownership



Education



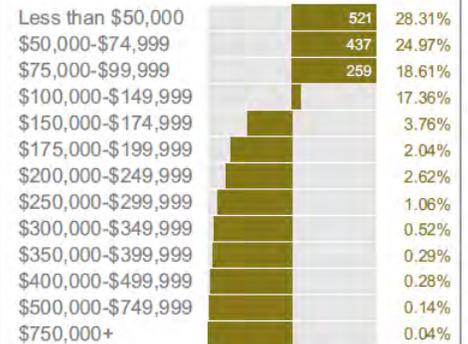
Income



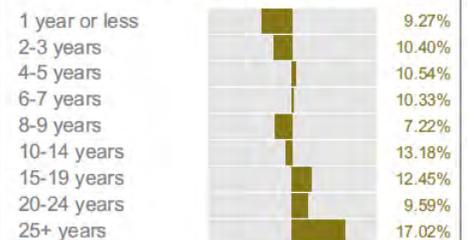
Presence of Children



Estimated Current Home Value



Length of Residence



1309 W Alabama St - Reuse Analysis

OEV is tasked with exploring the possibility of acquiring the subject property and has considered several factors which present both risks and opportunities for the greater community.

- Opportunities presented by a possible acquisition include the option to leverage emerging retail entrepreneurship ventures within the Griffin College Heights subdivision and surrounding community to capture a share of the estimated \$9 Million spent on food at home and away from home (two categories from the ESRI Market study, Attachment 3) in the area each year.
- OEV staff has explored case studies from other Urban communities seeking to provide underserved communities with improved access to healthy food options which might influence local government's approach to addressing concerns raised by the Griffin College Heights stakeholders. The following summarizes five unique approaches that other cities have employed to address equitable access to healthy food options:

New Orleans

The Refresh Project

Broad Community Connections created Project Refresh as an innovative fresh food hub in the heart of New Orleans on a 3.5 +/- acre parcel within a 65,000 square foot building. The building's strong tenant mix is anchored by Whole Foods Market but also includes a food kitchen and other fresh food venues and is designed to provide healthy food, training and education on health and wellness. It also serves as a workforce and economic development hub strengthening relationships within the community and also promoting other safety and economic benefits to this New Orleans neighborhood.

This project was financed by New Market Tax Credits (JP Morgan Chase and Goldman Sachs Investment), Healthy Food Financing Initiative loan, Foundation for Louisiana (equity investment) New Orleans Redevelopment Authority loan, City of New Orleans Fresh Food Retailers Initiative Loan, Newman's Own Foundation Grant and a bridge loan from the developer at a total cost of \$20 Million.

Detroit

Detroit Grocery Incubator

The Detroit Grocery Incubator is a joint program of Fair Food Network, Tech Town, Uplift Solutions and W.K. Kellogg Foundation. The center aims to create a thriving entrepreneurial infrastructure and provide support for new grocers. Through a fellowship program, the Center enables local entrepreneurs to obtain the training and experience needed to increase the number of fresh and healthy food sources in Detroit's underserved areas. The program also aims to offer expanded training, technical assistance and access to capital for participating entrepreneurs.

ProsperUS Detroit

ProsperUS Detroit is a place-based economic development strategy that empowers low and

moderate-income, and immigrant and minority individuals with a range of services that include entrepreneurship training, professional development and lending. The Micro-Lending program helps by providing access to financial coaching, workforce development and other business services. The average loan size provided by ProsperUS is \$25,000-\$50,000.

This project is financed by Comerica Bank, PNC Bank, Rock Ventures and other foundations.

Austin

Fresh for Less

Administered through Austin's Public Health Department in partnership with the Sustainable Food Center, Farmshare Austin and Go Austin/Vamos Austin (GAVA), this program offers fresh, affordable, convenience and nutritious food. With an initial allocation of \$500,000, this initiative has created three new programs, Mobile Markets, Farm Stand and Healthy Corners that work together to deliver fresh local food to underserved neighborhoods at reduced prices. These programs also accept Government assisted payment (i.e.: food stamps, EBT, WIC) often at a rate twice that of corporate chains.

Baltimore

Baltimarket

Baltimarket is a suite of community-based food access and food justice programs through the City's Health department. The program's mission is to improve health and wellness within underserved neighborhoods and support community transformation. Components of the program include a Virtual Supermarket Program that employs online grocery ordering and delivery services to provide food to communities with limited access to transportation and healthy food. The program also borrows from Austin's Healthy Corners approach by developing its own Healthy Stores, small street-level markets that provide operators within store infrastructure, nutrition education and marketing strategies to enable them to stock, market and sell healthy foods and beverages.

**Blueprint Intergovernmental Agency
Board of Directors
Agenda Item #10**

January 30, 2020

Title:	Second Public Hearing to Approve a Substantial Amendment to the Blueprint Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure Project
Category:	Public Hearing
Intergovernmental Management Committee:	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
Lead Staff / Project Team:	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Daniel Scheer, Blueprint Design and Construction Manager

STATEMENT OF ISSUE:

In accordance with the Second Amended and Restated Interlocal Agreement dated December 9, 2015, this agenda item requests the Blueprint Intergovernmental Agency Board of Directors (IA Board) conduct the second and final public hearing to approve the substantial amendment to modify the Blueprint Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure project (referred to as Northeast Gateway and listed as Project 25 in the Second Amended and Restated Interlocal Agreement). Attachment #1 includes the original description with Map, and Attachment #2 includes the proposed amended description with Map. A supermajority vote of both the members who are County Commissioners and the members who are City Commissioners is required for the amendment to be approved. The IA Board must also receive recommendations from the Blueprint Technical Coordinating Committee (TCC), Citizens Advisory Committee (CAC), and the Intergovernmental Management Committee (IMC).

The proposed amended Northeast Gateway project description follows the IA Board direction at the December 12, 2019 meeting to begin the substantial amendment process to include the combined extensions of Welaunee Boulevard to Roberts Road and Shamrock Street. The first public hearing was held at the Blueprint Citizens Advisory Committee meeting on January 16, 2020. The second and final public hearing to consider the amendment discussed hereafter has been advertised and scheduled for this January 30, 2020 IA Board meeting.

FISCAL IMPACT:

This item will have a fiscal impact if the project is amended. Currently, the proposed amended Northeast Gateway, the combined extensions of Welaunee Boulevard to Roberts Road and Shamrock Street, has a construction cost estimate of \$42M, which is within the existing and planned budget allocations. Future project allocations will come before the IA Board during the annual budget process.

SUPPLEMENTAL INFORMATION:

PROCESS TO SUBSTANTIALLY AMEND A BLUEPRINT PROJECT

The Second Amended and Restated Interlocal Agreement dated December 9, 2015 specifies that Blueprint must hold two public hearings to consider proposed substantial changes to a Blueprint project.

- The first public hearing was publicly advertised and conducted at the January 16, 2020 Blueprint Citizens Advisory Committee (CAC) meeting. The second public hearing was advertised for the January 30, 2020 IA Board meeting.

The IA Board must also receive recommendations from the Technical Coordinating Committee (TCC), CAC, and the Intergovernmental Management Committee (IMC).

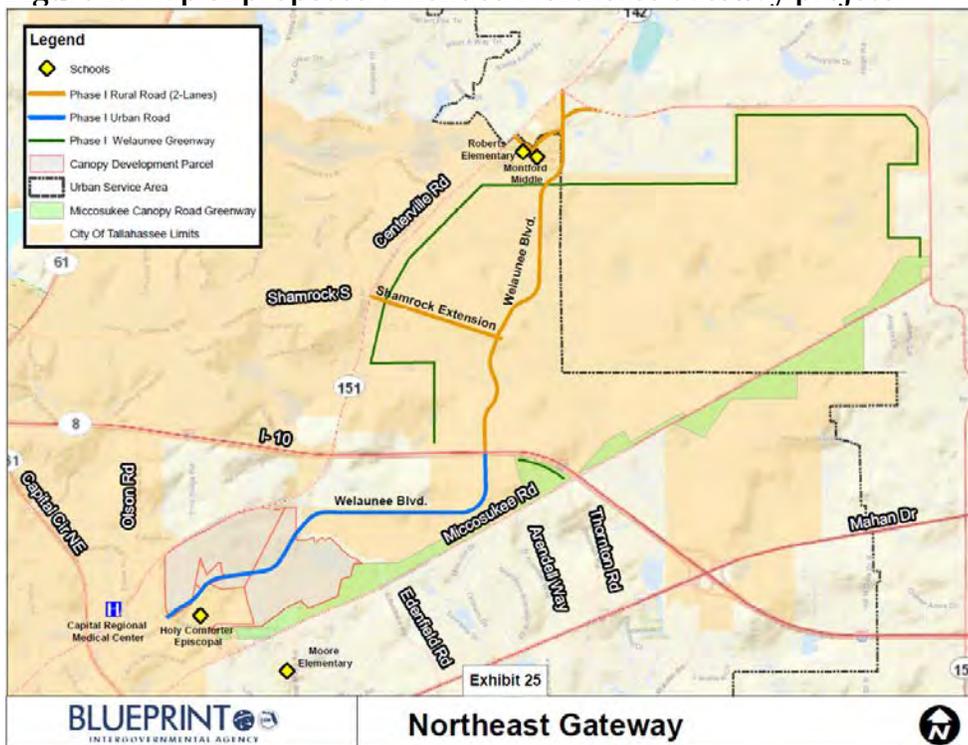
- TCC Recommendation (January 13, 2020):
 - The seven present members concurred with staff recommendation to approve the substantial amendment to the Northeast Gateway project.
- CAC Recommendation (January 20, 2020):
 - Members by a 11-1 vote, recommend the IA Board approve the substantial amendment to the Northeast Gateway project.
- IMC Recommendation:
 - The IMC recommends Option 1: Approve the substantial amendment to Blueprint Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure, as described in Attachment #2.

PROPOSED AMENDMENT TO THE NORTHEAST GATEWAY PROJECT

On December 12, 2019, the IA Board approved the initiation of the process to significantly amend the description of the Northeast Gateway consistent with the roadway corridor to extend Welaunee Boulevard to Roberts Road and the Shamrock extension to Centerville Road. Attachment #3 contains the agenda item from December 12, 2019. The recommendation to amend the project was based in a data driven analysis of the primary project purpose, in addition to other important factors such as the construction cost, overall community traffic analysis, current and future land use, economic development expectations, new interstate access, and public input. This agenda items requests the IA Board conduct the second and final public hearing to approve the substantial amendment modifying the Northeast Gateway project. The proposed amendment to the Northeast Gateway project description and map are presented below.

Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure: Phase I: Funding to develop Welaunee Boulevard north from Fleischman Road to Roberts Road ~~Shamrock~~ and with a two-lane Shamrock Way Street extension from Centerville Road to Welaunee Boulevard north (includes ROW, construction, stormwater for roadway improvements). Project shall be conditioned upon: (i) reimbursement by developer(s) to Blueprint for any developer(s) required transportation improvements (reasonable repayment timelines would be established); (ii) Any cost (inclusive of right of way) related to the greenway may be used as a direct offset to any developer(s) required transportation improvement costs; (iii) that portion of the project involving land owned by the City of Tallahassee will only require reimbursement if sold and developed privately; ~~and~~ (iv) anticipated developer(s) reimbursements are to be recognized as potential future resources for Blueprint, and (v) that the Shamrock Street extension open simultaneously, or after, the Welaunee Boulevard connection at Roberts Road. (Exhibit 25, as Amended)

Figure 1: Map of proposed amended Northeast Gateway project



SUMMARY OF IA BOARD ACTIONS SINCE FEBRUARY 2016

The following summary details IA Board actions and direction to date regarding the commitment to providing the Northeast Gateway Project and for the consideration of a substantial amendment to the Northeast Gateway project.

February 29, 2016: IA approval of a funding strategy for the 2020 Northeast Gateway Sales Tax Extension project offering pre-funding of the project in advance of the 2020 Sales Tax Extension program.

September 12, 2016: IA Board approval to implement the first step to execute the approved funding strategy approved on February 29, 2016.

June 13, 2017: IA Board approval to enter into a Joint Participation Agreement to fund the Dove Pond Regional Stormwater Facility.

June 21, 2018: IA Board approval of a funding strategy for the design and construction of Welaunee Boulevard, segments 2 and 3, including authorization to negotiate a funding agreement with the Canopy Community Development District (CDD) for future IA Board consideration.

December 13, 2018: IA Board approval of an Interlocal Agreement for the design and construction of Welaunee Boulevard, Segments 2 and 3 with the City of Tallahassee and the CDD.

June 27, 2019: IA Board authorization to enter into an Agreement with the Florida Department of Transportation (FDOT) to accept Transportation Regional Incentive Program (TRIP) funding in Fiscal Year (FY) 2023 to reimburse Northeast Gateway Project expenditures made in FY 2020 and FY 2021.

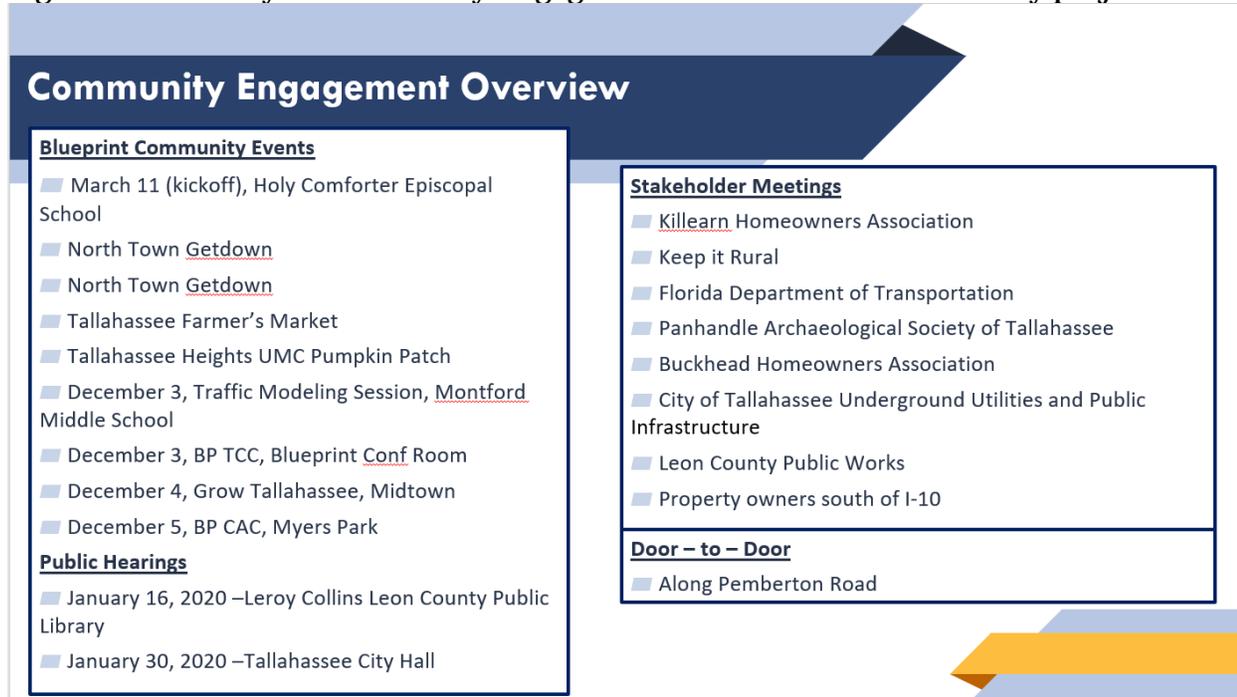
September 5, 2019: The IA Board directed the project team to advance a traffic and cost analysis for multiple roadway corridors for the Northeast Gateway project.

December 12, 2019: The IA Board directed staff to proceed with the substantial amendment process to revise the Northeast Gateway project description. The amended project description provides for the extension of Welaunee Boulevard north of I-10 to Roberts Road and also to provide the Shamrock Extension as necessitated by the PD&E Traffic Study.

SUMMARY OF PUBLIC ENGAGEMENT

The public engagement for the project began with a kickoff meeting held on March 11, 2019, and more than 250 community members attended. Based on the direction of the IA Board at the September 5, 2019 meeting, Blueprint expanded the public outreach effort to include 'pop-up' events at local community gatherings and also a traffic modeling information session that was held on December 3, 2019. The project team has received more than 250 comments to date and will continue to receive and respond to comments until completion of the PD&E Study. Attachment #4 contains a compilation of the public comment received as of January 22, 2020 following the December 12, 2019 IA Board meeting.

Figure 2: Summary of Community Engagement on the Northeast Gateway project



NEXT STEPS

The PD&E Study began in November 2018 and includes analysis of traffic, environment, and social/economic impacts of the major transportation improvement. The PD&E is anticipated for completion in fall 2020. The traffic analysis study, an essential first step in the PD&E process, was completed in December. The next step of the PD&E Study is to take a more detailed look at the traffic conditions and begin the stormwater, environmental, historical, and cultural analyses investigations. These further traffic operational analyses are the basis for the development of roadway cross-section and intersection design elements, such as turn lanes and roundabouts.

Design and permitting, is expected to be completed in 2022 with construction in 2023. The funding strategy for the project is to use sales tax revenues for the PD&E, design, and permitting and apply for a State Infrastructure Bank Loan (SIB Loan) for construction. Staff will continue to coordinate with the CDD on construction of the portion of Welaunee Boulevard within the CDD.

The construction of a new interchange at I-10 and Welaunee Boulevard has long been a goal of this project, and the Northeast Gateway project includes a four lane bridge over I-10. However, the interchange is not a part of the PD&E Study. The actual interchange development study and design will be dependent on approval by the Florida Department of Transportation and the Federal Highway Administration approval. In order to justify the interchange, the road, Welaunee Boulevard, leading to the interchange must be substantially underway.

SUMMARY

This agenda item requests the Blueprint IA Board conduct the second and final public hearing to approve the substantial amendment to modify Blueprint Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure. The proposed amended Northeast Gateway project description follows the IA Board direction at the December 12, 2019 meeting to begin the substantial amendment process to include the combined extensions of Welaunee Boulevard to Roberts Road and Shamrock Street. The first public hearing was held at the Blueprint Citizens Advisory Committee meeting on January 16, 2020. The second and final public hearing to consider the amendment has been advertised and scheduled for this January 30, 2020 IA Board meeting. Should the IA Board approve the substantial amendment, staff and the consultant team will continue the PD&E Study process and provide ongoing updates to the IA Board with presentation of the PD&E Study for approval by the IA Board in fall 2020.

Action by the TCC and CAC: This item was presented to the TCC at their January 13, 2020 meeting and the TCC concurred with staff recommendation to the IA Board to approve Option #1. The first public hearing was held at the January 16, 2020 CAC meeting and the CAC voted 11-1 to recommend the IA Board approve Option #1.

OPTIONS:

- Option 1: Approve the substantial amendment to Blueprint Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure, as described in Attachment #2.
- Option 2: Do not approve the substantial amendment to Blueprint Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure and maintain the current project description.
- Option 3: IA Board direction.

RECOMMENDED ACTION:

- Option #1: Approve the substantial amendment to Blueprint Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure, as described in Attachment #2.

Attachments:

1. Excerpt from Interlocal Agreement for Project 25 including Exhibit 25
2. Amended Project 25 Description and Exhibit 25
3. December 12, 2019 IA Board Item: Acceptance of the Northeast Gateway Status Report and Consideration of the Substantial Amendment Process
4. Public comments received as of January 22, 2020 following the December 12, 2019 IA Board meeting.

(includes ROW, construction, and stormwater for roadway improvements)
(Exhibit 24).

Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure

Phase I: Funding to develop Welaunee Boulevard from Fleischman to Shamrock, and two-lane Shamrock Way extension from Centerville to Welaunee Boulevard North (includes ROW, construction, stormwater for roadway improvements). Project shall be conditioned upon: (i) reimbursement by developer(s) to Blueprint for any developer(s) required transportation improvements (reasonable repayment timelines would be established); (ii) Any cost (inclusive of right of way) related to the greenway may be used as a direct offset to any developer(s) required transportation improvement costs; (iii) that portion of the project involving land owned by the City of Tallahassee will only require reimbursement if sold and developed privately; and (iv) anticipated developer(s) reimbursements are to be recognized as potential future resources for Blueprint (Exhibit 25).

Project 26, Alternative Sewer Solutions Study: Funding to study and develop preferred options for management alternatives to traditional onsite sewage treatment and disposal systems in the unincorporated areas of Leon County, including the Primary Springs Protection Zone; identify preferred options for responsible management entities, including recommendations for financing and management structures for identified preferred options; recommend regulatory measures; identify other issues related to sewage treatment and disposal system financing (Exhibit 26).

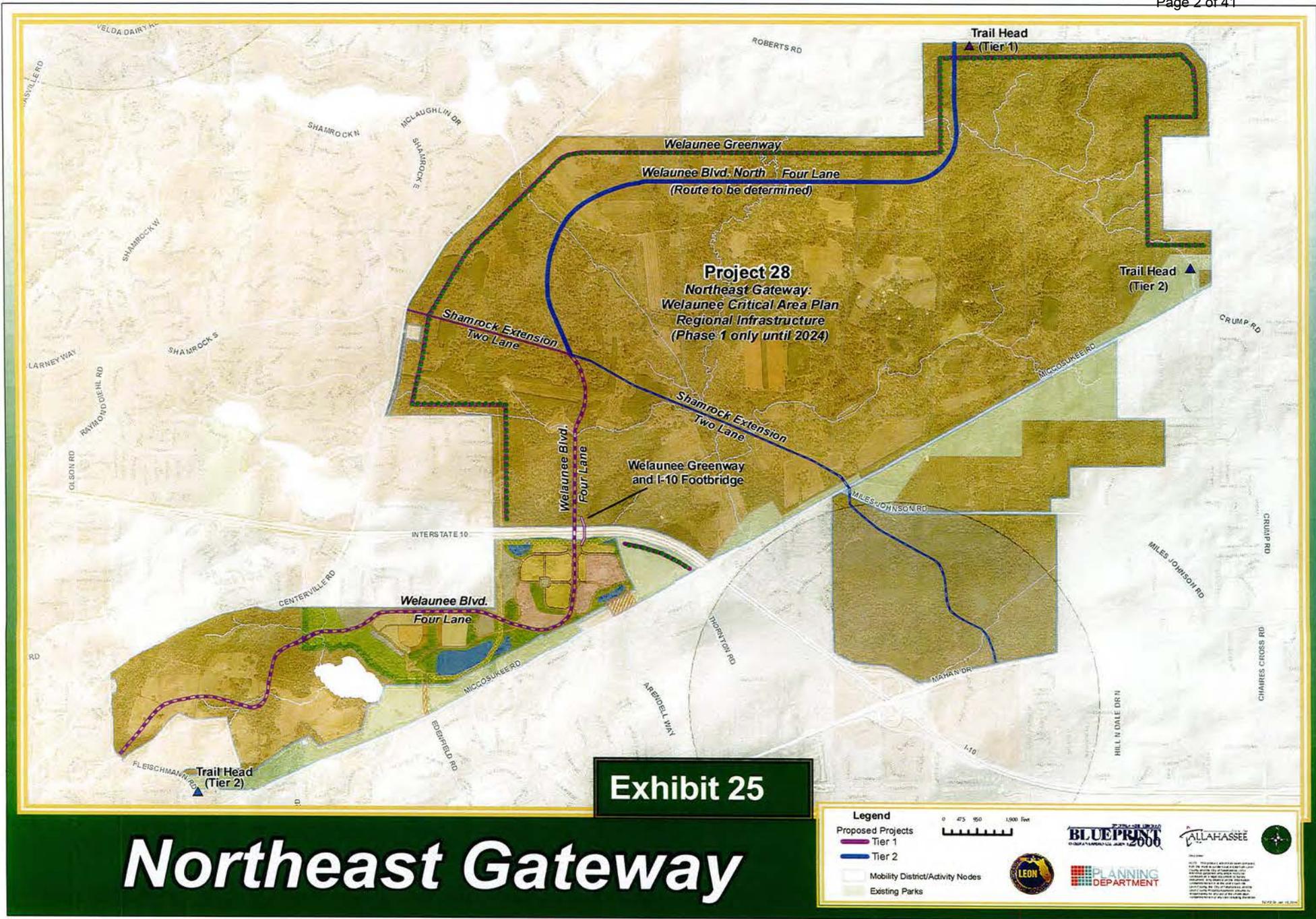


Exhibit 25

Northeast Gateway

Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure: Phase I: Funding to develop Welaunee Boulevard north from Fleischman Road to Roberts Road ~~Shamrock~~, and with a two-lane Shamrock ~~Way~~ Street extension from Centerville Road to Welaunee Boulevard ~~north~~ north (includes ROW, construction, stormwater for roadway improvements). Project shall be conditioned upon: (i) reimbursement by developer(s) to Blueprint for any developer(s) required transportation improvements (reasonable repayment timelines would be established); (ii) Any cost (inclusive of right of way) related to the greenway may be used as a direct offset to any developer(s) required transportation improvement costs; (iii) that portion of the project involving land owned by the City of Tallahassee will only require reimbursement if sold and developed privately; ~~and~~ (iv) anticipated developer(s) reimbursements are to be recognized as potential future resources for Blueprint, and (v) that the Shamrock Street extension open simultaneously, or after, the Welaunee Boulevard connection at Roberts Road. (Exhibit 25, as Amended)

Legend

-  Schools
-  Phase I Rural Road (2-Lanes)
-  Phase I Urban Road
-  Phase I Welaunee Greenway
-  Canopy Development Parcel
-  Urban Service Area
-  Miccosukee Canopy Road Greenway
-  City Of Tallahassee Limits

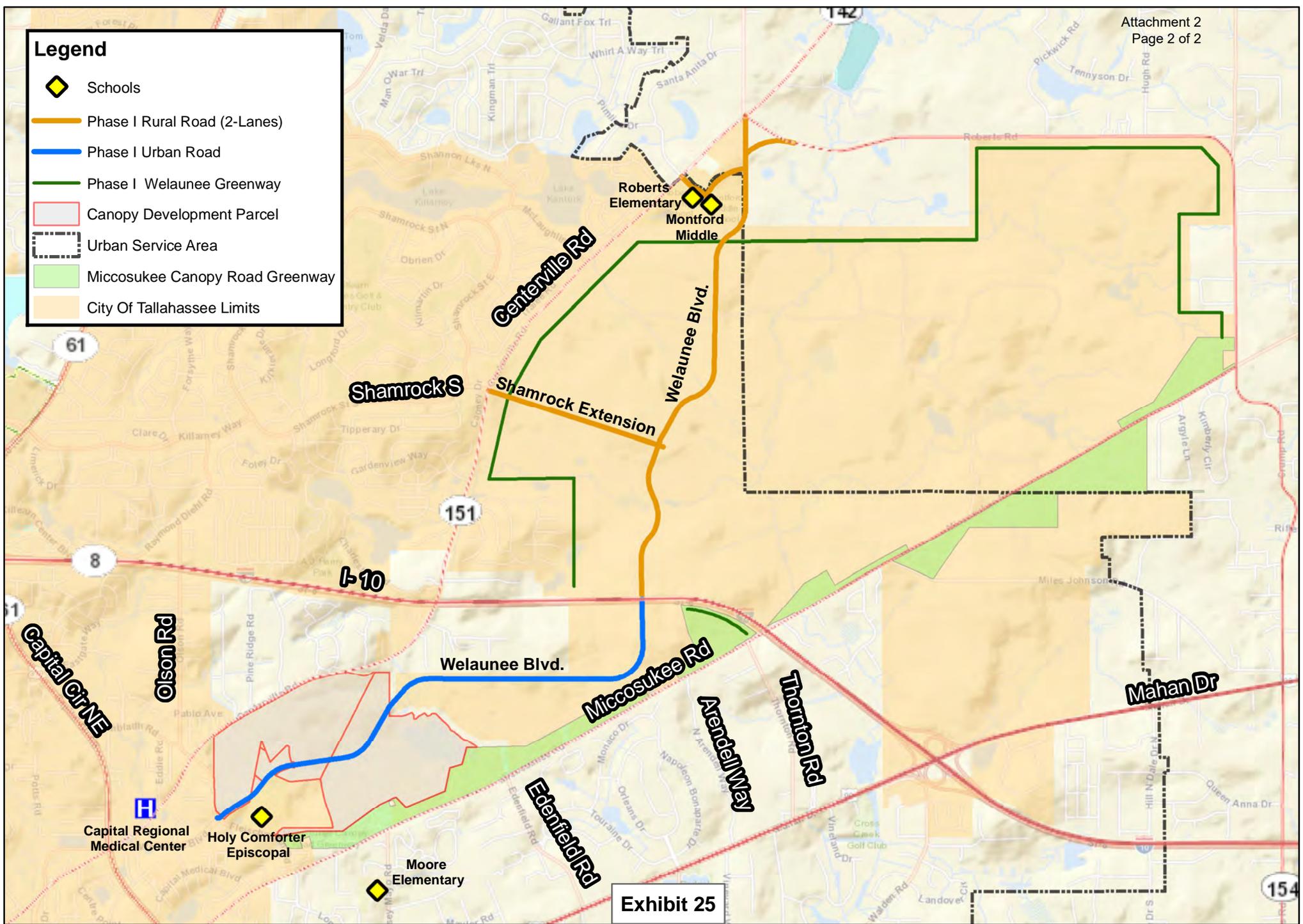


Exhibit 25



Blueprint Intergovernmental Agency Board of Directors Agenda Item #10 December 12, 2019

Title: Acceptance of the Northeast Gateway Status Report and Consideration of the Substantial Amendment Process

Category: General Business / Presentations

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

Lead Staff / Project Team: Benjamin H. Pingree, Director, Department of PLACE
Autumn Calder, Director, Blueprint
Daniel Scheer, Blueprint Design and Construction Manager

STATEMENT OF ISSUE:

This agenda item seeks acceptance from the Blueprint Intergovernmental Agency Board of Directors (IA Board) of the project status report for the Blueprint 2020 Northeast Gateway project. At their September 5, 2019 meeting, the IA Board directed the project team to advance a traffic and cost analysis for multiple roadway corridors for the Northeast Gateway project. As detailed in this item, the Traffic Modeling Analysis has been completed, is presented herein, and includes the evaluation of five logical corridor scenarios. Since the September 5, 2019 IA Board meeting, Blueprint has conducted public outreach including 'pop-up' events at local community events, meeting with interested parties such as Killearn Homes Association (KHA) and their engineering representative (Dantin Consulting), and Keep It Rural, as well as a public meeting on December 3, 2019 attended by approximately 150 citizens to discuss the traffic engineering progress and methodology. Specifically, this ongoing collaboration and sharing of information KHA contributed to KHA's role in the project process and technical analysis.

Considering the public input and project purpose and need, economic benefit, and cost estimates, this agenda item concludes with a recommendation to initiate the substantial amendment process to modify the project description consistent with the roadway corridor to extend Welaunee Boulevard to Roberts Road and the extension of Shamrock Street to Centerville Road, presented as Corridor 1.

Blueprint Intergovernmental Agency Board of Directors Meeting
Item Title: Acceptance of the Northeast Gateway Status Report and Consideration of the
Substantial Amendment Process
Page 2 of 19

FISCAL IMPACT:

This item will have a fiscal impact if the project is amended as recommended. Currently, Corridor 1 – the combined extensions of Welaunee Boulevard to Roberts Road and Shamrock Street, has a construction cost estimate of \$42M, which is within the existing and planned budget allocations (detail is provided on page 11). Future project allocations will come before the IA Board during the annual budget process.

RECOMMENDED ACTION:

Option 1: Initiate the process to significantly amend the project consistent with Corridor 1 – Welaunee Boulevard extends to Roberts Road and the Shamrock Extension. Direct staff to schedule the first public hearing for the Blueprint Citizens Advisory Committee (CAC) meeting on January 16, 2020 and the second and final public hearing for the Blueprint IA Board meeting on January 30, 2020, at which time a supermajority vote will take place to modify the project.

Option 5: Accept the Northeast Gateway status report.

EXECUTIVE SUMMARY:

Consistent with IA Board direction provided at the September 5, 2019 meeting, this agenda item provides a traffic and cost analysis for five roadway corridors for the Northeast Gateway project. The five corridors were evaluated against the project purpose to improve mobility, enhance connectivity, and reduce transportation pressures on surrounding roadways across Northeast Tallahassee and Leon County as well as additional considerations including preliminary cost, neighborhood traffic analysis, current and future land use, economic development expectations, new interstate access, and public input. For example, collaboration with Killlearn Homes Association (KHA) resulted in consensus over the traffic modeling inputs and results. The item concludes with a recommendation for Corridor 1 – the combined extension of Welaunee Boulevard to Roberts Road and the Shamrock Street. The cost estimates, pros, and cons are listed below.

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Option 1: Corridor 1 (RECOMMENDED) – Combined extensions of Welaunee Boulevard to Roberts Road and Shamrock Street. Construction Cost Estimate: \$42M

Pros:

- Best meets the project purpose to relieve traffic pressures on arterial roads from existing, ongoing, and future development
- Best provides relief to community collector roads at all study years
- Maximizes economic benefit of new road construction and future land uses
- Best opportunity for potential new interchange
- Best connectivity
- Maximized opportunity for leveraging State funds for Welaunee Boulevard construction
- Endorsed by KHA on two conditions: full funding of the project and that Roberts Road open first

Cons: Highest cost (however, consistent with original project estimates and within budget) and right-of-way may not be donated at school area.



Option 2: Corridor 2 (original corridor) – Welaunee Boulevard extends over I-10 to Shamrock Extension. Construction Cost Estimate: \$32M

Pros:

- Secures economic benefit of new road construction and some land development
- Supports need for new I-10 interchange
- Provides some relief to most community collector roads at all study years
- Secures economic benefit of new road construction, land development, and new interchange
- Updated cost estimate is less than the budgeted amount

Cons:

- Does not fully meet the project purpose to relieve transportation pressures on arterial roads resulting from existing, ongoing, and future development

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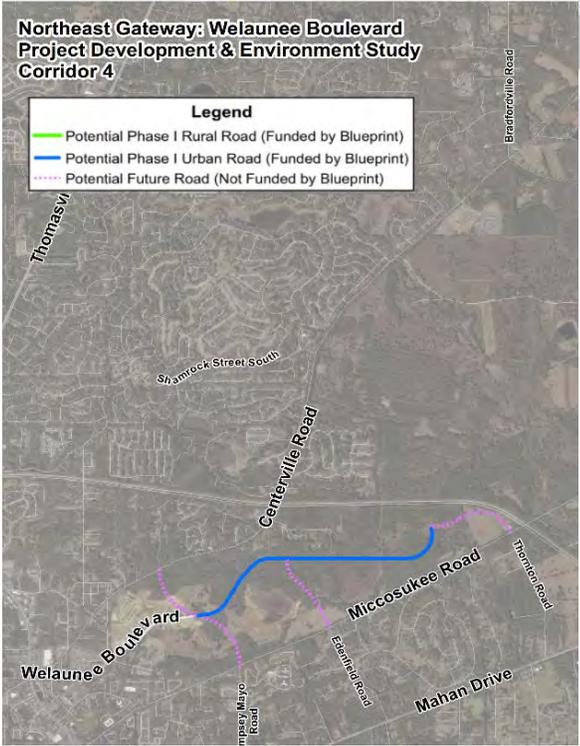
Option 3: Corridor 3 – Welaunee Boulevard extends to Roberts Road. Construction Cost Estimate: \$39M

Pros:

- Meets the project purpose to relieve transportation pressures on arterial roads resulting from existing, ongoing, and future development
- Provides traffic relief to most community collector roads at all study years
- Supports need for new I-10 interchange
- Secures economic benefit of new road construction, land development, and new interchange
- Endorsed by KHA

Cons:

- Higher cost (still within budget)
- Right-of-way may not be donated at Leon County Schools area
- Lower connectivity and pressure relief than recommended Option 1.



Option 4: Corridor 4, Baseline – Welaunee Boulevard extends up to I-10 and connects at Thornton Road & Miccosukee Road. Construction Cost Estimate: \$19M

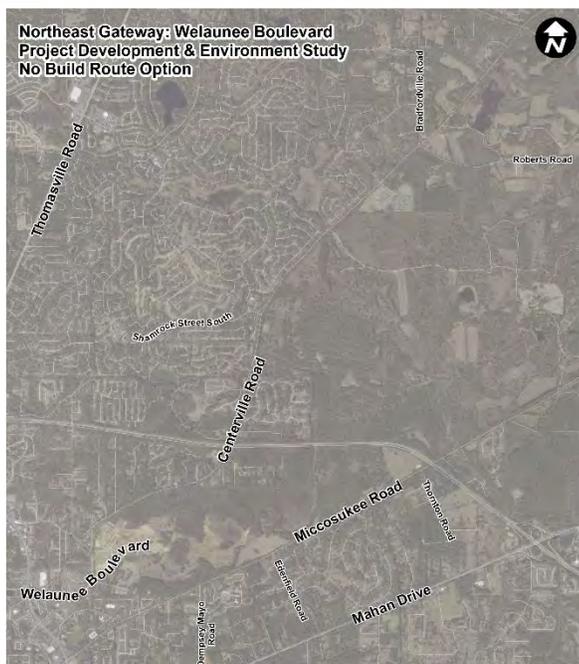
Pros:

- Low cost

Cons:

- Does not meet the project purpose to relieve transportation pressures on arterial roads resulting from existing, ongoing, and future development
- Does not provide relief to community collector roads at all study years
- Does not support need for new I-10 interchange
- Does not secure maximum economic benefit of new road construction, land development, or new interchange

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No Build – Welaunee Boulevard does not extend outside of the Canopy Development District. Construction Cost Estimate: \$0

Pros:

- Zero cost

Cons:

- Does not meet the project purpose to relieve transportation pressures on arterial roads resulting from existing, ongoing, and future development
- Does not support need for new I-10 interchange
- Does not provide relief to community collector roads
- Does not secure economic benefit of new road construction, land development opportunities, or new interchange

SUPPLEMENTAL INFORMATION:

The Northeast Gateway project was identified by the IA Board as a top priority and funded in advance of the receipt of the 2020 sales tax revenue. Since FY2017, approximately \$5M has been allocated to the project. The first step of the project is a Project Development and Environment (PD&E) Study, and the first phase of the PD&E is the traffic modeling analysis. The PD&E Study began in November 2018 and includes analysis of traffic, environment, and social/economic impacts of the major transportation improvement. The PD&E is anticipated for completion in fall 2020. Since the September 5, 2019 IA Board meeting, Blueprint has conducted public outreach including ‘pop-up’ events at local community events, meeting with interested parties such as Killearn Homes Association (KHA) and their engineering representative (Dantin Consulting), and Keep It Rural, as well as a public meeting on December 3 attended by approximately 150 citizens to discuss the traffic engineering progress and methodology.

The current approved project is the construction of Welaunee Boulevard from Fleischman to Shamrock, and two-lane Shamrock extension from Centerville to Welaunee Boulevard. See Attachment #1 for the Northeast Gateway project description and maps as it currently exists. The stated purpose of the Northeast Gateway project is to:

1. Improve regional mobility and enhance connectivity for motorized and non-motorized users.
2. Reduce transportation pressures on surrounding roadways resulting from existing, ongoing, and proposed development on adjacent properties.

The Traffic Modeling Analysis, recently conducted and presented in this report, analyzes how the routes achieved these goals across a broad area in our Northeast region. Moreover, the

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project is needed to provide an alternative route for existing users of Centerville and Miccosukee Roads (two scenic roadways that are locally protected and designated as Canopy Roads), to help accommodate future growth within the Urban Services Area, and alleviate congestion on existing roadway networks within northeast Tallahassee, such as US 319 (Thomasville Road) and US 90 (Mahan Drive). Ongoing and proposed development of the 7,000-acre Welaunee Critical Area Plan, which is nearly entirely located between Centerville and Miccosukee Roads, will result in increased congestion on these two Canopy Roadways, should a new transportation facility not be developed.

Project Phasing Overview

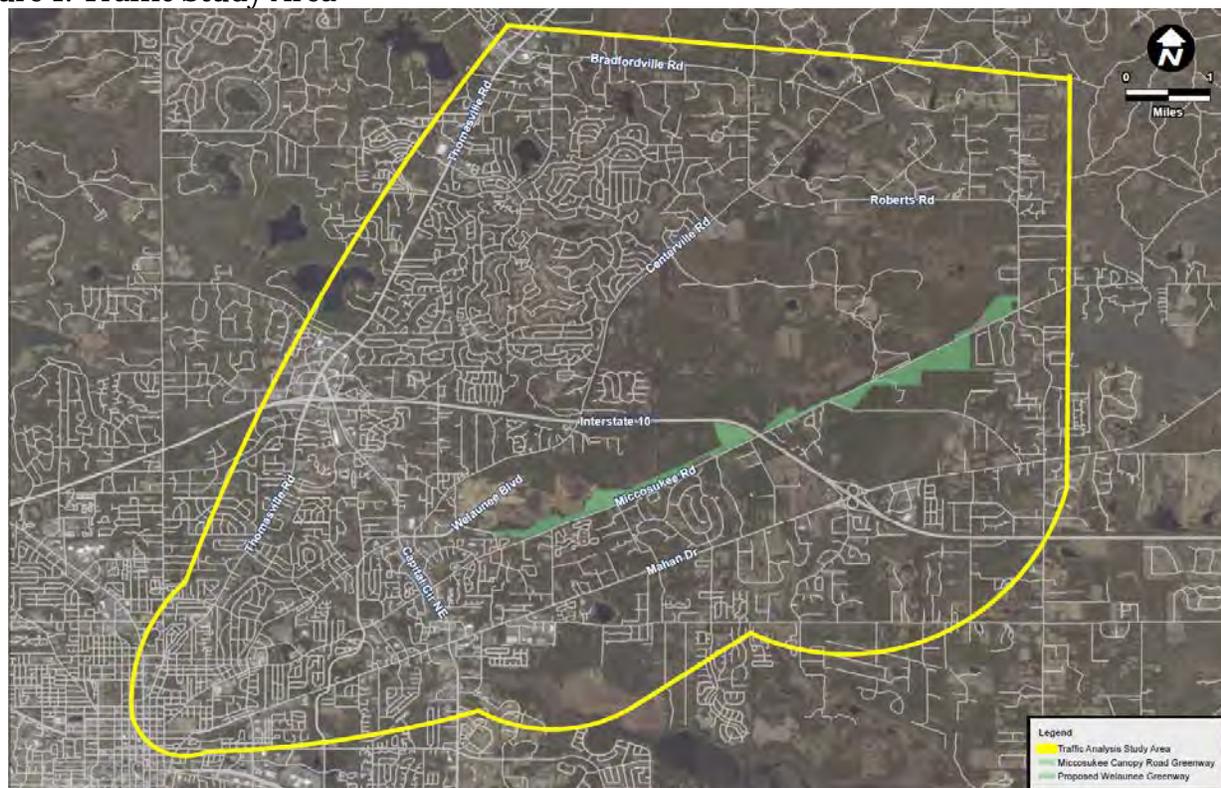
The first phase, PD&E study, began in November 2018 and is anticipated for completion in fall 2020. The PD&E study includes analysis of traffic, environment, and social/economic impacts for major transportation improvements. The second phase, design and permitting, is expected to be completed in 2022 with construction to follow in 2023. The funding strategy for the project is to use sales tax revenues for the PD&E, design, and permitting and apply for a State Infrastructure Bank Loan (SIB Loan) for construction. As approved by the IA Board on December 13, 2018, the design, construction and funding for the portion of Welaunee Boulevard within the Canopy Community Development District (CDD) will be constructed and funded as outlined in the Interlocal Agreement between Blueprint, the City of Tallahassee, and the CDD. A link to the BPIA Agenda Item found at the end of the agenda item:

Traffic Analysis: Modeling

The purpose of the traffic analysis is to model and compare existing and future traffic conditions on the roadway network at the start of the PD&E study as well as to analyze the anticipated future performance of the existing roadway network with and without the proposed Northeast Gateway. The traffic modeling analyses provides Annual Average Daily Traffic (AADT) volume projections for years 2025, 2035, and 2045. This analysis focused on the area around Thomasville Road/Capital Circle NE to the west, Pisgah Church Road to the north, Proctor Road/Crump Road to the east, and Mahan Drive to the south, as shown in general in Figure 1 by the yellow bubble. The goal was to model a broad region of Northeast Leon County to produce robust and reliable results. The modeling analyses are based on the original corridor and the IA Board direction to expand the traffic study to include alternative corridors. The project team evaluated 17 unique, feasible and logical scenarios for Welaunee Boulevard. The Northeast Gateway Traffic Modeling Summary Report is included as Attachment #2.

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Figure 1. Traffic Study Area



The project team’s traffic model methodology and input parameters have been independently reviewed by two major traffic engineering firms (HNTB & Michael-Baker International), see Attachment #3. All peer reviews validated the model leading to a more refined analysis. In addition, the project team has worked with Dantin Consulting, as a KHA engineering representative, to further collaborate on the methodology of the traffic modeling. Initially KHA had 11 key questions and concerns about the modeling methodology and network assumptions. Through deliberate collaboration, consensus was gained for all key questions and concerns. In consultation with the independent peer reviewers, the project team distilled the data for the 17 unique models down to five logical corridor scenarios worthy of evaluating further. The process to reach the five scenarios considered land uses, logical transportation network, development timing, and traffic data. Attachment #4 includes maps of all 5 scenarios.

Five Corridors Considered

- *Corridor 1* – Combined extensions of Welaunee Boulevard to Roberts Road and Shamrock Street.
- *Corridor 2 (original corridor)* – Welaunee Boulevard extends to Shamrock Street Extension.
- *Corridor 3* – Welaunee Boulevard extends to Roberts Road.
- *Corridor 4, Baseline* – Welaunee Boulevard extends up to I-10 and connects at Thornton Road & Miccosukee Road
- *No Build* – Welaunee Boulevard does not extend outside of the Canopy Development District.

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Project Purpose Criteria

For the traffic modeling analysis, the approved purpose and need for the project was consolidated in to five key questions to facilitate comprehension among the many corridors considered.

1. Does the project reduce traffic on Centerville Road in study years?
2. Does the project reduce traffic on Miccosukee Road in study years?
3. Does the project reduce traffic on Thomasville Road in study years?
4. Does the project reduce traffic on Mahan Drive in study years?
5. Does the project support the need for a future I-10 interchange between Centerville Road and Miccosukee Road?

The questions presented above provide measureable criteria for the project's ability to meet the purpose and need with regard to transportation improvements on major, arterial roadways in northeast Tallahassee. Relieves, or reduces traffic, indicates a reduction in transportation pressures on surrounding roadways resulting from existing, ongoing, and proposed development on adjacent properties. By definition, arterial roads are those that allow travel between areas (i.e. residential areas, commercial areas, entertainment districts, etc.) and provide improved mobility to them. The questions above can be answered through a robust traffic modeling analysis, which has been completed for this project and provided as Attachment #2, and summarized in this agenda item. Specifically, each corridor was evaluated against:

- **“Project Purpose Criteria”** were developed from the five key project purpose questions, which are based on the Northeast Gateway purpose and need statement to provide transportation relief on the following primary arterial roads: Thomasville Rd, Miccosukee Rd, Centerville Rd, and Mahan Rd. as well as the contemplation of a future interchange at I-10 and Welaunee Rd. There are up to 5 PPC's.
- **“Significant Enhancements”** further evaluates the improvements to the primary arterial roads in the criteria. Each road is divided into logical segments, a significant enhancement is determined when the majority of road segments are improved within the specified corridor. There are up to 5 SE's.

Modeled traffic volumes by road and corridor are described in detail in the Traffic Modeling Summary Report (Attachment #2), and a matrix summary of the traffic model results is provided in Attachment #6 and summarized in Table 1.

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Table 1. Traffic Analysis Summary

	Project Purpose Criteria / Significant Enhancement		
	2025	2035	2045
Corridor 1 – Welaunee Blvd to Roberts Rd. with Shamrock Connection	5 (PPC) / 2 (SE)	5 (PPC) / 2 (SE)	5 (PPC) / 2 (SE)
Corridor 2 – Original Corridor	5 (PPC) / 1 (SE)	5 (PPC) / 1 (SE)	4 (PPC) / 2 (SE)
Corridor 3 – Welaunee Blvd to Roberts Rd.	5 (PPC) / 1 (SE)	5 (PPC) / 1 (SE)	5 (PPC) / 2 (SE)
Corridor 4, Baseline	4 (PPC) / 0 (SE)	4 (PPC) / 1 (SE)	3 (PPC) / 1 (SE)
No Build	0 (PPC) / 0 (SE)	0 (PPC) / 0 (SE)	0 (PPC) / 0 (SE)

“Green” highlight indicates that all Project Purpose Criteria are met and at least two Significant Enhancements are achieved.

Key Community Roads

In addition, the traffic analysis went beyond the primary five arterial roads and performed an evaluation of each of the five corridors for relief and/or balancing of traffic on “Key Community Roads”. The majority of the roads are classified as “collector” roads. By definition, collector roads serve the dual purpose of mobility and access, classified between local, or neighborhood roads, and higher capacity arterial roads. A typical highway trip begins on a local road and continues on to a collector and then to an arterial. For example, this category includes Bradfordville, Roberts and roads in Killearn Estates, Killearn Acres, and many other residential areas. The traffic analyses include modeling of future traffic on 24 key community roads in the project area, see Attachment #5 for a graphic of the roads with specific date in the Traffic Modeling Report.

Table 2. Traffic Impact Summary on Key Roads

Corridor 1 – Welaunee Blvd to Roberts Rd. with Shamrock Conn.	AADT* Change in Modeled Traffic		
	2025	2035	2045
Bradfordville Road	+1,100	+2,500	+4,000
Roberts Road	-1,600	-9,000	-13,800
Corridor 2 – Orig Project	AADT* Change in Modeled Traffic**		
	2025	2035	2045
Bradfordville Road	+600	-500	+1,000
Roberts Road	-600	-6,400	-12,400
Corridor 3 – Welaunee Blvd to Roberts Rd.	AADT* Change in Modeled Traffic		
	2025	2035	2045
Bradfordville Road	+1,100	+3,000	+4,000
Roberts Road	-1,600	-8,800	-13,400
Corridor 4, Baseline	AADT* Change in Modeled Traffic		
	2025	2035	2045
Bradfordville Road	+600	0	-3,600
Roberts Road	-600	-2,000	-3,500

*AADT is Average Annual Daily Traffic: the average of 24-hour traffic counts collected every day in the year.

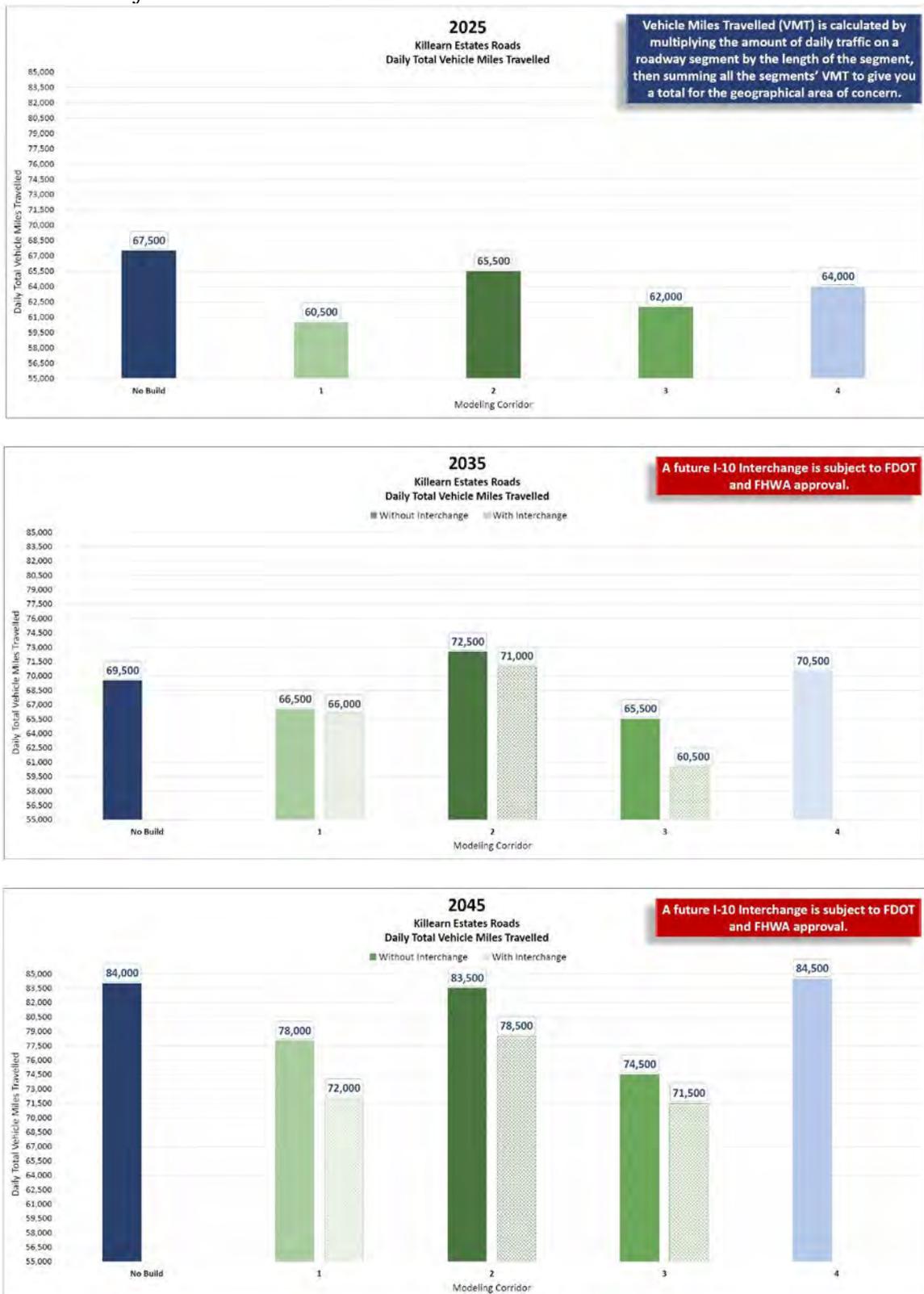
** Change in Modeled Traffic is the cumulative change for all modeled segments of the identified roadway.

“Green” highlight indicates that the identified road shows an overall decrease in modeled traffic.

A summary of modeled vehicle miles travelled on all collector roads in Killearn Estates is presented on the following page in Figure 2.

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Figure 2. Summary of Killearn Estates Roads



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In summary:

- **Corridor 1** consistently meets all five of the project purpose criteria over the three study periods. It also provides two significant enhancements where traffic is reduced for more segments than those where they remain constant or increase. This corridor also best balanced the community collector network of roads by moving traffic from highly utilized roads to underutilized roads. Significant enhancements to the existing transportation network is more evident with Corridor 1. This is primarily supported by the additional connectivity provided by the Shamrock connection between Centerville Road and Welaunee Boulevard.
- **Corridor 2** consistently meets four of the primary project purpose criteria and transportation needs of the project over the three study periods. It also provides a significant enhancement where traffic is reduced for more segments than those where they remain constant or increase. This corridor had limited balancing effect the community collector network of roads by moving some traffic from highly utilized roads to underutilized roads.
- **Corridor 3** consistently meets all the project purpose criteria over the three study periods. It also provides a significant enhancement where traffic is reduced for more segments than those where they remain constant or increase. This corridor is second best at balancing the community collector network of roads by moving traffic from highly utilized roads to underutilized roads.
- **Corridor 4**, Baseline Scenario, consistently meets only three of the five purpose criteria over the three study periods. At most, only one significant enhancement is realized where traffic is reduced for more segments than those where they remain constant or increase. This corridor minimally balanced the community collector network of roads by moving traffic from highly utilized roads to underutilized roads, mainly south of I-10.
- The **No-Build** scenario does not meet the any of the project purpose criteria over the study periods. It does not balance the community collector network of roads by moving traffic from highly utilized roads to underutilized roads. For this reason, it is not recommended for further action by the IA Board.

The traffic engineering objective is to create a better balanced network across the entire community of roads, where traffic is reduced on existing high use roads and increased on existing low-use roads. The modeling analysis of the five corridors revealed varying impacts to the study area roads. Options 1, 2 and 3 did not trigger a need to widen any of the existing roads including Bradfordville Road. Because traffic will shift as a result of community growth as well as a more connected network, as proposed through Corridors 1, 2, and 3, some existing roads may experience increased traffic while others will see a reduction.

Cost Estimates

Project cost estimates have been updated to reflect context appropriate roadway improvements and were derived from the FDOT Cost Per Mile Models for the District 3 region. An additional fifteen percent was added to account for local design preferences that may be above what FDOT would typically include. These will continue to be refined at major project milestones.

For all proposed corridors, the project team recommends that an urban 2-lane typical section facility from the Canopy Development to the south end of the proposed gateway bridge over I-

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10. While it may have medians, conceptually this proposed urban facility would be comparable to the new Franklin Boulevard that we see in our local community. The overpass would be constructed as a 4-lane gateway. The team recommends that the road construction transitions to a 2-lane rural typical-section through the ‘arch’ portion of the project. This rural roadway design intent would be similar to US 319 north near the state line. This configuration also maximizes the ability for the roadway to adjust to the existing natural features found in and around the property as well as minimize initial land disturbing activities. It is also flexible, leaving opportunity for future transportation technology/innovation implementation along this route. All facilities will include a multi-use path adjacent to the road along with an expansive greenway to connect the existing greenways network in the area.

A detailed breakdown of estimated construction costs for the anticipated roadway layout is in Attachment #6 with a summary presented below.

Table 3. Corridor Scenario Cost Summary

Project Budget = \$42M	Corridor 1 Welaunee Blvd to Roberts Rd. with Shamrock Conn.	Corridor 2 Original Shamrock Connection	Corridor 3 Roberts Connection	Corridor 4 Baseline	No Build
Cost (\$ Million)	\$42M	\$32M	\$39M	\$20M	\$0.00
+/- Corridor 2 Cost Estimate	+\$10M	\$0	+\$7M	-\$12M	-\$32M

The 2014 cost estimate for the Northeast Gateway was \$47.3M, however, that number did not account for the bridge over I-10, and therefore the cost estimate was updated with the 2016 funding strategy to \$57.3M to include the overpass. Previously allocated and future allocations identified in the approved 5 year Capital Improvement Program provide \$59M for the project. A total of \$17M has been encumbered or committed to date (PD&E, Design, Utilities, Welaunee Blvd within the CDD, and Dove Pond) leaving \$42M available for the project. All corridors presented in this agenda can be realized through existing and planned budget for the Northeast Gateway project based upon these initial, updated cost estimates. The engineering evaluation provides an update to the roadway character and capacity needs from the 2014 concept. Those two updates are 2-lane urban road south of I-10 (originally 4-lane urban road) saves \$5M; updating the context and size of the road north of I-10 to a 2-lane rural road saves \$5M as well. Note, the project budget includes a State Infrastructure Bank (SIB) loan for \$14.35M in 2022 and \$14.35M in 2024 (\$28.7M total).

Cost estimates are to be updated at every major milestone, such as at the completion of 30% design plans that will be provided at the conclusion of the PD&E. The cost estimates include the construction of the Greenway, which will connect to the existing Miccosukee Greenway and create a 17-mile loop.

With some small exceptions, the right-of-way needed for the project will be donated from the major land owners north and south of I-10, this represents a significant cost savings. The value is estimated at \$3M, based on current land use designations. The donation of right-of-way has

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been committed through the Urban Services-Development Agreement between Powerhouse, Inc and the City of Tallahassee as well as the approved City of Tallahassee Planned Unit Development (PUD).

The future developers of the property surrounding the corridors identified herein would be responsible for planning, designing, and constructing any additional connections that are not considered for IA Board approval in this item. Also under consideration is the potential Blueprint construction of an urban 4-lane typical section facility from the Canopy Development to the south end of the proposed I-10 bridge. Although subject to future City Commission action, to recover the estimated additional \$5M cost of the additional two lanes, the future developer of the City’s property could be subject to concurrency or mobility fees, which could be directed to Blueprint for reimbursement.

Economic Benefits

Roadway Investment

The economic value of a new roadway facility has also been contemplated as part of the overall PD&E effort. The Florida Department of Transportation (FDOT) has commissioned numerous studies on the economic impact of investment in infrastructure on a statewide basis. The FDOT analysis findings from the January 2015 Analysis of Florida’s Transportation Investments show a Benefit-Cost ratio of 4.4, \$4.40 dollars of economic benefit for each \$1.00 invested. This robust FDOT analysis considers commute times, shippers delivering product, visitors traveling to destinations, and consumers patronizing retail establishments. Applying the same ratio the five corridors yields the following estimate of economic benefit:

Table 4. 2015 FDOT Economic Benefit Analysis Summary

	Corridor 1 Welaunee Blvd to Roberts Rd. with Shamrock Conn.	Corridor 2 Original Shamrock Connection	Corridor 3 Roberts Connection	Corridor 4 Baseline	No Build
Cost (\$ Million)	\$185M	\$141M	\$172M	\$88M	\$0.00

I-10 Interchange Economic Impact

Another economic driver for consideration is the potential I-10 interchange at the Welaunee Boulevard crossing. Developments around an urban interchange could include retail establishments like that at the Thomasville Road Market District, potential emergency medical facilities, restaurant establishments, hotels, and other service industries at high-traffic interstate interchanges. Corridors 1, 2, and 3 activate the potential for such an interchange.

The Office of Economic Vitality (OEV) conducted an analysis for comparison, in the 15 years between 2003 and 2018, of commercial uses within a ½-mile radius of the center of existing I-10 interchanges were evaluated, as summarized in the following list.

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- Mahan Drive interchange increased by 411%, with a net increase of over 436,000 SF of commercial uses; the taxable value increased 282% (\$27.9 million).
- The Monroe Street interchange increased by 23%, with a net increase of 185,000 SF commercial uses; the taxable value increased 10% (\$5.9 million).
- Thomasville Road interchange increased by 23%, with a net increase of over 490,000 SF of commercial uses; the taxable value increased 52% (\$81.4 million). Commercial uses around this interchange changed significantly with the investment of the 6-lane corridor.
- Capital Circle NW interchange increased by 8%; with a net increase of over 20,000 SF of commercial uses; the taxable value increased 2% (\$349,000).

Leon County’s four existing interchanges date from I-10’s construction in the 1970s, when Leon County’s population was less than half of what it is today. Bridge and lane widening projects for I-10 in Leon County were completed in 2009. The changes in population and road capacity may support a prospective fifth I-10 interchange.

In Summary, collective development at the four interchanges rose by 35% (1.1 million SF) in 15 years, with an increase in taxable value of 47% (\$115.6 million). The total change in taxable value and square foot of net development is summarized in Table 4 below.

Table 5. Commercial Uses within ½-Mile Radius of Leon County’s I-10 Interchanges, 2003 and 2018*

I-10 Interchange	Taxable Value (\$ millions)		Development (SF millions)		Taxable Value Change	Development Change
	2003	2018	2003	2018		
Mahan Dr. (US 90)	\$9.9	\$37.8	0.11	0.54	282%	411%
Monroe St. (US 27)	\$59.5	\$65.5	0.80	0.99	10%	23%
Thomasville Rd. (US 319)	\$157.4	\$238.8	2.12	2.61	52%	23%
Capital Circle NW (SR 263)	\$14.8	\$15.2	0.23	0.25	2%	8%
Total	\$241.6	\$357.3	3.26	4.39	47%	35%

*Includes hotel/motel, nursing facilities, office, and retail uses. Items may not sum to total due to rounding.
Source: Tallahassee-Leon County Planning Department, Existing Land Use data for 2003 and 2018.

Therefore, based on local conditions, development around an urban interchange in our local community does have substantial positive economic effects in those areas. These significant economic effects in and surrounding interstate interchanges can potentially be realized at a new urban interchange. An interchange at Welaunee Boulevard will be the first new interchange for our surrounding community since the initial construction of the I-10 facility through our area. This development can bring additional temporary and permanent employment in addition to the positive transportation benefits for freight and commuters alike. In 2025, the study anticipates that development south of I-10 will include 814 single family homes, 168 multi-family units, and 550 new jobs. In 2035, south and north of I-10 will development, and the study anticipates, 1,550 single family homes, 905 multifamily units, and 1,879 jobs. The trend for growth continues into 2045. OEV anticipates greater economic impacts should this project lead to a new I-10 interchange and the project team will continue to analyze economic impact as the project

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advances. Based on IA Board action regarding alignment for this project, OEV will also conduct a full economic impact analysis with FSU Center for Economic Forecasting and Analysis.

While an exclusive interchange analysis is not part of the PD&E for this project, it is important to note that a more interconnected transportation network is more favorable for future consideration by Federal Highway Administration and the FDOT for an interchange at the proposed crossing of Welaunee Boulevard over I-10. In addition, providing relief to state roadways or at interstate highway interchanges that are already at or above capacity is favorable. As shown in the traffic modeling report, Corridor 1 and Corridor 3 provide the most relief to the congested Thomasville Road/I-10 interchange and therefore maximize the potential for a new interchange at Welaunee Boulevard. Following discussions with FDOT District 3 about the future Interchange Justification Report, Corridor 1 offers the most interconnected transportation system of the corridors and pulls the most traffic off Thomasville Road, which provides the best justification for construction of a new interchange. In addition, the No Build and Corridor 4, Baseline do not include the I-10 overpass making it very unlikely that an interchange would be considered, and Corridor 2 and Corridor 3 do not provide the highest level of connectivity in order to pull as significant amount of the regional traffic away from Thomasville Road as Corridor 1.

Investing in transportation infrastructure does have an economic impact as shown through the FDOT benefit cost ratio, and an interchange could have a significantly positive economic impact. In addition, moving forward a corridor that provides the greatest relief to the state roads increases the potential for leveraging local sales tax revenues with state dollars.

Public Outreach Update

The public engagement for the project began with a kickoff meeting held on March 11, 2019, and more than 250 community members attended. Based on the direction of the IA Board at the September 5, 2019 meeting, Blueprint expanded the public outreach effort to include 'pop-up' events at local community gatherings and also a traffic modeling information session that was held on December 3, 2019. The project team has received more than 250 comments to date and will continue to receive and respond to comments until completion of the PD&E Study.

Public Outreach Events:

- Project Kickoff Meeting – Holy Comforter Episcopal School
- 'Pop-Up' Events (North-Town Getdown x2, Tallahassee Farmer's Market, Tallahassee Heights United Methodist Church Pumpkin Patch)
- Door-to-door walk and mail-out along Pemberton Road for the noise study
- Traffic Modeling Information Session – Montford Middle School
- Grow Tallahassee – Midtown Area

Attachment #7 is a compilation of the public comment cards received as of December 6, 2019 at or following the December 3, 2019 Traffic Modeling Information Session. An overall general summary of public comments received since the September 5, 2019 IA Board meeting is presented in the following list.

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- Concern for the impacts to Killlearn with the Shamrock Extension to the new Welaunee Boulevard
- Concern for the character of the 'rural' community around and north of Roberts Road
- Safety of bicyclists and pedestrians at round-about intersections
- Potential impacts of the proposed connection to Killlearn with respect to property values
- Concerns that the project is "developer driven."

Targeted Collaboration with Primary Stakeholders

Blueprint staff is actively coordinating and collaborating with multiple public and private entities including the following groups.

- KHA and their traffic engineering representative Dantin Consulting, for the traffic model development and validation. These meetings focused on the technical review of the modeling inputs and resulted in agreement of the model parameters (land use, network, development timing, etc.). The ongoing collaboration and sharing of information contributed to KHA's role in the project process and technical analysis. Following the traffic modeling information session, the KHA Board submitted a letter outlining their endorsement, see Attachment #8 for the KHA letter, and summarized below:
 - Direct staff to initiate the substantial amendment process for Roberts Road only, or
 - Direct staff to initiate the substantial amendment process for Roberts and Shamrock Street, on two conditions: that the project be fully funded, and that Roberts Road open first.
- Keep it Rural (KIR) to discuss transportation network improvements in rural areas
- Property owners north and south of I-10 to provide input into the Welaunee Boulevard roadway corridor and connections.
- Florida Department of Transportation District 3 leadership on project impacts/benefits to state owned facilities.
- Panhandle Archaeological Society of Tallahassee to proactively identify potential historical and archaeological assets.
- Buckhead Homeowners Association on items related to the potential interchange.
- City of Tallahassee Underground Utilities and Public Infrastructure and Leon County Public Works for concerns expressed within the existing transportation network that fall outside the project area.

SUBSTANTIAL AMENDMENT PROCESS:

The Second Amended and Restated Interlocal Agreement (Interlocal Agreement), which became effective in 2015, provides that 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. Significantly changing the project description to eliminate the Shamrock extension or add the Roberts Road extension

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(as proposed in Corridors 1 and 3) would constitute an amendment to the project description in the Exhibit II of the Interlocal Agreement.

Should the IA Board approve staff's recommendation for Corridor 1 and determine that modifying the Northeast Gateway project description is necessary to meet the purpose and need of the project, then the substantial amendment process to change the project description is necessary. If the IA Board approves either Corridors 1, or 3, staff will proceed with scheduling the two public hearings. The first public hearing can be held at a Blueprint Citizens Advisory Committee (CAC) meeting. The next scheduled CAC meeting is January 16, 2020. The second and final public hearing can be scheduled for the next IA Board meeting on January 30, 2020. Immediately following the public hearing, and on the same day, with consideration of the TCC, CAC, and IMC recommendations, the IA Board can call for votes to amend the project description consistent with the selected project corridor. These actions would be compliant with the Interlocal Agreement and existing IA Board Bylaws.

RECOMMENDATION AND NEXT STEPS:

Recommendation:

The recommendation is to initiate the process to significantly amend the project description consistent with the roadway corridor to extend Welaunee Boulevard to Roberts Road and the Shamrock extension to Centerville Road, presented as Corridor 1. The development of corridor scenarios from an initial 'line on a map' to identified study corridors are a natural progression of the traffic engineering process. While starting with a single proposed corridor, the traffic modeling can create scenarios that expand to multiple corridors requiring analysis leading the project team to the most suitable solution for the project during the initial project development phase, including PD&E. The modeling and synthesis of the data requires multiple internal, yet independent, reviews prior to finalizing any recommendations. This data driven analysis of the primary project purpose, in addition to other important factors such as the construction cost, overall community traffic analysis, current and future land use, economic development expectations, new interstate access, and public input results in the recommendation of Corridor 1 as the Northeast Gateway project. The technical analysis shows that Corridors 1 and 3 both meet the purpose and need to improve mobility, enhance connectivity, and reduce transportation pressures on surrounding roadways while effectively balancing all the items investigated for the Northeast Gateway project, however, Corridor 1 best meets the criteria. Both Corridor 1 and 3 provide relief to surrounding roadways to support a potential new interchange at I-10, but Corridor 1 provides the best connectivity, which maximizes the support for a new interchange at I-10/Welaunee Boulevard. Corridor 1 has the highest cost estimate (\$3M higher than Corridor 3), however, due to the enhanced connectivity, it has the greatest potential for leveraging local sales tax revenues with state dollars resulting from direct relief of the strained state transportation network.

Next Steps:

Should the IA Board move forward with any corridor other than the No Build, staff will continue with the PD&E Study. The next step of the PD&E is to take a more detailed look at the traffic conditions by forecasting and evaluating hourly directional traffic volumes and intersection operations. These further operational analyses are the basis for the development of roadway and

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intersection operational elements, such as turn lanes and roundabouts. The operational analyses also provides an opportunity to evaluate specific concerns expressed by citizens regarding construction phasing, safety, traffic calming, aesthetics and peak hour congestion. Blueprint also commissioned a noise study to analyze the extent of potential noise generated by a new interchange. A public meeting to discuss the results will be held after the December 12, 2019 IA Board meeting. Design and permitting, is expected to be completed in 2022 with construction to follow in 2023. The funding strategy for the project is to use sales tax revenues for the PD&E, design, and permitting and apply for a State Infrastructure Bank Loan (SIB Loan) for construction. Staff will continue to coordinate with the Canopy Development District (CDD) on construction of the portion of Welaunee Boulevard within the CDD.

Action by the TCC and CAC: The TCC did not receive this agenda item but did receive the Traffic Modeling Summary Report to review. The TCC also received an informational presentation on the Report at their December 2, 2019 meeting. The CAC did not receive this agenda item but did receive the Traffic Modeling Summary Report to review as well as the KHA letter. The CAC also received an informational presentation on the Report at their December 5, 2019 meeting. Discussion by the CAC included coordination with KHA since the last meeting, increased connectivity provided by Corridor 1, and staff's confirmation that the Shamrock Extension could be opened commensurate with or after the Roberts Road connection. The CAC voted to accept the Traffic Modeling Summary Report as provided to the CAC, support the position of the KHA Board as outlined in their December 3, 2019 letter. The vote total was seven votes in favor of the motion, three votes in opposition, and one abstention due to voting conflict.

OPTIONS:

- Option 1: Initiate the process to significantly amend the project consistent with Corridor 1- Welaunee Boulevard extends to Roberts Road and the Shamrock Extension. Direct staff to schedule the first public hearing for the Blueprint Citizens Advisory Committee (CAC) meeting on January 16, 2020 and the second and final public hearing for the Blueprint IA Board meeting on January 30, 2020, at which time a supermajority vote will take place to modify the project.
- Option 2: Authorize the continuation of the PD&E process consistent with Corridor 2 (*original corridor*) – Welaunee Boulevard extends to Shamrock Extension.
- Option 3: Initiate the process to significantly amend the project consistent with Corridor 3 – Welaunee Boulevard extends to Roberts Road. Direct staff to schedule the first public hearing for the Blueprint Citizens Advisory Committee (CAC) meeting on January 16, 2020 and the second and final public hearing for the Blueprint IA Board meeting on January 30, 2020, at which time a supermajority vote will take place to modify the project.
- Option 4: Initiate the process to significantly amend the project consistent with the Corridor 4, Baseline – Welaunee Boulevard extends up to I-10 and connects at Thornton Road and Miccosukee Road. Direct staff to schedule the first public hearing for the

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Blueprint Citizens Advisory Committee (CAC) meeting on January 16, 2020 and the second and final public hearing for the Blueprint IA Board meeting on January 30, 2020, at which time a supermajority vote will take place to modify the project.

Option 5: Accept the Northeast Gateway status report.

Option 6: IA Board Direction.

RECOMMENDED ACTION:

Option 1: Initiate the process to significantly amend the project consistent with Corridor 1 – Welaunee Boulevard extends to Roberts Road and the Shamrock Extension. Direct staff to schedule the first public hearing for the Blueprint Citizens Advisory Committee (CAC) meeting on January 16, 2020 and the second and final public hearing for the Blueprint IA Board meeting on January 30, 2020, at which time a supermajority vote will take place to modify the project.

Option 5: Accept the Northeast Gateway status report.

Attachments:

1. Northeast Gateway Project Description
2. Northeast Gateway: Traffic Modeling Summary Report
3. Traffic Model Peer Reviews
4. Maps for the Five Corridor Scenarios
5. Northeast Gateway – Arterial & Collector Study Area Map
6. Northeast Gateway: Summary Matrix and Construction Cost Comparison
7. Public comments from the Traffic Modeling Information Session
8. Killlearn Homes Association 12/3/2019 Project Letter

Link to IA Board item regarding the CDD Agreement:

(<http://go.boarddocs.com/fla/talgov/Board.nsf/goto?open&id=B78UW57DFD92>)

(includes ROW, construction, and stormwater for roadway improvements)
(Exhibit 24).

Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure

Phase I: Funding to develop Welaunee Boulevard from Fleischman to Shamrock, and two-lane Shamrock Way extension from Centerville to Welaunee Boulevard North (includes ROW, construction, stormwater for roadway improvements). Project shall be conditioned upon: (i) reimbursement by developer(s) to Blueprint for any developer(s) required transportation improvements (reasonable repayment timelines would be established); (ii) Any cost (inclusive of right of way) related to the greenway may be used as a direct offset to any developer(s) required transportation improvement costs; (iii) that portion of the project involving land owned by the City of Tallahassee will only require reimbursement if sold and developed privately; and (iv) anticipated developer(s) reimbursements are to be recognized as potential future resources for Blueprint (Exhibit 25).

Project 26, Alternative Sewer Solutions Study: Funding to study and develop preferred options for management alternatives to traditional onsite sewage treatment and disposal systems in the unincorporated areas of Leon County, including the Primary Springs Protection Zone; identify preferred options for responsible management entities, including recommendations for financing and management structures for identified preferred options; recommend regulatory measures; identify other issues related to sewage treatment and disposal system financing (Exhibit 26).

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Date
12/02/19

To
Dan Sheer, PE BluePrint



CC
David Crombie, PE HNTB/Tallahassee

From
Daniel J. Beaty, AICP/Tallahassee

Memorandum

Subject: Peer Review of Northeast Gateway: Welaunee Boulevard – Task 1: Review of Modeling and Forecasting

Mr. Dan Sheer,

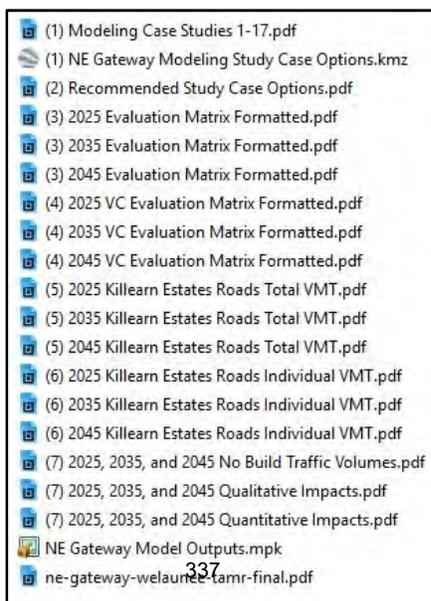
HNTB was asked to perform a Peer Review of the BluePrint Intergovernmental Agency’s (BluePrint IA) *Northeast Gateway: Welaunee Boulevard* project. The scope for this work is divided into the following 3 tasks:

- Task 1: Modeling and Forecasting
 - a. Sub-area validation of network and Traffic Analysis Zone (TAZ) data for opening year 2025 & 2045
 - b. Model outputs review
 - c. Proposed growth rates
- Task 2: Level of Service Analysis for Build and No-Build Scenarios
- Task 3: Draft PTAR Review

This memo focusses on Task 1 Modeling and Forecasting and its 3 sub-tasks only.

The files in *Figure 1* were obtained from Kimley Horn and Associates (KHA) on 11/18/19 for this review and are provided in a separate “ZIP” file entitled “*HNTB_NE Gateway Modeling - Peer Review.zip*”.

Figure 1: Files



Sub-area Validation of Network and TAZ data for 2025 & 2045

In order to fully understand the approach taken for traffic forecasting for this project, the Traffic Analysis Methodology Report (TAMR) entitled “*ne-gateway-welaunee-tamr-final.pdf*” was reviewed before looking at anything else. Along with the TAMR, the ArcGIS map package files located in the “*NE Gateway Model Outputs.mpk*” file were also reviewed and served as the primary data for the model review.

We began our review of the travel demand modeling by looking at the adopted Capital Region Transportation Planning Agency’s (CRTPA) 2007 base year travel demand model that was used for this project. We found the model to be validated within appropriate ranges in the project area in Killlearn Estates and the surrounding area along Thomasville Road and Centerville Road north of I-10. Thomasville Road from Killarney Way south to Maclay Commerce has a Volume to Count ratio (VC) of 1.55 but then returns down to 0.95 just north of I-10. Centerville Road north of Pimlico Drive also has a VC of over 1.5 but then returns to 1.15 just a few model links to the north.

Most of the VCs in the area are between 0.80 to 1.15. Miccosukee Road and Welaunee Boulevard don’t have good traffic count coverage in the 2007 model with Miccosukee Road only having 1 traffic count location at I-10 and none on the existing Welaunee Boulevard/Centerville Road near Capital Circle NE. Despite the lack of counts on Miccosukee Road and Welaunee Boulevard, the model performs very well in the study area.

A review of the updated socio-economic data described in the TAMR was not done as we didn’t have the input model files.

Model Output Review

Review of the model output was done using the loaded model networks in GIS for the years 2025, 2035 and 2045 for each of the 17 scenarios at a general level and the following 4 options in more detail.

- No-Build
- Option 1
- Option 2
- Option 3
- Baseline (Option 17)

Through our analysis of the model files, the evaluation matrix files (files with a (3) or (4) before them) and the No-Build Volumes/Qualitative/Qualitative Impacts (files with a (7) before them) for each scenario by year we have concluded that the comparisons are valid and reasonable with respect to the distribution of and changes in traffic by year and scenario. We also agree with the reduction of scenarios from 17 to 4 as shown in the “(2) Recommended Study Case Options.pdf” file.

A review of files beginning with the numbers (5) and (6) in Figure 1, show the Vehicle Miles of Travel (VMT) for the Killlearn Estates Roads. Most of the data seem reasonable except for the year 2035 No-Build scenario. The 2035 VMT are very close the 2025 VMT. When showing data to others, we recommend not showing the 2035 as it could cause the focus to shift to only the 2035 traffic. The 2025 and 2045 VMT seem very reasonable and are a good measure of the

effects of the alternatives on traffic and should be used when explaining the project and its benefits to the public.

Proposed Growth Rates

Growth rates based on historical traffic growth on 7 FDOT count stations from 2012 to 2017 were presented in the TAMR as well as growth rates derived from the University of Florida’s Bureau of Economic and Business Research (BEBR). The BEBR 2018 publication was used to analyze Leon County population for 2017, 2025, 2030, 2035, 2040 and 2045 for Low, Medium and High projections. No recommendations for a growth rate(s) are presented in the TAMR.

Page 5 of the TAMR shows the calculated average compound annual growth rate for the 7 FDOT count stations to be 1.05%. Using the BEBR medium data from Table 1, (BEBR medium projections are used unless there are extenuation circumstances) we see growth rates from 0.92% to 0.64%. This growth shows a slowing of population growth over the 20-year period.

Table 1: BEBR Population Projections for Leon County

2017 Population	Projection	2025		2030		2035		2040		2045	
		Pop.	Growth								
287,899	Low	285,200	-0.12%	287,100	-0.02%	287,100	-0.02%	285,000	-0.04%	282,400	-0.07%
	Medium	309,900	0.92%	320,900	0.84%	330,000	0.76%	337,300	0.69%	344,100	0.64%
	High	333,300	1.85%	354,900	1.62%	374,600	1.47%	392,900	1.36%	411,400	1.28%

Given this data, a compound annual growth rate between 0.77% (the average of the 5 time periods from Table 1 above) and 1.05% from the historical traffic count analysis should be used. It should be noted that this analysis and recommendation does not include any inclusion of the travel demand model growth rates. Typically, growth rates used for this type of project are at least 1.00% even if the outcome of the data analysis shows lower growth. The exceptions to this are in areas that are excepted to see very little growth as a result of already being built out and having no redevelopment opportunities.

Please let us know if you have any questions or would like to discuss this further.

Thanks,

Daniel J. Beaty, AICP
Chief Planner, HNTB

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Project Memorandum

To: Daniel Scheer, PE
Blueprint Project Manager – Northeast Gateway/Welaunee Boulevard

From: **Michael Baker International**
Jeff Roberts, PE, Associate Vice President
Jamie Sloboden, PE, Director of Traffic Engineering

Date: September 26, 2019

RE: Northeast Gateway/ Welaunee Boulevard
Peer Review of Traffic Modeling Methodology Dated September 2019 DRAFT

Upon Blueprint request, Michael Baker International performed a review of the September 2019 Draft Traffic Modeling Methodology Report and supporting documentation prepared by Kimley-Horn and Associates (NE Gateway Consultant). The goal of this review is to determine if the acceptable approaches were taken and to scan the veracity of the results.

Our team received the following documents provided by the NE Gateway Consultant:

- 9/3/19: NE Gateway Traffic Modeling Methodology Report (DRAFT)
- 9/4/19: Copy of NE Gateway Consultant Scope of Services and Traffic Analysis Methodology Report dated January 2019 (FINAL)
- 9/6/19: Conducted phone meeting with NE Gateway Consultant to discuss work product. Received two (2) Traffic Modeling Scenarios Matrices for AADT and Growth Comparisons

The following summarizes our findings and offers recommendations for Blueprint and the NE Gateway Consultant to consider moving forward.

Comment 1:

Provide sub-area model calibration results consistent with FDOT traffic modeling handbook requirements.

Justification:

The defined modeling approach identified in the Traffic Modeling Methodology Document was to utilize the available regional demand model to conduct several network scenarios to determine the impact of any proposed new connections on neighborhoods and other existing roadways. The regional demand model is

an appropriate tool for testing the relative impacts of different network and lane call scenarios. However, to ensure the validity of these results, there are model requirements, primarily model calibration/validation of the sub-area, which should be verified prior to evaluating any proposed alternatives.

The September 2019 DRAFT report discussed “Model Validation” steps; however, the content of that section discussed confirmation of land use assumptions and model assumptions for future year networks, but did not reflect model validation for actual current conditions of the sub-area. A meeting was held with the NE Gateway Consultant on September 6, 2019 to confirm this methodology. Through this discussion, it was confirmed that the basis of the analysis starts with the assumption that the last regional model “validation” in 2007 was acceptable for this study. This may in fact be true; however, a regional validation is performed to ensure that the region reflects total number of trips, and traffic on major roads, it is not always accurate for a given sub-area, which is why sub-area validation is typically an important 1st step before conducting future year build alternatives analysis. Therefore, some form of sub-area validation/calibration is recommended. In our opinion, we have no confirmed evidence from documentation provided to us that supports whether this sub-area is valid or not; however, there may be ongoing work by the NE Gateway Consultant or previous sub-area validation studies that we are not currently aware of.

Comment 2:

Provide summary comparison tables within the final report for each alternative scenario under consideration.

Justification:

The future year networks and alternatives presented by the Consultant’s analysis are numerous. It will be important that comparison tables be prepared to make it easily understood what the benefits are to different alternatives. Some tables (not included in the methodology document) were shared after we held discussions. These types of tables will be important for future readers of these results.

Comment 3: Conduct Post-Processing for future forecast results

Justification:

As of the time of this review of the Traffic Modeling Methodology Draft Document dated September 2019, the model results contained in the report are considered “raw”, meaning they are straight outputs taken from the regional model. While these results are useful in comparing alternatives, they may not reflect “actual” forecasts. We recommend that post-processing of forecasts be included. This ties into the model validation, post processing procedures to account for model error by taking the differences in the base year and applying to future years.

As these results go to public scrutiny, this information could be misleading. For example, a model result could show Road "X" at 10,000 vpd but based on a model error 2,000 vpd the forecast volume should be 8,000 vpd (10,000-2,000). This is an overly simplistic example, however given the nature of roads and constituencies being affected these minor differences in traffic volume results will matter and may become a source of challenge.

In summary, based on our review of the draft documentation provided by the NE Gateway Consultant, we recommend the following considerations:

- Establish screen line and cut lines that are universal for model validation and comparisons of alternatives
- Base year sub-area model validation: At a minimum, a comparison of ground counts to model outputs should be made at the screen line and cut line level. A determination should then be made if further calibration to the demand model must be conducted.
- A Post processing method should be developed and incorporated into the final report.

Next Steps:

A review of the actual model files and direct model outputs has not been conducted to confirm that network coding reflects the report documentation. Once the NE Gateway Consultant conducts sub-area validation and post-processing, the model files should be reviewed for concurrence with the written study.

Additionally, review of model results should be conducted after further work products are prepared and/or responses and additional information is provided by the NE Gateway Consultant. Until the validation is conducted of the base model, it will be difficult to ascertain the reasonableness of the forecasted future condition results.

Please contact our office if you have any questions regarding these recommendations.

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Legend

- Potential Phase I Rural Road (Funded by Blueprint)
- Potential Phase I Urban Road (Funded by Blueprint)
- - - - - Potential Future Road (Not Funded by Blueprint)
- Proposed Welaunee Greenway



Corridor	Description
No Build Scenario	Existing roadway network without the proposed improvements.
1	Extend Welaunee Boulevard north over I-10 to connect at the existing intersection of Centerville Road and Roberts Road as well as extend Shamrock Street to connect with Welaunee Boulevard.
2	Extend Welaunee Boulevard north over I-10 to connect with an extension of Shamrock Street.
3	Extend Welaunee Boulevard north over I-10 to connect at the existing intersection of Centerville Road and Roberts Road.
4	Extend Welaunee Boulevard to connect with an extension of Thornton Road, south of I-10.

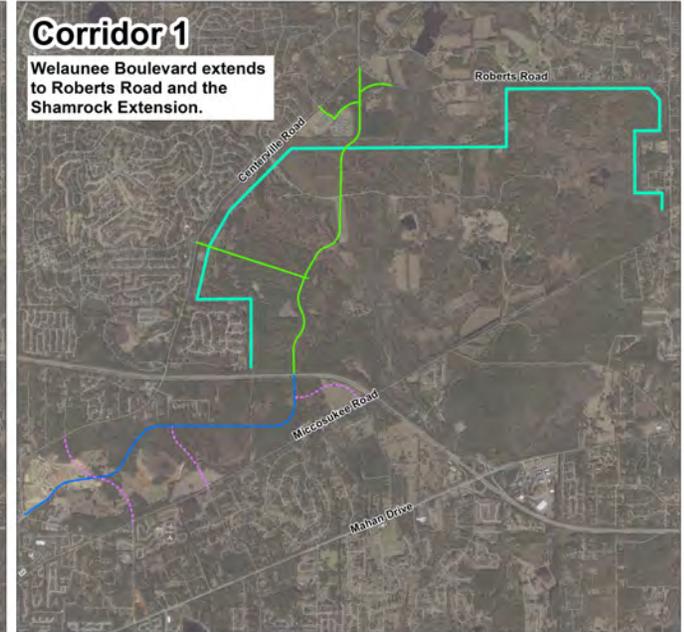
No Build Scenario

Welaunee Boulevard does not extend outside of the Canopy Development District.



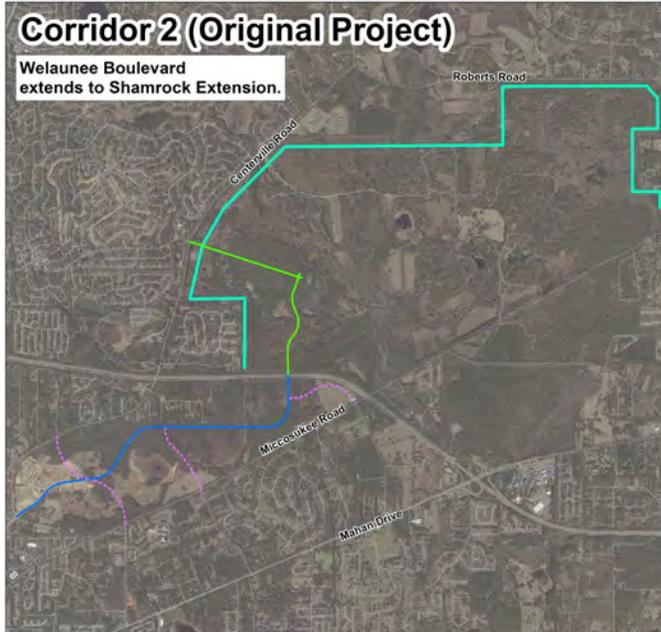
Corridor 1

Welaunee Boulevard extends to Roberts Road and the Shamrock Extension.



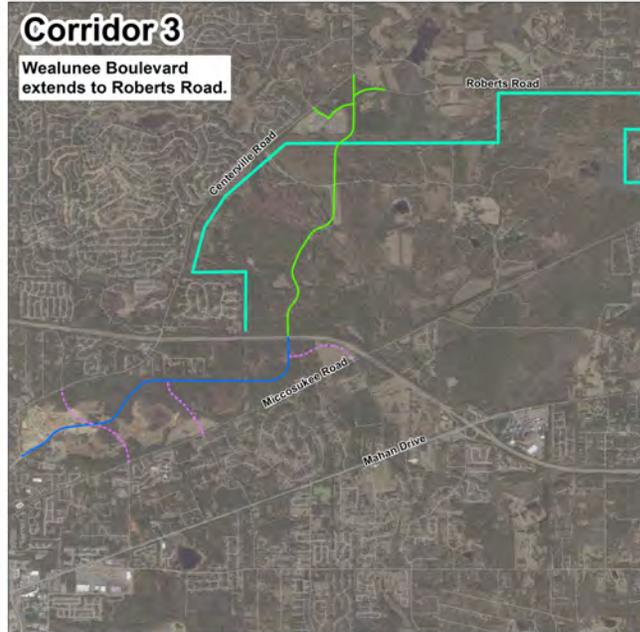
Corridor 2 (Original Project)

Welaunee Boulevard extends to Shamrock Extension.



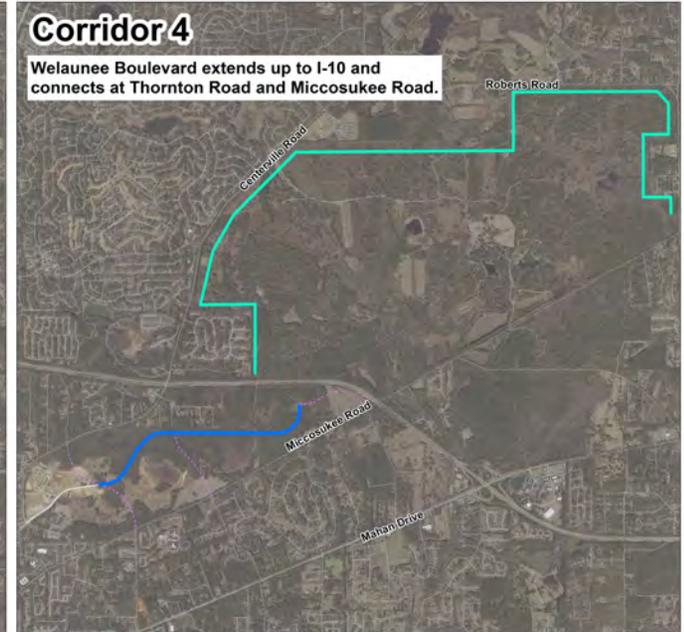
Corridor 3

Welaunee Boulevard extends to Roberts Road.

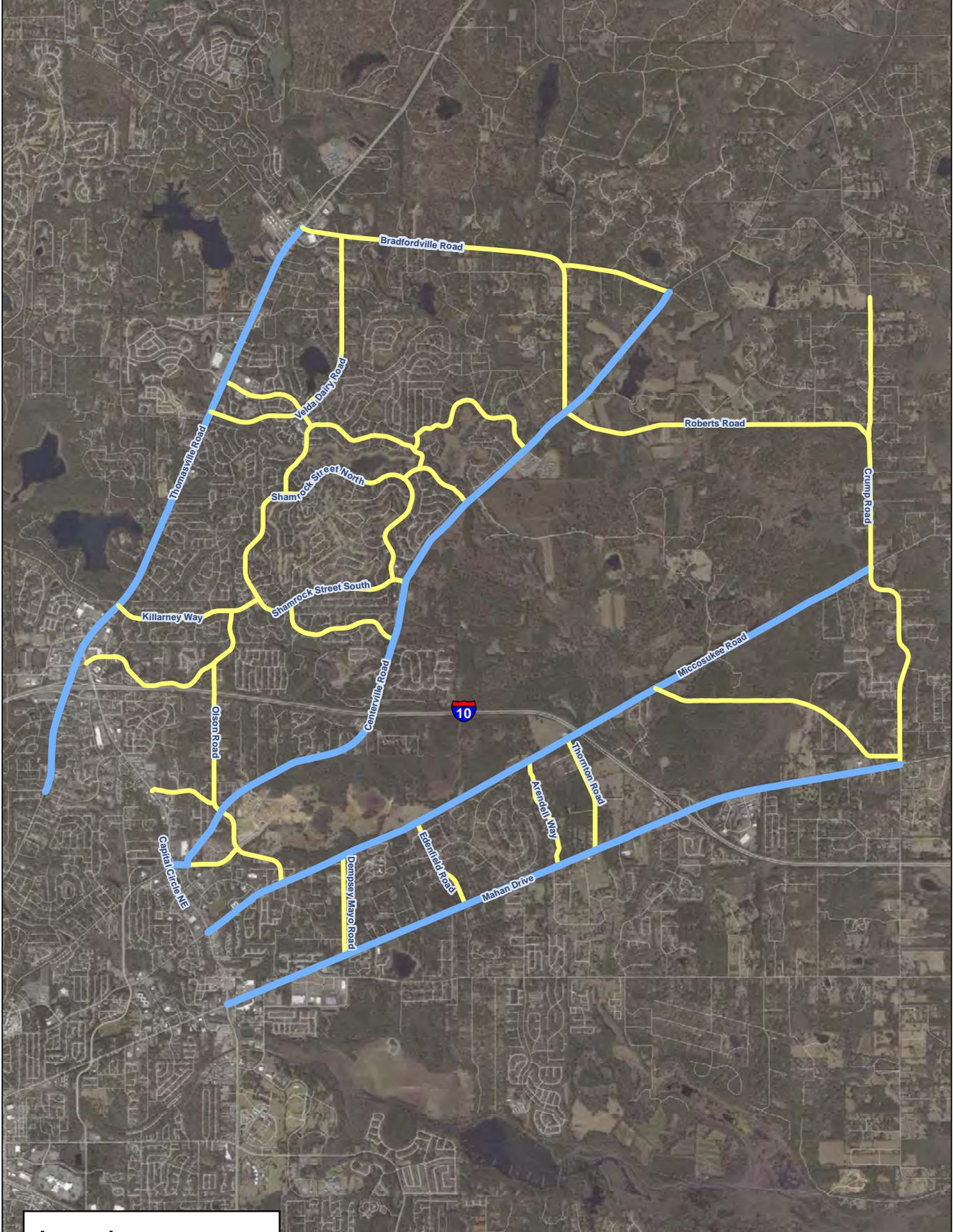


Corridor 4

Welaunee Boulevard extends up to I-10 and connects at Thornton Road and Miccosukee Road.



Northeast Gateway: Welaunee Boulevard Project Development and Environment Study Traffic Modeling Study Segments



Legend

- Community Collectors
- Arterials of Primary Focus

Purpose and Need

The purpose of the project is to improve regional mobility and enhance connectivity for motorized and non-motorized users. In addition, the Northeast Gateway will reduce transportation pressures on surrounding roadways resulting from existing, ongoing, and proposed development on adjacent properties.

The project is needed to provide an alternative route for existing users of Centerville and Miccosukee Roads—two scenic roadways that are locally protected and designated as Canopy Roads. Ongoing and proposed development of the 7,000-acre Welaunee Critical Area Plan, which is nearly entirely located between Centerville and Miccosukee Roads, will result in increased congestion on these two Canopy Roadways, should a new transportation facility not be developed. In addition, the project is anticipated to provide relief to US 319 (Thomasville Road) and US 90 (Mahan Drive)—the first phase of a new regional gateway into Tallahassee.

Traffic Modeling Summary Matrix

Criteria	Opening Year 2025 Corridor				Interim Year 2035 Corridor				Design Year 2045 Corridor						
	No Build Scenario	1	2	3	4	No Build Scenario	1	2	3	4	No Build Scenario	1	2	3	4
Evaluation of Primary Arterials															
Relieves Centerville Road	—	✓	✓	✓	✓	—	✓	—	✓	✓	—	✓	—	✓	✓
Relieves Miccosukee Road	—	✓	✓	✓	✓	—	✓	✓	✓	✓	—	✓	✓	✓	✓
Relieves Thomasville Road	—	✓	✓	✓	✓	—	✓	✓	✓	✓	—	✓	✓	✓	—
Relieves Mahan Drive	—	✓	✓	✓	✓	—	✓	✓	✓	✓	—	✓	✓	✓	✓
Potential for a Future I-10 Interchange	—	✓	✓	✓	—	—	✓	✓	✓	—	—	✓	✓	✓	—
Evaluation of Secondary Arterials and Noteworthy Connectors															
Relieves Killlearn Estates Roadways	—	✓	✓	✓	✓	—	✓	—	✓	✓	—	✓	✓	✓	—
Relieves Killlearn Center Boulevard	—	✓	✓	✓	✓	—	✓	✓	✓	—	—	✓	✓	✓	✓
Relieves Olson Road	—	✓	✓	✓	✓	—	✓	✓	—	—	—	✓	✓	✓	—

— = No Relief* ✓ = Some Relief ✓✓ = Great Relief

*Relief indicates a reduction in transportation pressures on surrounding roadways resulting from existing, ongoing, and proposed development on adjacent properties.

Preliminary Construction and Right-of-Way Cost Comparison

No Build Scenario	Corridor 1	Corridor 2	Corridor 3	Corridor 4
None	\$42 Million	\$32 Million	\$39 Million	\$20 Million

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12/3/2019



County Commissioner Mary Ann Lindley
County Commissioner Nick Maddox
County Commissioner Bill Proctor
County Commissioner Jimbo Jackson
County Commissioner Rick Minor
County Commissioner Bryan Desloge, chair
County Commissioner Kristin Dozier

Mayor John E. Dailey
Mayor Pro Tem Dianne Williams-Cox
City Commissioner Elaine Bryant, vice chair
City Commissioner Curtis Richardson
City Commissioner Jeremy Matlow

RE: Northeast Gateway Project

Dear Commissioners,

As the largest Tallahassee neighborhood of over 3,800 residents we have been keeping a close eye the Northeast Gateway project. We have worked with our Board, residents, our consultant team, and Blueprint staff to arrive at what we feel is the best outcome possible for Killearn and the larger Northeast corridor.

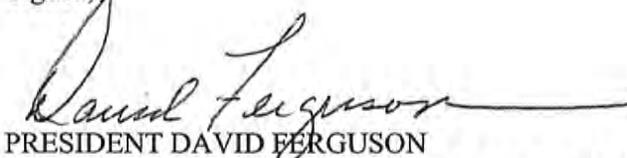
We are pleased to offer our support for the following provisions of the planned Northeast Gateway project which are consistent with KHA Board's position.

KHA endorses below, either option in order of priority:

- 1- Directing staff to initiate the substantial amendment process for Roberts Road only.
- 2- Directing staff to initiate the substantial amendment process for Roberts Road and Shamrock Street, on two conditions: that the project be fully funded, and that Roberts Road open first.

We believe either of these modifications will meet the project objective of regional connectivity, while protecting the integrity of Killearn Estates, property values, and offer transportation for our neighborhood, while not jeopardizing our quality of life.

Signed,



PRESIDENT DAVID FERGUSON

On Behalf of the KILLEARN HOMES ASSOCIATION

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Susan Emmanuel

From: Daniel Scheer
Sent: Thursday, December 12, 2019 12:55 PM
To: je bo; Susan Emmanuel
Cc: Kelsey McWilliams; Autumn Calder; Wetherell, Ryan; Simpson, Devin
Subject: RE: NE Gateway - Comment/Feedback Form

Thank you – we will make this part of the official record for the project. We appreciate you taking a personal interest in the project, feedback like yours truly helps formulate a ‘complete’ solution.

Thank you again!

V/r,
Dan

Daniel Scheer, P.E.

Design & Construction Manager • Blueprint Intergovernmental Agency
315 S. Calhoun St., Suite 450 • Tallahassee, FL 32301
Daniel.Scheer@blueprintia.org
850.219.1066 (office) • 850.597.3663 (cell)

BlueprintIA.org



Florida has a very broad public records law. Most written communications to or from public offices are public records available to the public and media upon request. Your e-mail communications may be subject to public disclosure.

From: je bo <jmb6825@gmail.com>
Sent: Thursday, December 12, 2019 12:46 PM
To: Daniel Scheer <Daniel.Scheer@Blueprintia.org>; Susan Emmanuel <susan.emmanuel@Blueprintia.org>
Cc: Kelsey McWilliams <kha@killlearn.org>
Subject: NE Gateway - Comment/Feedback Form

Mr. Scheer,

I hope this email finds you well. Pursuant to your group's direction at the recent Traffic Modeling Information session, attached is my comment form re the proposed Welaunee Extension. Please consider this feedback prior to today's Blueprint Board meeting. Thank you again for your time and consideration.

Sincerely,

Jessica Bowen-Hentges, Esq.
Killlearn resident



Comment Form

Northeast Gateway: Welaunee Boulevard Project Development and Environment (PD&E) Study

- Complete and leave in comment receptacle at meeting, or
- Fold and mail to the address printed on the back of this form, or
- Email Project Manager at Daniel.Scheer@blueprintIA.org
- Reply by December 13, 2019.

NOTICE: The information provided below is a matter of public record subject to examination by the general public upon request.

Name: Drucilla Daniels

Address: 2805 Roscommon Dr

Phone: 850/894-4553

E-mail: _____

REC'D BLUEPRINT IA
DEC 16 11 19 AM '19

Interest in project:

- | | | | |
|-------------------|-------------------------------------|---------------|--------------------------|
| Self | <input checked="" type="checkbox"/> | Firm / Agency | <input type="checkbox"/> |
| Government Agency | <input type="checkbox"/> | Civic Group | <input type="checkbox"/> |
| Business Owner | <input type="checkbox"/> | Other | <input type="checkbox"/> |

Comments:

First, I'm thankful (and hopeful things will not change) that the Welaunee Northeast Gateway will not open up onto Shamrock and flow through Killlearn. I would still like to see roads go out the backside of the Canopy development onto Roberts road and flow south onto Miccosukee. This would take anyone working in the city or area a straight shot. With the new housing development off Bradford and this development will empty out onto Thomasville Road which does not need any more traffic as it stands now.

And for the development the city wants to build - forget it! We don't need anymore stores or development that will start off with a bang and then go belly-up. Look how many buildings we have vacant now. Lets work on them before starting something new.